



# AGENDA

BOARD OF DIRECTORS  
REGULAR MEETING OF NOV. 15, 2013  
9:00 AM

*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](http://WWW.SCMTD.COM) AND IS AVAILABLE FOR INSPECTION AT SANTA CRUZ METRO'S ADMINISTRATIVE OFFICES LOCATED AT 110 VERNON STREET, SANTA CRUZ, CALIFORNIA

- |                          |   |                                     |
|--------------------------|---|-------------------------------------|
| <input type="checkbox"/> | <i>Director Margarita Alejo</i>           | <u><i>City of Watsonville</i></u>   |
| <input type="checkbox"/> | <i>Director Hilary Bryant</i>             | <u><i>City of Santa Cruz</i></u>    |
| <input type="checkbox"/> | <i>Director Dene Bustichi, Vice Chair</i> | <u><i>City of Scotts Valley</i></u> |
| <input type="checkbox"/> | <i>Director Daniel Dodge, Chair</i>       | <u><i>City of Watsonville</i></u>   |
| <input type="checkbox"/> | <i>Director Zach Friend</i>               | <u><i>County of Santa Cruz</i></u>  |
| <input type="checkbox"/> | <i>Director Ron Graves</i>                | <u><i>City of Capitola</i></u>      |
| <input type="checkbox"/> | <i>Director Michelle Hinkle</i>           | <u><i>County of Santa Cruz</i></u>  |
| <input type="checkbox"/> | <i>Director Deborah Lane</i>              | <u><i>County of Santa Cruz</i></u>  |
| <input type="checkbox"/> | <i>Director John Leopold</i>              | <u><i>County of Santa Cruz</i></u>  |
| <input type="checkbox"/> | <i>Director Bruce McPherson</i>           | <u><i>County of Santa Cruz</i></u>  |
| <input type="checkbox"/> | <i>Director Lynn Robinson</i>             | <u><i>City of Santa Cruz</i></u>    |
| <input type="checkbox"/> | <i>Ex-Officio Director Donna Blitzer</i>  | <u><i>UC Santa Cruz</i></u>         |

*Les White, General Manager*  
*Leslyn Syren, District Counsel*

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## **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 Tony Tapiz, Administrative Services Coordinator 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 Tony Tapiz, Coordinador de Servicios Administrativos al numero 831-426-6080.*

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### 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 Tony Tapiz, Administrative Services Coordinator, 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.*



**MEETING LOCATION:**  
**WATSONVILLE CITY COUNCIL CHAMBERS**  
**275 MAIN STREET**  
**WATSONVILLE, CA**

**9:00 A.M.**

**NOTE: THE BOARD CHAIR MAY TAKE ITEMS OUT OF ORDER**

**SECTION I: OPEN SESSION**

**1. CALL TO ORDER**

**2. ROLL CALL**

**3. ANNOUNCEMENTS**

**3-1.** Amy Weiss will be available for Spanish language interpretation during "Oral Communications" and for any other agenda item for which these services are needed.

**3-2.** Today's meeting is being broadcast by Community Television of Santa Cruz County.

**4. 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 Oral and Written Communications on a future agenda. In accordance with District Resolution 69-2-1, 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.*

**5. LABOR ORGANIZATION COMMUNICATIONS**

**6. 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.*

- 7-1. APPROVE MINUTES OF BOARD OF DIRECTORS MEETINGS OF SEPTEMBER 2013**
- 7-2. APPROVE MINUTES OF BOARD OF DIRECTORS MEETINGS OF OCTOBER 2013**
- 7-3. ACCEPT AND FILE PRELIMINARILY APPROVED CLAIMS FOR THE MONTH OF AUGUST 2013**
- 7-4. ACCEPT AND FILE MONTHLY BUDGET STATUS REPORTS YEAR TO DATE AS OF AUGUST 31, 2013**
- 7-5. STATUS REPORT OF ACTIVE GRANTS AND SUBMITTED GRANT PROPOSALS FOR NOVEMBER 2013**
- 7-6. METRO PARACRUZ OPERATIONS STATUS REPORT FOR AUGUST AND SEPTEMBER 2013**
- 7-7. ACCESSIBLE SERVICES REPORT FOR SEPTEMBER 2013**
- 7-8. CONSIDERATION OF AUTHORIZING THE GENERAL MANAGER TO EXECUTE A CONTRACT RENEWAL WITH THE HARTFORD FOR EMPLOYEE LONG TERM DISABILITY INSURANCE**
- 7-9. CONSIDERATION OF AUTHORIZING THE GENERAL MANAGER TO EXECUTE A CONTRACT RENEWAL WITH FOLGER GRAPHICS, INC. FOR THE PRINTING OF HEADWAYS IN AN AMOUNT NOT TO EXCEED \$18,295**
- 7-10. CONSIDER APPROVAL OF RETROACTIVE WAGE SCALE ADJUSTMENT AND CHANGE TO EXEMPT STATUS FOR THE SUPERVISOR OF PARTS AND MATERIALS**
- 7-11. ACCEPT & FILE MINUTES FROM METRO ADVISORY COMMITTEE MEETINGS OF MAY 15, JUNE 19, AND SEPTEMBER 18, 2013**
- 7-12. ACCEPT & FILE MINUTES FROM SCCRTC MEETINGS OF JUNE 6, AUGUST 1, AND SEPTEMBER 5, 2013**
- 7-13. NOTICE OF ACTION TAKEN IN CLOSED SESSION**
- 7-14. CONSIDERATION OF TORT CLAIMS: REJECT THE CLAIM OF STATE FARM (ALEX SEEFELDT), #13-0017**



**REGULAR AGENDA**

- 8. PRESENTATION OF EMPLOYEE LONGEVITY AWARDS**  
Presented by Daniel Dodge, Chair
- 9. CONSIDERATION OF 2014 BOARD OF DIRECTORS MEETING SCHEDULE**  
Presented by Tony Tapiz, Administrative Services Coordinator
- 10. CONSIDERATION OF APPROVAL OF THE 2014 FEDERAL LEGISLATIVE ADVOCACY PROGRAM**  
Presented by Les White, General Manager
- 11. CONSIDERATION OF APPROVAL OF THE 2014 STATE LEGISLATIVE ADVOCACY PROGRAM**  
Presented by Les White, General Manager
- 12. CONSIDERATION OF AUTHORIZING THE GENERAL MANAGER TO EXECUTE A CONTRACT RENEWAL WITH CAPITAL EDGE ADVOCACY INC. FOR FEDERAL LEGISLATIVE REPRESENTATIVE SERVICES IN AN AMOUNT NOT TO EXCEED \$64,000**  
Presented by Les White, General Manager
- 13. ACCEPT AND FILE THE REPORT FROM THE 2014 ANNUAL MEETING OF THE AMERICAN PUBLIC TRANSPORTATION ASSOCIATION THAT WAS ATTENDED BY DANIEL DODGE, DENE BUSTICHI, AND LES WHITE**  
Presented by Les White, General Manager
- 14. CONSIDERATION OF THE ADOPTION OF A RESOLUTION DECLARING TWO KIOSKS AT THE WATSONVILLE TRANSIT CENTER TO BE SURPLUS AND AUTHORIZE THE GENERAL MANAGER TO TAKE ACTION TO REMOVE THE STRUCTURES FROM THE SITE**  
Presented by Leslyn Syren, District Counsel
- 15. CONSIDERATION OF AN AMENDMENT TO THE SANTA CRUZ METRO BYLAWS – TITLE V. DIRECTORS - SECTIONS 5.06 AND 5.07**  
Presented by Leslyn Syren, District Counsel
- 16. REVIEW AND CONSIDER ADMINISTRATIVE DRAFT OF THE 2013 SHORT RANGE TRANSIT PLAN**  
Presented by Erich Friedrich, Senior Transit Planner
- 17. ORAL REPORT OF THE RECRUITMENT TASK FORCE**  
Presented by Daniel Dodge, Chair
- 18. REVIEW OF ITEMS TO BE DISCUSSED IN CLOSED SESSION**  
Presented by Leslyn Syren, District Counsel
- 19. COMMUNICATIONS REGARDING CLOSED SESSION**



**20. ANNOUNCEMENT OF NEXT MEETING**

The next regularly scheduled Board meeting will be held Friday, December 13, 2013 at 8:30 a.m. at the Santa Cruz METRO Administrative Offices located at 110 Vernon Street, in Santa Cruz.

**SECTION II: CLOSED SESSION - Immediately following Open Session**

**1. CONFERENCE WITH LEGAL COUNSEL – EXISTING LITIGATION**

(Pursuant to Government Code Section 54956.9)

Sylvia Jimenez v. Santa Cruz Metropolitan Transit District; WCAB No. ADJ7073277

**SECTION III: RECONVENE TO OPEN SESSION**

**21. REPORT OF CLOSED SESSION - District Counsel**

**22. ADJOURNMENT**

Adjourn to the next Board of Directors meeting.

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*Pursuant to Section 54954.2(a)(1) of the Government Code of the State of California, this agenda was posted at least 72 hours in advance of the scheduled meeting at a public place freely accessible to the public 24 hours a day. The agenda packet and materials related to an item on this Agenda submitted to the Board of Directors after distribution of the agenda packet are available for public inspection in the Santa Cruz METRO Administrative Office (110 Vernon Street, Santa Cruz) during normal business hours. Such documents are also available on the Santa Cruz METRO website at [www.scmttd.com](http://www.scmttd.com) subject to staff's ability to post the document before the meeting.*

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A Meeting of the Board of Directors of the Santa Cruz Metropolitan Transit District was convened on the above date at the Administrative Offices of Santa Cruz METRO, located at 110 Vernon Street, in Santa Cruz, California.

1. CALL TO ORDER

Vice Chair Bustichi called the meeting to order at 8:35 a.m.

2. ROLL CALL

The following Directors were present:

Director Margarita Alejo



Director Hilary Bryant



Director Dene Bustichi



Director Daniel Dodge



Director Zach Friend



Director Ron Graves



Director Michelle Hinkle



Director Deborah Lane



Director John Leopold



Director Bruce McPherson



Director Lynn Robinson



Ex-Officio Director Donna Blitzer



STAFF PRESENT

Anthony Tapiz, Recording Secretary

Leslie R. White, Secretary to the Board/General Manager

Leslyn K. Syren, District Counsel

METRO EMPLOYEES AND MEMBERS OF THE PUBLIC WHO VOLUNTARILY INDICATED THEY WERE PRESENT

Ciro Aguirre, SC METRO

Angela Aitken, SC METRO

Daniel Zaragoza, SC METRO

Robert Cotter, SC METRO

Debbie Kinslow, SC METRO

Erron Alvey, SC METRO

April Warnock, Paracruz

Joan Jeffries, SC METRO

3. ANNOUNCEMENTS

Director McPherson announced that Santa Cruz METRO was being acknowledged on the website for the Santa Cruz County Visitors Bureau.

Director Lane announced the success of cake and ribbon-cutting celebration at La Posada for the resumption of service to the Frederick/Gault area.

**DIRECTOR DODGE ARRIVED.**

Director Robinson asked about the METRO employee picnic. Liseth Guizar, Claims Investigator II, provided a short update on the details for the employee picnic.

4. COMMUNICATIONS TO THE BOARD OF DIRECTORS

Chair Dodge asked for an updated presentation of security measures at Santa Cruz METRO. Director Leopold asked for clarification on the need for another review of security measures at Santa Cruz METRO. Les White said that the current efforts underway to establish better day-to-day operating security with local law enforcement, and consideration of surveillance cameras at high crime areas with police interface-capability could be covered in the presentation.

5. LABOR ORGANIZATION COMMUNICATIONS

None.

6. ADDITIONAL DOCUMENTATION TO SUPPORT EXISTING AGENDA ITEMS

None.

**CONSENT AGENDA**

7-1. NOTIFICATION OF ACTION TAKEN IN CLOSED SESSION

7-2. RATIFY THE SIXTH AMENDMENT FOR A THREE YEAR EXTENSION OF THE MEMORANDUM OF UNDERSTANDING FOR THE HIGHWAY 17 CONSOLIDATED TRANSIT SERVICE

7-3. CONSIDERATION OF A SECURITY SERVICES GUARANTY AGREEMENT WITH FIRST ALARM SECURITY AND PATROL, INC. WHEREBY SANTA CRUZ METRO WOULD ENTER INTO THE COOPERATIVE SECURITY PATROL PROGRAM AS GUARANTOR

**ACTION: MOTION: DIRECTOR LEOPOLD**

**SECOND: DIRECTOR ROBINSON**

**APPROVE CONSENT AGENDA AS PRESENTED.**

**MOTION PASSED UNANIMOUSLY WITH DIRECTORS FRIEND AND HINKLE BEING ABSENT.**

**REGULAR AGENDA**

8. CONSIDERATION OF ESTABLISHING THE NEW POSITION OF SECURITY AND RISK ADMINISTRATOR;  
CONSIDERATION OF RECLASSIFYING THE CLAIMS INVESTIGATOR II INCUMBENT TO THE NEW POSITION  
OF SECURITY AND RISK ADMINISTRATOR

Leslyn Syren presented the staff report. There was a discussion about the new position and salary.

**ACTION: MOTION: DIRECTOR MCPHERSON SECOND: DIRECTOR DODGE**

**ESTABLISH THE NEW POSITION OF SECURITY AND RISK ADMINISTRATOR; RECLASSIFY THE CLAIMS  
INVESTIGATOR II INCUMBENT TO THE NEW POSITION OF SECURITY AND RISK ADMINISTRATOR.**

**MOTION PASSED UNANIMOUSLY WITH DIRECTORS FRIEND AND HINKLE BEING ABSENT.**

9. CONSIDERATION OF RECEIVING INFORMATION REGARDING THE DEVELOPMENT OF A  
POLICY/STRATEGY BY THE AMERICAN PUBLIC TRANSPORTATION ASSOCIATION FOR THE ENACTMENT  
OF A NEW FEDERAL TRANSPORTATION AUTHORIZATION BILL BY THE UNITED STATES CONGRESS

Les White presented the staff report. Mr. White said that current political and international crises are preventing any work on a Transportation Reauthorization bill in Washington DC.

**NO ACTION TAKEN.**

10. CONSIDERATION OF THE ACTIONS TAKING PLACE TO RESOLVE THE CONFLICTS BETWEEN THE PUBLIC  
EMPLOYEES PENSION REFORM ACT AND SECTION 13-C OF THE URBAN MASS TRANSPORTATION ACT  
OF 1964, AS AMENDED, THAT HAVE RESULTED IN THE SEQUESTRATION OF FEDERAL FUNDS BY THE  
UNITED STATES DEPARTMENT OF LABOR, INCLUDING \$5.5 MILLION IN SANTA CRUZ METRO  
OPERATING FUNDS

Les White presented the staff report. There was a discussion about the legislative actions taking place.

**NO ACTION TAKEN.**

11. CONSIDERATION OF AUTHORIZING THE GENERAL MANAGER TO EXECUTE A CONTRACT FOR THE  
PURCHASE OF A TICKET VENDING MACHINE FOR INSTALLATION IN THE SAN LORENZO VALLEY HIGH  
SCHOOL, OR CLOSE PROXIMITY, AND AMENDING THE SANTA CRUZ METRO 2013/2014 CAPITAL  
BUDGET TO REFLECT SUCH PURCHASE

Les White presented the staff report. There was a discussion about costs, trained personnel, customer service needs, and outreach to high schools. Chair Dodge asked that the consideration of consolidation efforts be placed on a future agenda. Carolyn Derwing, SEA, called attention to the lack of adequate staffing. Manny Martinez, PSA, raised objections to the continuous use of temporary employees. Will Regan, VMU, called attention to the maintenance needs. Chair Dodge suggested an examination of job descriptions.

**ACTION: MOTION: DIRECTOR MCPHERSON SECOND: DIRECTOR LEOPOLD**

**AUTHORIZE THE GENERAL MANAGER TO EXECUTE A CONTRACT FOR THE PURCHASE OF A TICKET VENDING MACHINE FOR INSTALLATION IN THE SAN LORENZO VALLEY HIGH SCHOOL, OR CLOSE PROXIMITY, AND AMEND THE SANTA CRUZ METRO 2013/2014 CAPITAL BUDGET TO REFLECT SUCH PURCHASE.**

**MOTION PASSED UNANIMOUSLY WITH DIRECTORS FRIEND AND HINKLE BEING ABSENT.**

12. UPDATE ON THE 2013 SHORT RANGE TRANSIT PLAN INCLUDING A PRESENTATION ON EXISTING CONDITIONS AND INITIAL FINDINGS

Erich Friedrich presented the staff report. There was a discussion about formatting the next presentation.

**NO ACTION TAKEN.**

13. ORAL REPORT OF THE RECRUITMENT TASK FORCE

Chair Dodge said that the Task Force has met and narrowed down to three recruitment firms. Vice Chair Bustichi said that allowances would be made for the winter holidays.

**NO ACTION TAKEN.**

14. REVIEW OF ITEMS TO BE DISCUSSED IN CLOSED SESSION

Leslyn Syren said that the Board would review the cases of Dombrose v. SCMTD, and Litvin v. SCMTD.

15. COMMUNICATIONS REGARDING CLOSED SESSION

None.

16. ORAL ANNOUNCEMENT

The next regularly scheduled Board meeting will be held Friday, September 27, 2013 at 9:00 a.m. at the Watsonville City Council Chambers, 275 Main Street, Watsonville, California.

17. REPORT OF CLOSED SESSION

Leslyn Syren said there was nothing to report.

18. ADJOURNMENT

There being no more business, Vice Chair Bustichi adjourned to the next regularly scheduled meeting at 11:05 AM.

Respectfully submitted,



ANTHONY TAPIZ  
Recording Secretary



A meeting of the Board of Directors of the Santa Cruz Metropolitan Transit District was convened on the above date at the Scotts Valley City Council Chambers, 1 Civic Center Drive, in Scotts Valley, California.

1. CALL TO ORDER

Chair Dodge called the meeting to order at 9:04 a.m.

2. ROLL CALL

The following Directors were present:

Director Margarita Alejo



Director Hilary Bryant



Director Dene Bustichi



Director Daniel Dodge



Director Zach Friend



Director Ron Graves



Director Michelle Hinkle



Director Deborah Lane



Director John Leopold



Director Bruce McPherson



Director Lynn Robinson



Ex-Officio Director Donna Blitzer



STAFF PRESENT

Anthony Tapiz, Recording Secretary

Leslie R. White, Secretary to the Board/General Manager

Leslyn K. Syren, District Counsel

METRO EMPLOYEES AND MEMBERS OF THE PUBLIC WHO VOLUNTARILY INDICATED THEY WERE PRESENT

Joan Jeffries, SC METRO

Debbie Kinslow, SC METRO

Erron Alvey, SC METRO

Amy Weiss, Interpreter

Angela Aitken, SC METRO

April Warnock, Paracruz

3. ANNOUNCEMENTS

Amy Weiss, Spanish interpreter, announced that she was available for Spanish language translation during the meeting.

4. COMMUNICATIONS TO THE BOARD OF DIRECTORS

John Daugherty, EDTAC, announced that EDTAC had updated their posters for the Sidewalk Hazard program. Norman Hagen, Chair, METRO Advisory Committee, thanked the Board for the bus service to the Fair and requested that MAC have a seat on the recruitment panel. Liseth Guizar, Security and Risk Administrator, provided details on the METRO employee picnic. Lesley Wright asked for more service on the 66/68 corridor. Director McPherson thanked the District for the bus used on the Highway 9 Corridor tour. Chair Dodge announced the Monterey Tequila Festival on October 12-13.

5. LABOR ORGANIZATION COMMUNICATIONS

None.

6. ADDITIONAL DOCUMENTATION TO SUPPORT EXISTING AGENDA ITEMS

None.

**CONSENT AGENDA**

- 7-1. **SANTA CRUZ METRO SYSTEM RIDERSHIP REPORT FOR JULY 2013**
- 7-2. **METRO PARACRUZ OPERATIONS STATUS REPORT FOR JULY 2013**
- 7-3. **APPROVE MINUTES OF JUNE 2013 BOARD OF DIRECTORS MEETINGS**
- 7-4. **APPROVE MINUTES OF AUGUST 2013 BOARD OF DIRECTORS MEETINGS**
- 7-5. **RENEWAL OF PROPERTY INSURANCE COVERAGE FOR FY14 WITH ZURICH AMERICAN INSURANCE COMPANY**
- 7-6. **STATUS REPORT OF ACTIVE GRANTS AND SUBMITTED GRANT PROPOSALS FOR SEPTEMBER 2013**
- 7-7. **CONSIDERATION OF AUTHORIZING THE GENERAL MANAGER TO EXECUTE A THREE-YEAR EXTENSION TO A MEMORANDUM OF UNDERSTANDING WITH THE CITY OF SANTA CRUZ FOR PROJECT MANAGEMENT SERVICES FOR THE PACIFIC STATION REDESIGN**
- 7-8. **CONSIDERATION OF TORT CLAIMS: REJECT THE CLAIM OF JENNIFER GOUDGE, #13-0014**
- 7-9. **ACCESSIBLE SERVICES REPORT FOR JULY 2013**

**ACTION: MOTION: DIRECTOR BRYANT SECOND: DIRECTOR LEOPOLD**

**APPROVE CONSENT AGENDA.**

**MOTION PASSED UNANIMOUSLY WITH DIRECTOR GRAVES BEING ABSENT.**

**REGULAR AGENDA**

**8. PRESENTATION OF EMPLOYEE LONGEVITY AWARDS**

**ACTION DEFERRED.**

**9. CONSIDERATION OF A RESOLUTION OF APPRECIATION AND REMEMBRANCE FOR THE SERVICES OF DENNIS “POP” PAPADOPULO AS AN ADVOCATE OF THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT AND OF ACCESSIBLE PUBLIC TRANSIT**

Chair Dodge read the resolution for Pop Papadopulo.

**ACTION: MOTION: DIRECTOR LEOPOLD SECOND: DIRECTOR ROBINSON**

**APPROVE A RESOLUTION OF APPRECIATION AND REMEMBRANCE FOR THE SERVICES OF DENNIS “POP” PAPADOPULO AS AN ADVOCATE OF THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT AND OF ACCESSIBLE PUBLIC TRANSIT.**

**MOTION PASSED UNANIMOUSLY WITH DIRECTOR GRAVES BEING ABSENT.**

**10. CONSIDERATION OF AWARD OF CONTRACT WITH B+U, LLP FOR WATSONVILLE TRANSIT CENTER CONCEPTUAL DESIGN SERVICES IN AN AMOUNT NOT TO EXCEED \$160,000, AND AMENDING THE CAPITAL BUDGET TO REFLECT THE ADDITIONAL AMOUNT REQUIRED**

Liseth Guizar presented the staff report. There was a discussion about the complexity of the project and the budget.

**ACTION: MOTION: DIRECTOR BRYANT SECOND: DIRECTOR ROBINSON**

**APPROVE AWARD OF CONTRACT WITH B+U, LLP FOR WATSONVILLE TRANSIT CENTER CONCEPTUAL DESIGN SERVICES IN AN AMOUNT NOT TO EXCEED \$160,000, AND AMENDING THE CAPITAL BUDGET TO REFLECT THE ADDITIONAL AMOUNT REQUIRED.**

**MOTION PASSED UNANIMOUSLY WITH DIRECTOR GRAVES BEING ABSENT.**

**11. CONSIDERATION OF METRO SPONSORSHIP OF THE SANTA CRUZ CHAMBER OF COMMERCE COMMUNITY LEADERSHIP VISIT BY PROVIDING TRANSPORTATION OCTOBER 27 AND 28, 2013**

Les White presented the staff report. There was a discussion about the benefits of supporting the event.

**ACTION: MOTION: DIRECTOR MCPHERSON SECOND: DIRECTOR ROBINSON**

**APPROVE METRO SPONSORSHIP OF THE SANTA CRUZ CHAMBER OF COMMERCE COMMUNITY LEADERSHIP VISIT BY PROVIDING TRANSPORTATION OCTOBER 27 AND 28, 2013.**

**MOTION PASSED UNANIMOUSLY WITH DIRECTOR GRAVES BEING ABSENT.**

**12. ORAL REPORT OF THE RECRUITMENT TASK FORCE**

Chair Dodge said that the Task Force had selected a firm, and would place it on the agenda for the next meeting. Chair Dodge and Director Leopold both expressed their thanks to Joan Jeffries.

**13. ANNOUNCEMENT OF NEXT MEETING**

The next regularly scheduled Board meeting will be held Friday, October 11, 2013 at 8:30 a.m. at the Santa Cruz METRO Administrative offices located at 110 Vernon Street, Santa Cruz, California.

**14. ADJOURNMENT**

There being no more business, Chair Dodge adjourned to the next regularly scheduled meeting at 10:05 AM.

Respectfully submitted,



ANTHONY TAPIZ  
Recording Secretary

DRAFT



A Meeting of the Board of Directors of the Santa Cruz Metropolitan Transit District was convened on the above date at the Administrative Offices of Santa Cruz METRO, located at 110 Vernon Street, in Santa Cruz, California.

1. CALL TO ORDER

Vice Chair Bustichi called the meeting to order at 8:31 a.m.

2. ROLL CALL

The following Directors were present:

Director Margarita Alejo

Director Hilary Bryant

Director Dene Bustichi

Director Daniel Dodge

Director Zach Friend

Director Ron Graves

Director Michelle Hinkle

Director Deborah Lane

Director John Leopold

Director Bruce McPherson

Director Lynn Robinson

Ex-Officio Director Donna Blitzer

DRAFT

STAFF PRESENT

Anthony Tapiz, Recording Secretary

Leslie R. White, Secretary to the Board/General Manager

Leslyn K. Syren, District Counsel

METRO EMPLOYEES AND MEMBERS OF THE PUBLIC WHO VOLUNTARILY INDICATED THEY WERE PRESENT

Debbie Kinslow, SC METRO

Robyn Slater, SC METRO

April Warnock, Paracruz

Angela Aitken, SC METRO

Will Regan, VMU

Joan Jeffries, SC METRO

Casey Beven, SVLG

Lorraine Bayer, SC METRO

Liseth Guizar, SC METRO

3. ANNOUNCEMENTS

Liseth Guizar, Security and Risk Administrator, announced the details for the Santa Cruz METRO employee picnic on October 12, 2013.

4. COMMUNICATIONS TO THE BOARD OF DIRECTORS

None.

5. LABOR ORGANIZATION COMMUNICATIONS

None.

6. ADDITIONAL DOCUMENTATION TO SUPPORT EXISTING AGENDA ITEMS

None.

**CONSENT AGENDA**

7-1. **ACCEPT AND FILE PRELIMINARILY APPROVED CLAIMS FOR THE MONTH OF JUNE 2013**

7-2. **REQUEST AUTHORIZATION TO USE A CONTRA COSTA COUNTY VEHICLE PURCHASE CONTRACT FOR THE PURCHASE OF A FORD ESCAPE FROM DOWNTOWN FORD SALES IN AN AMOUNT NOT TO EXCEED \$27,178**

**ACTION: MOTION: DIRECTOR LEOPOLD SECOND: DIRECTOR GRAVES**

**APPROVE CONSENT AGENDA AS PRESENTED.**

**MOTION PASSED UNANIMOUSLY WITH DIRECTORS ALEJO AND DODGE BEING ABSENT.**

**REGULAR AGENDA**

8. **ACCEPT AND FILE THE FISCAL YEAR END MONTHLY BUDGET STATUS REPORTS FOR JUNE 30, 2013; AND ADOPTION OF THE SCHEDULE OF RESERVE ACCOUNT BALANCES**

Angela Aitken presented the staff report. Director Lane asked about funds for La Posada service.

**ACTION: MOTION: DIRECTOR LEOPOLD SECOND: DIRECTOR BRYANT**

**ACCEPT AND FILE THE FISCAL YEAR END MONTHLY BUDGET STATUS REPORTS FOR JUNE 30, 2013; AND ADOPT THE SCHEDULE OF RESERVE ACCOUNT BALANCES.**

**MOTION PASSED UNANIMOUSLY WITH DIRECTORS ALEJO AND DODGE BEING ABSENT.**

9. **CONSIDERATION OF APPOINTMENT OF VERONICA ELSEA TO THE METRO ADVISORY COMMITTEE FOR A TERM ENDING DECEMBER 2015**

Les White presented the staff report.

**ACTION: MOTION: DIRECTOR MCPHERSON SECOND: DIRECTOR HINKLE**

**APPOINT VERONICA ELSEA TO THE METRO ADVISORY COMMITTEE FOR A TERM ENDING DECEMBER 2015.**

**MOTION PASSED UNANIMOUSLY WITH DIRECTORS ALEJO AND DODGE BEING ABSENT.**

**DIRECTOR DODGE ARRIVED.**

**10. CONSIDERATION OF AWARD OF CONTRACT WITH THE MERCER GROUP, INC. FOR EXECUTIVE RECRUITMENT AND CONSULTING SERVICES IN AN AMOUNT NOT TO EXCEED \$38,000**

Chair Dodge said that the Recruitment Task Force had chosen Mercer Group, Inc. and thanked staff, especially Joan Jeffries.

**ACTION: MOTION: DIRECTOR LEOPOLD SECOND: DIRECTOR MCPHERSON**

**AWARD OF CONTRACT WITH THE MERCER GROUP, INC. FOR EXECUTIVE RECRUITMENT AND CONSULTING SERVICES.**

**MOTION PASSED UNANIMOUSLY WITH DIRECTOR ALEJO BEING ABSENT.**

**11. CONSIDERATION OF AUTHORIZING THE GENERAL MANAGER TO EXECUTE A CONTRACT RENEWAL WITH SHAW /YODER /ANTWIH, INC. FOR STATE LEGISLATIVE REPRESENTATIVE SERVICES IN AN AMOUNT NOT TO EXCEED \$30,000**

Les White presented the staff report.

**ACTION: MOTION: DIRECTOR MCPHERSON SECOND: DIRECTOR HINKLE**

**AUTHORIZE THE GENERAL MANAGER TO EXECUTE A CONTRACT RENEWAL WITH SHAW /YODER /ANTWIH, INC. FOR STATE LEGISLATIVE REPRESENTATIVE SERVICES IN AN AMOUNT NOT TO EXCEED \$30,000.**

**MOTION PASSED UNANIMOUSLY WITH DIRECTOR ALEJO BEING ABSENT.**

**12. CONSIDERATION OF AUTHORIZING THE GENERAL MANAGER TO EXECUTE A CONTRACT AMENDMENT WITH TRAPEZE SOFTWARE GROUP, INC. FOR PURCHASE AND INSTALLATION OF TRAPEZE PASS-MON IN AN AMOUNT NOT TO EXCEED \$136,912**

Erron Alvey presented the staff report.

**ACTION: MOTION: DIRECTOR LEOPOLD SECOND: DIRECTOR ROBINSON**

**AUTHORIZE THE GENERAL MANAGER TO EXECUTE A CONTRACT AMENDMENT WITH TRAPEZE SOFTWARE GROUP, INC. FOR PURCHASE AND INSTALLATION OF TRAPEZE PASS-MON IN AN AMOUNT NOT TO EXCEED \$136,912.**

**MOTION PASSED UNANIMOUSLY WITH DIRECTOR ALEJO BEING ABSENT.**

- 13. CONSIDERATION OF PROVIDING ADDITIONAL HIGHWAY 17 EXPRESS SERVICE TO THE APPLIED MATERIAL SILICON VALLEY TURKEY TROT FOR NOVEMBER 28, 2013 IN AN AMOUNT NOT TO EXCEED \$1,000**

Ciro Aguirre presented the staff report. There was a discussion about the Turkey Trot and advertising opportunities for METRO as a sponsor.

**ACTION: MOTION: DIRECTOR MCPHERSON SECOND: DIRECTOR HINKLE**

**AUTHORIZE ADDITIONAL HIGHWAY 17 EXPRESS SERVICE TO THE APPLIED MATERIAL SILICON VALLEY TURKEY TROT FOR NOVEMBER 28, 2013 IN AN AMOUNT NOT TO EXCEED \$1,000.**

**MOTION PASSED UNANIMOUSLY WITH DIRECTOR ALEJO BEING ABSENT.**

- 14. ORAL REPORT OF THE RECRUITMENT TASK FORCE**

Chair Dodge said there was nothing more to report.

- 8. ANNOUNCEMENT OF NEXT MEETING**

The next regularly scheduled Board meeting will be held Friday, October 25, 2013 at 9:00 a.m. at the Santa Cruz City Council Chambers, 809 Center Street, Santa Cruz, California.

- 9. ADJOURNMENT**

There being no more business, Vice Chair Bustichi adjourned to the next regularly scheduled meeting at 9:11 AM.

Respectfully submitted,



ANTHONY TAPIZ  
Recording Secretary



A meeting of the Board of Directors of the Santa Cruz Metropolitan Transit District was convened on the above date at the Santa Cruz City Council Chambers, 809 Center Street, in Santa Cruz, California.

1. CALL TO ORDER

Chair Dodge called the meeting to order at 9:02 a.m.

2. ROLL CALL

The following Directors were present:

- Director Margarita Alejo
- Director Hilary Bryant
- Director Dene Bustichi
- Director Daniel Dodge
- Director Zach Friend
- Director Ron Graves
- Director Michelle Hinkle
- Director Deborah Lane
- Director John Leopold
- Director Bruce McPherson
- Director Lynn Robinson
- Ex-Officio Director Donna Blitzer

DRAFT

STAFF PRESENT

- Anthony Tapiz, Recording Secretary
- Leslie R. White, Secretary to the Board/General Manager
- Leslyn K. Syren, District Counsel

METRO EMPLOYEES AND MEMBERS OF THE PUBLIC WHO VOLUNTARILY INDICATED THEY WERE PRESENT

- |                          |                           |
|--------------------------|---------------------------|
| Debbie Kinslow, SC METRO | Thomas Hiltner, SC METRO  |
| April Warnock, Paracruz  | Claire Fliesler, SC METRO |
| Will Regan, VMU          | Amy Weiss, Interpreter    |
| Robyn Slater, SC METRO   | Erron Alvey, SC METRO     |
| Carolyn Derwing, SEA     | Angela Aitken, SC METRO   |
| Norm Hagen, MAC          | Grant Wilson              |

3. ANNOUNCEMENTS

Amy Weiss, Spanish interpreter, announced that she was available for Spanish language translation during the meeting.

4. COMMUNICATIONS TO THE BOARD OF DIRECTORS

Norman Hagen, Chair, METRO Advisory Committee, thanked the Board for the bus service to the Fair, offered some suggestions for service, and requested that MAC have a seat on the recruitment panel. Grant Wilson requested service to Los Gatos. Directors Robinson, McPherson and Dodge thanked staff for the picnic.

5. LABOR ORGANIZATION COMMUNICATIONS

Will Regan, Carolyn Derwing, and Manny Martinez thanked the Board for the picnic.

6. ADDITIONAL DOCUMENTATION TO SUPPORT EXISTING AGENDA ITEMS

None.

CONSENT AGENDA

- 7-1. ACCEPT AND FILE PRELIMINARILY APPROVED CLAIMS FOR THE MONTH OF JULY 2013
- 7-2. ACCEPT AND FILE MONTHLY BUDGET STATUS REPORTS YEAR TO DATE AS OF JULY 31, 2013
- 7-3. CONSIDER ADOPTING A RESOLUTION AUTHORIZING THE GENERAL MANAGER TO SUBMIT AN APPLICATION AND SIGN NECESSARY AGREEMENTS FOR FUNDING FROM THE FY14 CALIFORNIA TRANSIT SECURITY GRANT PROGRAM
- 7-4. STATUS REPORT OF ACTIVE GRANTS AND SUBMITTED GRANT PROPOSALS FOR OCTOBER 2013
- 7-5. ACCESSIBLE SERVICES REPORT FOR AUGUST 2013
- 7-6. CONSIDERATION OF AUTHORIZING THE GENERAL MANAGER TO EXECUTE A CONTRACT RENEWAL WITH DELTA DENTAL THROUGH THE CALIFORNIA STATE ASSOCIATION OF COUNTIES EXCESS INSURANCE AUTHORITY (CSAC-EIA) FOR EMPLOYEE DENTAL INSURANCE
- 7-7. CONSIDERATION OF AUTHORIZING THE GENERAL MANAGER TO EXECUTE A CONTRACT RENEWAL WITH THE HARTFORD FOR EMPLOYEE LIFE AND ACCIDENTAL DEATH & DISMEMBERMENT INSURANCE
- ~~7-8. CONSIDERATION OF METROBASE STATUS REPORT~~
- 7-9. CONSIDERATION OF TORT CLAIMS: REJECT THE CLAIM OF USAA (SUBRO. FISCHETTE), CLAIM #13-0015; REJECT THE CLAIM OF SANDRA ENGLAND, #13-0016

CHAIR DODGE PULLED ITEM 7-8 FROM THE CONSENT AGENDA.

**ACTION: MOTION: DIRECTOR BRYANT SECOND: DIRECTOR ROBINSON**

**APPROVE CONSENT AGENDA AS AMENDED.**

**MOTION PASSED UNANIMOUSLY WITH DIRECTORS ALEJO AND LEOPOLD BEING ABSENT.**

**REGULAR AGENDA**

**7-8 CONSIDERATION OF METROBASE STATUS REPORT**

There was a discussion about the construction timeline, change orders, budget, and inspection reports. Les White suggested a tour of the site.

**ACTION: MOTION: DIRECTOR BUSTICHI SECOND: DIRECTOR ROBINSON**

**ACCEPT AND FILE METROBASE STATUS REPORT.**

**MOTION PASSED UNANIMOUSLY WITH DIRECTORS ALEJO AND LEOPOLD BEING ABSENT.**

**8. CONSIDERATION OF RESOLUTION OF APPRECIATION FOR THE SERVICES OF DAVID R. MAHAN AS A TRANSIT SUPERVISOR FOR THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT**

**ACTION DEFERRED.**

**9. CONSIDERATION OF 2014 BOARD OF DIRECTORS MEETING SCHEDULE**

**ACTION DEFERRED.**

**10. ORAL REPORT OF THE RECRUITMENT TASK FORCE**

Chair Dodge said there was nothing to report.

**11. ANNOUNCEMENT OF NEXT MEETING**

The next regularly scheduled Board meeting will be held Friday, November 15, 2013 at 9:00 a.m. at the Watsonville City Council Chambers, 275 Main Street, Watsonville, California.

**12. ADJOURNMENT**

There being no more business, Chair Dodge adjourned to the next regularly scheduled meeting at 9:35 AM.

Respectfully submitted,



ANTHONY TAPIZ  
Recording Secretary

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SANTA CRUZ METROPOLITAN TRANSIT DISTRICT  
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DATE: 08/01/13 THRU 08/31/13

CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
46690	08/05/13	001128	525.00	ALWAYS TOWING & RECOVERY, INC		54209	TOW BUS #1002	525.00	
46691	08/05/13	192.80 192	192.80	ALWAYS UNDER PRESSURE		54272	LANDA HOSE	192.80	
46692	08/05/13	10.00 E214	10.00	ATWELL, DONALD		54241	DMV REIMBURSEMENT	10.00	
46693	08/05/13	5,050.35 059	5,050.35	BATTERIES USA, INC.		54269	BATTERIES & CORES	5,050.35	
46694	08/05/13	120.00 E659	120.00	BAYER, LORRAINE		54282	CPA LICENSE RENEWAL	120.00	
46695	08/05/13	2,899.28 001356	2,899.28	BRENCO OPERATING-TEXAS, LP		54211	SPARK PLUG	2,899.28	
46696	08/05/13	6,449.70 001844	6,449.70	BRINKS INCORPORATED		54230	JUN 13 SERVICE	3,952.74	
						54231	JUN 13 SERVICES	2,496.96	
46697	08/05/13	1,239.44 130	1,239.44	CITY OF WATSONVILLE UTILITIES		54262	6/17-7/22 WTC	281.36	
						54263	6/17-7/22 WTC	40.21	
						54264	6/17-7/22 WTC	25.77	
						54265	SOLID WASTE WTC	892.10	
46698	08/05/13	17,038.13 001124	17,038.13	CLEAN ENERGY		54198	LNG 7/11/13	8,829.95	
						54270	LNG 7/13/13	8,208.18	
46699	08/05/13	76.12 075	76.12	COAST PAPER & SUPPLY INC.		54188	PARTS BOXES	76.12	
46700	08/05/13	60.00 T247	60.00	DELUNA, MARIA PEREZ		54268	15 @ \$4/EA RETURNED	60.00	
46701	08/05/13	2,756.25 432	2,756.25	EXPRESS SERVICES INC.		54247	TEMP W/E 7/14/13	956.25	
						54248	TEMP W/E 7/21/13	1,800.00	
46702	08/05/13	28.82 372	28.82	FEDERAL EXPRESS		54184	FREIGHT OUT	28.82	
46703	08/05/13	126.12 001172	126.12	FERGUSON ENTERPRISES INC. #795		54186	RPR WTC	126.12	
46704	08/05/13	10,380.00 002295	10,380.00	FIRST ALARM		54234	JUN 13 SECURITY DUBO	10,380.00	
46705	08/05/13	10,775.17 002952	10,775.17	FLYERS ENERGY LLC		54194	7/1-7/15 FUEL PC	10,775.17	
46706	08/05/13	505.19 001212	505.19	GOVSTOR, INC.		54252	7/1/13-6/30/14 RENEW	505.19	
46707	08/05/13	110.96 282	110.96	GRAINGER		54214	FLASHLIGHT BATTERY	110.96	
46708	08/05/13	29.69 E929	29.69	GUILD, WESLEY		54239	TRAVEL REIMBURSEMENT	29.69	
46709	08/05/13	10.00 E035	10.00	HERRERA, JOSE		54240	DMV REIMBURSEMENT	10.00	
46710	08/05/13	1,082.69 166	1,082.69	HOSE SHOP, THE		54196	DIESEL NOZZLE	9.37	
						54197	FUEL BLDG HOSE	69.45	
46711	08/05/13	942.00 878	942.00	KELLY SERVICES, INC.		54212	HOSES NON INV	1,003.87	
46712	08/05/13	8,885.00 003066	8,885.00	KIM FAMILY ENTERPRISES LLC		54260	TEMP W/E 7/14/13	942.00	
46713	08/05/13	400.00 994	400.00	LA GANGA PUBLICATION		54259	AUG 13 RENT NNN PARK	8,885.00	
46714	08/05/13	54.38 013	54.38	MCI SERVICE PARTS, INC.		54233	LEGAL AD 7/19/13	400.00	
46715	08/05/13	313.62 041	313.62	MISSION UNIFORM		54271	BULBS	54.38	
						54193	UNIFORMS	25.77	
						54199	UNIFORMS	66.74	
						54200	UNIFORMS	8.97	
						54201	UNIFORMS	12.35	
						54203	UNIFORMS	199.79	
46716	08/05/13	12,869.69 002626	12,869.69	NELSON\NYGAARD INC	7	54261	SVCS THRU 6/30/13	12,869.69	
46717	08/05/13	5,826.47 001063	5,826.47	NEW FLYER IND. CANADA ULC DBA		54189	PLUNGER	25.04	
						54190	FILTER	511.95	
						54191	FOIL TAPE	17.95	
						54192	STOCK ORDER	3,916.88	
						54243	FAN MOTOR	512.56	
						54245	RUBBER MOUNT	9.40	
46718	08/05/13	31.74 004	31.74	NORTH BAY FORD LINC-MERCURY		54249	ANTENNA VEH #1003	832.69	
						54204	PARTS	7.40	
46719	08/05/13	80.41 002323	80.41	NORTHERN SAFETY CO., INC.		54210	GASKET PC #1112	24.34	
46720	08/05/13	993.45 009	993.45	PACIFIC GAS & ELECTRIC		54216	SAFETY GLASSES	80.41	
						54283	6/11-7/10 PARACRUZ	993.45	

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT  
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46721	08/05/13	816.60 043		PALACE ART & OFFICE SUPPLY			OFFICE SUPPLIES	65.18	
							OFFICE SUPPLIES	13.33	
							OFFICE SUPPLIES	-13.33	
							OFFICE SUPPLIES	-4.65	
							OFFICE SUPPLIES	756.07	
46722	08/05/13	2,954.00 002947		PEDALERS EXPRESS	7		MAY 13 COURIER SVC	1,058.00	
							JAN 13 COURIER SVC	948.00	
							NOV 12 COURIER SVC	948.00	
							MECHANIC HAND SOAP	133.90	
							JUL13 PEST DUBOIS	241.00	
							BUS CARDS EA	96.79	
							STATEMENT 7/25/13	2,094.76	
							7/1/13-6/30/16 SPAM	35,368.00	
							SALT	130.50	
							LEGAL AD 7/20/13	325.21	
							6/19-7/18 IMAGES ADM	304.45	
							7/18-8/17 RENT OPS	413.25	
							SVCs THRU 6/30/13	20,284.67	
							WATER SPRAY DUB 6/3	250.00	
							BELTS FOR PC #1127	43.85	
							BULB BUS #807	25.43	
							BATTERY	114.13	
							TOOL REPLACEMENT MH	43.49	
							CREDIT ALTERNATOR	-185.84	
							CREDIT NOTE CORE RET	-17.40	
							RPR WIRES PAC STAT	28.47	
							5/15-7/15 PARACRUZ	279.30	
							6/11-7/9 1217 RIVER	142.43	
							10/13-9/14 FUEL PERM	13,992.00	
							7/13-4/14 RENEWAL	559.00	
							TRAVEL REIMBURSEMENT	37.85	
							VACUUM HOSE	39.37	
							TIRES	1,672.57	
							TIRES	1,258.63	
							TIRES	656.50	
							TIRES	478.60	
							TIRES	478.64	
							TIRES	128.10	
							TIRES PARACRUZ	97.31	
							5/25-6/28 MB ENG SVC	56,860.00	
							7/17-8/13 FENCE DUBO	10.88	
							6/19-7/16 FENCE DUBO	10.88	
							OIL CAP	40.15	
							SOLENOID FAN CONTROL	221.52	
							CNTRL MODULE, RINGS	283.38	
							LUB FILTER	291.00	
							7/16-8/15 MT BLEWLAS	55.02	
							DMV EXAM	75.00	
							DMV EXAM	75.00	
							DMV EXAM	75.00	
46735	08/05/13	28.47 848		SANTA CRUZ ELECTRONICS, INC.					
46736	08/05/13	421.73 079		SANTA CRUZ MUNICIPAL UTILITIES					
46737	08/05/13	13,992.00 080C		STATE BOARD OF EQUALIZATION					
46738	08/05/13	559.00 002812		STRONGHOLD SECURITY INC.					
46739	08/05/13	37.85 E535		TAPIZ, ANTHONY					
46740	08/05/13	39.37 366		TENNANT COMPANY					
46741	08/05/13	4,770.35 002954		TIRE DISTRIBUTION SYSTEMS, LLC	7				
46742	08/05/13	56,860.00 003044		TRC ENGINEERS, INC.					
46743	08/05/13	21.76 946		UNITED SITE SERVICES					
46744	08/05/13	545.05 002829		VALLEY POWER SYSTEMS, INC.					
46745	08/05/13	291.00 221		VEHICLE MAINTENANCE PROGRAM					
46746	08/05/13	55.02 434B		VERIZON CALIFORNIA					
46747	08/05/13	225.00 001165		VU, THANH DR. MD	7				

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46748	08/05/13	3,500.00 003074	3,500.00	WAVE CREST DEVELOPMENT INC.		54256	AUG 13 RENT	3,500.00	
46749	08/05/13	13,871.99 009	13,871.99	PACIFIC GAS & ELECTRIC		54284	6/26-7/25 VERNON	6,352.84	
						54285	6/26-7/25 GOLF CLUB	5,447.93	
						54286	6/25-7/25 1122 RIVER	34.40	
46751	08/12/13	5,972.50 001346	5,972.50	CITY OF SANTA CRUZ-FINANCE		54287	6/25-7/24 1122 RIVER	2,036.82	
46752	08/12/13	237,842.35 003058	237,842.35	LEWIS C NELSON AND SONS INC		54289	PAC STATION RENOVATI	5,972.50	
46753	08/12/13	2,220.00 E645	2,220.00	OLANDER, JOY		54291	CONST MB THRU6/25/13	237,842.35	
46754	08/12/13	2,864.18 009	2,864.18	PACIFIC GAS & ELECTRIC		54292	TUITION REIMBURSEMEN	2,220.00	
46755	08/12/13	276.88 946	276.88	UNITED SITE SERVICES		54293	6/26-7/25 165 DUBOIS	2,864.18	
46756	08/13/13	45.00 001271	45.00	DEPARTMENT OF MOTOR VEHICLES		54290	GATE RENTAL 115 DUBO	276.88	
				EPT ADMIN FEE AMG		54335	EPT ADMIN FEE AMG	45.00	VOIDED
46757	08/19/13	10,000.00 1114	10,000.00	ALLIANT INSURANCE SERVICES		54355	7/13-7/14 BROKER FEE	10,000.00	
46758	08/19/13	42.15 002861	42.15	AMERICAN MESSAGING SVCS, LLC		54349	AUG 13 PAGERS	42.15	
46759	08/19/13	199.07 003019	199.07	AMERICAN REPROGRAPHICS CO LLC		54388	PW DOCS	188.19	
						54389	PPC BOND HALF SIZE	10.88	
46760	08/19/13	117.86 294	117.86	ANDY'S AUTO SUPPLY	0	54311	MISC PARTS	117.86	
46761	08/19/13	114.00 497B	114.00	APTA		54358	LEGAL AD	114.00	
46762	08/19/13	5,582.55 001D	5,582.55	AT&T		54322	6/19-7/18 CALNET2	4,801.11	
46763	08/19/13	390.67 001G	390.67	AT&T		54353	T1 OCEAN SKYLINE 7/5	476.57	
						54360	T1 DAVENPORT TO 7/5	304.87	
46764	08/19/13	942.48 003105	942.48	AT&T MOBILITY		54342	8/5-9/4 REPEATERS	308.58	
46765	08/19/13	1,000.00 003022	1,000.00	CAFE AMIGO		54343	8/5-9/4 OPS PHONE	82.09	
46766	08/19/13	348.81 002898	348.81	CEB CONTINUING EDUCATION OF		54295	6/24-7/23 BUS MOBIL	942.48	
46767	08/19/13	25.00 001911	25.00	CITY OF SANTA CRUZ POLICE		54339	AUG 13 CUSTODIAL SVC	1,000.00	
46768	08/19/13	36,583.48 001124	36,583.48	CLEAN ENERGY		54352	CA MUNI LAW HANDBOOK	348.81	
						54333	FY14 ALARM REGISTRAT	25.00	
						54316	LNG 7/18/13	9,075.99	
						54317	LNG 7/16/13	8,835.48	
						54319	PARTS FOR FUEL STAT	1,142.89	
46769	08/19/13	38.82 075	38.82	COAST PAPER & SUPPLY INC.		54327	LNG 7/23/13	8,527.38	
46770	08/19/13	7,722.16 504	7,722.16	CUMMINS WEST, INC.		54329	LNG 7/20/13	9,001.74	
						54361	GROUT CLEANER	38.82	
						54331	STOCK ORDER	3,679.60	
						54334	REV VEH PARTS	801.88	
						54377	EXHAUST SYST V #2803	1,316.77	
						54380	EXHAUST SYST V #2802	1,314.01	
						54383	EXHAUST SYS V #2804	609.90	
						54332	RPR PC #1114	233.75	
46771	08/19/13	233.75 001329	233.75	DOC AUTO LLC		54301	TEMP W/E 7/28/13	1,800.00	
46772	08/19/13	3,420.00 432	3,420.00	EXPRESS SERVICES INC.		54391	TEMP W/E 8/04/13	1,620.00	
46773	08/19/13	811.25 003096	811.25	GOODWILL INDUSTRIES OF SILICON		54320	FY13 SHRED/JULY13SVC	811.25	
46774	08/19/13	8,280.00 001323	8,280.00	GOVDELIVERY, INC.		54298	7/1/13-6/30/14 HOSTG	8,280.00	
46775	08/19/13	308.40 002313	308.40	HARTSELL & OLIVIERI	7	54347	DEPO 7/31 CVI74909	308.40	
46776	08/19/13	463.48 002905	463.48	HELM, INC.		54376	PARACRUZ MANUALS	463.48	
46777	08/19/13	48.91 E061	48.91	HOLLY, ISAAC		54359	SP UPGRADE	48.91	
46778	08/19/13	10.00 E926	10.00	HORVATH, DAVID WILLIAM		54336	DMV REIMBURSEMENT	10.00	
46779	08/19/13	355.42 166	355.42	HOSE SHOP, THE		54318	SMC STEAM CLEANER	304.41	
						54367	FUEL LINE BUS #2310	51.01	
46780	08/19/13	2,852.23 110	2,852.23	JESSICA GROCERY STORE, INC.		54338	AUG 13 CUSTODIAL SVC	2,852.23	

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT  
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46781	08/19/13	559.31 878	KELLY SERVICES, INC.	54297	TEMP W/E 7/21/13	559.31			
46782	08/19/13	1,482.65 001233	KIMBALL MIDWEST	54330	NON INV PARTS	1,482.65			
46783	08/19/13	1,055,181.05 003058	LEWIS C NELSON AND SONS INC	54302	CONST MB THRU7/25/13	1,055,181.05			
46784	08/19/13	209.15 511	LUMINATOR HOLDING LP	54373	RPR TWINVISION LIGHT	209.15			
46785	08/19/13	112.50 003059	MAILFINANCE INC	54369	7/28-8/27 LEASEADMIN	112.50			
46786	08/19/13	10,000.00 R638	MCLEAN, THEODORE AND HIS ATTN	54346	SC 10-12-02	10,000.00			
46787	08/19/13	311.36 041	MISSION UNIFORM	54323	UNIFORMS	199.79			
				54324	UNIFORMS	66.74			
				54325	UNIFORMS	44.83			
46788	08/19/13	2.51 T248	MURPHY, MICHAEL	54363	5/18/12 PAYROLL REIS	2.51			
46789	08/19/13	12,968.95 001063	NEW FLYER IND. CANADA ULC DBA	54341	FAN CONTROL	2,555.64			
				54350	MISC PARTS	7,718.23			
				54351	CLUTCH KIT	1,002.05			
				54370	LOW PROD INV	1,625.39			
				54371	MIRROR	15.44			
				54372	SEAL RING	52.20			
46790	08/19/13	6,513.00 009	PACIFIC GAS & ELECTRIC	54294	6/29-7/30 920 PACIFI	3,425.78			
				54296	6/26-7/25 1217 RIVER	186.40			
				54344	7/5-8/4 WTC,PAUSW,SV	2,900.82			
46791	08/19/13	427.09 043	PALACE ART & OFFICE SUPPLY	54310	OFFICE SUPPLIES	17.99			
				54321	OFFICE SUPPLIES	393.40			
				54356	OFFICE SUPPLIES	46.37			
				54357	CREDIT OFFICE SUPPLY	-30.67			
46792	08/19/13	10.00 E924	PEREZ, MANUEL ALFARO JR	54337	DMV REIMBURSEMENT	10.00			
46793	08/19/13	70.00 481	PIED PIPER EXTERMINATORS, INC.	54362	JUL 13 WTC	70.00			
46794	08/19/13	226.20 882	PRINT SHOP SANTA CRUZ	54364	BUSINESS CARDS	226.20			
46795	08/19/13	250.50 003020	QUEST DIAGNOSTIC	54340	DOT DRUG TESTS	250.50			
46796	08/19/13	369.77 215	RICOH USA, INC.	54303	7/26-8/25 LEASE/MAIN	369.77			
46797	08/19/13	303.09 536	RIVERSIDE LIGHTING & ELECTRIC	54381	RPR WTC	263.50			
				54385	RPR MMF	39.59			
46798	08/19/13	2,489.89 001379	SAFETY-KLEEN	54366	HAZ MAT DISPOSAL	2,489.89			
46799	08/19/13	6,083.06 018	SALINAS VALLEY FORD SALES	54328	ERG COOL,TURBO CHGR	6,083.06			
46800	08/19/13	347.75 135	SANTA CRUZ AUTO PARTS, INC.	54306	OIL FILTER	56.38			
				54307	BATTERY	114.13			
				54308	AIR FILTER VEH #0803	123.00			
46801	08/19/13	16,740.87 002917	SANTA CRUZ METRO TRANSIT W/C	54309	WIRING VEH #806	54.24			
46802	08/19/13	155.23 115	SNAP-ON INDUSTRIAL	54300	7/16-7/31 W/C RESERV	16,740.87			
46803	08/19/13	466.19 001976	SPORTWORKS NORTHWEST, INC.	54365	EMP TOOL REPLACE NP	155.23			
46804	08/19/13	1,174.50 001800	THERMO KING OF SALINAS, INC	54326	PARTS VARIOUS	466.19			
46805	08/19/13	420.56 002675	THOMSON REUTERS BARCLAYS	54374	FREON	1,174.50			
46806	08/19/13	103.39 E917	THORN, MIKE	54348	JUL 13 SERVICES	420.56			
				54378	TRAVEL REIMBURSEMENT	50.31			
				54379	TRAVEL REIMBURSEMENT	53.08			
46807	08/19/13	6,400.97 002954	TIRE DISTRIBUTION SYSTEMS, LLC 7	54312	TIRES	1,455.32			
				54313	TIRES	65.25			
				54314	TIRES	3,902.67			
				54315	TIRES	977.73			
46808	08/19/13	331.24 170	TOWNSEND'S AUTO PARTS	54375	PAINT	331.24			
46809	08/19/13	117.00 003010	TOYOTA MATERIAL HANDLING	54384	FORKLIFT SERVICE	117.00			
46810	08/19/13	95.00 001190	TRANSIT TALENT.COM LLC	54382	JOB PLACEMENT AD	95.00			

SANTA CRUZ METROPOLITAN TRANSIT DISTRICT  
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CHECK NUMBER	CHECK DATE	CHECK VENDOR	CHECK AMOUNT	VENDOR NAME	VENDOR TYPE	TRANS. NUMBER	TRANSACTION DESCRIPTION	TRANSACTION AMOUNT	COMMENT
46811	08/19/13	002543	626.40	TRI COUNTY INSULATION		54368	FIRE GUARD CAFE LENA	626.40	
46812	08/19/13	13,604.81 057	13,604.81	U.S. BANK		54392	****-****-****-8502	9,717.98	
						54393	****-****-****-5056	796.92	
						54394	****-****-****-4048	3,089.83	
						54395	****-****-****-4249	0.08	
46813	08/19/13	31,173.10 003018	31,173.10	UNITED INDUSTRIES GROUP, INC.		54386	FINAL LNG TANK PMT	31,173.10	
46814	08/19/13	114.54 007	114.54	UNITED PARCEL SERVICE		54387	FREIGHT	41.77	
						54390	FREIGHT	72.77	
46815	08/19/13	50.00 E432	50.00	VALDEZ, RUBEN		54299	DMV REIMBURSEMENT	50.00	
46816	08/19/13	343.61 434	343.61	VERIZON WIRELESS	0	54345	7/2-8/1 MMF FACILITI	343.61	
46817	08/19/13	150.00 001165	150.00	VU, THANH DR. MD	7	54304	DMV EXAM	75.00	
						54305	DMV EXAM	75.00	
46818	08/19/13	566.38 E329	566.38	ZARAGOZA, DANIEL		54354	TRAVEL REIMBURSEMENT	566.38	
46819	08/26/13	229.50 001088	229.50	ADVANCED MECHANICAL SERVICES	7	54430	BACKFLOW TEST VERNON	229.50	
46820	08/26/13	324.82 E930	324.82	ALMANZA, CANDIS		54510	TRAVEL REIMBURSEMENT	324.82	
46821	08/26/13	5.52 294	5.52	ANDY'S AUTO SUPPLY	0	54456	FUNNEL	5.52	
46822	08/26/13	164.50 002689	164.50	B & B SMALL ENGINE		54461	CHAIN	13.70	
						54462	CHAIN REPAIR	61.14	
						54463	SHARPEN CHAINS	89.66	
46823	08/26/13	78.46 M033	78.46	BAILEY, NEIL	0	54513	SEPT 13 RETIREE SUPP	78.46	
46824	08/26/13	2,927.29 001356	2,927.29	BRENCO OPERATING-TEXAS, LP		54418	SPARK PLUGS	2,927.29	
46825	08/26/13	2,700.00 616	2,700.00	BROWN ARMSTRONG		54484	FY13 AUDIT	2,700.00	
46826	08/26/13	639,473.50 502	639,473.50	CA PUBLIC EMPLOYEES'		54509	AUG 13 CALPERS INS.	639,473.50	
						54509	AUG 13 CALPERS INS.	400.00	
46828	08/26/13	78.46 M022	78.46	CALPERS FISCAL SERVICES DIV	0	54448	1162446343 DEL050213	78.46	
46829	08/26/13	5,000.00 001324	5,000.00	CAPELLA, KATHLEEN		54524	SEPT 13 RETIREE SUPP	5,000.00	
46830	08/26/13	1,795.25 003081	1,795.25	CAPITALEGE ADVOCACY, INC.		54427	AUG 13 SERVICES	1,795.25	
46831	08/26/13	62.63 001346	62.63	CAPITOLA MALL LLC	7	54409	SEPT 13 RENT CAP MAL	62.63	
46832	08/26/13	1,865.86 909	1,865.86	CITY OF SANTA CRUZ-FINANCE		54446	JUL 13 LANDFILL	1,865.86	
46833	08/26/13	41,472.59 001124	41,472.59	CLASSIC GRAPHICS		54439	RPR PARACZ VEH #1118	14,842.00	
						54468	JUL 13 MAINT	8,097.35	
						54481	LNG 7/25/13	8,946.32	
						54487	LNG 7/27/13	9,586.92	
						54511	LNG 7/9/13	440.65	
46834	08/26/13	440.65 003102	440.65	CLEVER DEVICES LTD		54440	RPR DR600 VLU	176.17	
46835	08/26/13	176.17 075	176.17	COAST PAPER & SUPPLY INC.		54433	EZ GRABBERS	2,890.00	
46836	08/26/13	2,890.00 003034	2,890.00	COASTAL LANDSCAPING INC.		54479	JUL 13 LANDSCAPE SVC	277.72	
46837	08/26/13	608.44 002063	608.44	COSTCO		54397	OFFICE SUPPLIES	330.72	
						54401	MICROWAVES 3	2,437.23	
46838	08/26/13	2,437.23 002814	2,437.23	CREATIVE BUS SALES, INC.		54444	STOCK ORDER PARACRUZ	2,714.14	
46839	08/26/13	2,714.14 504	2,714.14	CUMMINS WEST, INC.		54455	LOW PRODUCT INV	1,061.13	
46840	08/26/13	1,061.13 001501	1,061.13	D & G SANITATION		54467	JUL 13 SMC TOILETS	39.23	
46841	08/26/13	39.23 M039	39.23	DAVILLA, ANA MARIA	0	54514	SEPT 13 RETIREE SUPP	2,979.75	
46842	08/26/13	2,979.75 480	2,979.75	DIESEL MARINE ELECTRIC, INC.		54480	REV VEH PARTS	855.00	
46843	08/26/13	855.00 001492	855.00	EVERGREEN OIL INC.		54475	HAZ MAT DISPOSAL	912.00	
46844	08/26/13	3,492.00 432	3,492.00	EXPRESS SERVICES INC.		54399	TEMP W/E 8/4/13	960.00	
						54434	TEMP W/E 7/28/13	1,620.00	
						54495	TEMP W/E 8/11/13	62.68	
46845	08/26/13	62.68 959	62.68	FIRST ADVANTAGE OCCUPATIONAL		54502	DOT DRUG TESTS	716.09	
46846	08/26/13	52,425.99 002295	52,425.99	FIRST ALARM		54396	7/24-7/31 HARVEYWEST	39,560.22	
						54407	JULY 13 SECURITY		

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46847	08/26/13	793.51 002962	FIS		54512	JUL 13 DUBOIS SECURI	12,149.68		
46848	08/26/13	14,429.34 002952	FLYERS ENERGY LLC		54400	JULY 13 MERCHANT FEE	793.51		
46849	08/26/13	50.00 E293	GARCIA, DANIEL		54457	7/15-7/31 FUEL	3,949.52		
46850	08/26/13	39.23 M100	GARCIA, HELEN		54465	7/16-7/31 FUEL PC	10,479.82		
46851	08/26/13	233.64 001302	GARDA CL WEST, INC.	0	54428	DMV REIMBURSEMENT	50.00		
46852	08/26/13	243.55 117	GILLIG LLC		54515	SEPT 13 RETIREE SUPP	333.64		
46853	08/26/13	78.46 M041	GOUVEIA, ROBERT	0	54453	BEARING KIT	243.55		
46854	08/26/13	32.63 282	GRAINGER		54516	SEPT 13 RETIREE SUPP	78.46		
46855	08/26/13	236.63 001097	GREENWASTE RECOVERY, INC.		54437	CROSS BRACE	32.63		
46856	08/26/13	10,001.00 003106	GROUP 4 ARCHITECTURE, RESEARCH		54441	JUL 13 GARBAGE SVTC	236.63		
46857	08/26/13	14,954.26 001745	HARTFORD LIFE AND ACCIDENT INS		54402	6/28-7/12 PACSTATION	10,001.00		
46858	08/26/13	560.03 166	HOSE SHOP, THE		54506	AUG 13 LTD	10,528.57		
46859	08/26/13	3,682.23 002117	IULIANO #2 LLC	7	54470	AUG 13 LIFE AD&D	4,425.69		
46860	08/26/13	309.70 M061	KAMEDA, TERRY	0	54417	BUS VACCUM	560.03		
46861	08/26/13	565.20 878	KELLY SERVICES, INC.		54425	SEPT 13 RETIREE SUPP	3,682.23		
46862	08/26/13	192.05 036	KELLY-MOORE PAINT CO., INC.		54525	SEPT 13 RETIREE SUPP	309.70		
46863	08/26/13	1,793.65 852	LAW OFFICES OF MARIE F. SANG	7	54494	TEMP W/E 7/28/13	565.20		
46864	08/26/13	50.00 880	LEXISNEXIS		54445	PAINT CAFE LENA	192.05		
46865	08/26/13	26,153.30 003017	MANSFIELD OIL CO OF GAINSVILLE		54410	CL# 1989102352	369.65		
46866	08/26/13	1,866.20 001052	MID VALLEY SUPPLY		54411	CL#11000452,11001281	320.00		
46867	08/26/13	266.53 041	MISSION UNIFORM		54412	CL#2005105939,164812	512.00		
46868	08/26/13	1,439.99 001063	NEW FLYER IND. CANADA ULC DBA		54413	CL#200110338,103414	160.00		
46869	08/26/13	185.76 002721	NEXTEL COMMUNICATIONS/SPRINT		54414	CL# 2010223492	96.00		
46870	08/26/13	157.56 004	NORTH BAY FORD LINC-MERCURY		54415	CL# 2010226780	256.00		
46871	08/26/13	924.72 261	OFFICEMAX OF NO. AMERICA INC		54416	CL# 1999103213	80.00		
46872	08/26/13	1,896.81 009	PACIFIC GAS & ELECTRIC		54466	JUL 13 SERVICES	50.00		
46873	08/26/13	11,275.31 003086	PAPE MACHINERY		54431	DIESEL 7/24/13	26,153.30		
46874	08/26/13	337.71 M057	PARHAM, WALLACE	0	54435	CLEANING SUPPLIES	1,583.10		
46875	08/26/13	876.00 002947	PEDALERS EXPRESS	7	54436	TISSUE DISPENSER	128.33		
46876	08/26/13	39.23 M109	PEREZ, CHERYL		54473	LYSOL	154.77		
46877	08/26/13	247.21 M064	PETERS, TERRIE	0	54450	UNIFORMS	199.79		
					54451	UNIFORMS	66.74		
					54403	SHELL MIRROR HEAD	55.30		
					54404	FIELD ASSY	577.01		
					54405	DEHYDRATOR	53.75		
					54476	HOSE ASSEMBLY	479.29		
					54477	HORN, WASHER	86.25		
					54429	6/26-7/25 TVM WIRELE	109.98		
					54492	7/4-8/3 TELECOMM PC	75.78		
					54424	MOTOR MOUNT VEH #706	130.50		
					54425	FUEL CAP	27.06		
					54442	CLEANING SUPPLIES	924.72		
					54493	7/10-8/7 PARACRUZ	1,896.81		
					54478	STOCK ORDER	11,275.31		
					54526	SEPT 13 RETIREE SUPP	337.71		
					54471	JUL 13 COURIER SVC	876.00		
					54517	SEPT 13 RETIREE SUPP	39.23		
					54527	SEPT 13 RETIREE SUPP	247.21		

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46878	08/26/13	337.61 M058	337.61	POTEETE, BEVERLY	0	54528	SEPT 13 RETIREE SUPP	337.61	
46879	08/26/13	45,213.36 002939	45,213.36	PREFERRED BENEFIT		54508	AUG 13 DELTA DENTAL	45,213.36	
46880	08/26/13	413.62 001153	413.62	REPUBLIC ELEVATOR COMPANY		54454	AUG 13 ELEV MAINT SV	413.62	
46881	08/26/13	71.99 003024	71.99	RICOH USA, INC		54426	4/1-6/30 IMAGE ITCOP	71.99	
46882	08/26/13	78.46 M085	78.46	ROSSI, DENISE	0	54518	SEPT 13 RETIREE SUPP	78.46	
46883	08/26/13	39.23 M030	39.23	ROWE, RUBY		54519	SEPT 13 RETIREE SUPP	39.23	
46884	08/26/13	149.65 045	149.65	ROYAL WHOLESALE ELECTRIC		54438	RPR 920 PACIFIC	149.65	
46885	08/26/13	2,895.05 018	2,895.05	SALINAS VALLEY FORD SALES		54472	TURBOCHG, WATERPUMP	2,895.05	
46886	08/26/13	326.26 135	326.26	SANTA CRUZ AUTO PARTS, INC.		54423	LAMP HALOGEN	7.23	
						54443	SEALS PC VEH #1122	30.99	
						54449	BATTERIES	133.06	
						54469	FILTERS, SEALS	154.98	
						54503	8/1-8/15 W/C REPLENI	20,836.24	
46887	08/26/13	20,836.24 002917	20,836.24	SANTA CRUZ METRO TRANSIT W/C		54464	JUL13 TRANSPORTATION	22,227.18	
46888	08/26/13	22,227.18 977	22,227.18	SANTA CRUZ TRANSPORTATION, LLC		54452	AUG 13 LEGISLATE SVC	2,500.00	
46889	08/26/13	2,500.00 002267	2,500.00	SHAW / YODER / ANTWIH, INC.		54529	SEPT 13 RETIREE SUPP	104.30	
46890	08/26/13	104.30 M010	104.30	SHORT, SLOAN	0	54520	SEPT 13 RETIREE SUPP	39.23	
46891	08/26/13	39.23 M054	39.23	SLOAN, SUZANNE		54408	SEPT 13 RENT RESRCH PK	12,723.20	
46892	08/26/13	12,723.20 001075	12,723.20	SOQUEL III ASSOCIATES	7	54504	BILINGUAL TESTING	75.00	
46893	08/26/13	75.00 989	75.00	STUCKER, NANCY K.		54419	TIRES	309.38	
46894	08/26/13	4,726.68 002954	4,726.68	TIRE DISTRIBUTION SYSTEMS, LLC	7	54420	TIRES	557.53	
						54421	TIRES	487.14	
						54422	TIRES	495.71	
						54432	TIRES PARACRUZ	82.88	
						54458	TIRES	1,115.06	
						54459	TIRES	977.73	
						54474	TIRES	629.31	
						54488	TIRES	32.44	
						54521	SEPT 13 RETIREE SUPP	39.50	
46895	08/26/13	39.23 M086	39.23	TOLINE, DONALD	0	54496	9/1-11/30 1200RIVB	504.44	
46896	08/26/13	913.34 003037	913.34	TYCO INTEGRATED SECURITY LLC		54497	SEPT 13 920 PACIFIC	79.85	
						54498	SEPT 13 SVTC	52.91	
						54499	SEPT 13 WTC	57.81	
						54500	SEPT 13 GOLF CLUB DR	103.77	
						54501	SEPT 13 120 GOLFCLUB	114.56	
						54398	STAMPS 3RLS/100EA	138.00	
46897	08/26/13	138.00 884	138.00	UNITED STATES POSTAL SERVICE		54490	TRANSIT CERT TRAIN	1,095.00	
46898	08/26/13	1,095.00 003091	1,095.00	UNIVERSITY OF THE PACIFIC		54491	7/2-8/1 TELECOMM PC	551.58	
46899	08/26/13	551.58 434	551.58	VERIZON WIRELESS	0	54489	AUG 13 SERVICE	1,754.50	
46900	08/26/13	1,754.50 001353	1,754.50	VISION COMMUNICATIONS		54507	AUG 13 VSP	11,035.30	
46901	08/26/13	11,035.30 001043	11,035.30	VISION SERVICE PLAN		54530	SEPT 13 RETIREE SUPP	309.70	
46902	08/26/13	309.70 M076	309.70	VONWAL, YVETTE	0	54486	DMV EXAM	75.00	
46903	08/26/13	75.00 001165	75.00	VU, THANH DR. MD	7	54523	SEPT 13 RETIREE SUPP	39.23	
46904	08/26/13	39.23 M088	39.23	YAGI, RANDY	0	54447	TRAVEL REIMBURSEMENT	317.94	
46905	08/26/13	317.94 E329	317.94	ZARAGOZA, DANIEL		54592	SC 10-12-02	1,820.00	MANUAL
46906	08/27/13	1,820.00 R639	1,820.00	AMERICAN MEDICAL RESPONSE					
TOTAL			2,739,698.98	ACCOUNTS PAYABLE			TOTAL CHECKS	2,739,698.98	

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# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**DATE:** November 15, 2013  
**TO:** Board of Directors  
**FROM:** Angela Aitken, Finance Manager  
**SUBJECT: MONTHLY BUDGET STATUS REPORTS YEAR TO DATE AS OF AUGUST 31, 2013**

## I. RECOMMENDED ACTION

**That the Board of Directors accept and file the monthly budget status reports year to date as of August 31, 2013**

## II. SUMMARY OF ISSUES

- **Operating Revenues** year to date as of August 31, 2013 were \$89K or 2% over the amount of revenue expected for the same period year to date.
- **Consolidated Operating Expenses** year to date as of August 31, 2013 were \$361K or 5% under budget.
- **Capital Budget** spending year to date through August 31, 2013 was \$1,754K or 6% of the Capital budget.

## III. DISCUSSION

An analysis of Santa Cruz METRO's budget status is prepared monthly in order to apprise the Board of Directors of Santa Cruz METRO's actual revenues, expenses and capital in relation to the adopted operating and capital budgets for the fiscal year. The attached revenue, expense and capital reports represent the status of Santa Cruz METRO's FY14 operating and capital budgets versus actual expenditures year to date.

The fiscal year has elapsed **17%**.

**A. Operating Revenue**

Operating Revenues year to date as of August 31, 2013 were \$89K or 2% over the amount budgeted. Revenue variances are primarily due to higher-than-anticipated Passenger Fares and Sales Tax Revenue.

- **Passenger Fares** are over budget primarily due to increased billable hours for weekdays for Highway 17, resulting in higher Highway 17 payments.
- **Sales Tax Revenue** is over budget due to higher-than-anticipated receipts year to date as of August 31, 2013.

**B. Consolidated Operating Expenses**

Consolidated Operating Expenses year to date as of August 31, 2013 were \$361K or 5% under budget. Personnel Expenses, Services, Mobile Materials & Supplies and Casualty & Liability all contributed to the variance.

- **Total Personnel Expenses** are under budget due to vacant funded positions and extended leaves.
- **Services** are under budget primarily due to less than anticipated expenses for Repair – Equipment, as well as receipt of a refund for past Hazardous Waste Disposal Services.
- **Mobile Materials & Supplies** are over budget primarily due to a higher than anticipated need for Revenue Vehicle Parts.
- **Casualty & Liability** is under budget primarily due to fewer settlement costs than originally anticipated as well as receipt of reimbursement funds collected from outside parties for repairs to district-owned property and vehicles.

**C. Capital Budget**

Capital Budget spending year to date through August 31, 2013 was \$1,754K or 6% of the total Capital Budget.

The MetroBase Project spending includes: \$833K spent on the MetroBase Project – FY11 Allocation Operations Bldg (Sakata, STA, PTMISEA), \$560K spent on the MetroBase Project – Operations Bldg (SLPP) and \$111K spent on Bus Stop Repairs/Improvements.

#### **IV. FINANCIAL CONSIDERATIONS**

As of August 31, 2013, there is an Operating loss (budget gap) of \$3,385,458. This budget gap signifies an unsustainable budget year to date.

Small Transit Intensive Cities (STIC) Funds, Funds from Carryover from Previous Years, State Operating Assistance (STA), and Operating Reserves will be used in the listed order to bridge the budget gap at the end of the fiscal year, when the final amount of the Operating income/loss for the year is determined.

**Attachment A:** FY14 Operating Revenue & Expenses Year to Date as of 8/31/13

**Attachment B:** FY14 Capital Budget Report for the month ending 8/31/13

**Attachment C:** FY14 Capital Budget Revisions Approved through August 2013

Prepared by: Lorraine Bayer, Accountant II

Date Prepared: November 1, 2013

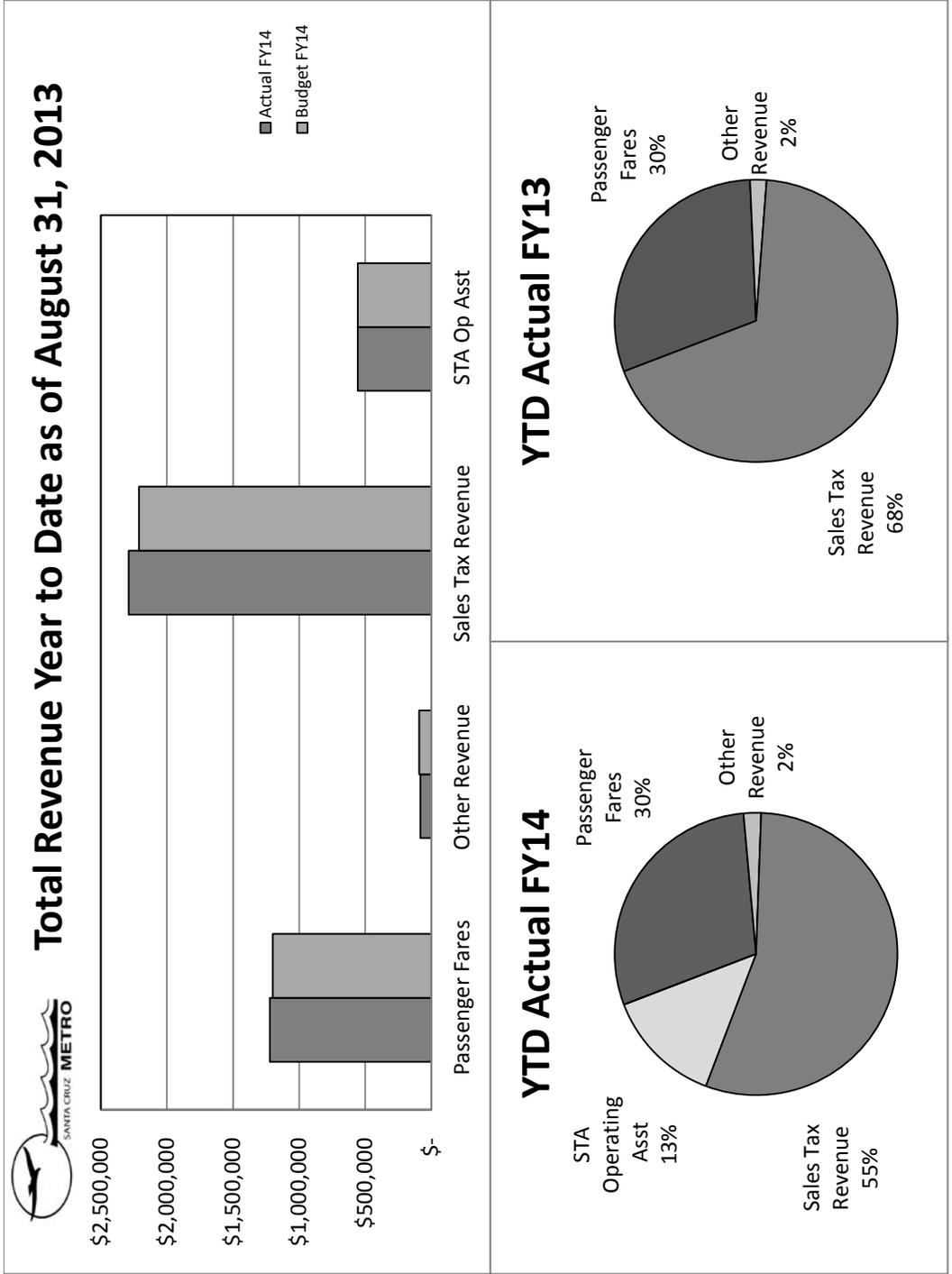
# Attachment A



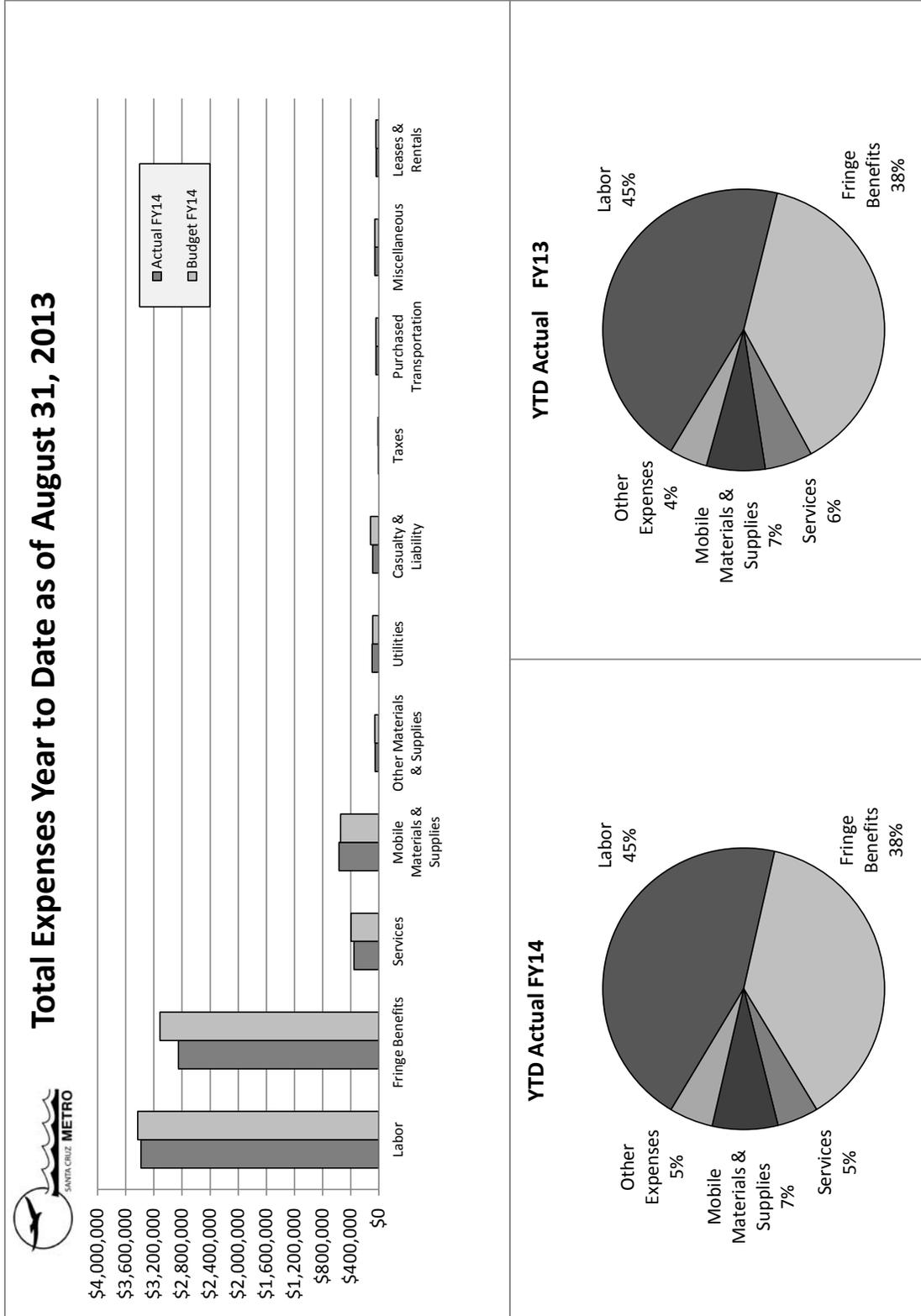
**FY14**  
**Operating Revenue & Expenses**  
**Year to Date as of August 31, 2013**

	Year to Date			YTD Year Over Year Comparison			
	Actual	Budget	\$ Var	% Var	Actual FY13	\$ Var	% Var
<b>Revenue:</b>							
Passenger Fares	\$ 1,220,193	\$ 1,199,701	\$ 20,492	2%	\$ 1,172,812	\$ 47,381	4%
Other Revenue	\$ 83,523	\$ 91,627	\$ (8,104)	-9%	\$ 72,825	\$ 10,698	15%
Sales Tax Revenue	\$ 2,289,942	\$ 2,211,472	\$ 78,470	4%	\$ 2,644,200	\$ (354,258)	-13%
Transp Dev Act (TDA) - Op Asst	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Federal Op Assistance	\$ 31	\$ -	\$ 31	100%	\$ -	\$ 31	100%
Other Op Assistance/Funding	\$ -	\$ 1,667	\$ (1,667)	-100%	\$ -	\$ -	0%
STA - Op Assistance	\$ 555,358	\$ 555,358	\$ -	0%	\$ -	\$ 555,358	100%
STIC - Op Assistance	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Fuel Tax Credit	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Transfers (to)/ from Reserves	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
<b>Total Revenue</b>	<b>\$ 4,149,046</b>	<b>\$ 4,059,824</b>	<b>\$ 89,222</b>	<b>2%</b>	<b>\$ 3,889,836</b>	<b>\$ 259,210</b>	<b>7%</b>
<b>Expenses:</b>							
Labor	\$ 3,384,570	\$ 3,431,764	\$ (47,194)	-1%	\$ 3,069,138	\$ 315,431	10%
Fringe Benefits	\$ 2,850,077	\$ 3,114,075	\$ (263,998)	-8%	\$ 2,592,954	\$ 257,123	10%
Services	\$ 355,259	\$ 394,516	\$ (39,258)	-10%	\$ 369,452	\$ (14,193)	-4%
Mobile Materials & Supplies	\$ 566,998	\$ 545,032	\$ 21,965	4%	\$ 456,535	\$ 110,463	24%
Other Materials & Supplies	\$ 52,298	\$ 55,386	\$ (3,088)	-6%	\$ 48,689	\$ 3,610	7%
Utilities	\$ 94,153	\$ 87,958	\$ 6,195	7%	\$ 78,276	\$ 15,878	20%
Casualty & Liability	\$ 88,693	\$ 116,667	\$ (27,974)	-24%	\$ 66,429	\$ 22,264	34%
Taxes	\$ 7,954	\$ 10,017	\$ (2,062)	-21%	\$ 5,829	\$ 2,126	36%
Purchased Transportation	\$ 40,545	\$ 41,667	\$ (1,122)	-3%	\$ 33,537	\$ 7,008	21%
Miscellaneous	\$ 56,780	\$ 55,926	\$ 854	2%	\$ 23,391	\$ 33,388	143%
Leases & Rentals	\$ 37,177	\$ 42,883	\$ (5,707)	-13%	\$ 38,405	\$ (1,228)	-3%
<b>Total Expenses</b>	<b>\$ 7,534,504</b>	<b>\$ 7,895,892</b>	<b>\$ (361,388)</b>	<b>-5%</b>	<b>\$ 6,782,634</b>	<b>\$ 751,870</b>	<b>11%</b>
<b>Operating Income (Loss)</b>	<b>\$ (3,385,458)</b>				<b>\$ (2,892,798)</b>		

# Attachment A



# Attachment A





Percent of Year Elapsed - 17%

**FY14**  
**Operating Revenue**  
**Year to Date as of August 31, 2013**

Year to Date YTD Year Over Year Comparison

	Actual	Budget	\$ Var	% Var	FY13	\$ Var	% Var
<b>Passenger Fares</b>							
Passenger Fares	\$ 678,941	\$ 704,209	\$ (25,268)	-4%	\$ 678,607	\$ 334	0%
Paratransit Fares	\$ 52,102	\$ 45,333	\$ 6,769	15%	\$ 48,307	\$ 3,795	8%
Special Transit Fares - Contract	\$ 160,138	\$ 144,102	\$ 16,036	11%	\$ 152,275	\$ 7,863	5%
Highway 17 Fares	\$ 241,764	\$ 274,131	\$ (32,367)	-12%	\$ 250,167	\$ (8,403)	-3%
Highway 17 Payments	\$ 87,248	\$ 31,927	\$ 55,321	173%	\$ 43,455	\$ 43,792	101%
<b>Subtotal Passenger Revenue</b>	<b>\$ 1,220,193</b>	<b>\$ 1,199,701</b>	<b>\$ 20,492</b>	<b>2%</b>	<b>\$ 1,172,812</b>	<b>\$ 47,381</b>	<b>4%</b>

<b>Other Revenue</b>							
Commissions	\$ 574	\$ 933	\$ (360)	-39%	\$ 816	\$ (242)	-30%
Advertising Income	\$ 40,256	\$ 44,204	\$ (3,948)	-9%	\$ 31,534	\$ 8,722	28%
Rent Income - SC Pacific Station	\$ 16,076	\$ 18,022	\$ (1,946)	-11%	\$ 15,369	\$ 707	5%
Rent Income - Watsonville TC	\$ 9,129	\$ 8,801	\$ 328	4%	\$ 6,938	\$ 2,191	32%
Interest Income	\$ 12,081	\$ 16,667	\$ (4,586)	-28%	\$ 16,034	\$ (3,954)	-25%
Other Non-Transp Revenue	\$ 5,408	\$ 3,000	\$ 2,408	80%	\$ 2,134	\$ 3,274	153%
<b>Subtotal Other Revenue</b>	<b>\$ 83,523</b>	<b>\$ 91,627</b>	<b>\$ (8,104)</b>	<b>-9%</b>	<b>\$ 72,825</b>	<b>\$ 10,698</b>	<b>15%</b>

<b>Sales Tax Revenue</b>	\$ 2,845,300	\$ 2,766,830	\$ 78,470	3%	\$ 2,644,200	\$ 201,100	8%
<b>**Less: Matching funds for SLPP Capital Grant</b>	<b>\$ (555,358)</b>	<b>\$ (555,358)</b>	<b>\$ -</b>	<b>0%</b>	<b>\$ -</b>	<b>\$ (555,358)</b>	<b>100%</b>
<b>Subtotal Sales Tax Revenue</b>	<b>\$ 2,289,942</b>	<b>\$ 2,211,472</b>	<b>\$ 78,470</b>	<b>4%</b>	<b>\$ 2,644,200</b>	<b>\$ (354,258)</b>	<b>-13%</b>

<b>Transp Dev Act (TDA) - Op Asst</b>	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
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<b>Federal Op Assistance</b>							
FTA Sec 5307 - Op Asst	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
FTA Sec 5311 - Rural Op Asst	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Medicare Subsidy	\$ 31	\$ -	\$ 31	100%	\$ -	\$ 31	100%
<b>Subtotal Federal Op Assistance</b>	<b>\$ 31</b>	<b>\$ -</b>	<b>\$ 31</b>	<b>100%</b>	<b>\$ -</b>	<b>\$ 31</b>	<b>100%</b>



Percent of Year Elapsed - 17%

**FY14**  
**Operating Revenue**  
**Year to Date as of August 31, 2013**

**Year to Date**      **YTD Year Over Year Comparison**

	<u>Actual</u>	<u>Budget</u>	<u>\$ Var</u>	<u>% Var</u>	<u>FY13</u>	<u>\$ Var</u>	<u>% Var</u>
<b>Other Op Assistance/Funding</b>							
AMBAG Funding	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Other Op Assistance/Funding	\$ -	\$ 1,667	\$ (1,667)	-100%	\$ -	\$ -	0%
FTA Sec 5309 - ARRA Op Asst	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
Subtotal Other Op Assistance/Funding	\$ -	\$ 1,667	\$ (1,667)	-100%	\$ -	\$ -	0%
<b>STA - Op Assistance</b>	\$ 555,358	\$ 555,358	\$ -	0%	\$ -	\$ 555,358	100%
<b>STIC - Op Assistance</b>	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
<b>Fuel Tax Credit</b>	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
<b>Transfers (to)/ from Reserves</b>	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
<b>Total Revenue</b>	\$ 4,149,046	\$ 4,059,824	\$ 89,222	2%	\$ 3,889,836	\$ 259,210	7%
<b>Total Operating Expenses</b>	\$ 7,534,504				\$ 6,782,634		
<b>Variance</b>	\$ (3,385,458)				\$ (2,892,797)		

\*\* The SLPP capital grant requires a 50% local match with sales tax from the operating budget.



**FY14**  
**Consolidated Operating Expenses**  
**Year to Date as of August 31, 2013**

	Year to Date			YTD Year Over Year Comparison		
	Actual	Budget	% Var	FY13	\$ Var	% Var
<b>Labor</b>						
501011 Bus Operator Pay	\$ 1,397,814	\$ 1,532,489	-9%	\$ 1,322,456	\$ 75,358	6%
501013 Bus Operator Overtime	\$ 336,399	\$ 346,862	-3%	\$ 191,680	\$ 144,719	76%
501021 Other Salaries	\$ 1,509,453	\$ 1,477,338	2%	\$ 1,466,938	\$ 42,515	3%
501023 Other Overtime	\$ 140,904	\$ 75,075	88%	\$ 88,064	\$ 52,839	60%
<b>Total Labor -</b>	<b>\$ 3,384,570</b>	<b>\$ 3,431,764</b>	<b>-1%</b>	<b>\$ 3,069,138</b>	<b>\$ 315,431</b>	<b>10%</b>
<b>Fringe Benefits</b>						
502011 Medicare/Soc. Sec.	\$ 51,146	\$ 58,787	-13%	\$ 45,919	\$ 5,226	11%
502021 Retirement	\$ 600,457	\$ 644,884	-7%	\$ 516,791	\$ 83,666	16%
502031 Medical Insurance	\$ 1,254,398	\$ 1,349,454	-7%	\$ 1,111,278	\$ 143,121	13%
502041 Dental Insurance	\$ 90,244	\$ 93,515	-3%	\$ 83,924	\$ 6,320	8%
502045 Vision Insurance	\$ 21,876	\$ 23,370	-6%	\$ 21,347	\$ 529	2%
502051 Life Insurance	\$ 6,263	\$ 8,262	-24%	\$ 6,600	\$ (338)	-5%
502060 State Disability	\$ 38,900	\$ 40,413	-4%	\$ 32,536	\$ 6,365	20%
502061 Disability Insurance	\$ 20,915	\$ 24,678	-15%	\$ 19,579	\$ 1,335	7%
502071 State Unemp. Ins	\$ 1,568	\$ 15,990	-90%	\$ 1,623	\$ (56)	-3%
502081 Worker's Comp Ins	\$ 158,607	\$ 216,667	-27%	\$ 202,823	\$ (44,216)	-22%
502083 Worker's Comp IBNR	\$ -	\$ -	0%	\$ -	\$ -	0%
502101 Holiday Pay	\$ 81,812	\$ 102,542	-20%	\$ 31,401	\$ 50,411	161%
502103 Floating Holiday	\$ 6,935	\$ 13,624	-49%	\$ 976	\$ 5,959	611%
502109 Sick Leave	\$ 84,748	\$ 162,228	-48%	\$ 92,112	\$ (7,364)	-8%
502111 Annual Leave	\$ 389,361	\$ 320,009	22%	\$ 390,183	\$ (822)	0%
502121 Other Paid Absence	\$ 29,368	\$ 24,023	22%	\$ 21,797	\$ 7,571	35%
502251 Physical Exams	\$ 1,650	\$ 2,352	-30%	\$ 1,050	\$ 600	57%
502253 Driver Lic Renewal	\$ 230	\$ 776	-70%	\$ 648	\$ (418)	-65%
502999 Other Fringe Benefits	\$ 11,601	\$ 12,502	-7%	\$ 12,368	\$ (767)	-6%
<b>Total Fringe Benefits -</b>	<b>\$ 2,850,077</b>	<b>\$ 3,114,075</b>	<b>-8%</b>	<b>\$ 2,592,954</b>	<b>\$ 257,123</b>	<b>10%</b>
<b>Total Personnel Expenses -</b>	<b>\$ 6,234,647</b>	<b>\$ 6,545,839</b>	<b>-5%</b>	<b>\$ 5,662,092</b>	<b>\$ 572,555</b>	<b>10%</b>



**FY14**  
**Consolidated Operating Expenses**  
**Year to Date as of August 31, 2013**

	Year to Date			YTD Year Over Year Comparison		
	Actual	Budget	% Var	FY13	\$ Var	% Var
<b>Services</b>						
503011 Acctg & Audit Fees	\$ 17,375	\$ 20,000	-13%	\$ 19,000	\$ (1,625)	-9%
503012 Admin & Bank Fees	\$ 22,056	\$ 20,334	8%	\$ 21,140	\$ 916	4%
503031 Prof & Tech Fees	\$ 47,796	\$ 60,434	-21%	\$ 28,075	\$ 19,721	70%
503032 Legislative Services	\$ 15,000	\$ 17,500	-14%	\$ 15,000	\$ -	0%
503033 Legal Services	\$ 14,145	\$ 9,167	54%	\$ 117	\$ 14,028	11990%
503034 Pre-Employ Exams	\$ 421	\$ 1,746	-76%	\$ 1,824	\$ (1,403)	-77%
503041 Temp Help	\$ 20,014	\$ -	100%	\$ 43,530	\$ (23,517)	-54%
503161 Custodial Services	\$ 12,076	\$ 12,750	-5%	\$ 13,383	\$ (1,307)	-10%
503162 Uniform & Laundry	\$ 5,849	\$ 3,533	66%	\$ 3,319	\$ 2,530	76%
503171 Security Services	\$ 88,416	\$ 78,212	13%	\$ 72,758	\$ 15,658	22%
503221 Classified/Legal Ads	\$ 970	\$ 2,683	-64%	\$ 2,939	\$ (1,969)	-67%
503222 Legal Advertising	\$ -	\$ -	0%	\$ -	\$ -	0%
503225 Graphic Services	\$ 7,454	\$ 833	-100%	\$ -	\$ -	0%
503351 Repair - Bldg & Impr	\$ 64,867	\$ 11,333	-34%	\$ 15,925	\$ (8,471)	-53%
503352 Repair - Equipment	\$ 46,294	\$ 87,991	-26%	\$ 63,393	\$ 1,474	2%
503353 Repair - Rev Vehicle	\$ 964	\$ 58,333	-21%	\$ 55,825	\$ (9,531)	-17%
503354 Repair - Non Rev Vehic	\$ (8,438)	\$ 2,833	-66%	\$ 1,374	\$ (410)	-30%
503363 Haz Mat Disposal	\$ -	\$ 6,833	-223%	\$ 11,849	\$ (20,287)	-171%
<b>Total Services -</b>	<b>\$ 355,259</b>	<b>\$ 394,516</b>	<b>-10%</b>	<b>\$ 369,452</b>	<b>\$ (14,193)</b>	<b>-4%</b>

<b>Mobile Materials &amp; Supplies</b>						
504011 Fuels & Lube Non Rev <sup>1</sup>	\$ 14,679	\$ 14,683	0%	\$ 10,864	\$ 3,815	35%
504012 Fuels & Lube Rev Veh	\$ 383,800	\$ 388,846	-1%	\$ 316,299	\$ 67,502	21%
504021 Tires & Tubes	\$ 37,114	\$ 34,167	9%	\$ 32,402	\$ 4,712	15%
504161 Other Mobile Supplies	\$ -	\$ -	0%	\$ -	\$ -	0%
504191 Rev Vehicle Parts	\$ 131,404	\$ 107,336	22%	\$ 96,970	\$ 34,434	36%
<b>Total Mobile Materials &amp; Supplies -</b>	<b>\$ 566,998</b>	<b>\$ 545,032</b>	<b>4%</b>	<b>\$ 456,535</b>	<b>\$ 110,463</b>	<b>24%</b>



**FY14**  
**Consolidated Operating Expenses**  
**Year to Date as of August 31, 2013**

	Year to Date		YTD Year Over Year Comparison				
	Actual	Budget	\$ Var	% Var	FY13	\$ Var	% Var
<b>Other Materials &amp; Supplies</b>							
504205 Freight Out	\$ 338	\$ 434	\$ (95)	-22%	\$ 286	\$ 53	18%
504211 Postage & Mailing	\$ 1,289	\$ 2,208	\$ (919)	-42%	\$ 1,565	\$ (276)	-18%
504214 Promotional Items	\$ 32	\$ 167	\$ (134)	-81%	\$ 2,149	\$ (2,117)	-98%
504215 Printing	\$ 678	\$ 10,608	\$ (9,931)	-94%	\$ 194	\$ 483	249%
504217 Photo Supply/Processin	\$ 110	\$ 600	\$ (490)	-82%	\$ 620	\$ (510)	-82%
504311 Office Supplies	\$ 9,173	\$ 11,241	\$ (2,068)	-18%	\$ 11,537	\$ (2,365)	-20%
504315 Safety Supplies	\$ 4,482	\$ 3,233	\$ 1,249	39%	\$ 6,974	\$ (2,492)	-36%
504317 Cleaning Supplies	\$ 6,244	\$ 8,712	\$ (2,468)	-28%	\$ 9,946	\$ (3,702)	-37%
504409 Repair/Maint Supplies	\$ 24,113	\$ 14,500	\$ 9,613	66%	\$ 14,515	\$ 9,598	66%
504421 Non-Inventory Parts	\$ 3,999	\$ 1,683	\$ 2,315	138%	\$ 306	\$ 3,693	1207%
504511 Small Tools	\$ 1,642	\$ 1,500	\$ 142	9%	\$ 97	\$ 1,546	1600%
504515 Employee Tool Rplcmt	\$ 199	\$ 500	\$ (301)	-60%	\$ 500	\$ (301)	-60%
<b>Total Other Materials &amp; Supplies -</b>	<b>\$ 52,298</b>	<b>\$ 55,386</b>	<b>\$ (3,088)</b>	<b>-6%</b>	<b>\$ 48,689</b>	<b>\$ 3,610</b>	<b>7%</b>
<b>Utilities</b>							
505011 Gas & Electric	\$ 47,701	\$ 42,758	\$ 4,943	12%	\$ 41,205	\$ 6,496	16%
505021 Water & Garbage	\$ 25,424	\$ 20,200	\$ 5,224	26%	\$ 24,083	\$ 1,340	6%
505031 Telecommunications	\$ 21,028	\$ 25,000	\$ (3,972)	-16%	\$ 12,987	\$ 8,041	62%
<b>Total Utilities -</b>	<b>\$ 94,153</b>	<b>\$ 87,958</b>	<b>\$ 6,195</b>	<b>7%</b>	<b>\$ 78,276</b>	<b>\$ 15,878</b>	<b>20%</b>
<b>Casualty &amp; Liability</b>							
506011 Insurance - Property	\$ 16,437	\$ 16,667	\$ (229)	-1%	\$ 16,013	\$ 424	3%
506015 Insurance - PL & PD	\$ 75,711	\$ 75,000	\$ 711	1%	\$ 70,670	\$ 5,041	7%
506021 Insurance - Other	\$ -	\$ -	\$ -	0%	\$ -	\$ -	0%
506123 Settlement Costs	\$ 13,005	\$ 25,000	\$ (11,995)	-48%	\$ (18,653)	\$ 31,658	-170%
506127 Repairs - Dist Prop	\$ (16,460)	\$ -	\$ (16,460)	100%	\$ (1,601)	\$ (14,860)	928%
<b>Total Casualty &amp; Liability -</b>	<b>\$ 88,693</b>	<b>\$ 116,667</b>	<b>\$ (27,974)</b>	<b>-24%</b>	<b>\$ 66,429</b>	<b>\$ 22,264</b>	<b>34%</b>
<b>Taxes</b>							
507051 Fuel Tax	\$ 2,320	\$ 2,333	\$ (13)	-1%	\$ 2,024	\$ 296	15%
507201 Licenses & permits	\$ 2,125	\$ 4,683	\$ (2,558)	-55%	\$ 1,075	\$ 1,050	98%
507999 Other Taxes	\$ 3,509	\$ 3,000	\$ 509	17%	\$ 2,730	\$ 780	29%
<b>Total Taxes -</b>	<b>\$ 7,954</b>	<b>\$ 10,017</b>	<b>\$ (2,062)</b>	<b>-21%</b>	<b>\$ 5,829</b>	<b>\$ 2,126</b>	<b>36%</b>



**FY14**  
**Consolidated Operating Expenses**  
**Year to Date as of August 31, 2013**

	Year to Date			YTD Year Over Year Comparison		
	Actual	Budget	% Var	FY13	\$ Var	% Var
<b>Purchased Transportation</b>						
503406 Contr/Paratrans	\$ 40,545	\$ 41,667	(1,122) -3%	\$ 33,537	\$ 7,008	21%
<b>Total Purchased Transportation -</b>	<b>\$ 40,545</b>	<b>\$ 41,667</b>	<b>(1,122) -3%</b>	<b>\$ 33,537</b>	<b>\$ 7,008</b>	<b>21%</b>
<b>Miscellaneous</b>						
509011 Dues & Subscriptions	\$ 15,203	\$ 11,271	\$ 3,932 35%	\$ 10,280	\$ 4,924	48%
509081 Advertising - Dist Promt	\$ 1,272	\$ 2,333	\$ (1,061) -45%	\$ 423	\$ 849	201%
509101 Emp Incentive Prog	\$ 752	\$ 2,250	\$ (1,498) -67%	\$ -	\$ 752	100%
509121 Employee Training	\$ 13,334	\$ 21,350	\$ (8,016) -38%	\$ 950	\$ 12,383	1303%
509123 Travel	\$ 25,134	\$ 16,727	\$ 8,408 50%	\$ 10,146	\$ 14,988	148%
509125 Local Meeting Exp	\$ 302	\$ 850	\$ (548) -64%	\$ 314	\$ (12)	-4%
509127 Board Director Fees	\$ 850	\$ 1,145	\$ (295) -26%	\$ 1,100	\$ (250)	-23%
509150 Contributions	\$ -	\$ -	\$ - 0%	\$ -	\$ -	0%
509197 Sales Tax Expense	\$ -	\$ -	\$ - 0%	\$ -	\$ -	0%
509198 Cash Over/Short	\$ (67)	\$ -	\$ (67) 100%	\$ 178	\$ (245)	-138%
<b>Total/Misc -</b>	<b>\$ 56,780</b>	<b>\$ 55,926</b>	<b>\$ 854 2%</b>	<b>\$ 23,391</b>	<b>\$ 33,388</b>	<b>143%</b>
<b>Leases &amp; Rentals</b>						
512011 Facility Rentals	\$ 29,305	\$ 38,400	\$ (9,095) -24%	\$ 35,546	\$ (6,241)	-18%
512061 Equipment Rentals	\$ 7,872	\$ 4,483	\$ 3,389 76%	\$ 2,859	\$ 5,013	175%
<b>Total/Leases &amp; Rentals -</b>	<b>\$ 37,177</b>	<b>\$ 42,883</b>	<b>\$ (5,707) -13%</b>	<b>\$ 38,405</b>	<b>\$ (1,228)</b>	<b>-3%</b>
<b>Total Non-Personnel Expenses -</b>	<b>\$ 1,299,857</b>	<b>\$ 1,350,052</b>	<b>\$ (50,195) -4%</b>	<b>\$ 1,120,541</b>	<b>\$ 179,315</b>	<b>16%</b>
<b>TOTAL OPERATING EXPENSE -</b>	<b>\$ 7,534,504</b>	<b>\$ 7,895,892</b>	<b>\$ (361,388) -5%</b>	<b>\$ 6,782,634</b>	<b>\$ 751,870</b>	<b>11%</b>

\*\* does not include Depreciation, W/C IBNR adjustments, and GASB OPEB Liability expense



**FY14**  
**CAPITAL BUDGET**  
*For the month ending - August 31, 2013*

	<u>YTD Actual</u>	<u>FY14 Budget</u>	<u>Remaining Budget</u>	<u>% Spent YTD</u>
<b><u>Grant-Funded Projects</u></b>				
MetroBase Project - FY11 Allocation Operations Bldg. (SAKATA, STA, PTMISEA)	\$ 832,670	\$ 17,618,156	\$ 16,785,486	5%
MetroBase Project - Operations Bldg. (SLPP)	\$ 560,123	\$ 5,800,000	\$ 5,239,877	10%
MetroBase Project - FY10 Allocation (PTMISEA)	\$ -	\$ 863,917	\$ 863,917	0%
State of Good Repair #2 - 4 Buses, 42 MDCs (FTA, RES. RET. EARN.	\$ -	\$ 3,491,010	\$ 3,491,010	0%
2nd LNG Tank (MBUAPCD, PTMISEA)	\$ 32,426	\$ 969,381	\$ 936,955	3%
Video Surveillance Project - CCTV (STATE-1B)	\$ -	\$ 225,336	\$ 225,336	0%
Land Mobile Radio Project - LMR (STATE-1B)	\$ 77,248	\$ 440,505	\$ 363,257	18%
Bus Stop Improvements (STIP)	\$ -	\$ 257,300	\$ 257,300	0%
Non-Revenue Vehicle Replacement (MBUAPCD, STA)	\$ -	\$ 131,217	\$ 131,217	0%
Pacific Station/MetroCenter - Conceptual Design (FTA, STA)	\$ 53,231	\$ 632,508	\$ 579,277	8%
Watsonville Transit Center - Conceptual Design (STA)	\$ -	\$ 30,000	\$ 30,000	0%
<b>Subtotal Grant Funded Projects</b>	<b>\$ 1,555,698</b>	<b>\$ 30,459,330</b>	<b>\$ 28,903,632</b>	<b>5%</b>
<b><u>IT Projects</u></b>				
Automated Purchasing System Software - Puridiom (STA)	\$ -	\$ 40,000	\$ 40,000	0%
HR Software Upgrade - iVantage (STA)	\$ -	\$ 10,000	\$ 10,000	0%
<b>Subtotal IT Projects</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>0%</b>
<b><u>Facilities Repair &amp; Improvements</u></b>				
MetroCenter Repairs (RES. RET. EARN., STA)	\$ -	\$ 300,000	\$ 300,000	0%
Bus Stop Repairs / Improvements (RES. RET. EARN.)	\$ 110,925	\$ 163,000	\$ 52,075	68%
WTC Renovations & Repairs (STA)	\$ -	\$ 45,000	\$ 45,000	0%
Repaint SVT (STA)	\$ -	\$ 45,000	\$ 45,000	0%
Heaters for Customer Service Booth - Pac Station (STA)	\$ -	\$ 7,500	\$ 7,500	0%
Interactive White Board - ParaCruz (STA)	\$ -	\$ 3,500	\$ 3,500	0%
<b>Subtotal Facilities Repairs &amp; Improvements Projects</b>	<b>\$ 110,925</b>	<b>\$ 564,000</b>	<b>\$ 453,075</b>	<b>20%</b>
<b><u>Revenue Vehicle Replacement</u></b>				
Replace WiFi on Highway 17 buses (STA)	\$ 62,568	\$ 165,000	\$ 102,432	38%
<b>Subtotal Revenue Vehicle Replacements</b>	<b>\$ 62,568</b>	<b>\$ 165,000</b>	<b>\$ 102,432</b>	<b>38%</b>



## FY14 CAPITAL BUDGET For the month ending - August 31, 2013

	<u>YTD Actual</u>	<u>FY14 Budget</u>	<u>Remaining Budget</u>	<u>% Spent YTD</u>
<b><u>Non-Revenue Vehicle Replacement</u></b>				
Replace 3 Relief Vehicles (STA)	\$ -	\$ 66,000	\$ 66,000	0%
Replace Supervisor Vehicle-SUV (STA)	\$ 25,000	\$ 90,000	\$ 65,000	28%
<b>Subtotal Non-Revenue Vehicle Replacements</b>	<b>\$ 25,000</b>	<b>\$ 156,000</b>	<b>\$ 131,000</b>	<b>16%</b>
<b><u>Fleet &amp; Maintenance Equipment</u></b>				
Small Vehicle Lift - Fleet (STA)	\$ -	\$ 25,000	\$ 25,000	0%
Vehicle Diagnostic Code Scanner Program & PC - PC (STA)	\$ -	\$ 3,500	\$ 3,500	0%
Torque Wrench Calibration Tool (STA)	\$ -	\$ 3,000	\$ 3,000	0%
<b>Subtotal Fleet &amp; Maintenance Equipment</b>	<b>\$ -</b>	<b>\$ 31,500</b>	<b>\$ 31,500</b>	<b>0%</b>
<b><u>Office Equipment</u></b>				
Replace two (2) Photocopier/Scanners (STA)	\$ -	\$ 52,000	\$ 52,000	0%
<b>Subtotal Office Equipment</b>	<b>\$ -</b>	<b>\$ 52,000</b>	<b>\$ 52,000</b>	<b>0%</b>
<b><u>Misc</u></b>				
Ticket Vending Machine (1) (STA)	\$ -	\$ 36,000	\$ 36,000	0%
<b>Subtotal Misc.</b>	<b>\$ -</b>	<b>\$ 36,000</b>	<b>\$ 36,000</b>	<b>0%</b>
<b>TOTAL CAPITAL PROJECTS</b>	<b>\$ 1,754,191</b>	<b>\$ 31,513,830</b>	<b>\$ 29,759,639</b>	<b>6%</b>



**FY14  
CAPITAL BUDGET  
For the month ending - August 31, 2013**

	<u>YTD Actual</u>	<u>FY14 Budget</u>	<u>Remaining Budget</u>	<u>% Spent YTD</u>
<b><u>CAPITAL FUNDING</u></b>				
Federal Capital Grants	\$ 42,585	\$ 3,637,151	\$ 3,594,566	1%
Other Fed - Sakata / Lawsuit proceeds	\$ -	\$ 1,335,000	\$ 1,335,000	0%
State - PTMISEA (1B)	\$ 304,973	\$ 12,840,000	\$ 12,535,027	2%
State - Security Bond Funds (1B)	\$ 77,248	\$ 665,841	\$ 588,593	12%
State Transit Assistance (STA)	\$ 98,214	\$ 693,604	\$ 595,390	14%
State Transit Assistance (STA) - SLPP Backfill **	\$ 560,123	\$ 4,956,502	\$ 4,396,379	11%
State - MBUAPCD	\$ -	\$ 104,062	\$ 104,062	0%
State - STIP	\$ -	\$ 257,300	\$ 257,300	0%
State - SLPP	\$ 560,123	\$ 5,800,000	\$ 5,239,877	10%
Local - Reserved Retained Earnings	\$ 110,925	\$ 1,214,370	\$ 1,103,445	9%
Local Operating Match	\$ -	\$ 10,000	\$ 10,000	0%
<b>TOTAL CAPITAL FUNDING</b>	<b>\$ 1,754,191</b>	<b>\$ 31,513,830</b>	<b>\$ 29,759,639</b>	<b>6%</b>

\*\* The SLPP capital grant requires a 50% local match with sales tax from the operating budget.

# Attachment C

## FY14 FINAL CAPITAL BUDGET REVISIONS APPROVED THROUGH AUGUST 2013

FY14 FINAL CAPITAL BUDGET ADOPTED JUNE 28, 2013:			\$	30,839,342
CAPITAL PROJECT	SOURCE	AMOUNT	TOTAL	
Add: Increase funding to Pacific Station Conceptual Design Project	FTA	\$ 459,590		
	RESERVES	\$ 114,898		
<b>Reason:</b> BOD awarded a contract to Group 4 Architecture, Research + Planning , Inc. on <b>June 28, 2013</b>				
Add: State of Good Repair #2 - 6 Buses, 42 MDC's	RESERVES	\$ 100,000		
<b>Reason:</b> BOD approved the purchase of a 6th New Flyer bus on <b>August 23, 2013</b>				
TOTAL PROPOSED CAPITAL BUDGET REVISIONS YTD:			\$	674,488
FY14 REVISED CAPITAL BUDGET AS OF AUGUST 2013:			\$	31,513,830

# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**DATE:** November 15, 2013  
**TO:** Board of Directors  
**FROM:** Thomas Hiltner, Grants/Legislative Analyst  
**SUBJECT: STATUS REPORT OF ACTIVE GRANTS AND SUBMITTED GRANT PROPOSALS FOR NOVEMBER 2013**

## I. RECOMMENDED ACTION

**This report is for informational purposes only. Active grants and grant proposals are current as of November 15, 2013. No action is required.**

## II. SUMMARY OF ISSUES

- Santa Cruz METRO relies upon grant funding from other agencies for more than 33% of its FY14 operating revenue and 96% of its FY14 capital budget.
- A list of Santa Cruz METRO's active grants (Attachment A) and a list of grant proposals for new funds (Attachment B) are provided monthly in order to apprise the Board of the status of grants funding.
- Santa Cruz METRO has active grant awards totaling \$41,393,438
- Santa Cruz METRO staff is developing new applications totaling \$5,992,454 for new projects.

## III. DISCUSSION

Santa Cruz METRO relies upon grants from a number of other entities throughout the year for more than 33% of its FY14 operating revenue and 96% of its FY14 capital funding. Transportation Development Act (TDA), State Transit Assistance (STA) and the Federal Transit Administration (FTA) annually allocate funds by formula while others such as the Monterey Bay Unified Air Pollution Control District's AB2766 Motor Vehicle Emissions Reduction Program and the California Department of Transportation (Caltrans) discretionary planning grants are competitively awarded based on merit. Santa Cruz METRO relies on both formula and discretionary grant revenue to support its operating and capital budgets.

This staff report is to apprise the Board of Directors of active grants funding current projects and proposed grants for new projects and ongoing operating costs. **Attachment A** lists all of Santa Cruz METRO's active grants with the award amount, the remaining balance and the status of the projects funded by the grant. **Attachment B** lists Santa Cruz METRO's open grant applications with a brief description, source and status of proposed funds.

#### **IV. FINANCIAL CONSIDERATIONS**

Active grant awards for operating and capital projects total \$41,393,438, a decrease from last month of \$4,545,930 due to closeout of the FY09 FTA 5307 grant, which funded MetroBase construction. The unspent balance of active grants is \$32,705,444, a decrease of \$314,071 due to grants drawdown to pay for completed work, primarily MetroBase and Pacific Station design.

Current grant applications request \$5,992,454 in new funds, an increase of \$272,971 resulting from the funds added in new applications to the SCCRTC Regional Surface Transportation Improvement Program (\$480,545) and the removal of \$207,504 from the “new applications” page to the active grant listing. Staff will begin looking for new grants for unfunded capital projects.

#### **V. ATTACHMENTS**

**Attachment A:** Santa Cruz METRO Active Grants Status Report as of November 15, 2013

**Attachment B:** Santa Cruz METRO Grant Applications as of November 15, 2013

# Attachment A

Santa Cruz METRO  
Active Grants as of November 15, 2013

#	Grant	Description	\$ Grant Awarded	\$ Grant Balance	Funding Source	Grant Status
1	FY13 Transit Security Projects	Video Surveillance and Lighting at remaining METRO Facilities	\$ 440,505	\$ 440,505	FY13 CTSGP funds from Cal EMA	<b>Received FY13 advance payment on 10/29/13.</b>
2	FY12 Transit Security Projects	Land Mobile Radio system	\$ 440,505	\$ 440,505	FY12 CTSGP funds from Cal EMA	Day Wireless contract amended on 6/14/13 to add \$150,000 for repeater sites and contingency. Total contract value now \$820,000. Expires 3/31/15. \$ Grant Balance as of 11/15/13.
3	FY11 Transit Security Project	Santa Cruz METRO video surveillance projects	\$ 440,505	\$ 225,336	FY11 CTSGP funds from Cal EMA	Ojo contract amended on 12/7/12 to add \$810,198 for more video storage and cameras. Expires 3/31/14. \$ Grant Balance as of 11/15/13.
4	Bus Stop Improvements	Improve bus stops in Santa Cruz METRO service area	\$ 500,000	\$ 6,100	Caltrans State Transportation Improvement Program (STIP)	American Asphalt submitted the final invoice and this grant will be closed upon payment to AA.
5	FY11 5309 Bus/Facilities SGR Program	CNG Replacement buses and ParaCruz mobile data terminals.	\$ 2,814,538	\$ 2,814,538	FTA 5309 SGR	BOD approved \$400,000 contract with GrayHawk for 42 MDTs; New Flyer Contract amended to \$3,091,010 for a sixth bus.
6	FY12 MBUAPCD AB2766 Grant	Discretionary Grant	\$ 160,000	\$ <b>100,994</b>	MBUAPCD (Air District)	CNG/Utility body truck contract w/Downtown Ford under negotiation.
7	FY11 MBUAPCD AB2766	MetroBase construction of second L/CNG storage tank.	\$ 200,000	\$ -	Air District AB 2766 Grant	Grant expended. Final report due by 2/11/16. Remaining 29 diesel buses must be replaced by 2/11/16. \$ Grant Balance as of 11/15/13.

# Attachment A

## Santa Cruz METRO

Active Grants as of November 15, 2013

#	Grant	Description	\$ Grant Awarded	\$ Grant Balance	Funding Source	Grant Status
8	FY 11/12 Proposition 1B - State and Local Partnership Program	CTC	\$ 5,812,000	\$ 5,117,718	CTC - SLPP	CTC approved \$5.812 M allocation 8/22/12 for July K. Souza Operations Building. Caltrans paid first Request for Reimbursement on 10/28/13. RFR #2 is in progress.
9	FY08,09,10,11 PTMISEA funds	MetroBase development.	\$ 20,558,730	\$ 13,442,447	FY08, FY09, FY10, FY11 Prop. 1B Public Transportation and Modernization and Service Enhancement Account (PTMISEA) through Caltrans	Lewis C. Nelson & Sons construction contractor; TRC Solutions construction manager. Foundation and building columns under construction. Funds to be drawn after SLPP grant closed. \$ Grant Balance as of 11/15/13.
10	Pacific Station Design Engineering	Contract architectural and engineering services for Pacific Station expansion and renovation	\$ 396,000	\$ 279,071	FY06 FTA 5309 CA-04-0021.	Group 4 + \$632,508 contract. G4 is preparing program alternatives from public input. \$ Grant Balance as of 11/15/13. No expiration.
11	Pacific Station Design Engineering	Contract architectural and engineering services for Pacific Station expansion and renovation	\$ 490,000	\$ 490,000	FY08 FTA 5309 CA-04-0102.	Group 4 + \$632,508 contract. G4 is preparing program alternatives from public input. \$ Grant Balance as of 11/15/13. No expiration.
12	FY14 TDA/STA Operating Assistance	LTF Operating assistance from 1/4c sales tax.	\$ 8,863,800	\$ 8,863,800	TDA	SCCRTC paid 1st Quarter TDA on 9/15/13.
13	FY14Caltrans Planning Grants	Caltrans	\$ 40,281	\$ 40,281	FTA 5304/Caltrans	Caltrans awarded Internship grant 8/13/13 for \$40,281. Project start is 10/21. Intern interviews scheduled 11/12-11/15.

Santa Cruz METRO

Active Grants as of November 15, 2013

#	Grant	Description	\$ Grant Awarded	\$ Grant Balance	Funding Source	Grant Status
14	County of Santa Cruz Prop 84 Challenge Grant	Planning/zoning in unincorporated areas to achieve sustainable growth. METRO partners as transit provider.	\$ 10,000	\$ 10,000	California Proposition 84 Planning Grant	Santa Cruz METRO awarded \$10,000 on 6/3/11 as partner. No progress.
15	AMBAG Sustainable Communities Planning Grant	Discretionary grant sub-award.	\$ 10,000	\$ 10,000	AMBAG sub-award.	4/8/13: Planning has been participating in development of Sustainable Communities Strategies.
16	FY14 Caltrans FTA 5304 Planning Grant SCCRTC Passenger	METRO participation pertaining to feeder bus service in the SCCRTC passenger rail study .	\$ 9,000	\$ 216,574	SCCRTC pass-through	Caltrans awarded SCCRTC \$250,000 to conduct a passenger rail study in Santa Cruz County. Grant has not kicked off.
17	FY13 Rural Operating Assistance	Operating assistance for public transit service in rural areas of Santa Cruz County.	\$ 207,574	\$ 207,574	Caltrans (FTA 5311)	Caltrans executed contract on 10/11/13. Project complete and a request for re-imbursment is in process.
		Total	\$ 41,393,438	\$ 32,705,444		

Santa Cruz METRO  
Grant Applications as of November 15, 2013

#	Application Date	Grant	Description	\$ Grant	Funding Source	Status of Award
1	6/30/2013	FY13 Urban Operating Assistance	Formula based operating assistance for public transit service in Santa Cruz and Watsonville.	\$5,511,909	FTA Section 5307	Department of Labor approved application. Awaiting FTA execution.
2	3/21/2012	2014 RSTP/STIP Cycle	Time Point Survey; ParaCruz vans.	\$480,545	CTC/SCRTC	Submitted applications for Runtime Recalibration (\$31,545) and Paracruz Van Replacements (\$449,000)
			Total	<b>\$5,992,454</b>		

# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**DATE:** November 15, 2013  
**TO:** Board of Directors  
**FROM:** April Warnock, Paratransit Superintendent  
**SUBJECT: METRO PARACRUZ OPERATIONS STATUS REPORT–AUGUST AND  
SEPTEMBER 2013**

**This report is for information only - no action requested**

## II. SUMMARY OF ISSUES

- METRO ParaCruz is the federally mandated ADA complementary paratransit program of the Transit District, providing shared ride, door-to-door demand-response transportation to customers certified as having disabilities that prevent them from independently using the fixed route bus.
- METRO assumed direct operation of paratransit services November 1, 2004. This service had been delivered under contract since 1992.
- Discussion of ParaCruz Operations Status Report.
- Attachment A: On-time Performance Chart displays the percentage of pick-ups within the “ready window” and a breakdown in 5-minute increments for pick-ups beyond the “ready window”. The monthly Customer Service Reports summary is included.
- Attachment B and B2: Report of ParaCruz’ operating statistics. Performance Averages and Performance Goals are reflected in the Comparative Operating Statistics Table in order to establish and compare actual performance measures, as performance is a critical indicator as to ParaCruz’ efficiency.
- Attachments C and D: ParaCruz Performance Charts displaying trends in rider-ship and mileage spanning a period of three years.
- Attachment E: Current calendar year’s statistical information on the number of ParaCruz in-person eligibility assessments, including a comparison to past years, since implementation in August of 2002.

### **III. DISCUSSION**

Comparing August 2012 to August 2013, ParaCruz rides increased by 22 rides. Comparing September 2012 to September 2013, ParaCruz rides increased by 580 rides. This approximately 7% increase in ridership appears to be attributable to the economic recovery of residents of Santa Cruz County, as the actual number of ParaCruz eligible riders has not increased significantly.

From July 2013 to August 2013, ParaCruz rides decreased by 21 rides. From August 2013 to September 2013, rides increased by 669. This substantial rise in the number of rides for September was caused by the Cabrillo College Stroke and Disability Learning Center starting classes September 3, 2013.

### **IV. FINANCIAL CONSIDERATIONS**

NONE

### **V. ATTACHMENTS**

- Attachment A:** ParaCruz On-time Performance Chart
- Attachment B & B2:** Comparative Operating Statistics Table
- Attachment C:** Number of Rides Comparison Chart and Shared vs. Total Rides Chart
- Attachment D:** Mileage Comparison Chart and Year to Date Mileage Chart
- Attachment E:** Eligibility Chart

# ATTACHMENT A

Board of Directors  
Board Meeting November 15, 2013

<b>ParaCruz On-time Performance Report</b>		
	<b>August 2012</b>	<b>August 2013</b>
Total pick ups	7524	7546
<b>Percent in “ready window”</b>	<b>94.90%</b>	<b>95.27%</b>
1 to 5 minutes late	2.10%	2.03%
6 to 10 minutes late	1.36%	1.25%
11 to 15 minutes late	.81%	.65%
16 to 20 minutes late	.32%	.30%
21 to 25 minutes late	.24%	.19%
26 to 30 minutes late	.17%	.13%
31 to 35 minutes late	.07%	.07%
36 to 40 minutes late	.01%	.11%
41 or more minutes late (excessively late/missed trips)	.03%	.05%
<b>Total beyond “ready window”</b>	<b>5.10%</b>	<b>4.73%</b>

During the month of August 2013, ParaCruz received three (3) Customer Service Reports. One (1) report was valid. One (1) of the reports was not valid. One (1) report was a compliment.

<b>ParaCruz On-time Performance Report</b>		
	<b>September 2012</b>	<b>September 2013</b>
Total pick ups	7635	8215
<b>Percent in “ready window”</b>	<b>95.44%</b>	<b>94.25%</b>
1 to 5 minutes late	1.81%	2.03%
6 to 10 minutes late	1.03%	1.52%
11 to 15 minutes late	.76%	1.01%
16 to 20 minutes late	.45%	.57%
21 to 25 minutes late	.26%	.26%
26 to 30 minutes late	.09%	.15%
31 to 35 minutes late	.08%	.12%
36 to 40 minutes late	.05%	.06%
41 or more minutes late (excessively late/missed trips)	.05%	.02%
<b>Total beyond “ready window”</b>	<b>4.56%</b>	<b>5.75%</b>

During the month of September 2013, ParaCruz received eight (8) Customer Service Reports. Four (4) of the reports were valid. Three (3) of the reports were not valid. One (1) report was a compliment.

# ATTACHMENT B

Board of Directors  
Board Meeting November 15, 2013

## Comparative Operating Statistics This Fiscal Year, Last Fiscal Year through August 2013.

	<b>Aug 12</b>	<b>Aug 13</b>	<b>Fiscal 12-13</b>	<b>Fiscal 13-14</b>	<b>Performance Averages</b>	<b>Performance Goals</b>
Requested	7845	7912	15,542	16005	8191	
Performed	7524	7546	14,738	15113	7572	
Cancels	17.16%	18.24%	17.71%	18.33%	19.21%	
No Shows	3.12%	2.79%	3.06%	2.91%	3.21%	Less than 3%
Total miles	50,675	54,278	100,470	108,156	53,474	
Av trip miles	4.56	4.87	4.73	4.91	4.80	
Within ready window	94.90%	95.27%	95.28%	95.47%	95.71%	92.00% or better
Excessively late/missed trips	1	2	2	3	1.67	Zero (0)
Call center volume	6063	N/A	11,096	N/A	N/A	<b>**REPORT NOT WORKING**</b>
Hold times less than 2 minutes	96.83%	N/A	96.89%	N/A	N/A	Greater than 90%
Distinct riders	766	782	967	1013	786	
Most frequent rider	47 rides	53 rides	97 rides	97 rides	49 rides	
Shared rides	66.6%	65.4%	65.4%	65.4%	65.4%	Greater than 60%
Passengers per rev hour	1.99	1.94	1.97	1.95	1.94	Greater than 1.6 passengers/hour
Rides by supplemental providers	7.85%	9.59%	10.33%	11.10%	8.82%	No more than 25%
Vendor cost per ride	\$20.02	\$23.02	\$21.30	\$23.19	\$22.24	
ParaCruz driver cost per ride (estimated)	\$28.10	\$33.10	\$27.15	\$30.59	\$28.86	
Rides < 10 miles	68.43%	64.51%	67.73%	64.97%	66.83%	
Rides > 10	31.57%	35.49%	32.27%	35.03%	33.17%	

## ATTACHMENT B 2

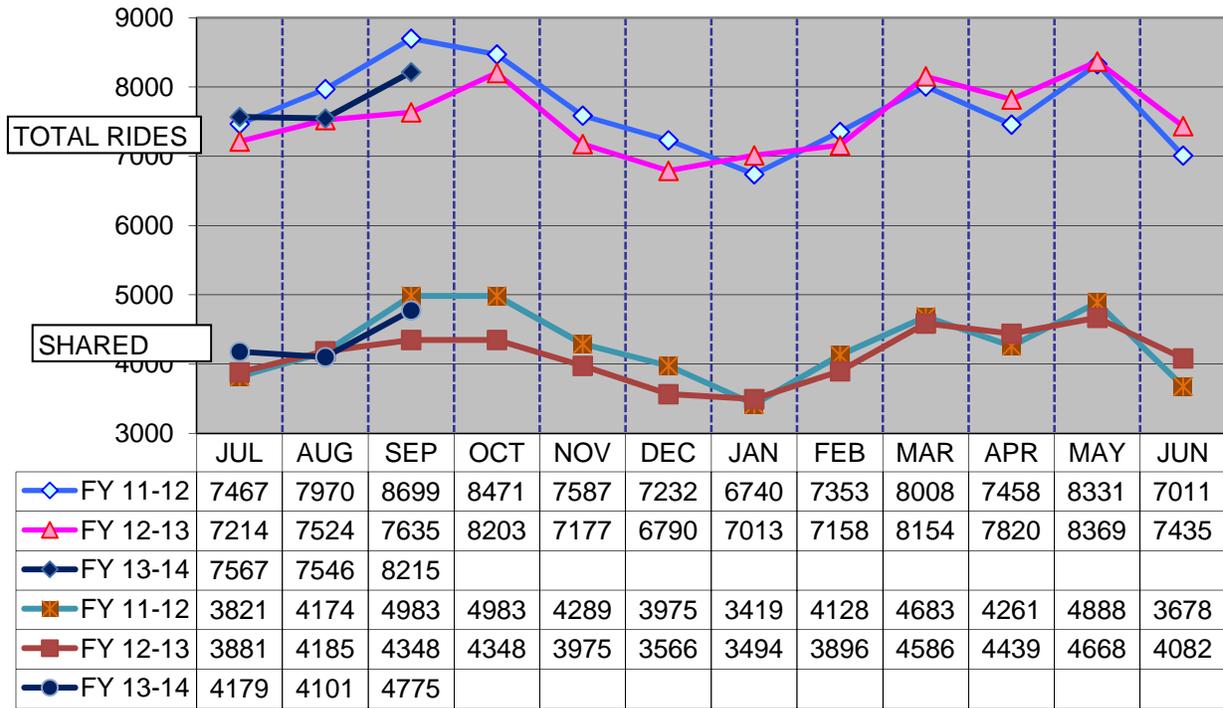
Board of Directors  
Board Meeting November 15, 2013

### Comparative Operating Statistics This Fiscal Year, Last Fiscal Year through September 2013.

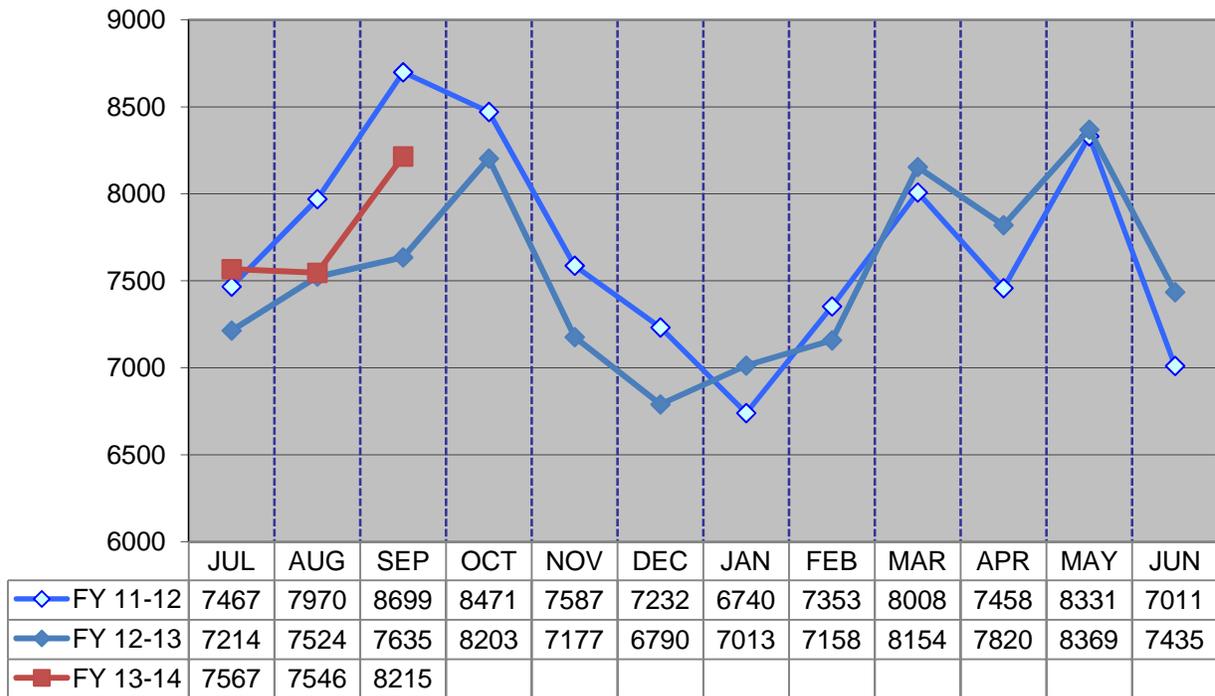
	Sept 12	Sept 13	Fiscal 12-13	Fiscal 13-14	Performance Averages	Performance Goals
Requested	8131	8509	23,673	24,514	8222	
Performed	7635	8215	22,373	23,328	7621	
Cancel	18.12%	17.12%	17.85%	17.91%	19.13%	
No Shows	3.39%	2.44%	3.18%	2.75%	3.13%	Less than 3%
Total miles	51,532	57,391	152,001	165,547	53,962	
Av trip miles	4.57	5.02	4.68	4.94	4.84	
Within ready window	95.44%	94.25%	95.34%	95.04%	95.61%	92.00% or better
Excessively late/missed trips	2	2	4	5	1.67	Zero (0)
Call center volume	6387	N/A	17,483	N/A	N/A	**REPORT NOT WORKING**
Hold times less than 2 minutes	96.8%	N/A	96.92%	N/A	N/A	Greater than 90%
Distinct riders	754	820	1117	1187	789	
Most frequent rider	39 rides	47 rides	113 rides	137 rides	49 rides	
Shared rides	67.9%	69.8%	66.2%	67.0%	65.56%	Greater than 60%
Passengers per rev hour	2.01	2.05	1.99	1.99	1.94	Greater than 1.6 passengers/hour
Rides by supplemental providers	9.99%	16.29%	10.21%	12.92%	9.35%	No more than 25%
Vendor cost per ride	\$22.35	\$22.56	\$21.65	\$22.91	\$22.26	
ParaCruz driver cost per ride (estimated)	\$28.52	\$33.52	\$27.37	\$31.59	\$29.27	
Rides < 10 miles	68.81%	63.18%	67.71%	64.34%	66.36%	
Rides > 10 miles	31.19%	36.82%	32.29%	35.66%	33.64%	

# ATTACHMENT C

## TOTAL RIDES vs. SHARED RIDES

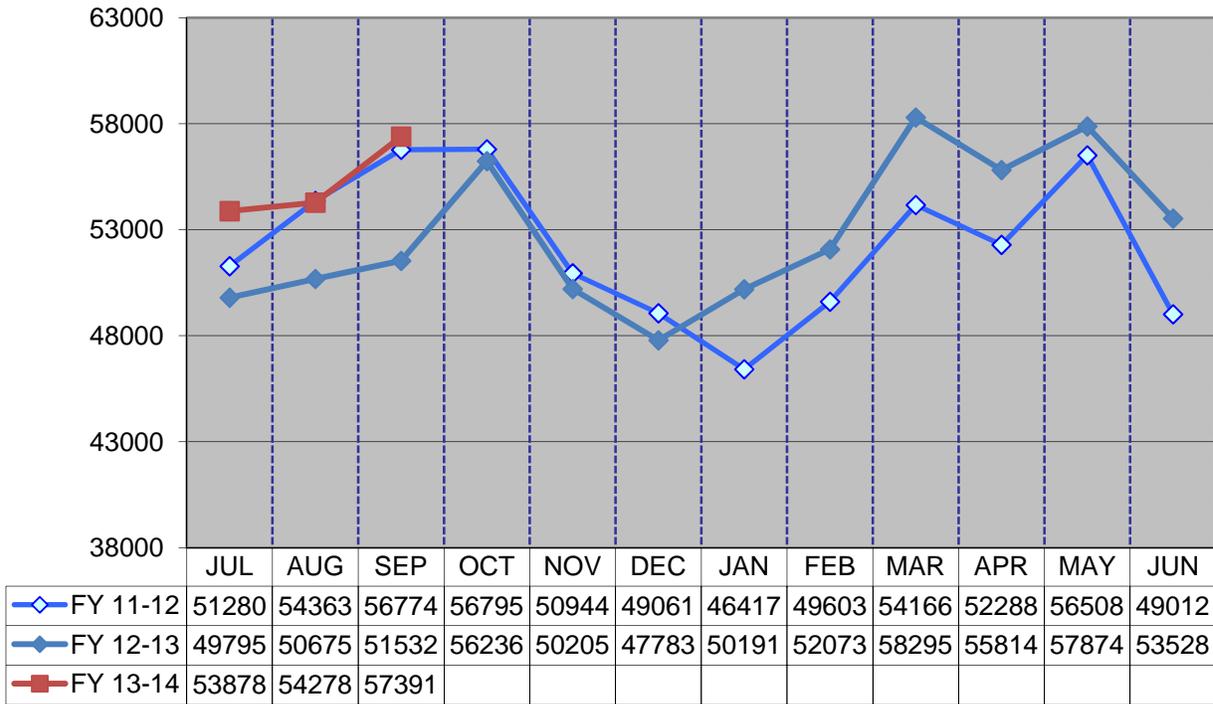


## NUMBER OF RIDES COMPARISON CHART

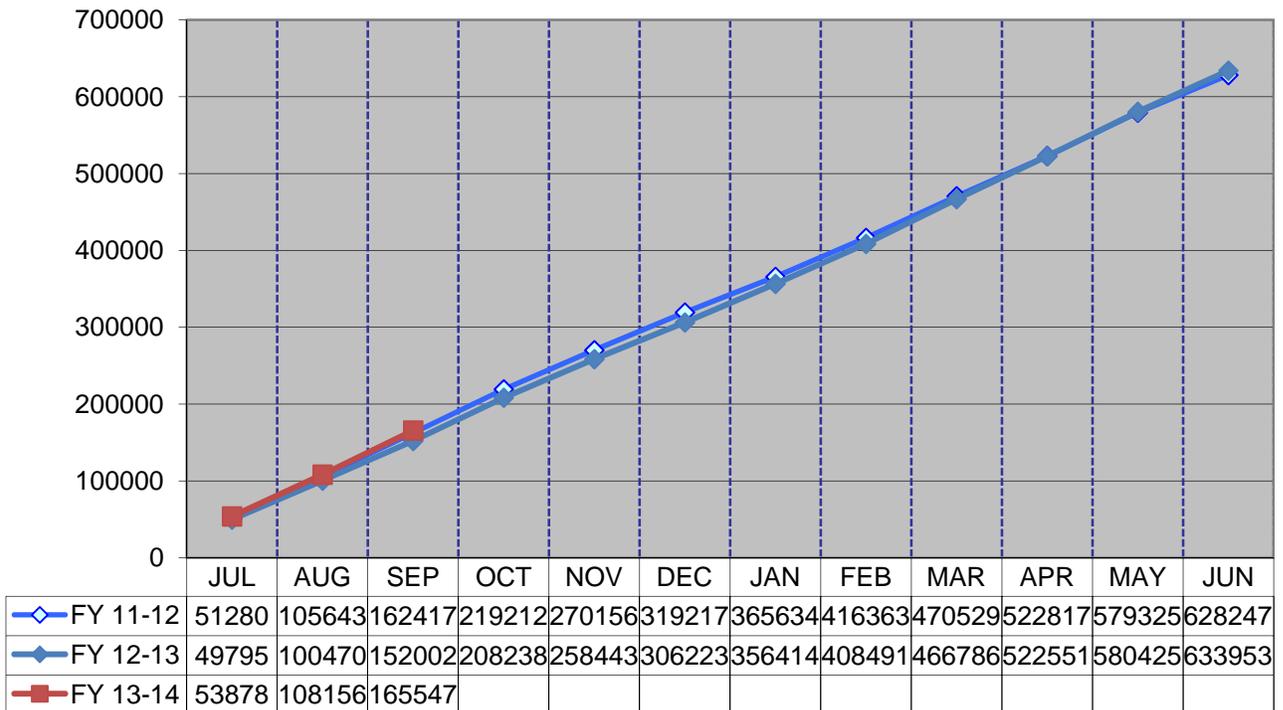


# ATTACHMENT D

## MILEAGE COMPARISON



## YEAR TO DATE MILEAGE COMPARISON CHART



## ATTACHMENT E

MONTHLY ASSESSMENTS						
	UNRESTRICTED	RESTRICTED	RESTRICTED	TEMPORARY	DENIED	TOTAL
		CONDITIONAL	TRIP BY TRIP			
OCTOBER 2012	57	0	9	2	0	68
NOVEMBER 2012	43	0	2	3	0	48
DECEMBER 2012	42	0	3	2	0	47
JANUARY 2013	58	0	5	3	0	66
FEBRUARY 2013	41	0	4	0	0	45
MARCH 2013	58	0	8	0	0	66
APRIL 2013	42	0	2	3	0	47
MAY 2013	66	0	3	4	1	74
JUNE 2013	58	0	2	1	0	61
JULY 2013	44	0	3	1	0	48
AUGUST 2013	56	0	5	3	0	64
SEPTEMBER 2013	62	0	4	2	0	68

Number of Eligible Riders for the month of August 2013 = 3134

Number of Eligible Riders for the month of September 2013 = 3209

# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**DATE:** November 15, 2013  
**TO:** Board of Directors  
**FROM:** John Daugherty, METRO Accessible Services Coordinator  
**SUBJECT:** ACCESSIBLE SERVICES REPORT FOR SEPTEMBER 2013

## I. RECOMMENDED ACTION

**This report is informational only. No action required.**

## II. SUMMARY OF ISSUES

- After a demonstration project, the Accessible Services Coordinator (ASC) position became a full time position to organize and provide METRO services to the senior/older adult and disability communities.
- Services include the METRO Mobility Training program and ongoing public outreach promoting METRO's accessibility. The ASC also participates in METRO's staff training and policy review regarding accessibility.
- Two persons have served in the ASC position from 1988 to today. In 2002 the ASC position was moved into the newly created Paratransit Department. On May 27, 2011 the Board approved the staff recommendation to receive monthly reports on the activity of the ASC.

## III. DISCUSSION

The creation of the Accessible Services Coordinator (ASC) position was the result of a successful demonstration project funded through the Santa Cruz County Regional Transportation Commission. Two persons have served in the ASC position from 1988 to today. Both hiring panels for the ASC included public agency representatives serving older adults and persons with disabilities.

The first ASC, Dr. Pat Cavataio, served from April 1988 through December 1998. The second ASC, John Daugherty, began serving in December 1998.

Under direction, the Accessible Services Coordinator: 1) Organizes, supervises, coordinates and provides METRO services to the older adult and disability communities; 2) Organizes, directs and coordinates the activities and operation of METRO's Mobility Training function; 3) Promotes and provides Mobility Training and outreach services; 4) Acts as information source to staff, Management, funding sources, clients, community agencies and organizations, and the general public regarding Mobility Training and accessibility; 5) Works with Department Managers to ensure compliance with METRO's accessibility program and policies.

During 2002 the ASC position was moved from Customer Service to the newly created Paratransit Department. Mr. Daugherty was the first employee. His placement was followed by hiring of the first Paratransit Superintendent, Steve Paulson and the current Eligibility Coordinator, Eileen Wagley.

On May 27, 2011 the Board approved the following recommendation: “Staff recommends that this position be reinstated in FY 12 budget with the requirement that this position be evaluated during FY12 to make sure the service items that are being requested by the Community are being carried out by this position. Additionally, staff recommends that this position be required to provide a monthly activity report to the Board of Directors during FY12.”

#### **IV. FINANCIAL CONSIDERATIONS**

None

#### **V. ATTACHMENTS**

**Attachment A:** Accessible Services Coordinator (ASC) Activity Tracking Report for September 2013

Prepared by: John Daugherty, METRO Accessible Services Coordinator  
Date Prepared: November 7, 2013

# Attachment A

## Accessible Services Coordinator (ASC) Activity Tracking Report for September 2013

### What is Mobility Training?

Mobility Training is customized support to allow access to METRO services. It can include:

- **An Assessment:** The ASC meets the trainee to assess the trainee's capabilities to use METRO services. They discuss the trainee's experience using public transit and set goals for training sessions.
- **Trip Planning:** Practice to use bus route schedules, maps, online resources and other tools to plan ahead for trips on METRO fixed route and METRO ParaCruz services. All Mobility Training includes some trip planning.
- **Boarding/Disembarking Training:** Practice to board, be secured, and then disembark (get off) METRO buses. This training has been requested by persons using walkers, wheelchairs, scooters and service animals. The training session includes work with an operator and out of service bus and lasts three to five hours.
- **Route Training:** Practice using METRO buses to travel to destinations chosen by trainees. The training session includes practice on handling fares, bus riding rules and emergency situations. One training session can take two to eight hours. One or two sessions to learn one destination is typical. The number of training sessions varies with each trainee.

During September 2013 there was progress with 23 trainees:

- One person, who referred himself, successfully completed Route Training. First the ASC assessed his needs and driving skills with his new wheelchair. Next the trainee successfully travelled round trip between his apartment and downtown Santa Cruz.
- Two other trainees were also new referrals: The ASC assessed one lady, referred by a trainee, and presented Trip Planning options. A counselor referred a second prospective trainee that the ASC met for an Assessment.
- Training for nine other persons progressed: The ASC emailed one trainee to confirm apparently successful Route Training. Email from another trainee suggested that in person meeting with ASC helped her recent bus trips. The ASC met with three trainees to learn their progress. Phone calls to four other trainees yielded progress reports and one new referral for training.
- Training with 11 persons is almost complete: September activity included checking on whether further training is needed and preparation to close their files or complete their referral sheets.

# Attachment A

## Training Overview for September 2013:

- Amount of time dedicated to training sessions and follow up activity: At least 80 hours
- Tracking of scheduled appointments vs. cancelled:  
Five appointments scheduled, no appointments cancelled

## Highlights of Other Activity – Outreach/orientation performed in the community:

- September 4 Resource Fair Outreach, Bay Avenue Senior Apartments, Capitola
- September 10 Pedestrian Safety Work Group meeting
- September 10 County Fair Outreach, Watsonville
- September 12 La Posada Outreach, Santa Cruz
- September 18 Presentation, PVUSD Job Club, Watsonville
- September 24 Outreach, UCSC (Disabled Students') Resource Fair, Santa Cruz

Meetings are usually scheduled for two hours. Total ASC time spent includes preparation for the meeting, the meeting itself and follow up activity. ASC activity for each meeting can take four to nine hours.

The total audience for September outreach/orientation was at least 196 persons. Information was provided during meetings and follow up phone calls and emails.

## Requests from the community and METRO staff:

- There were at least 35 individual contacts in person and/or over the phone. Contacts used to set up outreach, advance individual training and coordinate ADA training.
- ASC outreach in Santa Cruz, Capitola and Watsonville led to referrals, encouraged La Posada residents to ride the new Route 6 Frederick and led to successful Route Training with one La Posada resident and his new wheelchair.
- The ASC coordinated the Americans with Disabilities Act (ADA) Introduction Training for the new bus operator class. The ASC updated the Introduction outline and contacted community members to participate in the October 2 Training.

# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**DATE:** November 15, 2013

**TO:** Board of Directors

**FROM:** Erron Alvey, Purchasing Manager

**SUBJECT: CONSIDERATION OF AUTHORIZING THE GENERAL MANAGER TO EXECUTE A CONTRACT RENEWAL WITH THE HARTFORD FOR EMPLOYEE LONG TERM DISABILITY INSURANCE**

## I. RECOMMENDED ACTION

**Authorize the General Manager to execute a contract renewal for a one-year contract extension with The Hartford for Employee Long Term Disability Insurance.**

## II. SUMMARY OF ISSUES

- Santa Cruz METRO provides Long Term Disability Insurance coverage for its employees.
- Santa Cruz METRO has a contract with The Hartford to provide Employee Long Term Disability Insurance. Alliant Insurance Services is the insurance broker for this contract.
- This contract was established on January 1, 2011 for a three-year period with two (2) optional one-year extensions.
- The current contract approved by the Board of Directors will expire on December 31, 2013.
- The Hartford has requested no change to the current rate for the new contract period.
- UTU and SEIU have expressed satisfaction with the insurance provided under this contract. Therefore, a one-year contract extension with no changes to the current terms and conditions is recommended.

## III. DISCUSSION

Santa Cruz METRO has a contract with The Hartford for Employee Long Term Disability Insurance that is due to expire on December 31, 2013. UTU and SEIU have expressed satisfaction with the insurance provided under this contract. The Hartford has requested no change to the current rate for the new contract period. The estimated annual premium is \$120,000.

Staff recommends that Santa Cruz METRO exercise the option for a one-year contract extension with The Hartford. Staff further recommends that the Board of Directors authorize the General

Manager to sign a one-year contract extension on behalf of Santa Cruz METRO. Robyn D. Slater, Human Resources Manager, will continue to serve as the Contract Administrator and will ensure contract compliance.

#### **IV. FINANCIAL CONSIDERATIONS**

Funds to support this contract are included in the Human Resources FY14 Insurance budget.

#### **V. ATTACHMENTS**

**Attachment A:** Renewal letter from The Hartford

**Attachment B:** First Amendment to the Contract with The Hartford

# Attachment A



July 9, 2013

Billie Carpenter  
Alliant Insurance Svcs  
100 Pine St 1th Flr  
San Francisco CA 94111

**Re: January 1, 2014 Group Benefits Renewal Information for Santa Cruz Metropolitan Transit District**

Dear Billie:

We appreciate the opportunity to partner with you in delivering group benefits to Santa Cruz Metropolitan Transit District and their employees. We look forward to renewing the Life and Disability benefits and continuing our partnership. Policy and rate information are provided below.

**It is important that you deliver the enclosed information to Santa Cruz Metropolitan Transit District as soon as possible, so we can continue to provide timely service to your client. Please note – this renewal information has not been sent to your client.**

For each case, we want to make sure both you and the customer understand how rates are determined, and what they receive in return for their benefit investment. Please carefully review the attached information.

Finally, and most importantly, thank you for your partnership. I welcome the opportunity to answer any questions you have, and to work with you to solve your clients' benefits challenges. Please call if I can assist in any way.

Sincerely,

Jason Grove  
415-836-4820  
The Hartford  
33 New Montgomery Suite 700  
San Francisco CA 94105

**7-8.a1**



July 9, 2013

Robyn Slater  
Santa Cruz Metropolitan Transit District  
110 Vernon St  
Santa Cruz CA 95060

**RE: January 1, 2014 Renewal Information for Your Group Benefits from The Hartford**

Dear Ms. Slater:

Thank you for giving The Hartford the opportunity to provide benefits to the employees of Santa Cruz Metropolitan Transit District. We are committed to helping your employees enhance their financial security and helping you provide attractive competitive benefits. We look forward to renewing the Life and Disability benefits at this time.

We feel one important part of our stewardship role is to provide a clear understanding of how rates are determined, and what you and your employees receive in return for your benefit investment.

**Economic Factors Impact Renewal Rates**

Insurance rates are influenced by factors in the marketplace and overall economy.

- **Interest rates** - Near record low rates negatively impact insurers' return on investments, which help fund reserves and pay claims. This in turn puts pressure on pricing.
- **Unemployment** – Increasing unemployment and the resulting smaller pool of covered employees also puts pressure on rates. According to the Federal Reserve, current conditions are not likely to change soon: “recent indicators point to continuing weakness in overall labor market conditions, and the unemployment rate remains elevated ... the unemployment rate will decline only gradually.”<sup>1</sup>
- **Disability incidence** - According to The Council for Disability Awareness (CDA), the number of individuals covered by disability plans has declined, and the frequency and duration of disability claims has increased<sup>2</sup>. National Safety Council research shows that a disabling injury occurs every 1.5 seconds in the U.S.<sup>3</sup>

**Case Specific Rating Factors Also Play a Role**

The Hartford has performed a comprehensive review to determine the appropriate funding level for this case. Certain factors have a strong influence on rates, including:

- **Demographics** – Age, gender and salary mix play a key role in determining renewal rates – particularly if those factors have changed since the last renewal.
- **Business classifications** – Industry and occupation classifications are also key factors in the risk assumed by The Hartford.
- **Plan Design** – The design of the insurance policy directly impacts the risk that The Hartford assumes and therefore is a key factor in determining the rate paid to cover potential claims.

The chart on the next page summarizes the detailed renewal rate information for the new policy period beginning January 1, 2014.

Coverage and Policy Number	Current Rate	Renewal Rate as of 01/01/2014	Rate Guaranteed Until
LTD 764002G	Class 1-3: \$0.78 Class 4: \$0.68	No Change	01/01/2016

\* For policies that are list-billed by The Hartford, premium and volumes are based on the most recent list bill. For policies that are self-administered, premiums and volumes are based on the most recent census information we have on file.

## What You Can Expect From The Hartford

Our commitment is to deliver the exceptional service and fair pricing that result in long-term customer relationships. Despite current economic challenges, we have continued to invest in products and services to help customers manage their benefits challenges. We've recently introduced new digital tools to help employees better understand their benefit options and the protection and value they provide; and we've made significant investments in leave management capabilities that can help employers improve their compliance with state and federal mandates. I would welcome the opportunity to share details on these and other enhancements from The Hartford, and you can learn more at: [www.thehartford.com/groupbenefits](http://www.thehartford.com/groupbenefits).

We're proud of our record of customer commitment and care – a recent survey showed that 95% of all disability claimants surveyed (Short-term Disability and Long-term Disability) are completely or mostly satisfied with their overall experience with The Hartford.<sup>4</sup> Life claimants recently surveyed say that 99% were "Satisfied" to "Extremely Satisfied" with our "Timeliness of Decisions," and 98% with our "Ease of Claim Process."<sup>5</sup>

For four consecutive years we've been named one of the World's Most Ethical Companies by the Ethisphere Institute<sup>6</sup>. We believe strongly in the power of ability, the philosophy behind our role as the founding partner of the U.S. Paralympics, an organization dedicated to providing world class disabled athletes the opportunity to compete at the international level.

### Responsive Service for You and Your Employees

- Support and counseling services to help beneficiaries cope with loss.
- Travel assistance services
- Emotional, legal and financial counseling to employees who enroll in The Hartford's LTD program.
- EmployerView® web portal to help you manage your benefits.
- [thehartfordatwork.com](http://thehartfordatwork.com) site to help employees make sound benefits choices and manage their benefits.

Finally, and most importantly, thank you for your business and the trust you place in The Hartford. Please let us know how we can help you meet your benefit needs.

Sincerely

Jason Grove  
Account Executive

The Hartford® is The Hartford Financial Services Group, Inc. and its subsidiaries, including issuing companies Hartford Life Insurance Company and Hartford Life and Accident Insurance Company. Policies sold in New York are underwritten by Hartford Life Insurance Company. Home Office of both companies is Simsbury, CT.

<sup>1</sup> Federal Open Market Committee Press Release, Federal Reserve, Nov. 2, 2011.

<sup>2</sup> 2011 Long-Term Disability Claims Review, Council For Disability Awareness

<sup>3</sup> National Safety Council, Injury Facts 2001/2002

<sup>4</sup> Bourget Research Group, Claimant Satisfaction Survey, Q4 2010.

<sup>5</sup> Results are from The Hartford's 2011 National Account Employer Benefits Survey.

<sup>6</sup> As of March 2011. Ethisphere Institute, 2008 – 2011.

4365 NS 10/11

# Attachment B

## **SANTA CRUZ METROPOLITAN TRANSIT DISTRICT FIRST AMENDMENT TO CONTRACT NO. 11-06 FOR LONG TERM DISABILITY INSURANCE**

This First Amendment to Contract No. 11-06 for Long Term Disability Insurance is made effective January 1, 2014 between the Santa Cruz Metropolitan Transit District, a political subdivision of the State of California (“Santa Cruz METRO”), and Alliant Insurance Services, Inc., representing The Hartford (“Contractor”).

### **I. RECITALS**

- 1.1 Santa Cruz METRO and Contractor entered into a Contract for Long Term Disability Insurance (“Contract”) on January 1, 2011.
- 1.2 The Contract allows for the extension upon mutual written consent.

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

### **II. TERM**

- 2.1 Article 4.01 is replaced in its entirety by the following:

The term of this Contract shall be from January 1, 2011 to December 31, 2014.

At the option of Santa Cruz METRO, this Contract may be renewed for one (1) additional one (1) year term upon mutual written consent.

### **III. REMAINING TERMS AND CONDITIONS**

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

### **IV. AUTHORITY**

- 4.1 Article 8 is amended to include the following language:

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

SIGNATURES ON NEXT PAGE

**7-8.b1**

Signed on \_\_\_\_\_

Santa Cruz METRO –  
SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

\_\_\_\_\_  
Leslie R. White  
General Manager

Contractor –  
ALLIANT INSURANCE SERVICES, INC.

By \_\_\_\_\_  
Christine Kerns  
First Vice President

Approved as to Form:

\_\_\_\_\_  
Leslyn Syren  
Santa Cruz METRO Counsel

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# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**DATE:** November 15, 2013

**TO:** Board of Directors

**FROM:** Erron Alvey, Purchasing Manager

**SUBJECT: CONSIDERATION OF AUTHORIZING THE GENERAL MANAGER TO EXECUTE A CONTRACT RENEWAL WITH FOLGER GRAPHICS, INC. FOR THE PRINTING OF HEADWAYS IN AN AMOUNT NOT TO EXCEED \$18,295**

## I. RECOMMENDED ACTION

**Authorize the General Manager to execute a contract renewal for a one-year contract extension with Folger Graphics, Inc. for the printing of Headways in an amount not to exceed \$18,295.**

## II. SUMMARY OF ISSUES

- Santa Cruz METRO publishes a quarterly schedule book, Headways, to provide passengers and members of the public with current route and timetable information.
- Santa Cruz METRO has a contract with Folger Graphics, Inc. for the printing of Headways.
- This contract was established on February 1, 2013 for a one-year period with four optional one-year extensions.
- The current contract approved by the Board of Directors will expire on January 31, 2014.
- Folger Graphics, Inc. has requested no changes for the new contract period.
- Folger Graphics, Inc. has performed its duties well under this contract, and therefore a one-year contract extension with no changes is recommended.

## III. DISCUSSION

Santa Cruz METRO publishes a quarterly bus schedule and rider's guide, titled Headways, which provides passengers and members of the public with a hard copy of current route and timetable information. Santa Cruz METRO has a contract with Folger Graphics, Inc. for the printing of Headways that is due to expire on January 31, 2014. Over the past year, the quality of service provided by Folger Graphics, Inc. has been good. Folger Graphics, Inc. has reviewed the contract and requested no changes.

Staff recommends that Santa Cruz METRO exercise the option for a one-year contract extension with Folger Graphics, Inc. for an amount not to exceed \$18,295. Staff further recommends that the Board of Directors authorize the General Manager to sign a one-year contract extension on behalf of Santa Cruz METRO. Ciro Aguirre, Operations Manager, will continue to serve as the Contract Administrator and will ensure contract compliance.

#### **IV. FINANCIAL CONSIDERATIONS**

Additional funds in an amount of \$18,295 are requested for approval at this time. The new contract total not to exceed would be \$36,590.

Funds to support this contract are included in the FY14 & FY15 Customer Service Printing operating budget.

#### **V. ATTACHMENTS**

**Attachment A:** Renewal letter from Folger Graphics, Inc.

**Attachment B:** Contract Amendment with Folger Graphics, Inc.

Attachment A



PRE-PRESS • PRINTING • PUBLICATIONS • BINDERY • MAILING

October 21, 2013

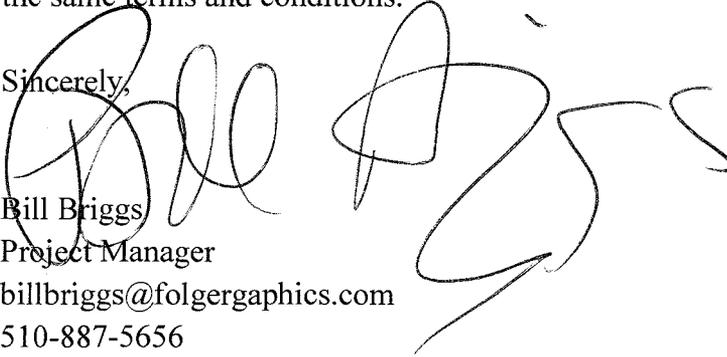
Eron Alvey  
Santa Cruz Metropolitan Transit District  
110 Vernon Street  
Santa Cruz, CA 95060

Re: RENEWAL-Santa Cruz METRO Contract No. 13-12 Printing of Headways-Buss Riders's Guide

Dear Eron

Thank you so much for your letter dated October 11, 2013. FolgerGraphics wishes to extend the Contract for an additional one-year period from February 1, 2014 through January 31, 2015 under the same terms and conditions.

Sincerely,

  
Bill Briggs  
Project Manager  
billbriggs@folgergraphics.com  
510-887-5656

2339 Davis Avenue • Hayward, CA 94545-1111 • Phone (510) 887-5656 • Fax (510) 887-5831

<http://www.folgergraphics.com> • e-mail: [print@folgergraphics.com](mailto:print@folgergraphics.com)



7-9.a1



# Attachment B

## **SANTA CRUZ METROPOLITAN TRANSIT DISTRICT FIRST AMENDMENT TO CONTRACT NO. 13-12 FOR PRINTING OF HEADWAYS – BUS RIDER’S GUIDE**

This First Amendment to Contract No. 13-12 for Printing of Headways – Bus Rider’s Guide is made effective February 1, 2014 between the Santa Cruz Metropolitan Transit District, a political subdivision of the State of California (“Santa Cruz METRO”), and Folger Graphics, Inc. (“Contractor”).

### **I. RECITALS**

- 1.1 Santa Cruz METRO and Contractor entered into a Contract for Printing of Headways – Bus Rider’s Guide (“Contract”) on February 1, 2013.
- 1.2 The Contract allows for the extension upon mutual written consent.

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, 2015.

At the option of Santa Cruz METRO, this Contract may be renewed for three (3) additional one (1) year terms upon mutual written consent.

### **III. COMPENSATION**

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

Santa Cruz METRO shall compensate Contractor in an amount not to exceed \$18,295 under the terms of this First Amendment

The new Contract total not to exceed amount is \$36,590. Contractor understands and agrees that if he/she exceeds the \$36,590 maximum amount payable under this Contract, that 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.

**V. AUTHORITY**

5.1 Article 6 is amended to include the following language:

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

Signed on \_\_\_\_\_

Santa Cruz METRO –  
SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

\_\_\_\_\_  
Leslie R. White  
General Manager

Contractor –  
FOLGER GRAPHICS, INC.

By \_\_\_\_\_  
Linda Torre  
Vice President Finance

Approved as to Form:

\_\_\_\_\_  
Leslyn Syren  
Santa Cruz METRO Counsel

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# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**DATE:** November 15, 2013

**TO:** Board of Directors

**FROM:** Robyn D. Slater, Human Resources Manager

**SUBJECT: CONSIDER APPROVAL OF RETROACTIVE WAGE SCALE  
ADJUSTMENT AND CHANGE TO EXEMPT STATUS FOR THE  
SUPERVISOR OF PARTS AND MATERIALS**

## I. RECOMMENDED ACTION

**It is recommended that the Board of Directors approve a retroactive change to the wage scale for the Supervisor of Parts and Materials. As part of the agreement with the representing union staff also recommends the position be changed from non-exempt to exempt.**

## II. SUMMARY OF ISSUES

- The Memorandum of Understanding between the District and the Service Employees International Union Local 521 (SEIU) allows for a wage study for positions identified as comprising a “career ladder”. In December 2012 SEIU requested that positions in the parts department career ladder be evaluated.
- Information regarding the wages of all the positions in the career ladder were gathered from an agreed upon list of agencies.
- After reviewing all the information with SEIU it was determined that 3 of the positions were being paid as a level that meet the standards of comparison used for previous wage studies.
- When compared with supervisory positions at the other agencies it was found that the majority of supervisory positions were exempt from overtime and paid at a higher rate.
- Santa Cruz METRO and SEIU agreed that the responsibilities of the position would meet the standards to qualify as exempt.
- Santa Cruz METRO and SEIU also agreed that the supervisor should be changed to an exempt position with an adjustment to the wage scale.
- Per the MOU the wage study should have been completed and all salary adjustments been made in the first full pay period in July. Circumstances prevented the wage study from being completed until now.
- As required by the MOU wage rate changes will be retroactive to the pay period starting July 4, 2013. Since the exempt status for this position cannot be altered

retroactively, Santa Cruz METRO and SEIU agreed to prorate the administrative leave as of November 21, 2013.

### **III. DISCUSSION**

The current MOU with SEIU Local 521 states that SEIU can request reclassification studies of a group of class specifications that make up a career ladder. Requests can only be made once per year during the month of December.

In December 2012, SEIU requested the Parts department group receive a wage study to determine if an adjustment to the wage range was needed.

A wage survey was conducted and information was collected from Transit Districts and local Santa Cruz agencies. An analysis of the wage information received demonstrated that the wage scale for 3 of the 4 positions within the career ladder were within the parameters used for previous wage studies. No adjustments to the wage scales were recommended by Santa Cruz METRO.

The analysis of the information gathered demonstrated that the Parts department supervisory position differed from most of the other agencies that had comparable jobs, in that, the position was exempt from overtime at other agencies. The wage scale at the agencies surveyed was higher than the in-house position, partly due to the exempt status.

The job duties of the Supervisor of Parts and Materials would qualify for exempt status. Santa Cruz METRO suggested this position be reclassified as exempt. Per the MOU the position would then qualify for 40 hours of administrative leave per fiscal year.

SEIU agreed with the suggestions of staff. The MOU states the wage study must be completed within six months (the end of June). Adjustments would be effective the first pay period in July. For this fiscal year that would have been July 4, 2013.

The completion of the wage study was delayed. As a result the suggested wage adjustment would be retroactive until July 4, 2013. Since it is not possible to retroactively change the eligibility for overtime, all overtime paid since July 4, 2013 would be subject to the wage adjustment. SEIU agreed that the administrative leave time should be pro-rated. If Board approves this action the incumbent would receive 26.15 hours of administrative leave for this fiscal year.

### **IV. FINANCIAL CONSIDERATIONS**

There is sufficient money available in the current budget for this wage change.

### **V. ATTACHMENTS**

**Attachment A:** Revised Wage Scale

ATTACHMENT A

**Supervisor Parts and Materials - FM Salary Schedule**

	<b>Step 1</b>	<b>Step 2</b>	<b>Step 3</b>	<b>Step 4</b>	<b>Step 5</b>	<b>Step 6</b>
Previous years pay scale	\$ 27.01	\$ 29.39	\$ 29.78	\$ 31.25	\$ 32.76	\$ 34.39
<b>Revised pay scale (5% increase)</b>	<b>\$ 28.36</b>	<b>\$ 30.86</b>	<b>\$ 31.27</b>	<b>\$ 32.81</b>	<b>\$ 34.40</b>	<b>\$ 36.11</b>
Pay scale - 06/20/13 as printed in the Memorandum of Understanding	\$ 27.55	\$ 28.96	\$ 30.38	\$ 31.88	\$ 33.42	\$ 35.08
<b>New pay scale for current fiscal year (2% increase)</b>	<b>\$ 28.93</b>	<b>\$ 31.48</b>	<b>\$ 31.90</b>	<b>\$ 33.47</b>	<b>\$ 35.09</b>	<b>\$ 36.83</b>
Pay scale - 06/19/14 as printed in the Memorandum of Understanding	\$ 28.10	\$ 29.54	\$ 30.99	\$ 32.52	\$ 34.09	\$ 35.78
<b>New pay scale as of 6/19/2014 (2% increase)</b>	<b>\$ 29.51</b>	<b>\$ 32.11</b>	<b>\$ 32.54</b>	<b>\$ 34.14</b>	<b>\$ 35.79</b>	<b>\$ 37.57</b>

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# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

## Minutes - METRO Advisory Committee (MAC)

May 15, 2013

The METRO Advisory Committee (MAC) met on Wednesday, May 15, 2013 in the Pacific Station Conference Room located at 920 Pacific Avenue in Santa Cruz, California.

### 1. CALL TO ORDER

Norm Hagen called the meeting to order at 6:01 p.m.

### ROLL CALL

#### MEMBERS PRESENT

Donald "Norm" Hagen, Chair  
Steve Johnson, Vice-Chair  
Roseann Marquez  
Rocky Barrera  
Naomi Gunther  
Dennis "Pops" Papadopulo

#### MEMBERS ABSENT

James Anastas  
Charlotte Walker

#### VISITORS PRESENT

### STAFF PRESENT

Ciro Aguirre, Operations Manager  
Bob Cotter, Maintenance Manager  
Sherri Escobedo, Administrative Assistant/ MAC Secretary

### 2. AGENDA ADDITIONS/DELETION

None.

### 3. ORAL/WRITTEN COMMUNICATION

None.

### 4. APPROVE MINUTES OF MAC MEETING OF APRIL 17, 2013

**ACTION: MOTION: ROCKY BARRERA SECOND: STEVE JOHNSON**

Motion passed unanimously with James Anastas, and Charlotte Walker being absent. Naomi Gunther and Dennis "Pops" Papadopulo abstained.

### 5. ACCEPT & FILE STATUS REPORT OF ACTIVE GRANTS & SUBMITTED GRANT PROPOSALS FOR APRIL 2013

Submitted by METRO Planning Department

Norm had a question regarding item 10, FY09 Operating & Metrobase Expense shows a balance of \$997, 773., he was wondering where this balance is going to as far as construction. Ciro explained that this is going to be used for the Operations Building Construction. Ciro then gave a brief review of all the current grants.

Norm asked why we don't use smaller buses for smaller routes or routes that consistently have less people on them. Ciro gave a brief response as to why we don't use small buses; it doesn't really meet our needs to purchase smaller buses. Our buses are used for multiple routes, ie. it's called interlining. Everything is coordinated so that once a route has ended, there may be a brief break,

**7-11.1**

and then the bus is used for a different route. We try to pair up the appropriate size bus with the carrying factor. A smaller bus doesn't really mean you're saving money, because we pay the operator the same amount and it's not as versatile for us. Paratransit uses the smaller buses because the cost is reasonable for the bus, the carrying capacity is reasonable for the clients they carry, and the durability of the bus is moderate because the bus is not used in extreme conditions, as the fixed route buses are. The vans are used the most; they are more versatile and fit into tighter areas, such as client's driveways, etc. Metro tends to run the 35 foot buses, which is a smaller bus. The largest buses are 40 feet. The 35 foot buses are also easier to maneuver for the operators at our bus stops, without impeding traffic too much. The Highway 17 buses are specialty buses, they all have Wi-Fi, High backs, and front door loading only, and this is ideal for this type of service. Bob Cotter gave a brief presentation about the Bus Stop Improvement Grant, which includes putting in two new bus shelters at the Metro Center, replacing the two Cement Shelters that are there now. The new ones will be Glass to provide better visible security at the station. Norm also mentioned that he has noticed the improved security and safety at the Watsonville Transit Center. Naomi then commented on new safety measures being implemented at UCSC, called CPTED, Crime Prevention through Environmental Design. She has found it to be very useful and wondered if Metro would like to receive a copy of what this is all about. Bob Cotter stated that yes; we would very much like to have a copy of it. Naomi stated that this all about the feeling of safety and crime prevention related to the environment, such as lighting, etc., encouraging positive behavior and discouraging negative behavior. There was a brief discussion regarding new security & surveillance systems being installed at the Administration Office, Maintenance, and Pacific Station.

**ACTION: MOTION: STEVE JOHNSON SECOND: NAOMI GUNTHER**

Motion passed unanimously with James Anastas, and Charlotte Walker being absent.

**6. ACCEPT & FILE METRO PARACRUZ OPERATIONS STATUS REPORT FOR FEBRUARY 2013**  
Submitted by METRO Admin Department

Bob Cotter stated that the Paracruz Maintenance is now done at the Maintenance Facility on Golf Club, and we are also washing them at the River Street Facility.

**ACTION: MOTION: STEVE JOHNSON SECOND: ROSEANN MARQUEZ**

Motion passed unanimously with James Anastas, and Charlotte Walker being absent.

**7. ACCEPT & FILE RIDERSHIP REPORT FOR JANUARY 2013**  
Submitted by Erich Friedrich

Erich was not able to attend this meeting; however, Naomi wanted to extend a thank you to the mechanics as they probably aren't thanked enough by the ridership. Ciro stated that we have 7 new Operators starting on May 20<sup>th</sup>, and then we will be hiring another 8 operators soon. We will have more retirements coming in December of this year, so we will probably be hiring again later this year. Pop mentioned a situation where there was not enough room on a Paracruz ride and Ciro stated that he would look into that. Naomi also wanted to add that the increase in Ridership is notable, especially at UCSC. The drivers are doing a better job of moving people back so buses aren't so full, and there's less pass-by's. There has been a lot of improvement, and she's thankful for the later 69's. She also wanted to make a comment about the 16's and 15's, and not knowing

that a 15 bus was not coming. She thought it would be nice if a sign could be posted when a bus isn't running that day.

**ACTION: MOTION: NAOMI GUNTHER SECOND: POP PAPADOPULO**

Motion passed unanimously with James Anastas, and Charlotte Walker being absent.

## **7. DISCUSSION OF BUS STOPS**

Bob Cotter let the committee know that he was able to make some improvements to the Freedom Blvd & Soquel Drive Bus Stops that Norm brought to his attention for safety measures. He stated that they will be laying gravel down at some stops and replacing a stop at 41<sup>st</sup> and Soquel once the construction of the shopping center is completed. There were some stops where no improvement could be made at this time. Norm asked if it's possible to move the stops that can't be improved, and Bob stated that due to ADA compliance that we have to follow, we don't have the funds to do this at this time. But he will continue to monitor them and where gravel can be added and the stops leveled he will continue to do so. Also shrubbery will be cut back and some lights will be put in at certain stops. Roseann then commented on the stop at Bronte Ave., that the renter there has been told to clean up the plants and remove anything blocking the bus stop, and that this has been done. She also stated that several of the bus stop signs in Watsonville are graffitied and stickered. Bob stated that he has one worker who specifically does graffiti clean up, but all the maintenance workers carry paint to cover graffiti whenever they see it.

## **8. COMMUNICATIONS TO THE METRO GENERAL MANAGER**

Norm asked that we thank the Staff for their support of the Mac Committee Members.

## **13. COMMUNICATIONS TO THE METRO BOARD OF DIRECTORS**

Norm asked the Board of Directors to please ride the bus. There was a motion made in response to this.

**ACTION: MOTION: STEVE JOHNSON SECOND: ROSEANN MARQUEZ**

Motion passed unanimously with James Anastas, and Charlotte Walker being absent.

## **14. DISTRIBUTION OF VOUCHERS**

## **15. ITEMS FOR NEXT MEETING AGENDA**

Buses for the Santa Cruz County Fair – Invite Maria Granados-Boyce

Bid Changes

## **16. ADJOURNMENT**

There being no further business, Norm Hagen adjourned the meeting at 7:50 p.m.

Respectfully submitted,  
Sherri Escobedo  
Administrative Assistant

# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**Minutes - METRO Advisory Committee (MAC)**

**June 19, 2013**

The METRO Advisory Committee (MAC) met on Wednesday, June 19, 2013 in the Pacific Station Conference Room located at 920 Pacific Avenue in Santa Cruz, California.

## **1. CALL TO ORDER**

Norm Hagen called the meeting to order at 6:03 p.m.

## **ROLL CALL**

### **MEMBERS PRESENT**

Donald "Norm" Hagen, Chair  
Steve Johnson, Vice-Chair  
Roseann Marquez  
Rocky Barrera  
Len Burns

### **MEMBERS ABSENT**

James Anastas  
Charlotte Walker  
Naomi Gunther  
Dennis "Pops" Papadopulo

### **VISITORS PRESENT**

## **STAFF PRESENT**

Ciro Aguirre, Operations Manager  
Bob Cotter, Maintenance Manager  
Maria Granados-Boyce, Customer Service Supervisor/Transit Supervisor  
Sherri Escobedo, Administrative Assistant/ MAC Secretary

## **2. AGENDA ADDITIONS/DELETION**

None.

## **3. ORAL/WRITTEN COMMUNICATION**

None.

## **4. ANNOUNCEMENT OF LEN BURNS TO MAC**

There was a brief announcement and welcome to Len for his appointment to MAC, and Len gave a brief introduction of himself to the MAC members.

## **5. APPROVE MINUTES OF MAC MEETING OF MAY 15, 2013**

**ACTION: MOTION: STEVE JOHNSON SECOND: ROSEANN MARQUEZ**

Motion passed unanimously with James Anastas, Charlotte Walker, Naomi Gunther and Pop Papadopulo being absent.

## **6. ACCEPT & FILE STATUS REPORT OF ACTIVE GRANTS & SUBMITTED GRANT PROPOSALS FOR MAY 2013**

Submitted by METRO Admin Department

Norm had a question for Bob Cotter on Item 2, page 6.3 - Bus Stop Improvements, he was wondering what work had been done since the last meeting. Bob replied that additional SIM Seats were being installed. The two "concrete" shelters at Metro Center that are being replaced have

**7-11.4**

been ordered, but are delayed and should be arriving later next month. Norm then commented about item 6.4 – Security, stating that there are much safer conditions now due to the security projects completed by METRO.

Roseann had a question regarding the door that was broken at the Metro Center and if we are anticipating having additional security on hand. Ciro responded that we currently have two folks on hand, one outside and one inside. We were able to increase our budget for security so we are patrolling the different transit centers, and the city is also helping to remove individuals from city buildings and moving them away, so these people often end up at the Transit Centers, and the Bus Stop Shelters. Len also commented on the Bus Shelter on Front Street by CVS is an unsafe location, and Ciro indicated that we are patrolling those shelters however what happens is that it has an immediate effect in that the people leave, but the minute that the Security is gone, they come back and hang out. We've also asked the Bus Operators to report these types of issues at Bus Stops, and the Transit Supervisors are also being sent out to disperse these people. Ciro stated that if anyone sees any suspicious activity, they can always report it to Security. Ciro also stated that anyone from MAC can also come to one of the broadcasted Board meetings and make a public statement regarding the safety of our service. Len Burns stated that if you travel to any other cities in the State, you can really appreciate how great the service is here in Santa Cruz.

**ACTION: MOTION: STEVE JOHNSON SECOND: ROSEANN MARQUEZ**

Motion passed unanimously with James Anastas, Charlotte Walker, Naomi Gunther and Pop Papadopulo being absent.

**7. ACCEPT & FILE METRO RIDERSHIP REPORT FOR APRIL 2013**

Submitted by Erich Friedrich

Norm had a question regarding the ridership on Route 71 since the changes were made and if the changes had any impact on the ridership. Ciro asked to have Erich notified so that he can make a complete report on the changes made and what impact they have had. Steve had a question about ridership being up and the fares being higher and whether that improves our overall budget. Ciro responded that the Federal Transportation Agency has set a goal of 25% for the general recovery rate that fareboxes make. Metro does meet that requirement and it does increase our revenue, however 25% doesn't significantly impact our operating costs. We are less expensive than most Transit Agencies in our general area. There was some discussion regarding the MST service that started in the Spring and where it stops at and goes to. Ciro explained that this is an express service as MST doesn't want to compete with our service.

**ACTION: MOTION: STEVE JOHNSON SECOND: ROSEANN MARQUEZ**

Motion passed unanimously with James Anastas, Charlotte Walker, Naomi Gunther and Pop Papadopulo being absent.

**8. SUMMER SERVICE CHANGES**

Submitted by Erich Friedrich

Erich was not able to attend this meeting. Ciro stated that there are some changes being made, one of which is La Posada. He also stated that this probably won't happen until the Fall Bid Change. The big summer change is the Big Basin service has been restored, and the 71 bus has had some changes to it's route. Len stated that he had a concern regarding changes and how the

public finds out about those changes. Maria Granados-Boyce stated that when changes are made the Headways publication is re-published and made available, and also our website will state changes being made. There was a brief discussion regarding our website and the accessibility problems for blind people. Maria then stated that changes to our service occur every 3 months so it would be wise to check on the site periodically. Len stated that it would be nice to see a “pop up” on the website that says updates are available. Norm also stated that signage at the Transit Centers is not real well seen, especially at Watsonville, because the board where postings are made are opposite to the side where passengers actually board the bus. Maria stated that she needs another case to post things at the other lanes, and she will look into that.

## **9. DISCUSSION OF BUS STOPS**

Bob Cotter stated that American Asphalt is working on improvements at some of the stops and that some stops are being delayed until their work is completed. He also stated that we’ve been hit hard with graffiti and that it’s almost a full time job to keep up with it. Roseann mentioned that the stop at Cedar & Tuttle has a new bench that is already graffitied. Maria stated that there is a hotline that you can call for graffiti when you see it, she didn’t have the number on hand but would get it for the committee. Roseann stated that many of the stops and bus maps are stickered & graffitied in Watsonville very heavily.

## **10. BUSES FOR THE COUNTY FAIR**

Maria Granados Boyce brought a schedule from last year to show the committee and stated that it has to be approved by the Board of Directors before we can proceed, however this will happen in the June timeframe. There are generally 3 days that we offer bus service for. Steve Johnson asked if there was anything the Committee could do to help at the Fair and Maria stated that participation is definitely appreciated and that there are many fun things that the committee members could volunteer to help out with. There are always a lot of kids and activities for them, as well as just spreading public awareness would be very helpful. Metro will have booths there every day and they will be manned by employees until 5:00 pm. Please call Maria if you would like to volunteer at the Fair. The dates for the Fair will be September 10<sup>th</sup> through the 15<sup>th</sup>. Maria also stated that she will notifying the Sentinel and several of the radio stations with our bus schedule to the Fair.

## **11. COMMUNICATIONS TO THE GENERAL MANAGER**

None.

## **12. COMMUNICATIONS TO THE BOARD OF DIRECTORS**

Norm stated that he would be attending a Board Meeting and would convey a public service message about our service, and he would encourage enthusiastic support for the Fair.

## **13. DISTRIBUTION OF VOUCHERS**

Steve Johnson had a question about WiFi on Hwy 17 route. Ciro stated that the service level we wanted was not provided correctly. We looked for a new provider and did an amended bid for 21 buses. We are in the process of installing a new system (dual carrier system, 4G – Verizon & AT&T), and this should be completed in 2 weeks.

## **14. ITEMS FOR NEXT MEETING AGENDA**

## **15. ADJOURNMENT**

There being no further business, Norm Hagen adjourned the meeting at 7:20 p.m.

Respectfully submitted,  
Sherri Escobedo  
Administrative Assistant

# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**Minutes - METRO Advisory Committee (MAC)**

**September 18, 2013**

The METRO Advisory Committee (MAC) met on Wednesday, September 18, 2013 in the Pacific Station Conference Room located at 920 Pacific Avenue in Santa Cruz, California.

## **1. CALL TO ORDER**

Norm Hagen called the meeting to order at 6:01 p.m.

### **ROLL CALL**

#### **MEMBERS PRESENT**

Donald "Norm" Hagen, Chair  
Roseann Marquez  
Naomi Gunther  
Charlotte Walker

#### **MEMBERS ABSENT**

James Anastas  
Len Burns  
Rocky Barrera  
Steve Johnson, Vice-Chair

#### **VISITORS PRESENT**

#### **STAFF PRESENT**

Ciro Aguirre, Operations Manager  
April Warnock, Paratransit Superintendent  
Erich Friedrich, Sr. Transportation Planner  
Claire Fliesler, Jr. Transportation Planner  
Sherri Escobedo, Administrative Assistant/ MAC Secretary

## **2. AGENDA ADDITIONS/DELETION**

Pacific Station Redesign – Public Outreach presented by Claire Flielser

Claire announced to the group that there's going to be several Pacific Station Redesign Public Outreach Meetings as well as a Focus Group, and she wanted to invite 1 or 2 Mac members to join the Focus Group. The public meetings will be held on Oct. 9 and 10<sup>th</sup>, but prior to that the Focus Group will meet to talk about specific concerns and priorities to be considered before going forward with the project. The Focus Group will meet on Sept. 26<sup>th</sup> from 4-6 pm in the conference room at Pacific Station. There will also be members from E&D TAC, RTC and a representative from Ambag.

If you could confirm with Sherri E. that you will attend, Claire will have some materials available for you.

Norm had a question regarding the kiosk at the Farmer's Market in Santa Cruz. Claire repoded that we are partnering with the City of Santa Cruz on this project, and there will be a consultant coming in that does architecture, and transportation engineering to help us get all the details in place. In order to do a thorough job with the public outreach we will be placing a kiosk at the Farmers Market in order to get comments from the public, as well as out on the tarmac here at Pacific Station, either on the island or the side of Lane 4 to get pass-by information from actual riders who may not have time to come to one of the public outreach meetings. There will also be an open-house meeting here either in the lobby or upstairs for people to drop in and give their comments. Once that is all done, there will also be a meeting to consolidate the information and everyone is invited to attend any of those meetings. There will also be information posted on our website, facebook and twitter.

**3. ORAL/WRITTEN COMMUNICATION**

Ciro wanted to let the committee know that we have 6 new buses on schedule, 5 for delivery in the middle of November, and 1 in early February. These will replace some of the old diesels in our fleet.

**4. APPROVE MINUTES OF MAC MEETING OF JUNE 19, 2013**

**ACTION: MOTION: ROSEANN MARQUEZ SECOND: NORM HAGEN**

Motion passed unanimously with James Anastas, Len Burns, Rocky Barrera, and Steve Johnson being absent.

**5. ACCEPT & FILE STATUS REPORT OF ACTIVE GRANTS & SUBMITTED GRANT PROPOSALS FOR JUNE 2013**

Submitted by METRO Admin Department

Norm had a question regarding item 6 on page 5.4 of the Grants Spreadsheet. Ciro explained that these funds have to do with Metrobase and the Operations Facility that is being built.

**ACTION: MOTION: ROSEANN MARQUEZ SECOND: NAOMI GUNTHER**

Motion passed unanimously with James Anastas, Len Burns, Rocky Barrera, and Steve Johnson being absent.

**6. ACCEPT & FILE PARACRUZ OPERATIONS STATUS REPORTS FOR MARCH, APRIL, MAY, AND JUNE 2013**

Submitted by April Warnock

**ACTION: MOTION: ROSEANN MARQUEZ SECOND: NAOMI GUNTHER**

Motion passed unanimously with James Anastas, Len Burns, Rocky Barrera, and Steve Johnson being absent.

**7. ACCEPT & FILE SANTA CRUZ METRO SYSTEM RIDERSHIP REPORT FOR JUNE 2013**

Submitted by Erich Friedrich

Norm had noticed that ridership was down in Watsonville since April and wondered if that was true of the whole system. Erich responded that there are some certain issues with local Watsonville service and the ridership it's creating. The local circulator routes aren't doing so well, and we are looking at how to improve or change them so that it will spur ridership within the next year. Norm stated that he noticed a lot of elderly people riding during the week, but on the weekends he doesn't see as much. His concern is that there aren't enough connections between the routes. Erich stated that once an hour service does create gaps. There is also confusion because on the weekends the service is every ½ hour.

Ciro stated that theoretically we just came out of a recession, and we had to scale back our ability to fill positions. Metro didn't follow the City or County by using furloughs, lay-offs, and or cuts in pay or benefits because through attrition we didn't fill positions. We worked with what we had, and maintained what we could. There was a minor reduction in service, about 8%, so consequently that adjusted our service and we were able to sustain the contractual agreements we have with our

Unions, our ability to put service out on the street to a level that was somewhat acceptable. It may not have been the best but we didn't have to shut down service. What's going on now, is that yes, we are trying to expand service. If we try to do it too quickly to meet everyone's needs, we will have shortages in personnel because we're not quite at that level yet. We experienced that when we tried to expand service and we had a class of driver's that weren't ready yet. We had to miss some of our routes due to this. Since December we've graduated approximately 30 new drivers, but we've also had retiree's, so the number of drivers has remained the same. We are trying to get funding for more equipment & we're trying to fill more operators. We are making plans for more service, but it has to be done methodically.

Charlotte asked if there are specific routes that stay in Watsonville. Ciro responded that yes, there are, intra-county routes servicing Watsonville are the 69, 71, & 91x. Local Watsonville routes are the 72, 74, 75, 77, & 79.

Naomi stated that she really supports the quality of drivers that we're hiring. She has really noticed the difference and is glad that we are sticking to that level of service, and not just hiring anyone to fill spots. Roseann also commented that she's noticed that level of training has really improved with the new staff on board.

Erich stated that the June report is significant because it shows the entire fiscal year and ridership in general is up 3%, and that is more than he expected. Erich then stated that next month he will be giving a presentation on the 5-year Short range Transit Plan, (SRTP) that will include Service Policies and Service Changes and/or Improvements.

Norm then stated that whenever we need support for a project he would be happy to attend a Board Meeting to show support from the MAC Committee.

Ciro stated that MAC's support is very helpful for recommending ideas through to the Board, whether it's through letters or participation.

Naomi asked Erich to speak about the increased ridership on the weekends at UCSC. Erich stated that one of the silver linings of the service cuts is that we were able to spread out the rides and have a bus leave every 10 minutes, so more students are riding because of the consistent rides, and they are able to leave campus and venture out through Santa Cruz.

Naomi then stated that it's so important to give the new students training on how to use the bus, and having the drivers ask the students to move back so more riders can get on. There haven't been as many pass-by's this year as there have been in the past.

Erich stated that he's had some meetings with Student Government and will be working with the RA Program to have a training program on how to use the bus. This probably won't happen until next fall but it will happen. Naomi stated that the Orientation Program is also another group to work with on teaching Bus Etiquette to the new students. Norm stated that he's noticed also that there are a lot more students riding at Cabrillo and asked if we also can do this with Cabrillo College. Erich stated that he's working with Cabrillo on getting better bus pass systems for them. Cabrillo has a different set of funding rules than UCSC. At UCSC the students actually pay a tax to have bus passes. Since Cabrillo is run by the State of California, the students can't dictate what they can have or not have on campus.

Norm then stated that he's noticed improved "ready" window times for Paracruz rides between March 2012 and March 2013, and at the last Board Meeting he congratulated several people on their work, but he apologizes that he didn't mention April at the meeting. Ciro stated that April is doing a fantastic job at Paracruz not only improving service but also handling personnel and getting her supervisory staff up to par.

**ACTION: MOTION: NAOMI GUNTHER**

**SECOND: ROSEANN MARQUEZ**

Motion passed unanimously with James Anastas, Len Burns, Rocky Barrera, and Steve Johnson being absent.

#### **8. DISCUSSION OF BUS SCHEDULE FOR SANTA CRUZ COUNTY FAIR**

Maria Granados-Boyce was not able to attend tonite but she wanted to pass along a message to the committee that the Fair this year was a huge success and she posted pictures on the wall for the group to see. She did try to call some of you but understands that some of you couldn't attend this year. She wanted to thank everyone for their participation, especially Customer Service Staff, Fixed-Route Drivers, Paracruz Drivers, and Human Resources. Erich stated that this is a perfect example of how MAC has impacted services with their advocacy at Board Meetings. Your support of the Fair Service allowed Ciro to move forward quicker with Board Support and getting the booth ready at the Fair. Erich stated he doesn't actually have the ridership numbers yet, but he's heard from the drivers who drove it that there was a substantial uptake in ridership. Erich stated that if the numbers prove this to be true, he may recommend that we increase the number of days we provide rides to the Fair next year.

Roseann stated that there was a detour happening on the street where the bus stop was for the rides to the Fair, so she wasn't sure if the bus was going to make it to the bus stop. She also stated that the Bus Operator was not aware of the detour. Ciro stated that we usually receive this type of information from the Public Works Department, but unfortunately in this instance, the information about the detour was not provided. When you see things like this, he said it's always helpful for you to call us and let us know if you have the time.

#### **9. DISCUSSION OF BUS STOPS**

Due to an injury Bob was unable to attend the meeting tonite, the committee sends their regards to Bob.

Naomi had a question about a bus stop on Route 4 near Costco, where the bench is no longer there. Ciro stated that the bench at Coral & Fern had been removed as the homeless were using it as a shelter at night and during the day, so we had to remove it. Roseann asked if it was possible to have a Sim seat installed there instead. Ciro said he would talk to Bob about that and look into it. Charlotte stated that at Dominican on Soquel Drive there is a stop that used to have a bench but now it has a two-seater and she wondered why they changed that. Erich stated that some of the benches were replaced due to sidewalk obstruction for mobility devices. It's also easier to maintain the 2-seaters, the benches are often graffitied and get damaged easily, and require more maintenance, whereas the 2-seaters are easily steam cleaned. Also if the ridership is not high at the bench stops or wait times are shorter between buses, they will install the 2-seaters for this reason.

#### **10. DISCUSSION OF A RESOLUTION OF APPRECIATION FOR DENNIS "POP" PAPADOPULO'S SERVICE ON THE MAC COMMITTEE TO BE PRESENTED BY THE BOARD OF DIRECTORS ON SEPTEMBER 27<sup>th</sup>, 2013**

We just wanted to notify the MAC members that we would be presenting this resolution plaque at the next Board Meeting on September 27<sup>th</sup> at the Watsonville City Council Chambers at 9:00 am.

#### **11. COMMUNICATIONS TO THE GENERAL MANAGER**

Norm asked to thank Les for the buses to the Fair.

#### **12. COMMUNICATIONS TO THE BOARD OF DIRECTORS**

Norm had requested at the last Board Meeting that a member of the MAC committee be present on the interview committee in November and he wondered if anything had transpired on that. Ciro stated that there were some preliminary issues the group wanted to discuss among themselves prior to choosing the Firm that they'll be moving forward with. They will be discussing some of this at the meeting in September and Norm could ask them then.

**13. DISTRIBUTION OF VOUCHERS**

**14. ITEMS FOR NEXT MEETING AGENDA**

**15. ADJOURNMENT**

There being no further business, Norm Hagen adjourned the meeting at 7:15 p.m.

Respectfully submitted,  
Sherri Escobedo  
Administrative Assistant



**Santa Cruz County Regional  
Transportation Commission**

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**MINUTES**

**Thursday, June 6, 2013**

**Watsonville City Council Chambers  
275 Main St. Suite 400  
Watsonville, CA**

1. Roll call

The meeting was called to order at 9:07 a.m.

Members present:

Tim Gubbins (ex-officio)	Ed Bottorf (alt.)
Don Lane	Randy Johnson
Eduardo Montesino	Greg Caput
Neal Coonerty	Zach Friend
John Leopold	Bruce McPherson
Dene Bustichi	Ron Graves
Lynn Robinson	

Staff present:

George Dondero	Luis Mendez
Yesenia Parra	Cory Caletti
Kim Shultz	Karena Pushnik
Jason Laning	

2. Oral communications

Lowell Hurst, Mayor of Watsonville, welcomed the Commission to Watsonville.

Commissioner Robinson arrived to the meeting.

3. Additions or deletions to consent and regular agendas

Executive Director George Dondero said replacement pages were distributed for Item 27.

**CONSENT AGENDA  
(Leopold, Graves)**

Commissioner Bustichi and Commission Alternate Bottorf abstained from voting on the consent agenda. The motion passed.

**MINUTES**

4. Approved draft minutes of the May 2, 2013 Regional Transportation Commission meeting
5. Accepted draft minutes of the May 13, 2013 Bicycle Committee meeting
6. Accepted draft minutes of the May 14, 2013 Elderly and Disabled Transportation Advisory Committee meeting

**POLICY ITEMS**

*No consent items*

**PROJECTS and PLANNING ITEMS**

7. Approved Statewide Local Streets and Roads Needs Assessment (Resolution 23-13)
8. Accepted 2012 Santa Cruz County Annual Bikeway Miles update
9. Approved Federal Lands Grant Submittal for the Monterey Bay Sanctuary Scenic Trail Network project
10. Approved execution of a memorandum of understanding (MOU) for Scott Creek Bridge Replacement and Environmental Enhancement Project

**BUDGET AND EXPENDITURES ITEMS**

11. Accepted status report on Transportation Development Act (TDA) revenues

**ADMINISTRATION ITEMS**

*No consent items*

**INFORMATION/OTHER ITEMS**

12. Accepted monthly meeting schedule
13. Accepted correspondence log
14. Accepted letters from RTC committees and staff to other agencies

- a. Letter from Bicycle Committee to Mayor Johnson and Scotts Valley City Council regarding its Capital Improvement Program
  - b. Letter from Bicycle Committee to Mayor Bryant and Santa Cruz City Council regarding its Draft Capital Improvement Program
  - c. Letter from Executive Director George Dondero to Assemblymember Richard Bloom in support of AB 574
15. Miscellaneous written comments from the public on RTC projects and transportation issues - *none*
  16. Information items - *none*

### REGULAR AGENDA

17. Commissioner reports – oral reports

None

18. Director's report – oral report

Deputy Director Luis Mendez said that the City of Santa Cruz Water Department is working on a project to replace an aging water main that is between the City of Santa Cruz and Davenport, and would like to explore the possibility of putting approximately 4,000 feet of that water main under the Santa Cruz Branch Rail Line right of way. He said the RTC may need to obtain approval from the California Transportation Commission (CTC) in order to sell an easement for such a pipeline. He said that RTC staff intends to give the Santa Cruz Water Department access to the rail line in order to conduct the necessary investigations under the assumption that, if allowed by the CTC, the RTC would be willing to negotiate an easement, license, or lease with the Santa Cruz Water Department for installation of the underground water main.

Commissioner Johnson arrived to the meeting.

Responding to a question from Commissioner Leopold, Mr. Mendez said that the item would be brought before the Commission for consideration if the Santa Cruz Water Department decides to move forward. In response to a question from Commissioner Friend, Mr. Mendez said that it would be wise for the RTC to develop an overall policy for similar issues.

19. Caltrans report and consider action items

Tim Gubbins, Director of Caltrans District 5, said that construction related to the Highway 1 Watsonville asphalt pavement rehabilitation project will be completed by the end of June. He said that Caltrans' annual litter removal day occurred in April and that over 96 miles of highway shoulders were cleaned up in the northern section of District 5.

In response to a question from Commissioner McPherson, Mr. Gubbins said he expects the Caltrans budget to remain fairly stable. Commissioner Graves said that the off-ramps on Highway 1 at Riverside Drive in Watsonville are full of litter and need attention.

20. Draft Environmental Impact Report for the Monterey Bay Sanctuary Scenic Trail (MBSST) Network

Senior Transportation Planner Cory Caletti said that the purpose of the Draft Environmental Impact Report (DEIR) for the MBSST project is to inform the public and decision-makers of any significant environmental impacts and offer ways to minimize those impacts as well as describe and analyze reasonable alternatives to the project.

Megan Jones, Rincon Consulting, said that the DEIR is programmatic and contains a detailed description of the identified environmental impacts, proposed mitigation measures, and residual impacts associated with implementation of the range of proposed trail project components.

Ms. Caletti said that following the release of the DEIR, the RTC would set a public review period, which is recommended to be 45 days, and hold two public meetings to receive community input. She said that the DEIR is available on the RTC's website and at local libraries, and that compact discs and a limited number of printed hardcopies of the DEIR are available at the RTC's offices. She said it is anticipated that the DEIR and MBSST Master Plan will be brought before the Commission for adoption and certification by the end of 2013.

Commissioner McPherson moved and Commissioner Leopold seconded to authorize staff to release the Draft Environmental Impact Report for public review for a 45-day period ending on July 22nd, 2013. The motion passed unanimously.

21. Highway 1 Soquel/Morrissey Auxiliary Lane project update

Senior Transportation Planner Kim Shultz said that construction activity on Monday was very successful, and that concrete was poured to form the lower portion of the new La Fonda Bridge. He said the project remains on budget and on schedule.

Responding to a question from Commissioner Caput, Mr. Shultz said that the curing process for the concrete is 7 days, and that construction crews are already preparing for the next concrete pour. Commissioner Robinson thanked Mr. Shultz for the opportunity to see the construction process firsthand, and encouraged fellow Commissioners to take a tour of the project. Responding to a question from Commissioner Leopold, Mr. Shultz said that early August is the goal for opening the new La Fonda Bridge.

22. FY 2013-14 Transportation Development Act (TDA) and State Transit Assistance (STA) Funds for the Santa Cruz Metropolitan Transit District (METRO)

Senior Transportation Planner Karena Pushnik said that the RTC's Elderly & Disabled Transportation Advisory Committee reviewed the METRO's FY 2013-14 TDA claim and summary pages from METRO's operating statistics and preliminary budget. She said that the METRO plans to use the TDA funds to assist with operating the fixed route bus services and the Americans with Disabilities Act-mandated paratransit service, ParaCruz.

Commissioner Leopold moved and Commissioner Lane seconded to approve the Transportation Development Act Article 4 funding request from the Santa Cruz Metropolitan Transit District for \$6,104,531 and State Transit Assistance for \$2,759,269. The motion (Resolution 24-13) passed unanimously.

23. FY 2013-14 Transportation Development Act (TDA) Funds for the Volunteer Center

Senior Transportation Planner Karena Pushnik said that the RTC's Elderly & Disabled Transportation Advisory Committee reviewed the Volunteer Center's FY 2013-14 TDA claim, budget, and operating plan including service units. She said that the Volunteer Center's Transportation Program goal is to provide 4,600 one-way trips to eligible clients over FY 2013-14, and that the Volunteer Center prioritizes trips based on type and income. She said that the program uses volunteer drivers, and is therefore a highly cost effective method for providing rides to those in the county who are ineligible for ParaCruz services.

Responding to a question from Commissioner McPherson, Rachel Glenn of the Watsonville Volunteer Center said that there are currently about 16 volunteers who have worked over 200 hours so far up to the third quarter of 2013. In response to a question from Commissioner Lane, Deputy Director Luis Mendez said that TDA statutes prohibit transit district representatives from voting on Article 8 TDA claims. Commissioner Caput asked that more information about the Volunteer Center's program be distributed to the South County senior community.

Commissioner Leopold moved and Commissioner McPherson seconded to approve the fiscal year 2013-14 Transportation Development Act Article 8 funds claim in the amount of \$71,398 from the City of Santa Cruz on behalf of the Volunteer Center to administer the volunteer driver transportation program primarily serving seniors. A roll call vote was taken, and the motion (Resolution 25-13) passed unanimously, with Commissioners Bottorf, Lane, Johnson, Montesino, Caput, Coonerty, Friend, Leopold, and McPherson voting "aye."

24. FY 2013-14 Transportation Development Act (TDA) Funds for Community Bridges

Senior Transportation Planner Karena Pushnik said that the RTC's Elderly & Disabled Transportation Advisory Committee reviewed the Community Bridges FY 2013-14 TDA claim, budget, operating plan and service units. She said that Community Bridges serves low income and disabled individuals, many of whom are unable to use traditional public transit or complementary paratransit.

Sam Storey, CEO of Community Bridges, said that more than 82,000 rides would be provided by Community Bridges in FY 2013-14. He thanked the commission for approving funding to support paratransit.

Mr. Storey confirmed his retirement and thanked the Commission for its support during his tenure as CEO of Community Bridges.

Commissioner Montesino moved and Commissioner Lane seconded to approve the fiscal year 2013-14 Transportation Development Act Article 8 funds claim in the amount of \$599,743 from the City of Santa Cruz on behalf of Community Bridges to provide transportation for seniors and people with disabilities. A roll call vote was taken and the motion (Resolution 26-13) passed unanimously, with Commissioners Bottorf, Lane, Johnson, Montesino, Caput, Coonerty, Friend, Leopold, and McPherson voting "aye."

25. FY 13-14 Transportation Development Act (TDA) Article 8 claims from the Community Traffic Safety Coalition, the Ride 'n Stride program, and the Bike to Work program

Senior Transportation Planner Cory Caletti said that the Health Services Agency (HSA) and Ecology Action submitted TDA funding requests for the Community Traffic Safety Coalition (CTSC), the Ride 'n Stride Program and the Bike to Work Program for Bicycle Committee review and Commission consideration. She said that the Bicycle Committee reviewed all claims and recommends approval.

Commissioners discussed: the number of students involved in the Bike to School program; whether outreach for these programs reaches the Scotts Valley area; the process for outreach to schools regarding the Bike to Work program; the specific breakdown of the indirect costs listed in the CTSC's TDA budget for FY 13/14; concerns about the percentage of indirect costs listed in the CTSC's TDA budget; whether the objective for the number of students served by the programs was being met; the reasons for non-participation in the Bike to School program by Vine Elementary School in Scotts Valley; and whether the budget was being increased for the Bike to Work program.

Commissioner Bustichi will work with Ecology Action to communicate to Scotts Valley Schools. Commissioner Johnson requested that Scotts Valley schools be specifically targeted for Bike to School events.

Commissioner Leopold moved and Commissioner Lane seconded to approve claims for FY 13/14 TDA Article 8 funds for the CTSC, Ride 'n Stride and Bike to Work programs. A roll call vote was taken and the motion (Resolution 27-13 and Resolution 28-13) passed unanimously, with Commissioners Bottorf, Lane, Johnson, Montesino, Caput, Coonerty, Friend, Leopold, and McPherson voting "aye."

26. Sorrento Oaks Homeowners Association quitclaim deeds

Commissioner Montesino left the meeting.

Deputy Director Luis Pavel Mendez said that the Sorrento Oaks Homeowners Association (HOA) has asked the RTC for a quitclaim deed to clarify title for a small portion of its property next to the rail line. He said that the RTC considered this item previously in closed session in October 2012 and March 2013 and directed staff to work with the County of Santa Cruz real property division on this request. In addition, he said that because the RTC does not have recorded documents showing that it acquired fee title to the Santa Cruz branch rail line right-of-way next to the Sorrento Oaks Mobile Home Park, the RTC also requested a quitclaim deed from Sorrento Oaks HOA for the rail line property next to their mobile home park. He said that Sorrento Oaks HOA will provide the requested quitclaim deed.

Commissioner Leopold moved and Robinson seconded to authorize the executive director to sign a quitclaim deed to Sorrento Oaks HOA and accept a quitclaim deed from the Sorrento Oaks HOA to help clarify ownership of the Sorrento Oaks Mobile Home Park property and the Santa Cruz Branch Rail Line right-of-way. The motion (Resolution 29-13) passed unanimously.

27. Santa Cruz Branch Rail Line Bridge Rehabilitation

Deputy Director Luis Pavel Mendez said that two bids were received for the Santa Cruz Branch Rail Line bridge rehabilitation project and that the lowest bid is 43% higher than the engineer's estimate. He said that it appears that the scheduling constraint for the La Selva Beach trestle had a significant impact on the bids. He said that the RTC has the option of rejecting the bids, removing the scheduling constraint for the La Selva Beach trestle, and reissuing the bid package.

Commissioners discussed: whether the lack of the Train to Christmas Town rail service would affect the RTC's commitment to passenger service in connection with funding for the rail purchase; whether bidders will re-bid if the time constraint is removed for the La Selva Beach trestle; concerns about trestle construction taking place during prime beach access periods; the possibility of contract change orders increasing the cost of the rehabilitation project; whether there will be adequate funds for rehabilitating the priority bridges; the financial stability of Iowa Pacific; possible conflicting reports about

the safety of the rail line; the ability of Iowa Pacific to maintain the track; the reason for a lack of bids from local companies; the possibility of relaxing the qualifications for bidders in order to attract local companies; the ability of companies to perform trestle rehabilitation work without prior experience; questions regarding who gave the engineer's estimate and who is reviewing the qualifications of bidders; the overall time constraint in the bid package; and the possibility for passenger service in the southern part of the county after the bridges are rehabilitated.

Commissioner Leopold moved and Commissioner Lane seconded to reject the bids received for the Santa Cruz Branch Rail Line bridge rehabilitation project and issue the bid package again without the time constraints for the La Selva Beach trestle rehabilitation. The motion passed unanimously.

28. Adjourned to a special meeting of the Service Authority for Freeway Emergencies at 10:55 a.m.

Service Authority for Freeway Emergencies adjourned at 11:02 a.m.

29. Next meetings

The next RTC meeting is scheduled for August 1, 2013 at 9:00 a.m. at the Scotts Valley City Council Chambers, 1 Civic Center Drive, Scotts Valley, CA.

A Transportation Policy Workshop special meeting is scheduled for Wednesday, June 26, 2013 at 9:00 a.m. at the RTC Offices, 1523 Pacific Avenue, Santa Cruz, CA.

Respectfully submitted,

Jason Laning, Staff

Attendees:

Sam Storey  
Lowell Hurst  
Rachel Glenn  
Keith Gallagher

Community Bridges  
Mayor of Watsonville  
Volunteer Center  
Local Resident



**Santa Cruz County Regional  
Transportation Commission**

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**Minutes**

**Thursday, August 1, 2013**

**Scotts Valley City Council Chambers  
1 Civic Center Drive  
Scotts Valley, CA**

1. Roll call

The meeting was called to order at 9:07 a.m.

Members present:

Sara Von Schwind (ex-officio)	Dennis Norton
Don Lane	Randy Johnson
Neal Coonerty	Zach Friend
Dave Reid (alt.)	Virginia Johnson (alt.)
Dene Bustichi	Margarita Alejo (alt.)
Lynn Robinson	Patrick Mulhearn (alt.)

2. Oral communications

In response to a question from Commissioner Norton, Sara Von Schwind, Caltrans, said that she would look into issues of clean-up and maintenance along Highway 1.

3. Additions or deletions to consent and regular agendas

Executive Director George Dondero said there would be a handout during Item 22.

**CONSENT AGENDA  
(Robinson, Johnson) Unanimous**

**MINUTES**

4. Approved draft minutes of the June 6, 2013 Regional Transportation Commission meeting
5. Approved draft minutes of the June 26, 2013 Transportation Policy Workshop special meeting

6. Accepted draft minutes of the June 10, 2013 Bicycle Committee meeting
7. Accepted draft minutes of the June 11, 2013 Elderly and Disabled Transportation Advisory Committee meeting
8. Accepted draft minutes of the June 13, 2013 Budget and Administration/Personnel Committee meeting
9. Accepted draft minutes of the June 20, 2013 Interagency Technical Advisory Committee (ITAC) meeting

### **POLICY ITEMS**

*No consent items*

### **PROJECTS and PLANNING ITEMS**

10. Accepted Scott Creek Project Concept Report Memorandum of Understanding

### **BUDGET AND EXPENDITURES ITEMS**

11. Accepted status reports on Transportation Development Act (TDA) revenues

### **ADMINISTRATION ITEMS**

*No consent items*

### **INFORMATION/OTHER ITEMS**

12. Accepted monthly meeting schedule
13. Accepted correspondence log
14. Accepted letters from RTC committees and staff to other agencies
  - a. Letter to the Honorable Mark DeSaulnier, Senate Transportation and Housing Committee Chairperson regarding support for SCA 8 (Corbett). Transportation project: special taxes: voter approval.
  - b. Letter to the Honorable Mark DeSaulnier, Senate Transportation and Housing Committee Chairperson regarding support for SCA 4 (Liu). Local government transportation projects: special taxes: voter approval.
  - c. Letter to John Presleigh, County of Santa Cruz Department of Public Works Director regarding East Cliff Drive Parkway improvement recommendations.
  - d. Letter to John Presleigh, County of Santa Cruz Department of Public Works Director regarding County's Capital Improvement Program recommendations

15. Accepted miscellaneous written comments from the public on RTC projects and transportation issues
16. Accepted information items - *none*

### REGULAR AGENDA

17. Commissioner reports – oral reports

None

18. Director's report – oral report

Executive Director George Dondero said that bids for the railroad bridge rehabilitation project are due on August 9<sup>th</sup>. He said that staff has been working with local jurisdictions and Santa Cruz and Monterey Bay (SC&MB) Railway to address a number of clean up and maintenance items on the rail line. He said that staff has been gathering information and working with the Santa Cruz County Real Property Division to develop policies for the RTC's management of the rail line. He said that in early June, staff submitted a proposal for a federal TIGER (Transportation Investment to Generate Economic Recovery) grant to rehabilitate the branch line and that announcement of grant awards is expected sometime this fall. He said that the Pedestrian Safety Work Group, a subcommittee of the RTC's Elderly & Disabled Transportation Advisory Committee, partnered with the Santa Cruz Metropolitan Transit District on public outreach to improve local sidewalks and remove barriers to transit, and are displaying posters in English and Spanish inside Metro's buses and ParaCruz vehicles to encourage riders to report pedestrian and bicycle hazards via the RTC's interactive Hazard Report which can be found on the RTC website.

19. Caltrans report and consider action items

Sara Von Schwind, Caltrans, announced that Caltrans is now under the California State Transportation Agency created as part of major state government reorganization, which reduced the number of state agencies from 12 to 10. She said that the pavement rehabilitation project in Watsonville on Highway 1, and the guardrail project on Highway 17 near Santa's Village Road, were both completed. She said that more guardrail upgrades are underway along Highway 17. She also said that Highway 152 through downtown Watsonville will be closed from August 1 to August 4 to accommodate the Watsonville strawberry festival.

In response to a question from Executive Director George Dondero, Ms. Von Schwind said that transportation planning grants are expected to be awarded soon.

20. Scotts Valley Department of Public Works presentation

Ken Anderson, Public Works Director for the City of Scotts Valley, said that maintenance work would begin soon on Scotts Valley Drive. He said the project, using funds programmed by the RTC, would include overlay treatment for the entire length of the road and some restriping.

21. Highway 1 Soquel/Morrissey Auxiliary Lane project update

Senior Transportation Planner Kim Shultz said that the construction crew successfully, and without incident, disassembled the false work supporting construction of the new La Fonda Bridge, which was the most dangerous item of work for the Auxiliary Lanes project. He said the new La Fonda Bridge is expected to be completed by the afternoon of August 23<sup>rd</sup>, and that staff is planning a community event for August 24<sup>th</sup> from 10:30 a.m. to 12:00 p.m. to commemorate the completion of the new bridge. He said that the completion date for the entire project will be somewhat extended due to necessary supplemental drainage work.

Commissioners discussed: the estimated completion date for the project; management of the gap between the soundwall and chainlink fence; whether work on drainage issues could be completed concurrently with current construction activities; and the amount of contingency funds remaining for the project.

Commissioner Robinson moved, and Commission Alternate Alejo seconded, to accept the information item. The motion passed unanimously.

Commissioner Friend left the meeting and Commission Alternate Mulhearn took his seat.

22. Metropolitan Transportation Plan (MTP) Sustainable Communities Strategy (SCS) Priorities and Preferences

Senior Transportation Planner Karena Pushnik said that EMC Research was hired to conduct a public survey to be used as one of the tools for engaging the public in evaluation of the regional Sustainable Communities Strategies (SCS).

Ruth Bernstein, EMC Research, said that the survey was designed to explore attitudes about transportation projects but not designed to develop or prepare for a sales tax measure or to decide funding priorities. She said that the survey of registered voters in Santa Cruz, Monterey, and San Benito counties found very consistent responses throughout the tri-county region, but that in some cases Santa Cruz County was different because it is more urban. She said that key findings include: there is support for long-term planning that can get people out of their cars; there is significant opportunity to expand walking, bicycling, and transit use; large numbers of recurring trips are five miles or less, which are prime trips for non-vehicle uses; voters strongly support

preservation of both farmland and open space; and there are opportunities for incremental behavioral shifts towards driving less.

Commissioners discussed: the rationale behind surveying only registered voters; the contradiction of respondents who support car travel, but also agree that greenhouse gasses need to be reduced; the number of young people who are not getting a driver's license; the importance of people having jobs close to where they live; clarification of the data regarding the percentage of respondents who commute from Watsonville to north of Watsonville; discrepancies between the survey results and opinion expressed by constituents; the consistency of results among the three counties; the opportunity for vanpools for short intra-county trips; the need to focus on long-distance trips; the importance of weighing rights and freedoms versus the collective good in determining possible punitive measures to modify public transportation behavior; the motivating factors of convenience and cost for commuters; the importance of considering issues of connectivity, such as bike and pedestrian infrastructure to connect coastal communities to the San Lorenzo Valley; the importance of cost/benefit analysis; the negative effects of disincentives; the need for express bus service along Highway 1; and the importance of increasing incentives such as a bike trail along the rail corridor.

Commissioner Robinson moved, and Commissioner Lane seconded to receive the results of the Metropolitan Transportation Plan Sustainable Communities Strategy Priorities and Preferences survey. The motion passed unanimously.

At the conclusion of Item 22, at 10:43 am, the RTC decided to adjourn to a special meeting of the Service Authority for Freeway Emergencies prior to initiating the closed session. The RTC reconvened at 10:56 a.m.

23. Review of items to be discussed in closed session

Chair Coonerty said that issues related to the lease of Santa Cruz Branch Rail Line right-of-way property in Capitola would be discussed in closed session.

Commissioners adjourned to closed session at 10:57 a.m.

**CLOSED SESSION**

24. Conference with Real Property Negotiator Pursuant to Government Code 54956.8 for lease of Santa Cruz Branch Rail Line right-of-way property in Capitola

**OPEN SESSION**

25. Report on closed session

Commissioners reconvened to open session at 11:15 a.m. and there was no closed session report.

26. Adjourn to special meeting of the Service Authority for Freeway Emergencies

This occurred out of order after the conclusion of Item 22.

27. Meeting adjourned at 11:15 a.m. Next meetings

The next RTC meeting is scheduled for Thursday, September 5, 2013 at 9:00 a.m. at the Watsonville City Council Chambers, 275 Main Street, Suite 400, Watsonville, CA.

The next Transportation Policy Workshop meeting is scheduled for Thursday, August 15, 2013 at 9:00 a.m. at the Watsonville City Council Chambers, 275 Main Street, Suite 400, Watsonville, CA.

Respectfully submitted,

Jason Laning, Staff

Attendees:

Mark McCumsey  
Les White  
Ruth Bernstein  
Ken Anderson  
Kevin Poncy

Caltrans  
Santa Cruz METRO  
EMC Research  
Scotts Valley Dept. of Public Works  
Local Resident

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**Santa Cruz County Regional  
Transportation Commission**

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**Minutes**

**Thursday, September 5, 2013**

**Watsonville City Council Chambers  
275 Main Street, Suite 400  
Watsonville, CA**

1. Roll call

The meeting was called to order at 9:00 a.m.

Members present:

Aileen Loe (ex-officio)	Michael Termini (alt.)
Don Lane	Randy Johnson
Eduardo Montesino	Tony Gregorio (alt.)
Zach Friend	Dave Reid (alt.)
Bruce McPherson	Dene Bustichi
Ron Graves	Lynn Robinson

Staff present:

George Dondero	Luis Mendez
Jason Laning	Karena Pushnik
Rachel Moriconi	Kim Shultz
Grace Blakeslee	

2. Oral communications

None

3. Additions or deletions to consent and regular agendas

Executive Director George Dondero said that there were two handouts for Item 25, and that the closed session was canceled.

**CONSENT AGENDA  
(Graves, Lane) Unanimous**

**MINUTES**

4. Approved draft minutes of the August 1, 2013 Regional Transportation Commission meeting

**7-12.15**

5. Approved draft minutes of the August 1, 2013 Service Authority for Freeway Emergencies (SAFE) meeting
6. Approved draft minutes of the August 15, 2013 Transportation Policy Workshop special meeting
7. Accepted draft minutes of the August 13, 2013 Elderly and Disabled Transportation Advisory Committee meeting
8. Accepted draft minutes of the August 19, 2013 Bicycle Committee meeting
9. Accepted draft minutes of the August 22, 2013 Interagency Technical Advisory Committee (ITAC) meeting

### **POLICY ITEMS**

*No consent items*

### **PROJECTS and PLANNING ITEMS**

*No consent items*

### **BUDGET AND EXPENDITURES ITEMS**

10. Accepted status reports on Transportation Development Act (TDA) revenues
11. Approved out of state travel for Rail~Volution conference

### **ADMINISTRATION ITEMS**

*No consent items*

### **INFORMATION/OTHER ITEMS**

12. Accepted monthly meeting schedule
13. Accepted correspondence log
14. Accepted letters from RTC committees and staff to other agencies
  - a. Letter to Timothy Gubbins, Caltrans District 5 Director, regarding Highway 1 hazards and maintenance issues
15. Accepted miscellaneous written comments from the public on RTC projects and transportation issues
16. Accepted information items

- a. Letter from Garth Hopkins, Caltrans Division of Transportation Planning, awarding the RTC a FY13-14 grant of \$250,000 to conduct a Santa Cruz County Passenger Rail Study

### REGULAR AGENDA

17. Review of items to be discussed in closed session

There was no closed session (Items 18 and 19).

Commissioners Johnson and Bustichi arrived.

20. Commissioner reports – oral reports

None

21. Director's report – oral report

Executive Director George Dondero thanked Commissioners for attending the opening of the new La Fonda Bridge on August 24<sup>th</sup> and said that approximately 500 people attended. He said that on September 12<sup>th</sup> and 13<sup>th</sup> he and Commissioners Coonerty, Montesino and Commission Alternate Dodge will attend the California Transportation Commission (CTC) Town Hall event in Paso Robles. He announced that the RTC received a \$250,000 Caltrans planning grant to conduct a passenger rail study. He also noted that recent media reports have contributed to a misconception among some members of the public that the Highway 1 HOV Lanes project has been "shelved." He clarified that an incremental approach, based on available funding, is being taken, and that Highway 1 Corridor projects already approved are essential precursors to the HOV Lanes being constructed.

Commissioners discussed: the importance of having discussions based on facts, and not about specific staff members' personalities; the Commission's involvement in the planning grant for the passenger rail study; the reasons for the Highway 1 HOV lane project not being listed as "Constrained" on the 2014 Regional Transportation Plan (RTP) project list; confusion regarding the naming of the Highway 1 Corridor Investment Program; the need for multiple future projects along the Highway 1 Corridor to be completed before construction of HOV lanes could be possible; that construction of HOV lanes remains possible in the future if funding becomes available; why passenger rail service is included in the 2014 RTP Projects List as "Constrained," but the Highway 1 HOV Lanes project is not; and why the current projected cost of the HOV Lanes project differs from the 2007 estimate.

A discussion item on the HOV lanes will be included in the agenda for the September 19<sup>th</sup> meeting of the Transportation Policy Workshop.

22. Caltrans report and consider action items

Aileen Loe, Caltrans, congratulated the Commission on the opening of the new La Fonda Bridge. She said that Caltrans is celebrating the opening of the new Bay Bridge, and is working on its California Transportation Plan 2040, for which an informational handout was distributed.

23. Highway 1 Soquel/Morrissey Auxiliary Lane project update

Senior Transportation Planner Kim Shultz thanked those that participated in the opening event for the new La Fonda Bridge on August 24<sup>th</sup>. He said the event was well-attended and that the new bridge was officially opened to motorists at approximately 12:30 p.m. that afternoon. He noted that during this period, work on the soundwall on the northbound side of the highway was completed, and landscape irrigation work advanced on the southbound side of the highway and at the Morrissey Boulevard Interchange. He said that two significant work items developed over this period: Caltrans has determined that supplemental drainage work is needed on the northbound side of the highway; and the contractor submitted a time impact assessment quantifying claimed extra costs they have incurred, above and beyond their bid price.

Commissioners discussed: whether the cost for contract change order (CCO) 18 would be the final cost for all supplemental drainage work needed; a best guess for what the final cost for all supplemental drainage work might be; why it wasn't known in advance that supplemental drainage work would be needed; concerns regarding adding \$304,000 to extend construction management services through January 2014; the total amount that the contractor asked for in connection with supplemental drainage work; that negotiations over the cost of future work would be discussed in closed session at a future meeting; Caltrans' rationale for determining that supplemental drainage work would be needed; the size and scope of the current drainage system, and whether a larger pipe would have prevented the need for supplemental drainage work; whether it makes sense for the RTC to be the lead agency on future Caltrans projects; commendation for staff's efforts in connection with the new La Fonda Bridge opening event; the total percentage of the project budgeted to construction management; and the possible percentage increase for the total project budget to be caused by supplemental drainage work.

**Philip Edwards**, Butano Geotechnical, said that in his experience as a local geo-tech he would never put out a typical retaining wall detail for a project in Santa Cruz County without including a full drainage system. He said that any retaining wall built in Santa Cruz County should be designed with a drainage system.

Commissioner Johnson said he would like to separate from the proposed budget amendment the added \$304,000 to extend construction management services through January 2014.

Commissioner Friend moved and Commissioner Montesino seconded to amend the FY 2013-14 budget for the Highway 1 Soquel/Morrissey Auxiliary Lanes Project to carryover remaining funds from FY 2012-13 to FY 2013-14 and to redistribute some of those remaining funds among some of the project's budget lines to meet current and anticipated project costs through the completion of the project. The motion passed (**Resolution 04-14**) with Commissioners Bustichi and Johnson voting "no."

24. Regional Transportation Improvement Program (RTIP)

Senior Transportation Planner Rachel Moriconi said the RTC's proposal for State Transportation Improvement Program (STIP) funds is due to the California Transportation Commission (CTC) by December 15, 2013. She said the CTC estimates that the Santa Cruz County region has approximately \$5.5 million in STIP funds available through FY 18/19. She said the RTC's share of Regional Surface Transportation Program (RSTP) funds is approximately \$2.5 million for FY14, and that approximately \$3.5 million in federal earmark funds, and \$1.8 million in STIP funds previously programmed by the RTC, are available for the Monterey Bay Sanctuary Scenic Trail (MBSST) Network project.

Commissioners discussed: whether funding for the Harkins Slough project is separate, and whether the project needs additional funding; the highway improvement and intercity rail needs to be identified by Caltrans for the 2014 STIP; the possibility for funding local road projects through these funding programs; and the status of the grant application for funding of the northern segment of the MBSST project.

Commissioner Lane moved and Commissioner Montesino seconded to issue a call for projects for up to \$5.5 million in projected FY17/18 and FY18/19 STIP and \$2.5 million in projected FY13/14 RSTP funds; and issue a call for MBSST projects to receive approximately \$5.3 million in federal earmarks and STIP funds previously programmed for the MBSST. The motion passed unanimously.

25. Monterey Bay Area Complete Streets Guidebook

Transportation Planner Grace Blakeslee said that the Monterey Bay Area Complete Streets Guidebook was developed by RTC staff in collaboration with other transportation planning entities in the region as part of the 2014 Santa Cruz County Regional Transportation Plan and Association of Monterey Bay Area Governments (AMBAG) sustainable communities strategy. She said the Complete Streets Guidebook identifies best practice tools and strategies for transitioning to complete streets, which provide adequate facilities for all roadway users, including non-drivers of all ages and abilities. She said the Guidebook also provides guidance for incorporating complete streets policies into circulation elements of local jurisdictions' general plans. She said the Guidebook is not prescriptive, but rather offers trade-off assessments, checklists, and recommendations which can be adopted by local jurisdictions to

comply with the California Complete Streets Legislation (AB 1358), enacted to advance bicycle and pedestrian access as an essential design objective.

Commissioners discussed: whether the Guidebook provides binding requirements for the transportation projects of cities or counties; whether the Guidebook's recommendations are too broad and should be more limited in scope; the cost of enacting the Guidebook's recommendations; concerns that motor vehicle traffic should be given more priority on California Street in Santa Cruz; questions regarding tourist and motorist data in selected tables in the Guidebook; quality of life issues pertaining to sidewalk availability; the need to consider reality when deciding whether to implement Complete Streets guidelines; that the Guidebook doesn't require that its recommendations be implemented; Guidebook training opportunities for local jurisdictions; appreciation for the Guidebook's availability to be used by local jurisdictions as a best practices guide when designing transportation improvements; and examples where these types of Complete Streets projects have already been successful.

**Murray Fontes**, Principal Engineer for the City of Watsonville and member of the Interagency Technical Advisory Committee (ITAC), said that the ITAC committee has reviewed the Complete Streets Guidebook and is satisfied that Ms. Blakeslee made changes reflecting their concerns.

Commissioner Lane moved and Commissioner McPherson seconded to adopt the Monterey Bay Area Complete Streets Guidebook. The motion passed unanimously.

26. Adjourn to special meeting of the Service Authority for Freeway Emergencies

*No agenda items this month*

27. Next meetings. Adjourned at 11:01a.m.

The next RTC meeting is scheduled for Thursday, October 3, 2013 at 9:00 a.m. at the County Board of Supervisors Chambers, 701 Ocean Street, 5<sup>th</sup> Floor, Santa Cruz, CA.

The next Transportation Policy Workshop meeting is scheduled for Thursday, September 19, 2013 at 9:00 a.m. at the RTC Offices, 1523 Pacific Avenue, Santa Cruz, CA.

Respectfully submitted,

Jason Laning, Staff

Attendees:

Bruce Shewchuk

Parsons Brinckerhoff

Les White  
Philip Edwards  
Murray Fontes  
Steve Palmisano  
Maria Esther Rodriguez

Santa Cruz METRO  
Butano Geotechnical  
City of Watsonville  
City of Watsonville  
City of Watsonville

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# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

## NOTICE OF ACTION TAKEN IN CLOSED SESSION MEMORANDUM

DATE: November 15, 2013

TO: Board of Directors

FROM: Leslyn K. Syren, District Counsel 

SUBJECT: Notification Of Action Taken In Closed Session Regarding The Following  
Claims: Michael Smith v. Santa Cruz Metropolitan Transit District;  
WCAB Nos. ADJ7432790; ADJ7607816  
(Before the Worker's Compensation Appeals Board)

---

1. Settlement with Michael Smith;  
***Michael Smith v. Santa Cruz Metropolitan Transit District, et al;***  
***Case #s ADJ7432790; ADJ7607816***

On August 23, 2013, the Board of Directors authorized Santa Cruz METRO's attorneys to settle this workers' compensation claim with a Compromise and Release to the claimant.

Pursuant to this direction, a fully executed Compromise and Release in the sum of \$75,000.00 (less previous permanent disability payments made), was submitted to the Workers' Compensation Appeals Board (WCAB) and an Order Approving the Compromise and Release was signed by the Workers' Compensation Administrative Law Judge on October 17, 2013.

The following directors authorized the settlement: Directors Bustichi, Dodge, Friend, Graves, Hinkle, Lane, Leopold and Robinson. Directors Alejo, Bryant and McPherson were absent.

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# GOVERNMENT TORT CLAIM

## RECOMMENDED ACTION

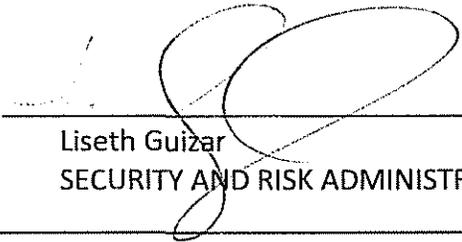
TO: Board of Directors

FROM: Liseth Guizar

RE: Claim of: State Farm (Seefeldt, Alex) Received: 10/15/2013 Claim #: 13-0017  
Date of Incident: 7/22/2013 Occurrence Report No.: SC 07-13-16

In regard to the above-referenced Claim, this is to recommend that the Board of Directors take the following action:

- 1. Reject the claim entirely.
- 2. Deny the application to file a late claim.
- 3. Grant the application to file a late claim.
- 4. Reject the claim as untimely filed.
- 5. Reject the claim as insufficient.
- 6. Allow the claim in full.
- 7. Allow the claim in part, in the amount of \$ \_\_\_\_\_ and reject the balance.

By  \_\_\_\_\_

Liseth Guizar  
SECURITY AND RISK ADMINISTRATOR

Date: 11/12/13

I, Anthony Tapiz, do hereby attest that the above Claim was duly presented to and the recommendations were approved by the Santa Cruz Metropolitan Transit District's Board of Directors at the meeting of November 15, 2013.

By \_\_\_\_\_

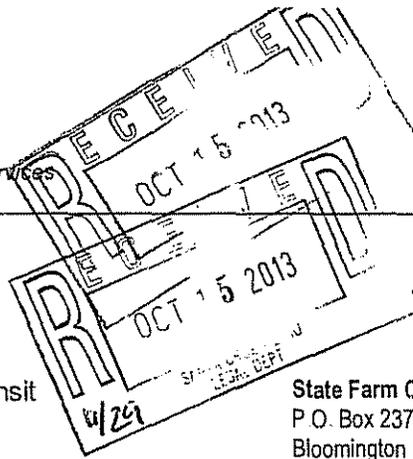
Anthony Tapiz  
RECORDING SECRETARY

Date: \_\_\_\_\_

Attachment(s)

October 08, 2013

City Of Santa Cruz Metro Transit  
110 Vernon St  
Santa Cruz CA 95060-2130



State Farm Claims  
P O. Box 2371  
Bloomington IL 61702-2371

13-0017

**Certified Mail - Return Receipt Requested**

RE: Claim Number: 05-22G4-476  
Our Insured: Alex Seefeldt  
Date of Loss: July 22, 2013  
Your Insured: City Of Santa Cruz Metro Transit  
Your Insured Driver: City Of Santa Cruz Metro Transit  
Loss Location: Golf Club Dr & River St Hwy 9, Santa Cruz, CA  
Insured's Out-of-pocket: \$173.65

Sir/Madam:

Facts of Loss:

Our insureds vehicle was parked and unoccupied. City bus came around the corner and struck our insured vehicle.

It is our understanding that you are self insured. Our investigation indicates you are responsible for this claim. Therefore, we are seeking recovery from you. This letter is to notify you of our subrogation claim and request your cooperation in settling this matter.

To assist you in your review, here is a breakdown of the amounts State Farm® paid by Cause of Loss:

041/045 - Uninsured Motorist BI	\$
042 - Uninsured Motorist PD	\$
300 series/400 - Comp/Collision	\$3,309.83
501 - Rental/Loss of Use	\$175.00
600-050 - Med Pay/PIP	\$
Other	\$
Salvage Recovery	\$
Amount State Farm Paid	\$3,484.83
Insured Deductible	\$250.00
Total Claim Amount	\$3,734.83

Based on the assessment of liability between the parties, State Farm Mutual Automobile Insurance Company is seeking 100 % of the Total Claim Amount listed above. The amount payable to State Farm Mutual Automobile Insurance Company for this loss is \$3,734.83.

7-14.2  
61475

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Page 2  
October 08, 2013

Please remit payment of this claim and include our claim number on the payment. If you have any questions or need additional information, please call me at the number listed below. If I am not available, any other member of my team may assist you. Thank you for your cooperation.

In order to assist you in evaluating and processing the subrogation claim we are asserting, we may provide nonpublic personal information about our customer. We are sharing this information to effect, administer, or enforce a transaction authorized by the consumer. However, you are neither authorized nor permitted to: (1) use the customer information we provided for any purpose other than to evaluate and process the subrogation claim, or (2) disclose or share the customer information we provide for any purpose other than to evaluate and process the subrogation claim.

Sincerely,

Jack Pitts  
Claim Representative  
(877) 457-8276 Ext. 60  
Fax: (866) 231-9276

State Farm Mutual Automobile Insurance Company

Enclosure

**7-14.3**

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# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**DATE:** November 15, 2013

**TO:** Board of Directors

**FROM:** Robyn Slater, Human Resources Manager

**SUBJECT: PRESENTATION OF EMPLOYEE LONGEVITY AWARDS**

## **I. RECOMMENDED ACTION**

**Staff recommends that the Board of Directors recognize the anniversaries of those District employees named on the attached list and that the Board Chair present them with awards.**

## **II. SUMMARY OF ISSUES**

- None.

## **III. DISCUSSION**

Many employees have provided dedicated and valuable years to the Santa Cruz Metropolitan Transit District. In order to recognize these employees, anniversary awards are presented at five-year increments beginning with the tenth year. In an effort to accommodate those employees that are to be recognized, they will be invited to attend the Board meetings to receive their awards.

## **IV. FINANCIAL CONSIDERATIONS**

None.

## **V. ATTACHMENTS**

**Attachment A:** Employee Recognition List

Prepared by: Sherri Escobedo, Administrative Assistant  
Date Prepared: November 15, 2013

# ATTACHMENT A



## EMPLOYEE LONGEVITY AWARDS

### **CERTIFICATE OF APPRECIATION – 25 YEARS**

The Board of Directors proudly presents this Certificate of Appreciation for the completion of **25** years of service between 1988 and 2013 to:

Craig L. Craig

FM Mechanic II

### **CERTIFICATE OF APPRECIATION – 15 YEARS**

The Board of Directors proudly presents this Certificate of Appreciation for the completion of **15** years of service between 1998 and 2013 to:

Thomas M. Hiltner

Grants/Legislative Analyst



**DATE:** November 15, 2013  
**TO:** Board of Directors  
**FROM:** Tony Tapiz, Administrative Services Coordinator  
**SUBJECT:** CONSIDERATION OF THE BOARD OF DIRECTORS MEETING SCHEDULE FOR 2014

### **I. RECOMMENDED ACTION**

**That the Board of Directors approve the meeting dates and locations for 2014.**

### **II. SUMMARY OF ISSUES**

- Annually the Board of Directors approves a schedule of meeting dates and locations for the following year.
- The Board of Directors meeting schedule typically calls for regular meetings on the second and fourth Fridays of each month. There are some modifications of the dates annually depending on what dates holidays occur.
- Second Friday meetings are held at the District's Administrative Offices and fourth Friday meetings are alternately held at the Santa Cruz City Council Chambers or the Watsonville City Council Chambers, with the May meeting held at the Capitola City Council Chambers, and the September meeting held at the Scotts Valley City Council Chambers.
- Staff is exploring the possibility of holding the September 2014 meeting at the Scotts Valley Library Conference Room.
- A proposed schedule of meeting dates and locations is attached to this Staff Report.

### **III. DISCUSSION**

Annually the Board of Directors approves a schedule of meeting dates and locations for the following year. The Board of Directors meeting schedule typically calls for regular meetings on the second and fourth Fridays of each month. There are some modifications of the dates annually depending on what dates holidays occur.

Second Friday meetings are alternately held at the Santa Cruz City Council Chambers or the Watsonville City Council Chambers, with the May meeting held at the Capitola City Council Chambers, and the September meeting held at the Scotts Valley City Council Chambers.

In response to positive feedback from previous staff usage of the new Library facility in Scotts Valley, and also in an effort to increase public transit access, staff is exploring the possibility of holding the September 2014 Board of Directors meeting in the Scotts Valley Library Conference Room.

A proposed schedule of meeting dates and locations is attached to this Staff Report.

#### **IV. FINANCIAL CONSIDERATIONS**

None.

#### **V. ATTACHMENTS**

**Attachment A:** k [redacted] of meeting [redacted] the Board of Directors [redacted].

# Attachment A

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

Resolution No. 13-11-01  
On the Motion of Director:  
Duly Seconded by Director:  
The Following Resolution is Adopted:

### **A RESOLUTION OF THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT ESTABLISHING THE TIME OF MEETINGS OF THE BOARD FOR 2014**

**WHEREAS**, on or about January 11, 2013, the Santa Cruz Metropolitan Transit District (Santa Cruz METRO) adopted Resolution No. 69-2-1, amending the Bylaws of the Santa Cruz METRO Board of Directors; and

**WHEREAS**, Paragraph 1.01 (a) of the Bylaws requires that the regular meeting schedule be published for the upcoming year and approved by the Board of Directors; and

**WHEREAS**, the Santa Cruz METRO Board of Directors may establish its meeting dates and times by Resolution;

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT, that the following schedule for its 2014 meetings shall be as follows:**

January 10	8:30 a.m. METRO Administrative Offices, 110 Vernon St., Santa Cruz
January 24	9:00 a.m. Santa Cruz City Council Chambers, 809 Center St., Santa Cruz
February 14	8:30 a.m. METRO Administrative Offices, 110 Vernon St., Santa Cruz
February 28	9:00 a.m. Watsonville City Council Chambers, 275 Main St., Watsonville
March 14	8:30 a.m. METRO Administrative Offices, 110 Vernon St., Santa Cruz
March 28	9:00 a.m. Santa Cruz City Council Chambers, 809 Center St., Santa Cruz
April 11	8:30 a.m. METRO Administrative Offices, 110 Vernon St., Santa Cruz
April 25	9:00 a.m. Watsonville City Council Chambers, 275 Main St., Watsonville
May 9	8:30 a.m. METRO Administrative Offices, 110 Vernon St., Santa Cruz
May 23	9:00 a.m. Capitola City Council Chambers, 420 Capitola Ave., Capitola
June 13	8:30 a.m. METRO Administrative Offices, 110 Vernon St., Santa Cruz
June 27	9:00 a.m. Santa Cruz City Council Chambers, 809 Center St., Santa Cruz

## Attachment A

August 8	8:30 a.m. METRO Administrative Offices, 110 Vernon St., Santa Cruz
August 22	9:00 a.m. Scotts Valley Public Library, 251 Kings Village Rd, Scotts Valley
September 12	8:30 a.m. METRO Administrative Offices, 110 Vernon St., Santa Cruz
September 26	9:00 a.m. Watsonville City Council Chambers, 275 Main St., Watsonville
October 10	8:30 a.m. METRO Administrative Offices, 110 Vernon St., Santa Cruz
October 24	9:00 a.m. Santa Cruz City Council Chambers, 809 Center St., Santa Cruz
November 14	9:00 a.m. Watsonville City Council Chambers, 275 Main St., Watsonville
December 12	9:00 a.m. Santa Cruz City Council Chambers, 809 Center St., Santa Cruz

**PASSED AND ADOPTED** by the Board of Directors of the Santa Cruz Metropolitan Transit District on November 15, 2013, by the following vote:

AYES: DIRECTORS –

NOES: DIRECTORS –

ABSENT: DIRECTORS –

---

DANIEL DODGE  
Chairperson

ATTEST:

---

LESLIE R. WHITE  
General Manager

APPROVED AS TO FORM:

---

LESLYN SYREN  
District Counsel

# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**DATE:** November 15, 2013  
**TO:** Board of Directors  
**FROM:** Leslie R. White, General Manager  
**SUBJECT: CONSIDERATION OF APPROVAL OF THE 2014 FEDERAL LEGISLATIVE ADVOCACY PROGRAM**

## I. RECOMMENDED ACTION

**That the Board of Directors adopt the proposed METRO 2014 Federal Legislative Advocacy Program attached to this staff report.**

## II. SUMMARY OF ISSUES

- Elected officials at the federal level support the goals established by the METRO Board of Directors when the Legislative Program is presented to them early in the legislative process.
- In 2014, the second session of the 113<sup>th</sup> Congress will appropriate transit funds for Federal FY 2015. The FY 2015 Transportation Appropriations Bill is anticipated to be consistent with the funding structure outlined in the MAP-21 Authorization Bill.
- As costs related to federally mandated, complementary paratransit service continue to rise, staff recommends that METRO continue to advocate for funding at the federal level to assist in offsetting these expenses.
- Transit financing needs will continue to increase in future years. In order maximize the federal capital and operating formula funds that we receive, staff recommends that METRO advocate for the transit program funding to increase beyond the current \$10.3 billion in 2013 to a new level of \$14 billion in 2015. This is consistent with the fund growth trend outlined in the federal authorization bill entitled Moving Ahead for Progress in the 21<sup>st</sup> Century (MAP-21).
- The current MAP-21 Authorization Bill will expire in 2014. It is essential that a successor authorization bill be enacted by Congress prior to September 30, 2014. The successor bill must rectify the cut in bus funding contained in the MAP 21 legislation by restoring the \$984 million level while also increasing bus funding from there at the same ratio as all other FTA programs.
- The Alternative Fuel Tax Credit will expire on December 31 2013. This funding source provides approximately \$800,000 to METRO annually. As the METRO fleet becomes increasingly powered by CNG this funding source will increase. It is recommended that METRO advocate for the permanent enactment of the Alternative Fuel Tax Credit.

### **III. DISCUSSION**

In 2014, Congress will appropriate funds for federal FY 2015. The federal formula funds that METRO receives to offset operating and capital expenses are derived from the annual appropriations bill. The FY 2015 Transportation Appropriations Bill should be funded at the levels consistent with the trends established in the MAP-21 Authorization Bill.

It is likely that federally mandated ADA Paratransit costs will increase in future years. Staff recommends that METRO advocate for supplemental federal capital and operating funds to assist in supporting the costs of the ADA-mandated complimentary paratransit.

The current MAP-21 Authorization Bill will expire on September 30, 2014. It is critical that a multi-year successor bill be enacted by the Congress.

Staff recommends that METRO advocate that an Authorization Bill extension or any additional stimulus bill must include the provisions supporting the Small Transit Intensive Cities (STIC) funding program and rectify the 50% reduction in bus funding contained in MAP 21. It is recommended that METRO advocate for the bus funding to be restored to the \$984 million level and then increased yearly in the same proportion as the remainder of the transit program.

The Alternative Fuel Tax Credit will expire December 31 2013. This funding source provides approximately \$800,000 to METRO annually. As the METRO fleet becomes increasingly powered by CNG this funding source will increase. It is recommended that METRO advocate for the permanent extension of the Alternative Fuel Tax Credit.

The Marketplace Fairness Act (MFA) would allow states and local governments to collect sales taxes on online purchases from out-of-state merchants. The legislation does not create any new taxes; currently, the burden is on customers to remit such sales taxes, but they rarely do. Conservative estimates are that the state of California loses over \$4 billion annually in uncollected sales taxes on remote purchases. The MFA was approved by the Senate in bipartisan fashion (69-27) in April 2013, and the companion House measure (HR 684) is now pending in the House Judiciary Committee.

In order to effectively advocate for the goals contained in the proposed 2014 Federal Legislative Program, it will take the concerted efforts of members of the Board of Directors, staff, other community leaders and citizens to communicate our needs to our Members of Congress as well as the continued efforts of the CapitalEdge firm in Washington DC.

#### **IV. FINANCIAL CONSIDERATIONS**

Funding necessary for travel to Washington, DC and other APTA Legislative Committee meetings is included in the 2013/2014 METRO operating budget. Additionally, funds necessary to support the services of contracted legislative advocates are included in the METRO budget.

#### **V. ATTACHMENTS**

**Attachment A:** Proposed Santa Cruz Metropolitan Transit District 2014 Federal Legislative Program.

## ATTACHMENT A

### SANTA CRUZ METROPOLITAN TRANSIT DISTRICT 2014 FEDERAL LEGISLATIVE PROGRAM

#### **Federal Goals:**

1. Support the appropriation of federal transit funds at the maximum amount provided in the MAP 21 Authorization legislation and any successor legislation. Resist efforts to single out specific states for lower transit funding levels.
2. Advocate for the enactment of a multi-year extension of the MAP-21 Authorization Bill that encompasses the provisions outlined and adopted by the American Public Transportation Association, including the extension of the Small Transit Intensive Cities Program (STIC).
3. Support efforts to obtain funding for operating and capital costs to meet the increasing service requirements of ADA paratransit (ParaCruz).
4. Advocate for passage of the FY 2015 Transportation Appropriations Bill in a timely manner and in no case later than October 1, 2014.
5. Advocate for the restoration of the Alternative Fuel Tax Credit effective January 1, 2014, which provides approximately \$800,000 annually in funds to METRO which will increase as the CNG fleet expands.
6. Advocate for the enactment of an Infrastructure Investment Bill that includes transit funding in the next twelve months.
7. Advocate for the restoration of the discretionary bus funding program with an authorized funding level of \$984 million in FY 2015 annually that increases annually at the same rate as the rest of the program.
8. Advocate for the passage of HR 684 the Marketplace Fairness Act in the US House of Representatives and the reconciliation through conference with the US Senate version of this bill.

# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**DATE:** November 15, 2013  
**TO:** Board of Directors  
**FROM:** Leslie R. White, General Manager  
**SUBJECT: CONSIDERATION OF APPROVAL OF 2014 STATE LEGISLATIVE  
ADVOCACY PROGRAM**

## I. RECOMMENDED ACTION

**That the Board of Directors adopt the proposed METRO 2014 State Legislative Advocacy Program attached to this Staff Report.**

## II. SUMMARY OF ISSUES

- Elected officials at the State level continue to actively support the goals established by the METRO Board of Directors when the legislative program is presented to them early in the legislative process.
- On November 7, 2006 the voters of California approved, among other measures, Propositions 1A, 1B, and 1C. These measures provide protection for transportation funds, and authorize the sale of general obligation bonds, over the next 10 years, to provide funds for transportation investments. There currently remains approximately \$800 million in transit funds that need to be appropriated by the Legislature to complete this program. Appropriation of these funds by the California State Legislature would result in METRO receiving an additional \$5.8 million to continue work on the MetroBase Facility construction activities.
- METRO will continue to incur additional costs to provide the mandated ADA complimentary paratransit service. The state has yet to provide specific funding programs to address this need.
- The reliance of UCSC, Cabrillo College, and some K-12 systems on METRO services makes it important to advocate for exploration of “cross function” funding opportunities.
- In 2010 the California Legislature repealed the sales tax on gasoline and replaced it with a per gallon tax. This action allowed the state to avoid complying with the court decision requiring the sales tax on gas revenues be spent on transportation. The Legislature also retained the sales tax on diesel fuel and used a portion of the revenues to support the State Transit Assistance (STA) Program. This funding source provides approximately \$3 million dollars annually to METRO. It is recommended that METRO advocate to continue the STA funding program at current or improved levels.

- In 2012 the Legislature passed and the Governor signed AB 1706 into law thereby establishing a temporary waiver of bus axle weight restrictions through 2014 and requiring a study of alternatives and legislative remedies to the current overweight problem. It is recommended that METRO continue to actively participate in the study process and support appropriate resulting legislative solutions.
- In the 2014 State Budget approximately \$500 million in receipts from the Cap and Trade Auction were borrowed for the General Fund. In the Budget Narrative it was indicated that these funds would be repaid in FY 2015 for use in the Transportation Fund with an emphasis on the expansion of the use of alternatively fueled vehicles. It is recommended that METRO advocate for the repayment of the \$500 million to the Transportation Fund with an emphasis on the acquisition of alternate fueled buses. METRO will need to plan to purchase approximately 40 CNG powered buses in FY 2015.
- In order to address behavioral problems and destruction of property issues the Sacramento Regional Transit District advocated for and achieved enactment of legislative authority to adopt ordinances to empower authorized personnel to issue citations for specific behaviors that could result in fines up to \$75.00. The Sacramento legislation is attached to this Staff Report. Staff recommends that METRO advocate for the inclusion of the attached legislative language in the 98000 PUC Codes that provide the authority for METRO to operate.

### **III. DISCUSSION**

The California State Legislature will reconvene in January 6, 2014. On November 7, 2006 the voters of California approved Propositions 1A, 1B, and 1C. These measures provided protection for transportation funds, and authorized the sale of general obligation bonds to provide funds for transportation investments. The PTMISEA program is being administered by the Mass Transit Division of Caltrans. The State Controller's Office has estimated that METRO will receive approximately \$27 million when all of the PTMISEA bonds are sold. The state currently owes METRO approximately \$5.8 million in unbudgeted PTMISEA Bond funds. METRO has applied for the full amount of the PTMISEA allocation for facility construction. In order for METRO to proceed to implement the construction of all of the current and future components of the MetroBase Project it will be necessary for the bonds for transit eligible projects to continue to be sold on a predictable basis, and for the Santa Cruz County Regional Transportation Commission (SCCRTC) to continue to pass funds to METRO.

It is likely that future years will see cost increases in the area of ADA-Mandated complimentary paratransit service. Currently, the State does not have a funding program to assist transit agencies in addressing this need. Staff recommends that METRO advocate for State consideration of operating and capital funding measures that would support the complementary paratransit needs.

Service provided by METRO is relied upon by UCSC, Cabrillo College, and some of the K-12 school districts in Santa Cruz County. Currently, there is no mechanism or incentive at the State level for coordination of funding for transportation between the education functions and the

transportation functions. Staff recommends that METRO advocate for the exploration of “cross function” funding opportunities.

In 2010 the Legislature replaced the sales tax on gasoline with a “per gallon” tax that was described as the “Gas Tax Swap”. As a part of this action the Legislature dedicated a portion of the remaining sales tax on diesel fuel revenues to the State Transit Assistance (STA) Program. It is important that METRO advocate for a continuation of the dedication of the revenues from the sales tax on diesel fuel to be used for the State Transit Assistance Program (STA). This fund provides approximately \$3 million annually to METRO.

The California State Vehicle Code establishes that the maximum weight limit for transit bus axles is 20,500 lbs. All transit buses in production today exceed the maximum weight limit. The fixed route buses operated by METRO average approximately 27,000 lbs at the rear axle. The California Transit Association sponsored AB 1706 which was signed into law by Governor Brown in 2012. The AB 1706 legislation requires the completion of a comprehensive study by 2015 to develop strategies and legislation needed to address the axle weight issue on a long term basis. The AB 1706 allows transit agencies in California to continue to purchase buses as long as they are consistent with current axle weights in the agency’s fleet while the study takes place however, that authority sunsets January 1, 2015. Staff recommends that METRO participate in the study of the bus axle weight issue and support appropriate resulting legislative solutions for 2015 and beyond.

The 2014 State Budget borrowed approximately \$500 million in receipts from the Cap and Trade Auction for the General Fund. In the budget language it was indicated that these funds would be repaid in FY 2015 for use in the Transportation Fund with an emphasis on the expansion of the use of alternatively fueled vehicles. It is recommended that METRO advocate for the repayment of the \$500 million to the Transportation Fund with an emphasis on the acquisition of alternate fueled buses. METRO will need to plan to purchase approximately 40 CNG powered buses in FY 2015.

To address behavioral problems and destruction of property issues the Sacramento Regional Transit District advocated for and achieved enactment of legislative authority to adopt ordinances to empower authorized personnel to issue citations for specific behaviors that could result in fines up to \$75.00. The Sacramento legislation is attached to this Staff Report. Staff recommends that METRO advocate for the inclusion of the attached legislative language in the 98000 PUC Codes that provide the authority for METRO to operate.

#### **IV. FINANCIAL CONSIDERATIONS**

Funds for the State Legislative Advocacy activities, including travel to Sacramento and the contract with Joshua W. Shaw, are included in the adopted 2013/2014 METRO Operating Budget.

Board of Directors Meeting

November 15, 2013

Page 4

**V. ATTACHMENTS**

**Attachment A:** Proposed 2014 Santa Cruz Metropolitan Transit District Legislative Program.

**Attachment B:** Citation language for the Sacramento Regional Transit District.

# ATTACHMENT A

## SANTA CRUZ METROPOLITAN TRANSIT DISTRICT 2014 STATE LEGISLATIVE PROGRAM

### State Goals:

1. Support legislation and actions necessary to protect funding sources and funding levels for transit operating assistance and capital assistance at the FY 2014 level at a minimum.
2. Support the introduction and passage of legislation designed to enact additional sources of transit operating and capital assistance.
3. Support efforts to obtain operating and capital funds to meet the increasing service requirements of ADA Para transit.
4. Explore the possibility of using state education funds for the development, construction, and operation of off-campus park and ride facilities as well as public transit services at campuses in the University of California system.
5. Support efforts to improve communication and funding for public schools (K-12) and community college/university transportation needs.
6. Advocate that the sale of the remaining 2006 voter approved bonds for transit capital investments be budgeted and sold in FY 15.
7. Actively participate in the study of strategies designed to address axle weights as outlined in AB 1706 and support resulting legislative strategies for 2015 and beyond.
8. Advocate for the inclusion of language authorizing METRO personnel to issue citations consistent with the language provided to the Sacramento Regional Transit District.
9. Advocate for the payment of \$500 million in cap and trade auction revenues to the Transportation Fund with an emphasis on the development and implementation of alternate fuel propulsion systems for buses.

## ATTACHMENT B

102122. (a) The board of directors may adopt ordinances that do any of the following:

(1) Prohibit persons from knowingly giving false identification to a district employee engaged in the enforcement of district ordinances or state law, or otherwise obstructing the issuance of a citation for violation of district ordinances or state law.

(2) Prohibit unauthorized operation of, interference with, entry into, climbing upon, attaching to, or loitering on or in, transit facilities or other transit property.

(3) Prohibit the removal, displacement, injury, destruction, or obstruction of any part of any track, switch, turnout, bridge, culvert, or any other district structure or fixture.

(4) Specify conditions under which a passenger may board a district vehicle with a bicycle and where the bicycle may be stowed.

(b) The board may provide that a violation of any ordinance adopted pursuant to subdivision (a) is an infraction punishable by a fine not exceeding seventy-five dollars (\$75), and that a violation by a person after the second conviction is punishable by a fine not to exceed two hundred fifty dollars (\$250) and by community service for a total time not to exceed 48 hours over a period not to exceed 30 days which do not conflict with the violator's hours of school attendance or employment.

(c) This section does not prohibit any person from engaging in activities that are protected under the laws of the United States or of California, including, but not limited to, picketing, demonstrating, or distributing handbills.

(d) A district employee may enforce any ordinance that is adopted pursuant to this section as provided in subdivision (e) of Section 830.14 of the Penal Code.

(e) Nothing in this section shall affect any rights or immunities conferred pursuant to Section 836.5 of the Penal Code.

# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**DATE:** November 15, 2013

**TO:** Board of Directors

**FROM:** Les White, General Manager

**SUBJECT: CONSIDERATION OF AUTHORIZING THE GENERAL MANAGER TO EXECUTE A CONTRACT RENEWAL WITH CAPITAL EDGE ADVOCACY INC. FOR FEDERAL LEGISLATIVE REPRESENTATIVE SERVICES IN AN AMOUNT NOT TO EXCEED \$64,000**

## I. RECOMMENDED ACTION

**Authorize the General Manager to execute a contract renewal for a one-year contract extension with Capital Edge Advocacy Inc. for Federal Legislative Representative Services in an amount not to exceed \$64,000.**

## II. SUMMARY OF ISSUES

- Santa Cruz METRO requires the services of a federal legislative representative to represent and advocate the positions and policies of Santa Cruz METRO before the U.S. Congress and the U.S. Department of Transportation.
- Santa Cruz METRO has a contract with Capital Edge Advocacy Inc. for Federal Legislative Representative Services.
- This contract was established on February 1, 2011 for a one-year period with four optional one-year extensions.
- The current contract approved by the Board of Directors will expire on January 31, 2014.
- Capital Edge Advocacy Inc. has requested no changes for the new contract period.
- Capital Edge Advocacy Inc. has performed its duties very well under this contract, and therefore a one-year contract extension with no changes is recommended.

## III. DISCUSSION

Santa Cruz METRO requires the services of a federal legislative representative to represent and advocate, before the Congress and the U.S. Department of Transportation, the positions and policies of Santa Cruz METRO. Other required services include: represent Santa Cruz METRO before various legislative committees in Washington D.C., as directed; monitor transportation committees and other committees as appropriate; represent Santa Cruz METRO before such committees as directed; represent Santa Cruz METRO, when directed, before State Departments, Agencies, and regulatory bodies that impact the polices and programs of Santa Cruz METRO;

advise Santa Cruz METRO on legislative strategy; serve as an advisor to management and the Board of Directors; provide information relative to legislative hearings which may have an impact on the policies and programs of Santa Cruz METRO; closely monitor and manage legislative issues and/or bills that Santa Cruz METRO has identified as high priority items; provide assistance to Santa Cruz METRO in drafting proposed testimony before Congress and present such testimony when requested; coordinate advocacy efforts with Santa Cruz METRO's Board of Directors and staff; undertake such other assignments upon which Santa Cruz METRO and consultant mutually agree; prepare written/oral reports, at least monthly, summarizing its activities on behalf of Santa Cruz METRO; comply with all Federal and State laws and regulations relating to the activities of lobbyists; and provide necessary documentation to support the filing of all required Federal and State forms related to legislative assistant or lobbying services.

Santa Cruz METRO has a contract with Capital Edge Advocacy Inc. for Federal Legislative Representative Services that is due to expire on January 31, 2014. According to Les White, General Manager and Contract Administrator, Capital Edge Advocacy Inc. has represented Santa Cruz METRO effectively over the past year. Capital Edge Advocacy Inc. has reviewed the contract and requested no changes.

Staff recommends that Santa Cruz METRO exercise the option for a one-year contract extension with Capital Edge Advocacy Inc. for an amount not to exceed \$64,000. Staff further recommends that the Board of Directors authorize the General Manager to sign a one-year contract extension on behalf of Santa Cruz METRO. Les White will continue to serve as the Contract Administrator and will ensure contract compliance.

#### **IV. FINANCIAL CONSIDERATIONS**

This contract has an annual fee of \$60,000, payable in twelve monthly installments of \$5,000 each. In addition, Santa Cruz METRO will reimburse up to \$4,000 annually for allowable expenses incurred on its behalf.

Funds to support this contract are included in the Administration FY14 & FY15 Legislative Services budget.

#### **V. ATTACHMENTS**

**Attachment A:** Renewal letter from Capital Edge Advocacy Inc.

**Attachment B:** Contract Amendment with Capital Edge Advocacy Inc.

Prepared by: Erron Alvey, Purchasing Manager

Date prepared: November 7, 2013

October 31, 2013

Mr. Leslie R. White  
General Manager  
Santa Cruz Metropolitan Transit District  
110 Vernon Street  
Santa Cruz, CA 95060

Dear Les:

Please consider this a formal request to extend for twelve months our contract (No. 11-09) with the Santa Cruz Metropolitan Transit District, beginning on February 1, 2014. We do not propose any modifications to our current contract.

Implementation of the 2012 MAP-21 surface transportation law has been a focus of this past year, but since the measure only covers two years, discussions over the next reauthorization have already begun. The work within the APTA reauthorization process with regard to restoring funding to the FTA Bus and Bus Facilities program was at times frustrating, but with your perseverance, it appears that the organization policy will address concerns of METRO and many small and medium-sized transit operators in that regard.

Tracking and commenting on FTA proposed regulations with regard to MAP-21 implementation will continue to be a focus in the coming year, as will more serious discussions with Congress over reauthorization. Of course, protection, and possible expansion of the Small Transit Intensive Cities (STIC) program will be another priority in the next transportation bill, as your work to create that program in the 2005 SAFETEA-LU law has provided significant benefits to countless communities across the county.

As always, it has been a pleasure serving you, your staff, and the METRO Board over the past year, and we look forward to continuing this relationship. We are happy to answer any questions the contract or our services at your convenience.

Sincerely,



Christopher F. Giglio  
President

cc: Erron Alvey, Purchasing Manager

# Attachment B

## **SANTA CRUZ METROPOLITAN TRANSIT DISTRICT THIRD AMENDMENT TO CONTRACT NO. 11-09 FOR FEDERAL LEGISLATIVE REPRESENTATIVE SERVICES**

This Third Amendment to Contract No. 11-09 for Federal Legislative Representative Services is made effective February 1, 2014 between the Santa Cruz Metropolitan Transit District, a political subdivision of the State of California (“Santa Cruz METRO”), and Capital Edge Advocacy Inc. (“Contractor”).

### **I. RECITALS**

- 1.1 Santa Cruz METRO and Contractor entered into a Contract for Federal Legislative Representative Services (“Contract”) on February 1, 2011.
- 1.2 The Contract allows for the extension upon mutual written consent.

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

### **II. TERM**

- 2.1 Article 4.01 is replaced in its entirety by the following:

The term of this Contract shall be from February 1, 2011 to January 31, 2015.

At the option of Santa Cruz METRO, this Contract may be renewed for one (1) additional one (1) year term upon mutual written consent.

### **III. REMAINING TERMS AND CONDITIONS**

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

### **IV. AUTHORITY**

- 4.1 Article 7 is amended to include the following language:

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

SIGNATURES ON NEXT PAGE

**12.b1**

Signed on \_\_\_\_\_

Santa Cruz METRO –  
SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

\_\_\_\_\_  
Leslie R. White  
General Manager

Contractor –  
CAPITAL EDGE ADVOCACY INC.

By \_\_\_\_\_  
Carolyn C. Chaney  
President

Approved as to Form:

\_\_\_\_\_  
Leslyn Syren  
Santa Cruz METRO Counsel

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# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**DATE:** November 15, 2013

**TO:** Board of Directors

**FROM:** Daniel Dodge, Chair  
Dene Bustichi, Vice-Chair  
Leslie R. White, General Manager

**SUBJECT: ACCEPT AND FILE REPORT FROM THE ANNUAL MEETING OF THE AMERICAN PUBLIC TRANSPORTATION ASSOCIATION THAT WAS ATTENDED BY DANIEL DODGE, DENE BUSTICHI AND LES WHITE.**

## I. RECOMMENDED ACTION

**That the Board of Directors accept and file the report of the Annual Meeting of the American Public Transportation Association.**

## II. SUMMARY OF ISSUES

- The American Public Transportation Association (APTA) held the Annual Meeting on September 28, 2013 through October 2, 2012 in Chicago, Illinois
- The APTA Annual Meeting was attended by Daniel Dodge, Dene Bustichi, and Les White. Administrative Service Coordinator Anthony Tapiz also attended the APTA Annual Meeting.
- The General Sessions and the Technical Sessions addressed issues that are relevant to the operation of METRO.
- There were extensive sessions and meetings scheduled designed to address issues relative to a new federal authorization bill in 2014. However, many of these meeting were cancelled as a result of the shutdown of the federal government on September 30, 2013 and the recall of all federal employees.

## III. DISCUSSION

On September 28 through October 2, 2013 the American Public Transportation Association held the Annual Meeting of the Association in Chicago, Illinois. The APTA Annual Meeting included General Sessions, Technical Sessions, committee meetings and a number of legislative meetings.

The APTA Committee Meetings included the Board of Directors, the Legislative Committee, Authorization Task Force, and the Small Operations Committee that we participated in. The focus of the discussion was the necessity to enact a new federal authorization bill in 2014 to replace MAP21 which will expire on September 30, 2014.

Sessions were held regarding topics that included alternate fuel, bus axle weights, impacts of the millennial generation and promotion of community improvement programs such as healthy food options. On this topic the September 30, 2013 shutdown of the federal government resulted in all federal employees being recalled to Washington. The Acting US Surgeon General was scheduled to speak regarding the impact of healthy food option programs but had to leave. Therefore, APTA Chair Flora Castillo requested that METRO Chair Daniel Dodge substitute for the Surgeon General on this topic as he had made a similar presentation at the Governing Boards Conference earlier this year.

Many of the vendors to the transit industry had booths and information available for attendees. We had the opportunity to review the “Q-Pod” securement system that is being installed in the 6 buses currently in production. We also had the opportunity to view new security systems including new passenger activated systems such as “e-alerts” Passenger, employee, and system security is a rapidly growing topic in most transit agencies and vendors are developing new systems to address this issue.

One of the highlights of the meeting was the graduation ceremony for the 2013 Leadership APTA Class and the introduction of the 2014 Class. We had the opportunity to meet and discuss relevant topics with a number of the class members.

One of the benefits of attending and participating in the APTA Annual Meeting was the opportunity to establish networks with other transit systems that are facing problems and issues similar to METRO.

#### **IV. FINANCIAL CONSIDERATIONS**

Funds to support the attendance of the APTA Annual Meeting were contained in the FY13/14 METRO Operating Budget.

#### **V. ATTACHMENTS**

None

# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**DATE:** November 15, 2013

**TO:** Board of Directors

**FROM:** Leslyn K. Syren, District Counsel  
Liseth Guizar, Security and Risk Administrator

**SUBJECT: CONSIDERATION OF THE ADOPTION OF A RESOLUTION  
DECLARING TWO KIOSKS AT THE WATSONVILLE TRANSIT  
CENTER TO BE SURPLUS AND AUTHORIZE THE GENERAL  
MANAGER TO TAKE ACTION TO REMOVE THE STRUCTURES  
FROM THE SITE**

## I. RECOMMENDED ACTION

**DECLARE TWO UNOCCUPIED KIOSKS AT THE WATSONVILLE TRANSIT  
CENTER TO BE SURPLUS PROPERTY AND AUTHORIZE THE GENERAL  
MANAGER TO TAKE ACTION TO REMOVE THE STRUCTURES FROM THE SITE**

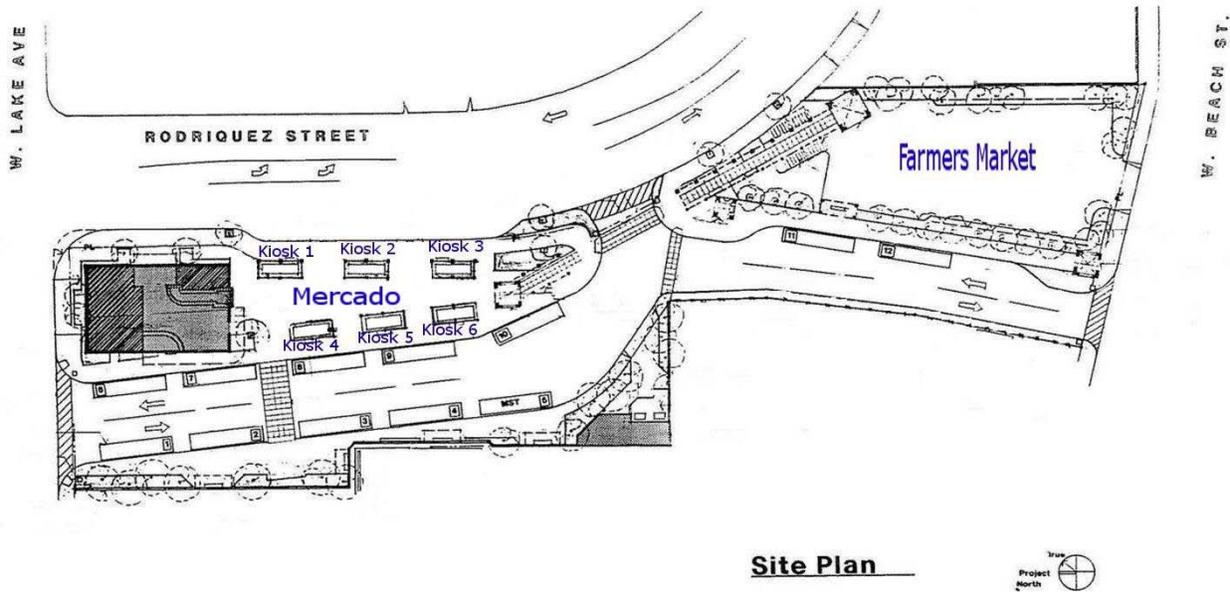
## II. SUMMARY OF ISSUES

- The Watsonville Transit Center was originally designed to have six independent standing kiosks. Two of the kiosks were never enclosed and have been used as shelters.
- For several years only two of the kiosks have been occupied by tenants, with one being used for storage. The two additional kiosks have been vacant and would require significant renovations before making them available for lease.
- Recently, the occupant of one of the street facing kiosks has relocated to a rear kiosk, and the front two kiosks are currently empty.
- It would improve the security at the transit center if the walls of the kiosks were removed and the structures were used as shelters.

## III. DISCUSSION

The Watsonville Transit Center was developed as a multi-use facility. The original design called for the six free standing kiosks to be located outside of the main building between Rodriguez Street and two bus lanes.

[SEE SITE PLAN ON FOLLOWING PAGE]



As depicted in the site plan above, kiosk numbers 3 and 6 were never utilized and have stood as freestanding shelters with bicycle racks. Otherwise, only kiosks 1, 2, 4 and 5 have been occupied by tenants.



Most recently, Santa Cruz METRO has had only one business running out of a kiosk and a second kiosk used for storage by Taqueria Lidia's, a business located within the main building. In the last month, our tenant "La Mancha" has moved to the rear kiosk number 5 after occupying kiosk 1 for many years. The relocation of this business has allowed staff an opportunity to

discuss with the City of Watsonville's Police Department ideas for improving the security at the Watsonville Transit Center.



Among the recommendations suggested has been the concept of removing the walls forming kiosk 1 and 2 which will improve visibility from Rodriguez Street. This would convert those structures into freestanding shelters much like kiosks 3 and 6 at the south end of the island. The "alley" between the kiosks is believed to be a potential contributor to increased criminal activity in the area. By removing these walls, police officers, security guards and our security cameras, will have improved visualization of the area.



Staff believes that the work anticipated in removing the kiosks can be done by METRO's own staff. This work is anticipated to be complete prior to painting the exterior of the Watsonville Transit Center. As such, Staff recommends the adoption of the attached, proposed resolution.

#### **IV. FINANCIAL CONSIDERATIONS**

The potential loss of revenue to the Santa Cruz METRO from rents is not expected to have a significant impact on the budget. These kiosks have not been rented for amounts above \$500 a month during recent years. Turnover at the location has been since its inception. Although a few businesses have managed to sustain themselves, the majority fail, despite favorable rental terms.

On the flip side, Santa Cruz METRO has spent considerable resources to maintain the structures and prepare them for new tenants. It is estimated that to restore the existing kiosks to a condition that would make them suitable for tenants would be in excess of \$15,000.00. In addition, staff has reservations as to whether either kiosk would be suitable for businesses preparing food. As such, we believe that the loss of revenue is less than the expenditures that would be required to remodel and improve the existing kiosks.

#### **V. ATTACHMENTS**

**Attachment A: Resolution Declaring Two Vacant Kiosks at the Watsonville Transit Center To Be Surplus and Authorizing the General Manager to Remove the Structures**

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

Resolution No. 13-11-02  
On the Motion of Director: \_\_\_\_\_  
Duly Seconded by Director: \_\_\_\_\_  
The Following Resolution is Adopted:

**RESOLUTION DECLARING TWO VACANT KIOSKS AT THE  
WATSONVILLE TRANSIT CENTER TO BE SURPLUS  
AND AUTHORIZING THE GENERAL MANAGER TO  
REMOVE THE STRUCTURES**

**WHEREAS**, pursuant to Public Utilities Code Section 98112, the Board of Directors of the Santa Cruz Metropolitan Transit District is vested with authority to operate transit facilities within its jurisdiction; and

**WHEREAS**, the Watsonville Transit Center is a transit facility within the jurisdiction of Santa Cruz Metropolitan Transit District; and

**WHEREAS**, pursuant to Public Utilities Code Section 98233, the Board of Directors of Santa Cruz Metropolitan Transit District may dispose of any real or personal property within its jurisdiction when, in its judgment, it is in the best interests of the district to do so.

**NOW, THEREFORE, BE IT RESOLVED AND ORDERED**, that Board of Directors of the Santa Cruz Metropolitan Transit District, hereby, declares that the kiosks identified as 1 & 2 in Exhibit A to this resolution are declared surplus;

**BE IT FURTHER RESOLVED AND ORDERED**, that the Board of Directors of the Santa Cruz Metropolitan Transit District directs the Secretary/General Manager to remove the property identified above and retire it from service.

**PASSED AND ADOPTED** by the Board of Directors of the Santa Cruz Metropolitan Transit District, this 15th day of November, 2013, by the following vote:

**AYES:** Directors -  
**NOES:** Directors -  
**ABSTAIN:** Directors -  
**ABSENT:** Directors -

**APPROVED** \_\_\_\_\_  
DANIEL DODGE  
Chairperson

**ATTEST** \_\_\_\_\_  
LESLIE R. WHITE  
General Manager

**APPROVED AS TO FORM:**

\_\_\_\_\_  
LESLYN K. SYREN  
District Counsel

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# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**DATE:** November 15, 2013  
**TO:** Board of Directors  
**FROM:** Leslyn K. Syren, District Counsel  
**SUBJECT: CONSIDERATION OF MODIFICATION TO THE SANTA CRUZ METROPOLITAN TRANSIT DISTRICT'S BYLAWS TO AMEND SECTIONS 5.06 AND 5.07**

## I. RECOMMENDED ACTION

**Direct the District Counsel to prepare a Resolution Amending METRO's Bylaws related to the Reimbursement of Board members for travel related expenses.**

## II. SUMMARY OF ISSUES

- The District's Bylaws at sections 5.06 and 5.07 provide for the Compensation and Reimbursement of Directors when engaged in Santa Cruz METRO business.
- At this time it is recommended that the Board of Directors modify the Bylaws to clarify these provisions to allow for one of three suggested methods of reimbursement for travel related expenses.
  - Reimbursement of expenses proved by receipts only.
  - Reimbursement of expenses proved by receipts/affidavit.
  - Per diem for travel of \$100 per day, with affidavit for use of funds.
- If the Board of Directors determines that it is in Santa Cruz METRO's best interest to revise the Bylaws; the Board may direct the District Counsel to prepare a resolution establishing an amendment to the Bylaws consistent with the directive of the Board of Directors for consideration and adoption at its next meeting.

## III. DISCUSSION

Attachments to this report include a copy of the current language of Sections 5.06 and 5.07 of the Bylaws, including Exhibit B, which is referenced in these sections.

As currently exists in the Bylaws, Board members are entitled to compensation when performing official METRO duties; which is defined as, attending meetings of the Board, attending other meetings as "a District committee" member, attending an "Advisory Committee" meeting, or attending at APTA and CTA meetings. Directors may not receive compensation in excess of \$100 per month, but are entitled to reimbursement of actual and necessary expenses for attendance at the above.

When traveling on Santa Cruz METRO business, Board members have several pre-paid expenses, such as, conference fees, airfare and lodging. Additional expenses for meals, ground

transportation and other incidental expenses are reimbursed upon submission of the appropriate receipts for these expenses.

However, although not provided in the Bylaws, reimbursement is sought often in the form of an affidavit attesting the expense. In addition, travel advances of \$40 per day are provided upon request. When receipts are lost or unavailable, the affidavit of expenses is made to support the expenses made during travel for either repayment or to verify appropriate use of the travel advance.

The California Government Code 53232.2 provides that a local agency must adopt a written policy, in a public meeting, specifying the types of occurrences that qualify a member to receive reimbursement of expenses related to meals, lodging, and other actual and necessary expenses. Absent the adoption of such policy, reimbursement rates are set by the IRS definition of reasonable rates.

Current advances are made under the District's Travel Reimbursement Policy, which provides for both Board and METRO Staff travel reimbursement. Santa Cruz METRO is in the process of revising this policy as it relates to staff travel, creating a separate policy for employees only. Since the District's Bylaws provide for Board members reimbursement, an amendment to the Bylaws is necessary to incorporate current practices, if authorized by the Board. An amendment to the Bylaws would be necessary to conform to the practice of providing travel advances when requested by a Board member and/or the use of an affidavit to support the request for reimbursement.

Alternatively, the Board may choose to have a per diem for each day of travel in lieu of the current practices. This method is acceptable, conditioned on the premise that the establishment of a fixed rate per diem that is based on a reasonable estimate of likely expenses related to meals and other incidental expenses. It should be noted that amounts received in excess of those permitted by the IRS's per diem rates for travel within the continental United States may be deemed income under this method. In a review of the expense reports related to the current year's travel, we recommend the adoption of a \$100 per day per diem. This rate would be adjusted for partial days, if a full day is not spent on Santa Cruz METRO business.

At this time, District Counsel seeks direction from the Board of Directors in determining how they would like to handle this issue. If no amendment is made to the Bylaws, reimbursement for Board members for their expenses are limited to receipts provided after the expense has been incurred.

#### **IV. FINANCIAL CONSIDERATIONS**

None.

#### **V. ATTACHMENTS**

**Attachment A:** Sections 5.06 and 5.07 of the District Bylaws

**Attachment B:** Exhibit B to the District Bylaws (Expense List)

# ATTACHMENT A

## **5.06 Director Compensation and Reimbursement**

- (a) Each Director shall receive compensation of \$50, up to a maximum of \$100 per month and their actual and necessary expenses, for performance of official METRO duties which shall include the following activities:
  - i) Attendance at meetings of the Board of Directors;
  - ii) Attendance at meetings, as a District committee 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) Attendance at meetings, as a METRO Director, of the American Public Transit Association; and
  - v) Attendance at meetings, as a METRO Director, of the California Transit Association.
  
- (b) In addition to the meetings set forth above, each Director may receive reimbursement for the actual and necessary expenses incurred for the following METRO Official Duties:
  - i) Attendance at meetings with State and Federal legislators and/or government officials re METRO business;
  - ii) Attendance at meetings with official METRO visitors and/or perspective METRO employees; and/or
  - iii) Participation at required educational and training meetings or seminars.
  
- (c) Each Director shall be reimbursed for actual and necessary expenses incurred in the performance of official METRO duties. Reimbursement rates for travel, meals, and other actual and necessary expenses shall be in accordance with the reasonable reimbursement rates set forth in Exhibit B. Notwithstanding the foregoing, Directors shall not receive reimbursement for any costs incurred for lodging accommodations or for airline flights as those expenses shall only be booked and directly paid by METRO's Administrative Services Coordinator.
  
- (d) 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.

## **5.07 Reimbursement Process and Expense Report Form**

- (a) METRO's Administrative Services Coordinator shall 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

# ATTACHMENT A

the group rate is not available, the Administrator Services Coordinator shall use comparable lodging that is consistent with those rates.

- (b) Directors shall utilize METRO vehicles in the performance of official METRO duties in state when possible. If a METRO vehicle is available but the Director prefers to utilize his/her own vehicle, no mileage reimbursement shall be allowed.
- (c) The Administrative Services Coordinator shall provide each Director with an Expense Report form to be filed with METRO for reimbursement of the actual and necessary expenses incurred on behalf of METRO in the performance of official duties or at a Director's request. The expense reports shall document that expenses meet the existing policy for expenditure of public resources. 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 receipts documenting each expense shall accompany all reports. The 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 spouses, friends, or others not specifically authorized by this policy to incur reimbursable expenses.
- (d) Directors shall provide brief reports about the meetings attended at the expense of METRO at the next regular meeting of the Board of Directors.
- (e) All documents related to reimbursable agency expenditures are public record subject to disclosure under the California Public Records Act.

# ATTACHMENT B

EXHIBIT B

## Santa Cruz Metropolitan Transit District Expense List

Authorized
<b>Transportation:</b>
Airporter (e.g. shuttle)
Bridge tolls
Cab (to/from hotel)
Cab (to/from meetings & meals)
Parking at airport
Parking at hotel, conference center
Personal vehicle mileage to/from airport
Public transportation (e.g. bus, subway)
Rental Car with prior approval by General Manager
Transportation tickets (e.g. airline, train)
<b>Meals:</b>
Coffee break expenses
Meal beverages (non-alcoholic)
Reasonable cost meals for self
Tips for meals (15% maximum)
<b>Personal Sundries:</b>
Daily newspaper
Personal telephone calls (reasonable and customary, one per day)
Required seminar materials
Telephone calls (SCMTD business)
Traveler's check fee on travel advance
<b>Lodging:</b>
Self
Not Authorized
<b>Transportation:</b>
Baggage Claims
Cab (personal)
Tips to cabs
Tips for luggage handling
<b>Meals:</b>
Bar expenses
Meals for others (e.g. spouses, personal guests)
Meals upon return to Santa Cruz County
Snacks
Meals prior to departure
<b>Personal Sundries:</b>
Housekeeping tips
Clothes cleaning
Clothing
Entertainment (e.g. in room pay per view, movies, video rentals)
Hair care
Personal items (e.g. toothpaste)
Shoeshine
Souvenirs/Gifts
Trip Insurance
<b>Lodging:</b>
Other than self (e.g. spouse, personal guests)

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# SANTA CRUZ METROPOLITAN TRANSIT DISTRICT

**DATE:** November 15, 2013  
**TO:** Board of Directors  
**FROM:** Erich R. Friedrich, Senior Transportation Planner  
**SUBJECT: REVIEW AND CONSIDERATION OF THE DRAFT SHORT RANGE TRANSIT PLAN**

## I. RECOMMENDED ACTION

**That the Board of Directors review and consider the Draft Short Range Transit Plan and release the Draft Short Range Transit Plan for public review.**

## II. SUMMARY OF ISSUES

- The 2013 Short Range Transit Plan is a planning document focused on transit service and capital improvements over a five year horizon.
- The 2013 Short Range Transit Plan outlines a need for a data and policy driven process to become more proactive in planning service changes.
- This SRTP steps away from any major service shake ups and focuses on service changes that make Santa Cruz METRO's transit system simple, effective, safe, efficient, equitable throughout the county.
- A unique element to this Short Range Transit Plan is a chapter dedicated to marketing. The STRP takes a look at Santa Cruz METRO's existing approach and identifies the strengths to build off of as well as the weaknesses that need to be addressed.
- At press time for this staff report, several elements are being refined for release for public review. The Capital Projects, ParaCruz, and Implementation elements are under last minute review before release.
- Santa Cruz METRO Staff is recommending that the Board of Directors consider the draft SRTP and release the draft for a formal 30 day public review period starting November 15, 2013 and ending December 16, 2013.

## III. DISCUSSION

Santa Cruz METRO's last Short Range Transit Plan (SRTP) expired at the end of 2012 and based on state law must have a current up to date SRTP in order to purchase buses starting in 2014. In order to draft a new SRTP, Santa Cruz METRO awarded a contract with the planning firm Nelson\Nygaard on April 26, 2013 to draft the 2013 SRTP.

The 2013 Short Range Transit Plan is a planning document focused on transit service and capital improvements over a five year horizon. This document will guide Santa Cruz METRO in regards to service changes, capital projects, fleet management, public outreach and communication, as well as other elements like financial and legislative forecasting, and policy revisions and recommendations.

### **Service Planning Policies:**

The 2013 Short Range Transit Plan (SRTP) outlines a need for a data and policy driven process to become more proactive in planning service changes and ensuring that service changes are cohesive and holistic in nature. The need for on-time performance, detailed ridership, and service efficiency data is seen as the top need for Santa Cruz METRO in the five year horizon of this plan. The SRTP identifies several strategies for collecting and analyzing data that will allow staff to develop comprehensive service changes. On top of the need for data, the SRTP calls for the development of alternative scheduling practices to assist in improving on-time performance and facilitating transit connections. Headways base scheduling, or scheduling based on frequency instead of departure times, should be pursued on corridors with service better than every 15 minutes i.e. the UCSC corridor.

The bulk of the 2013 Short Range Transit Plan is focused on recommending new and/or improved service planning policies. The SRTP recommends that Santa Cruz METRO develop four specific policies to allow the agency to become more proactive in its service planning process. This approach gives the proper tools to both the Board of Directors and Staff to guide cohesive planning decisions and combats against fragmented transit service across the district. It should be noted that by adopting the Short Range Transit Plan, the policies recommended in the plan would still need to be written, vetted, and then adopted on an individual basis over the five year horizon of the SRTP.

#### 1.) Transit Emphasis Corridors Policy

Within the SRTP, the first policy recommended to be developed is known as a Transit Emphasis Corridors Policy. A Transit Emphasis Corridor (TEC) is a street segment in which high-quality transit service is provided and physical improvements for transit are prioritized. Generally the goal of a TEC is to have transit service every 15 minutes from 7am to 7pm coupled with infrastructural improvements to the roadway, intersections, bus stops, and pedestrian connections. Currently in the SRTP, the consulting team at Nelson\Nygaard and METRO Staff has identified five street segments that could be considered TEC's based on current land uses and availability of current transit service given some basic route realignments. Those segments are:

- Laurel/Bay between Downtown Santa Cruz and UCSC
- Soquel Ave/Dr. between Downtown Santa Cruz and Cabrillo College
- Main St. between Green Valley Road and Downtown Watsonville
- Freedom Blvd. between Airport Road and Downtown Watsonville
- Ocean St. between Highway 17 and Soquel Ave. in Santa Cruz

These initial recommended corridors are simply a reflection of current conditions, as land uses change and the potential for additional transit service becomes a reality, additional corridors could be included in the TEC policy. Should this be the case, corridors such as Capitola Road from Soquel to 41st Ave, and 17th Ave from Brommer to Portola could become TEC candidates.

## 2.) Performance Standards and Service Review Policy

The team at Nelson\Nygaard and METRO staff identified a need for setting performance standards to regularly and quantitatively monitor and report on the performance of the transit system. Adopting and adhering to a set of performance metrics is a common best practice for transit agencies of all sizes across the country. While Santa Cruz METRO has a set of service standards for Title VI purposes, the SRTP recommends the development and adoption of a service performance policy that is consistent with the service standards policy but is geared towards service planning. This policy would emphasize three basic metrics: On-time performance, Capacity, and Productivity (passengers per revenue hour). These three metrics are relatively easy to collect and calculate based on the limited data available to staff. It is then recommended that this policy have developed thresholds to “trigger” comprehensive reviews of specific portions of service that do not meet the thresholds. From there a “Improvement Plan” process should be developed to alter, condense, expand, or otherwise change the service in question. The threshold metrics would be developed as a part of the drafting of this policy and are recommended to be based on observed averages within the system.

## 3.) Route Deviation Standard

There have been many cases in the history of Santa Cruz METRO in which the public, stakeholders, Board Members, and other individuals or interest groups have requested transit service to a particular area via the deviation (rerouting) of an existing route. The SRTP recommends that Santa Cruz METRO develop and adopt a quantitative standard to assess these requests for route deviations. This is done by assessing the amount of delay the proposed deviation would cause the existing route versus the potential amount of new ridership gained by deviating the route. This approach would insure fairness when developing and approving route realignments and service requests.

## 4.) Bus Stop Spacing Policy

Santa Cruz METRO’s current practice is to maintain a minimum distance of 600 feet between bus stops. It was observed in the Existing Conditions Report of the SRTP that nearly 40% of all transit riders’ access a bus stop within one block of their trip origin. This statistic is nearly unheard of in systems of comparable size in the country. Coupled with Santa Cruz METRO’s dismal on-time performance, the team at Nelson\Nygaard and Staff concluded that perhaps bus stops in the system are too close together and that there could be too many stops in the system. There is a balancing act between providing access to transit via a bus stop and maintaining some sense of

speedy travel times and on-time performance, and it seems that the current system is out of balance causing very slow travel times and dismal on-time performance.

The recommended Bus Stop Spacing Policy would increase the minimum distance between bus stops to 880 ft or 1/6 of a mile. This distance is still well below the industry standard of 1/4 of a mile or 1,320 ft. By increasing the minimum distance, bus stops that have proximity under the minimum would be under review for relocation or consolidation. The SRTP recommends that other factors such as proximity to optimal land uses (i.e. senior centers, schools, transit connection points, proximity to intersections) be considered as a part of any policy that dictates bus stop locations.

### **Service Change Recommendations:**

The service recommendations outlined below are considered mild and conservative in nature. This SRTP steps away from any major service shake ups and focuses on service changes that make Santa Cruz METRO's transit system simple, effective, safe, efficient, equitable throughout the county. Overall the service changes below would be consistent with the developed service policies and are mostly cost neutral, amounting to only a 1% increase in service hours. It is important to remember that adopting the Short Range Transit Plan does not constitute and automatic deployment of these service changes. These changes would need to be developed into actual service over the five year horizon of the SRTP.

#### **Local Santa Cruz:**

- Develop an "Improvement Plan" on the Route 3. Two potential outcomes would be to reallocate the service hours to expand the Route 20 or to reroute the Route 3 to service Mission Street and UCSC.
- Reroute the Route 4 to serve Harvey West Industrial Park only while expanding the Route 8 to service North Ocean Street and Emeline Medical Complex only.

#### **UCSC:**

- Substitute the Route 12 for a Route 68
- Standardized and publish the entire school term schedule and adjust departure times that would create *five minute frequencies* from downtown Santa Cruz to UCSC.
- Highway 17 and Route 35/35A:
- Reroute both routes to use Soquel Ave. from Front Street to Ocean St.

#### **Mid County:**

- Consolidate the service hours of the Route 54 to increase the frequency and span of Route 55 and 56.

**Cabrillo / South County Corridor:**

- Reroute the Route 71 to use Soquel Ave. between Front St. and Morrisey Ave.
- Reroute the Route 71 to use Highway 1 south of State Park Drive.
- Reroute the Route 69W to use Freedom Blvd between State Park Drive and Watsonville.

**Expanded Service Options**

Given the recent positive signs of economic recovery as seen through increase sales tax figures collected by Santa Cruz METRO, the team at Nelson\Nygaard and METRO Staff incorporated a “wish list” of service options should funding become available over the five year horizon of the plan. These service options include:

- Reestablish the Route 70 to operate along the same corridor as the Route 71 realignment.
- Extend the span of service on Routes 69A, 69W, and 91X
- Realign the Route 3 to serve UCSC
- Increase funding for ParaCruz operations

**Financial Plan**

A major element of the Short Range Transit Plan is predicting and planning the financial outlook of the agency over the five year horizon of the plan. This SRTP is considered to be very modest and conservative in its scope and scale, in fact the base service recommendations outlined above only amount to a 1% increase in service hours.

The Financial Plan also takes a conservative approach using the following assumptions for operating revenues and expenses:

- 3.5% increase in Local Sales Tax
- 2.0% inflation
- 2.5% increase in farebox revenue
- 5% increase in Federal Funding
- 20% increase in STIC Funding (due to recalculations in the formula)
- 2% increase in Fixed Route costs (on top of 1% increase in service hours)
- 6% increase in ParaCruz costs
- 5% decrease in Fuel Tax Credit

The capital funding calls for a projected \$62.1 million in capital expenses over the five year horizon that range from bus stop improvements, fleet replacements, METRO Base projects, park and ride expansion, and automatic vehicle locations systems. Capital funding for these expenses is based on the successful reinstatement of federal bus replacement funds known as Federal State of Good Repair.

### **Marketing Plan**

A unique element to this Short Range Transit Plan is a chapter dedicated to marketing. The STRP takes a look at Santa Cruz METRO's existing approach and identifies the strengths to build off of as well as the weaknesses that need to be addressed. There is a focus on industry best practices and examples from transit agencies throughout the country where branding and outreach efforts have increased public awareness of the transit system and increased overall ridership. The Marketing plan organizes strategies based on media type: electronic, printed, and branding. This element also mentions opportunities to expand and simplify the fare structure and Santa Cruz METRO's Cruz Card program.

### **Next Steps**

At press time for this staff report, several elements are being refined for release for public review. The Capital Projects, ParaCruz, and Implementation elements are under last minute review before release. It is anticipated that the entire administrative draft will be available as additional documentation. Santa Cruz METRO Staff is recommending that the Board of Directors consider the draft SRTP and release the draft for a formal 30 day public review period starting November 15, 2013 and ending December 16, 2013.

### **IV. FINANCIAL CONSIDERATIONS**

The SRTP is funded out of Santa Cruz METRO's general fund. The base Service Change Recommendations were designed to be as "cost/revenue neutral" as possible over the five year planning horizon. The SRTP base Service Change Recommendations are anticipated to increase overall service hours by 1% should the entire set of recommendations be implemented. Additionally the SRTP identifies \$62.1 million in capital projects over the next five years. Please see the section on the Financial Plan of this report for more information.

### **V. ATTACHMENTS**

It is anticipated that the entire administrative draft Short Range Transit Plan will be available as additional documentation by November 12<sup>th</sup>, 2013.

Date Prepared: November 7, 2013



# SANTA CRUZ METRO SHORT RANGE TRANSIT PLAN

**DRAFT**

**November 2013**

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## EXECUTIVE SUMMARY

Nelson\Nygaard was hired by the Santa Cruz METRO to update the Short Range Transit Plan (SRTP). This update included an assessment of the strengths and weaknesses of the existing service design for both fixed-route and ParaCruz services, a forecast of future financial and capital needs, and an updated marketing plan. A series of short- and longer-range recommendations were developed to provide a roadmap for the next five years for METRO.

Santa Cruz METRO operates transit service on 33 fixed-route bus lines as well as Americans with Disabilities Act (ADA) demand-responsive paratransit service, ParaCruz. It serves Santa Cruz County, and operates regional service to San Jose.

The SRTP assessed the performance of existing services, including ridership levels, productivity, and on-time performance. For select routes, additional on-time performance data was collected to assess the variation in travel times in the Highway 1 corridor. An on-board survey was also conducted on these same select routes to better understand travel characteristics and needs. Overall, METRO provides a high level of service, and ridership levels are excellent considering the operating environment.

The SRTP included a significant public outreach process. Five open houses were conducted throughout the METRO service area, with both midday and evening options. In addition, stakeholder meetings were held throughout Santa Cruz County. Overall, it was clear there was support for METRO services, and a desire to improve upon the existing system.

Recommendations in the SRTP focus on policy, route level improvements, ParaCruz, marketing, and capital/finance areas. A brief summary of recommendations follows.

### Policy Recommendations

METRO does not appear to have adopted formal policies that could assist with prioritizing operational improvements and future service levels. Several specific areas where new policies should be developed include:

- Bus stop spacing – for example, minimum spacing guidelines
- Route deviation standards – for example, thresholds that measure impacts on existing and potential riders of any deviation
- On-time performance – for example, defining on-time performance and tracking on-time performance
- Operating performance standards – for example, setting guidelines, tracking tools, and steps to take if routes over or underperform.
- Transit emphasis corridors – for example, policies on how METRO can complement existing and proposed redevelopment efforts on major corridors such as Laurel/Bay and Soquel in Santa Cruz and Main and Freedom in Watsonville.

- Update fare policies – for example, does the existing fare structure maximize revenue while offering patrons an easy to understand, reasonable charge for service.

## Service Recommendations

METRO operates a series of excellent routes with heavy ridership. Several recommendations are made to build upon this success, and to use existing resources to simplify services. Short-term, fiscally constrained recommendations include:

- Simplifying service frequencies between downtown Santa Cruz and UCSC
- Improving speed for more riders in the Watsonville – Cabrillo corridor
- Consolidating routes to simplify service in Santa Cruz and Mid-County
- Create Transit Emphasis Corridors where service frequencies are at least every 15-minutes during peak times and capital enhancements can be prioritized

Longer term, fiscally unconstrained recommendations include:

- Introduce high frequency (every 15-minute service or better) between Santa Cruz and Cabrillo College
- Expand the service hours of Watsonville – Santa Cruz service
- Extend select local service in Santa Cruz to better tie in with UCSC

## Operations Recommendations

One of the challenges facing METRO is that on-going service evaluation data are not readily available. For instance, on-time performance data, which is essential to set schedules accurately, is not collected on an on-going basis. Likewise, ridership data is not collected on an ongoing basis. This makes adjusting service levels based on loads very difficult, and tailoring METRO service to demand challenging.

METRO should conduct regular ridechecks to ensure that data are available for planning purposes. In addition, **on-time performance data must be collected to ensure that passenger's** actual travel experience reflects the schedule. Moreover, refined on-time performance data can assist METRO schedule their vehicles more efficiently.

## Marketing Recommendations

Marketing recommendations are made for METRO to better understand opportunities for promoting public awareness and improving informational tools for transit services in Santa Cruz County. Specific recommendations include:

- Update electronic informational tools, including the website and social media sites
- Improve printed materials, including creating a system map that reflects frequency
- Strengthen the METRO brand
- Implement a bus stop enhancement program
- Evaluate the effectiveness of the marketing efforts

## **Capital Recommendations**

The capital and finance plan account for ongoing fleet replacement and upkeep of existing facilities. In addition to planned upgrades such as AVL systems or a park and ride in Scott Valley, METRO should consider implementing a bus stop improvement program to upgrade facilities at high ridership stops.

## **ParaCruz Recommendations**

ParaCruz is an excellent service that receives praise from its regular users. The comprehensive service offers nearly countywide access for eligible persons. The costs of ParaCruz are increasing, and additional resources should be allocated to accommodate this growth.

Several recommendations focus on the need for ParaCruz to work to contain costs to allow for its services to be sustained. METRO should examine for ways to shift more riders to fixed-route service, implement conditional eligibility certification, and look for additional ways to improve scheduling and staffing efficiency. If costs continue to grow at a faster rate than revenue, METRO should consider reducing the ParaCruz service area to match the letter of the law required by the ADA – i.e. only within  $\frac{3}{4}$  of a mile of fixed route service.

# 1 INTRODUCTION

Santa Cruz METRO initiated an update to its Short Range Transit Plan (SRTP) in Spring 2013. **METRO's previous SRTP, completed in 2008, reflected the agency's service and performance** prior to the financial crisis and subsequent recession during 2007-2009. As a result of the changing economic conditions, METRO dramatically reduced service in 2010 and 2011, in addition to raising fares. Although service was partially restored in 2012, the 2013 SRTP update provides **an opportunity to assess performance of METRO's current transit service, and to** incorporate new operating conditions and recent planning work into the SRTP.

The SRTP includes all aspects of METRO planning, operations, and investment through 2018, and in some cases out to a horizon year of 2023. The project was designed to address several key issues facing METRO:

- **Service planning.** METRO increased service levels and made structural changes to its route network in Watsonville. The SRTP looks to evaluate these changes and identify opportunities to improve efficiency, cost-effectiveness, and productivity throughout the system.
- **Capital planning.** A core focus of this SRTP is asset management – taking stock of the METRO inventory, assessing its needs, developing performance metrics to prioritize investment strategies, and ensuring an ongoing state of good repair.
- **Financial planning.** While METRO was able to restore some service last year, it has still not returned to pre-recession levels, and the long-term outlook for transit funding **remains unclear at the state and federal levels. The SRTP reviews METRO's operations** and capital investment strategies to ensure financial stability, predictability, and sustainability in an uncertain environment.
- **Marketing and Outreach.** METRO, like most agencies, has continual changes in its ridership markets. New riders, whether new college students at UC-Santa Cruz, or long-time residents trying METRO for the first time, are crucial for stable or growing system ridership. This SRTP includes an implementable marketing and outreach plan that will help METRO meet this challenge.

The first chapters that follow describe and evaluate existing conditions, including systemwide fixed-route and paratransit performance (Chapter 2), route-by-route summaries (Chapter 3), on-time performance assessments of select routes (Chapter 4), demographic analysis (Chapter 5), passenger survey findings (Chapter 6), stakeholder and public input (Chapter 7), and current planning documents (Chapter 8). Later chapters in the report provide planning guidance for the future, including a service plan (Chapter 9), capital and financial plan (Chapter 10), marketing plan (Chapter 11) and implementation plan (Chapter 12). Together, these chapters will inform **improvements to METRO's transit service and operations and** allow for strategic implementation of the capital, financial, and marketing **plans developed to support METRO's operations in the** future.

## 2 SYSTEM OVERVIEW

Santa Cruz METRO operates transit service on 33 fixed-route bus lines as well as Americans with Disabilities Act (ADA) demand-responsive paratransit service, ParaCruz. The following sections provide an overview of the fixed-route transit system, including systemwide performance metrics.

**METRO’s 33 fixed routes primarily serve Santa Cruz County. METRO operates four transit centers in the Santa Cruz area, including the Santa Cruz METRO Center in Downtown Santa Cruz, the Capitola Mall Transit Center, the Watsonville Transit Center, and the Cavallaro Transit Center in Scotts Valley. Figure 1 lists METRO routes and service regions.**

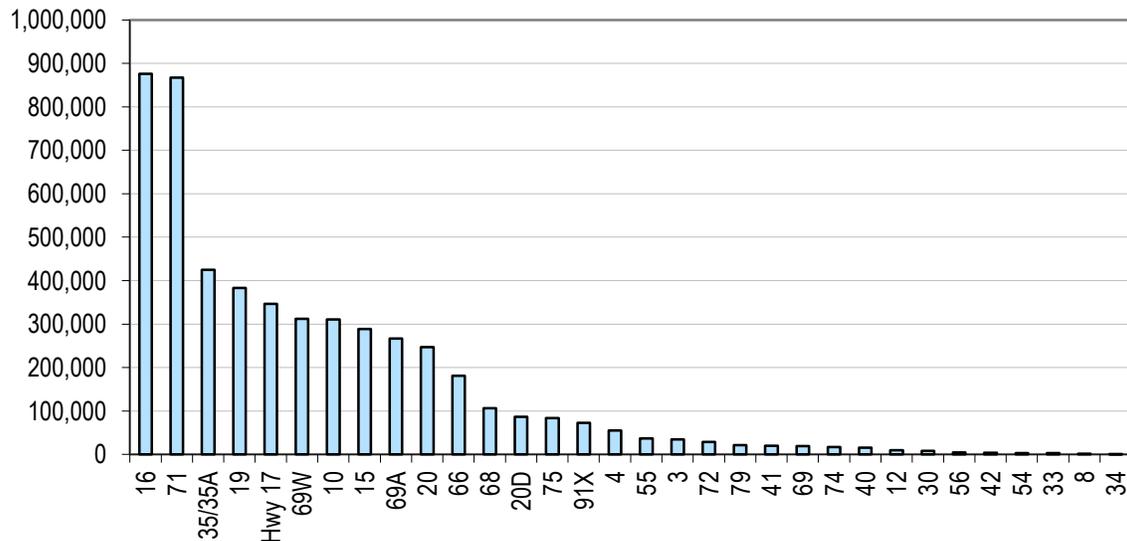
**Figure 1 Description and Service Region of METRO Transit Routes**

Route	Description	Service Region
Hwy 17	Amtrak Highway 17 Express	Santa Cruz to San Jose
3	Mission/Natural Bridges	Local Santa Cruz
4W	Harvey West	Local Santa Cruz
4	Harvey West/Emeline	Local Santa Cruz
8	Emeline	Local Santa Cruz
10	UCSC Via High	UCSC and Westside
12	UCSC/East Side Direct	UCSC and Westside
15	UCSC Via Laurel West	UCSC and Westside
16	UCSC Via Laurel East	UCSC and Westside
19	UCSC Via Lower Bay	UCSC and Westside
20/20D	UCSC Via Westside	UCSC and Westside
30	Graham Hill/Scotts Valley	Scotts Valley/SLV
33	Lompico SLV/Felton Faire	Scotts Valley/SLV
34	South Felton	Scotts Valley/SLV
35	San Lorenzo Valley (SLV)	Scotts Valley/SLV
35A	SLV Via Scotts Valley Drive	Scotts Valley/SLV
40	Davenport/North Coast Beaches	North Coast
41	Bonny Doon	North Coast
42	Davenport/Bonny Doon	North Coast
54	Capitola/Aptos/La Selva Beach	Mid-County
55	Rio Del Mar	Mid-County
56	La Selva	Mid-County
66/66N	Live Oak Via 17th	Live Oak
68	Live Loak Via Broadway/Portola	Live Oak
69A	Capitola Rd./Watsonville Via Airport B	Cabrillo/South County
69W	Capitola Rd./Cabrillo/Watsonville	Cabrillo/South County
71	Santa Cruz/Watsonville	Cabrillo/South County

Route	Description	Service Region
91X	Commuter Express Santa Cruz/Watsonville	Cabrillo/South County
72	Corralitos	Local Watsonville
74	Ohlone Parkway/Rolling Hills	Local Watsonville
75	Green Valley	Local Watsonville
77	Civic Plaza/Pajaro	Local Watsonville
79	East Lake	Local Watsonville

Total annual ridership by route is shown in Figure 2. Routes with over 300,000 annual boardings include routes serving the UCSC campus (Routes 16, 19, and 10), Route 35/35A, mainline routes to Watsonville (Routes 71 and 69W), and the Highway 17 Express. The system total ridership for Fiscal Year (FY) 2012 was 5.1 million riders. The highest ridership routes (Route 16 and 71) have almost 900,000 annual boardings.

**Figure 2 Annual Ridership by Route**



## WEEKDAY SERVICE AND PERFORMANCE

Weekday service span and frequency according to the Spring 2013 schedule is shown in Figure 3. The AM peak period is defined as 6 a.m. to 9 a.m., mid-day as 9 a.m. to 3 p.m., and PM peak as 3 p.m. to 6 p.m. Most METRO routes operate on consistent headways of either 30 minutes or 60 minutes, though some have shorter headways during the AM and PM peak periods. Several routes have greater variance in headways throughout the day in order to coordinate with external schedules, such as routes serving the University of California, Santa Cruz (UCSC) and the Amtrak Highway 17 Express to San Jose. Several routes with limited service are described in terms of the number of trips per day or per period (AM/mid-day/PM).

METRO service operates between 4:45 a.m. and 1 a.m. on weekdays. There is considerable variance in span among routes with limited frequency, as some routes operate only during AM or PM hours. Among routes with all-day service, the service span is typically from around 6 a.m. to 9 p.m.

**Figure 3 METRO Weekday Service Span and Frequency**

Route	Span	Frequency		
		AM	Mid-day	PM
3	6:50 a.m. – 6:35 p.m.	60	60	60
4	6:45 a.m. – 5:30 p.m.	60	60	60
8	7:35 a.m. – 8:01 a.m.	1 trip	--	--
10	6:50 a.m. – 8:00 p.m. <sup>1</sup>	30	30	15-30
12	7:10 a.m. – 8:07 a.m. <sup>1</sup>	1 trip	--	--
15	6:40 a.m. – 9:35 p.m. <sup>1</sup>	30-60	10-50	8-45
16	6:25 a.m. – 12:40 a.m. <sup>1</sup>	10-30	10-30	3-30
19	7:30 a.m. – 12:17 a.m. <sup>1</sup>	30	30	30-60
20/20D	7:20 a.m. – 9:15 p.m. <sup>1</sup>	30-60	60	60
30	6:55 a.m. – 3:50 p.m.	2 AM trips, 2 PM trips		
33	6:53 a.m. – 3:18 p.m. <sup>2</sup>	1 AM trip, 1 PM trip		
34	7:25 a.m. – 3:50 p.m. <sup>2</sup>	1 AM trip, 1 PM trip		
35	6:52 a.m. – 3:26 p.m. <sup>2</sup>	3 OB trips, 2 AM IB trips	--	5 OB trips, 1 IB trip
35A	5:43 a.m. – 12:08 a.m. <sup>2</sup>	30	30	25-95
40	6:40 a.m. – 4:20 p.m.	2 trips	1 trip	1 trip
41	5:50 a.m. – 6:50 p.m.	2 trips		2 trips
42	8:30 p.m. – 9:50 p.m.	1 trip		
54	5:35 p.m. – 6:43 p.m.			1 trip
55	7:30 a.m. – 5:25 p.m.	60	60	60
56	8:00 a.m. – 2:50 p.m.	1 trip	1 trip	
66N	10:00 p.m. – 11:05 p.m.	--	--	1 IB trip, 1 OB trip
66	6:45 a.m. – 9:00 p.m.	50-60	60	60-90
68	6:15 a.m. – 7:19 p.m.	60	60	60-65
69A	6:45 a.m. – 7:48 p.m.	60	60	60
69W	6:20 a.m. – 9:48 p.m.	60	60	30-60
71	5:35 a.m. – 12:45 a.m.	30-35	30	30-60
72	5:45 a.m. – 7:50 p.m.	60	60	60
74	6:10 a.m. – 7:03 p.m.	60	60	60
75	5:15 a.m. – 8:15 p.m.	60	60	60
77	6:30 a.m. – 7:05 p.m.	60	60	60
79	7:00 a.m. – 6:35 p.m.	60	60	60
91X	5:55 a.m. – 6:30 p.m.	30-55	30	30
Hwy 17	4:45 a.m. – 11:45 p.m.	20-60	25-65	5-35

<sup>1</sup> Some or all trips adhere to the UCSC School Term Calendar.

<sup>2</sup> Some or all trips adhere to the San Lorenzo Valley School Term Calendar.

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Key operational statistics for each route, including weekday averages for numbers of boardings, daily hours of revenue service, daily trips, daily vehicle miles, boardings per revenue hour, boardings per trip, and boardings per mile are shown in Figure 4. Data are based on Fiscal Year (FY) 2012 ridership figures.<sup>3</sup> On average there were 16,471 boardings each weekday systemwide.

**Figure 4 Weekday Operating Statistics by Route**

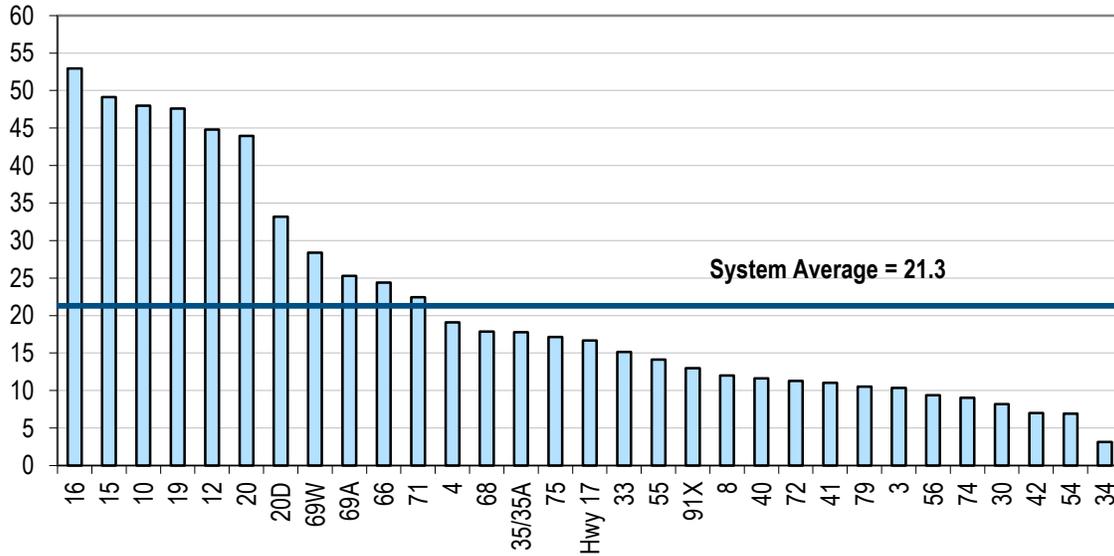
Route	Daily Boardings	Daily Revenue Hours	Daily Trips	Daily Miles	Boardings per Revenue Hour	Boardings per Trip	Boardings per Mile
3	133	12.8	12	109	10.3	11.1	1.2
4	207	10.8	11	80	19.1	18.8	2.6
8	7	0.6	1	4	12.0	6.6	1.6
10 <sup>4</sup>	1,067	22.3	23	200	48.0	46.4	5.3
12 <sup>4</sup>	37	0.8	1	9	44.8	37.3	4.3
15 <sup>4</sup>	1,123	22.9	26	227	49.1	43.2	4.9
16 <sup>4</sup>	2,741	51.8	56	487	52.9	48.9	5.6
19 <sup>4</sup>	1,152	24.2	24	245	47.6	48.0	4.7
20 <sup>4</sup>	738	16.8	15	203	44.0	49.2	3.6
20D <sup>4</sup>	337	10.2	12	66	33.2	28.1	5.1
30	31	3.8	4	56	8.2	7.9	0.6
33	13	0.8	1	17	15.1	12.7	0.7
34	2	0.6	1	10	3.2	2.0	0.2
35/35A	1,311	73.8	64	1,303	17.8	20.5	1.0
40	56	4.8	4	104	11.6	14.1	0.5
41	72	6.5	4	132	11.0	18.0	0.5
42	9	1.3	1	39	7.0	9.3	0.2
54	8	1.1	1	22	6.9	7.8	0.3
55	142	10.1	10	139	14.1	14.2	1.0
56	19	2.1	2	39	9.4	9.7	0.5
66	531	21.8	31	215	24.4	17.1	2.5
68	349	19.6	26	159	17.8	13.4	2.2
69A	844	33.4	25	490	25.3	33.8	1.7
69W	997	35.1	26	491	28.4	38.4	2.0
71	2,683	119.6	78	1,635	22.4	34.4	1.6
72	112	9.9	9	174	11.3	12.4	0.6
74	67	7.4	7	96	9.0	9.6	0.7
75	238	13.9	14	202	17.2	17.0	1.2
79	85	8.0	11	77	10.5	7.7	1.1
91X	284	21.9	21	388	13.0	13.5	0.7
Hwy 17	1,074	64.4	53	1,839	16.7	20.3	0.6
<b>Systemwide</b>	<b>16,471</b>	<b>633.1</b>	<b>575.6</b>	<b>9,259.2</b>	<b>21.3</b>	<b>21.7</b>	<b>1.9</b>

<sup>3</sup> Figures are based on an annual total of 257 weekdays.

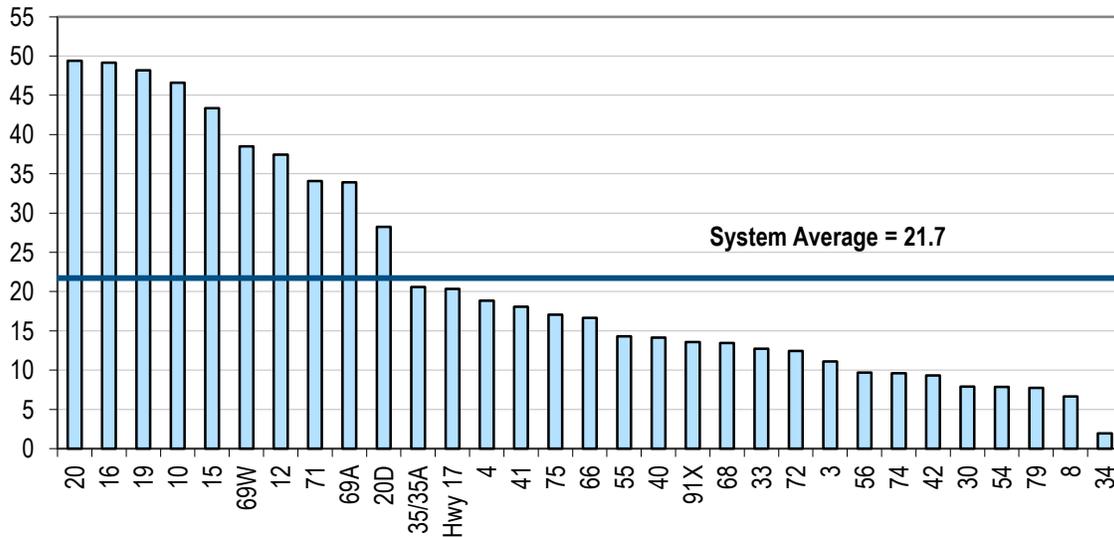
<sup>4</sup> Routes 12 and 15 operate during the UCSC school term only, and service levels on Routes 10, 16, 19 and 20/20D vary according to whether school is in session.

The following three figures illustrate key data including daily boardings per revenue hour, per trip and per mile. The system average for boardings per revenue hour is 21.7, with productivity ranging from 3.2 (Route 34) to 53 (Route 16). The system average for boardings per trip is 21.7, ranging from over 45 on Routes 20, 16, 19, and 10, to a low of only two on Route 34. The systemwide average for boardings per mile is 1.9, with highs of more than five on Routes 16, 10, and 20D, and lows of less than 0.5 boardings on Routes 54, 42, and 34.

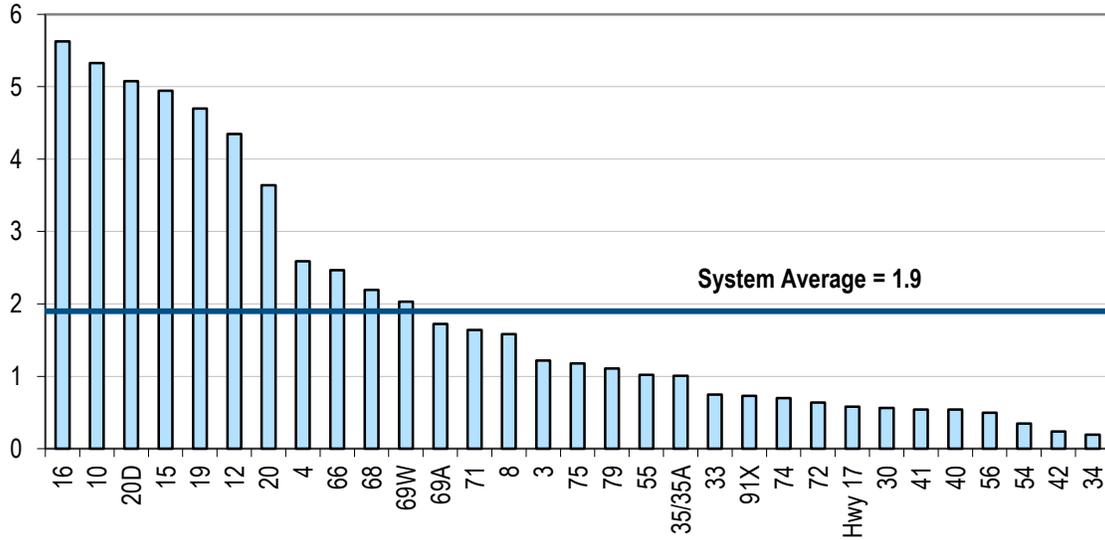
**Figure 5 Weekday Boardings per Revenue Hour by Route**



**Figure 6 Weekday Boardings per Trip**



**Figure 7 Weekday Boardings per Mile**



On-time performance data were collected as part of a previous study commissioned by METRO. The consultant for that project sampled arrival and departure times at timepoints in April of 2012. Results are shown in Figure 8. Trips departing designated timepoints within five minutes of schedule were considered “on time”, trips arriving at a timepoint six or more minutes after schedule were considered “late” and trips departing more than ten minutes late were considered “missed”. The systemwide average was 70 percent on-time arrivals, 8 percent early, 14 percent late, and 8 percent missed. Routes with the highest on-time performance were Routes 3, 4, 8, 10 and 12. Routes with the lowest on-time performance included Routes 74, 75, 79, 91X, and Highway 17 Express.

**Figure 8 Weekday On-Time Performance by Route**

Route	On-time	Early	Late	Missed
3	100.0%	0.0%	0.0%	0.0%
4	100.0%	0.0%	0.0%	0.0%
8	89.3%	3.6%	7.1%	0.0%
10	85.7%	14.3%	0.0%	0.0%
12	83.3%	0.0%	16.7%	0.0%
15	83.3%	0.0%	8.3%	8.3%
16	83.3%	0.0%	2.8%	13.9%
19	82.6%	13.0%	4.3%	0.0%
20	81.7%	15.0%	3.3%	0.0%
30	79.2%	0.0%	14.6%	6.3%
33	77.8%	2.8%	11.1%	8.3%
34	77.6%	6.9%	10.3%	5.2%
35/35A	76.7%	2.5%	18.3%	2.5%
40	75.8%	0.0%	19.7%	4.5%
41	75.5%	4.5%	12.2%	7.7%
42	69.7%	6.3%	15.6%	8.4%
54	68.8%	6.3%	25.0%	0.0%

Route	On-time	Early	Late	Missed
55	68.0%	4.0%	18.0%	10.0%
56	67.6%	0.0%	18.1%	14.3%
66	66.7%	16.7%	16.7%	0.0%
68	64.8%	3.7%	29.6%	1.9%
69A	62.5%	6.3%	25.0%	6.3%
69W	61.5%	23.1%	15.4%	0.0%
71	59.1%	4.5%	27.3%	9.1%
72	58.3%	16.7%	0.0%	25.0%
74	53.8%	9.2%	19.3%	17.6%
75	50.0%	25.0%	25.0%	0.0%
79	50.0%	42.3%	0.0%	7.7%
91X	45.5%	0.0%	0.0%	54.5%
Hwy 17	42.1%	10.5%	36.8%	10.5%
<b>Systemwide</b>	<b>70.4%</b>	<b>7.9%</b>	<b>14.0%</b>	<b>7.7%</b>

## WEEKEND SERVICE AND PERFORMANCE

Santa Cruz METRO operates 18 routes on weekends between 6 a.m. and 12:45 a.m., though the span varies greatly by route. Most routes operate on regular 30- or 60-minute headways during the daytime on Saturdays and Sundays. Several routes offer only a limited number of trips, such as Routes 3, 4W, 40, 41, 42, 54, and 66N.

**Figure 9 Weekend Span and Frequency**

Route	Span	Frequency
3	9:50 a.m. – 6:35 p.m.	5 trips
4W	8:55 a.m. – 5:09 p.m.	5 trips
10	8:50 a.m. – 6:35 p.m.	60
16	7:00 a.m. – 11:40 p.m.	20-90
19	10:00 a.m. – 7:41 p.m.	30
20	8:20 a.m. – 9:15 p.m.	60
35/35A	7:02 a.m. – 12:08 p.m.	30-60
40	8:30 a.m. – 9:20 a.m.	1 trip
41	9:30 a.m. – 10:50 a.m.	1 trip
42	6:00 p.m. – 7:25 p.m.	1 trip
54	8:00 a.m. – 7:43 p.m.	3 trips
66N	9:00 p.m. – 11:05 p.m.	2 IB trips, 2 OB trips
66	6:45 a.m. – 8:55 p.m.	60
68	6:15 a.m. – 7:05 p.m.	60
69A	8:07 a.m. – 7:48 p.m.	60
69W	7:50 a.m. – 9:48 p.m.	60
71	6:05 a.m. – 12:45 a.m.	30-60
75	5:15 a.m. – 8:15 p.m.	60
Hwy 17	6:40 a.m. – 11:55 p.m.	45-80

Weekend operating statistics by route for FY 2012 are shown in Figure 10.<sup>5</sup> On average there are 8,451 boardings systemwide each weekend day.

**Figure 10 Weekend Operating Statistics by Route**

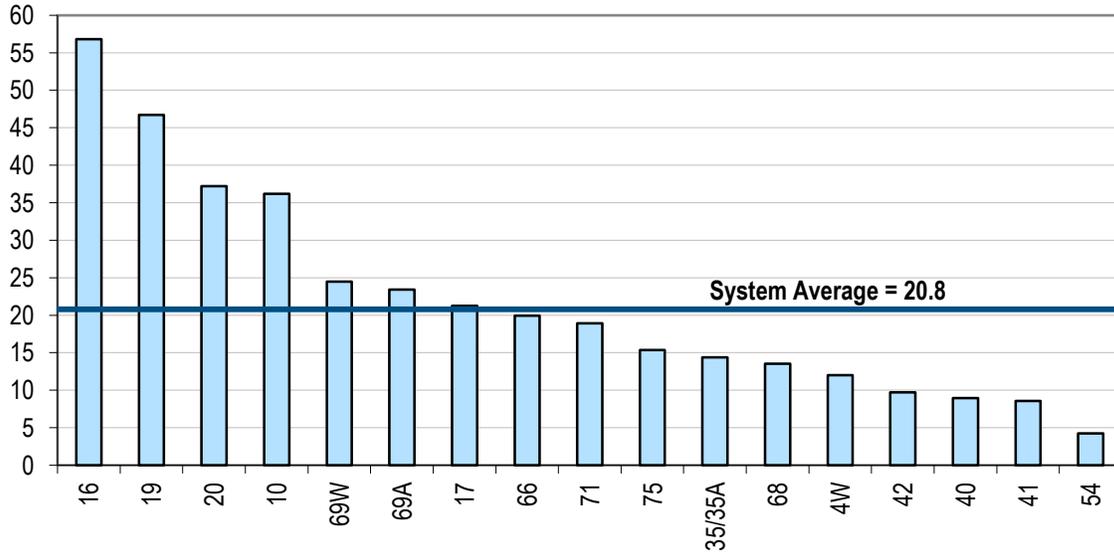
Route	Daily Boardings	Daily Revenue Hours	Daily Trips	Daily Miles	Boardings per Revenue Hour	Boardings per Trip	Boardings per Mile
3	8.0	4.3 <sup>6</sup>	5.0 <sup>6</sup>	10.1 <sup>6</sup>	1.9	1.6	0.2
4W	23.2	1.9	4.0	13.5	12.0	5.8	1.7
10	344.4	9.5	10.0	86.6	36.2	34.4	4.0
16	1636.7	28.8	31.0	274.2	56.8	52.8	6.0
17	673.3	31.7	30.0	967.3	21.2	22.4	0.7
19	828.7	17.7	17.0	192.3	46.7	48.7	4.3
20	543.5	14.6	13.0	171.9	37.2	41.8	3.2
35/35A	838.3	58.3	47.0	1035.1	14.4	17.8	0.8
40	13.5	1.5	1.0	34.9	8.9	13.5	0.4
41	12.7	1.5	1.0	32.8	8.6	12.7	0.4
42	17.0	1.8	1.0	46.8	9.7	17.0	0.4
54	13.8	3.3	3.0	66.8	4.2	4.6	0.2
66	427.6	21.5	31.0	209.4	19.9	13.8	2.0
68	158.9	11.7	15.0	93.6	13.5	10.6	1.7
69A	476.4	20.4	17.0	325.8	23.4	28.0	1.5
69W	529.8	21.6	18.0	332.6	24.5	29.4	1.6
71	1692.7	89.4	61.0	1271.5	18.9	27.7	1.3
75	213.2	13.9	14.0	197.5	15.4	15.2	1.1
<b>Systemwide</b>	<b>8,451.81</b>	<b>353.39</b>	<b>319.0</b>	<b>5,392.1</b>	<b>20.8</b>	<b>22.1</b>	<b>1.7</b>

Productivity in terms of boardings per revenue hour is shown in Figure 11. Weekend productivity is similar to weekday productivity, with a systemwide average of 20.8 boardings per revenue hour. As with weekday service, the most productive routes are those serving the UCSC campus, including Routes 16, 19, 20, and 10. The least productive routes, with less than 10 boardings per revenue hour, are Routes 42, 40, 41, and 3. Systemwide boardings per trip and per mile are also similar to the weekday averages, at 22.1 boardings per trip and 1.7 boardings per mile.

<sup>5</sup> These figures are based on a total of 104 weekend days.

<sup>6</sup> Weekend service for Route 3 began in April 2012, and is therefore based on 27 weekend days.

Figure 11 Weekend Boardings per Revenue Hour by Route



## HISTORICAL TRENDS

### Fixed Route Service

Annual trends for systemwide boardings, revenue hours, miles, operating costs, and farebox revenue between FY 2010 and October FY 2013 are shown in Figure 12. Projections for 2013 are based on the first quarter of the fiscal year. Overall numbers of revenue hours and miles operated by METRO decreased approximately 5 percent between 2010 and 2013, while operating costs increased. Total annual operating costs between 2010 and 2013 rose by 12.8 percent, while operating costs per revenue hour, per mile, and per passenger increased by a greater amount. During this period of time the national inflation rate was roughly 7 percent, lower than the increase in operating costs.

**Figure 12 Fixed Route Operating Trends**

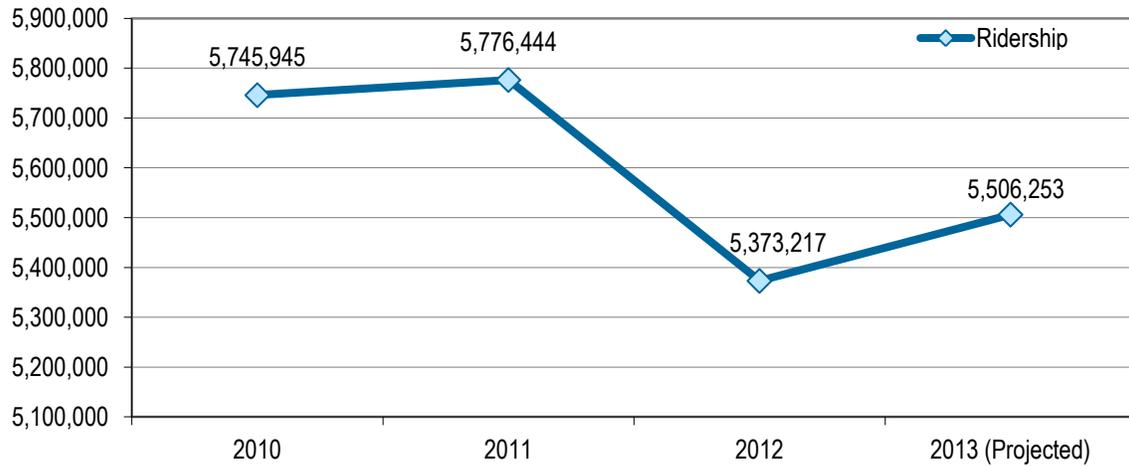
	2010	2011	2012	1 <sup>st</sup> Quarter 2013	2013 (Projected)	2010 - 2013
<b>Operating Data</b>						
Ridership	5,745,945	5,776,444	5,373,217	4,588,544*	5,506,253*	-4.17%
Revenue Hours	224,278	215,278	203,997	71,005	213,015	-5.02%
Revenue Miles	3,325,225	3,156,759	2,991,670	1,046,196	3,138,588	-5.61%
Operating Costs	\$31,189,985	\$31,585,081	\$32,913,148	\$11,728,851	\$35,186,553	12.81%
Farebox Revenue	\$4,312,957	\$4,565,899	\$5,212,295	\$1,890,071	\$5,670,213	31.47%
<b>Performance Indicators</b>						
<i>Cost Efficiency</i>						
Operating Cost per Revenue Hour	\$139.07	\$146.72	\$161.34	\$165.18		18.77%
Operating Cost per Revenue Mile	\$9.38	\$10.01	\$11.00	\$11.21		19.52%
<i>Cost Effectiveness</i>						
Operating Cost per Passenger	\$5.43	\$5.47	\$6.13	\$7.13		31.31%
Farebox Recovery Ratio	26.3%	26.5%	25.8%	23.3%		-11.46%
Average Revenue per Passenger	\$1.43	\$1.45	\$1.58	\$1.66		16.08%
Average Subsidy per Passenger	\$4.00	\$4.02	\$4.55	\$5.48		37.00%
<i>Service Efficiency</i>						
Passengers per Revenue Hour	25.6	26.8	26.3	23.2		-9.64%
Passengers per Revenue Mile	1.7	1.8	1.8	1.6		-9.25%

\* Ridership data marked with an asterisk was updated more recently, in April 2012

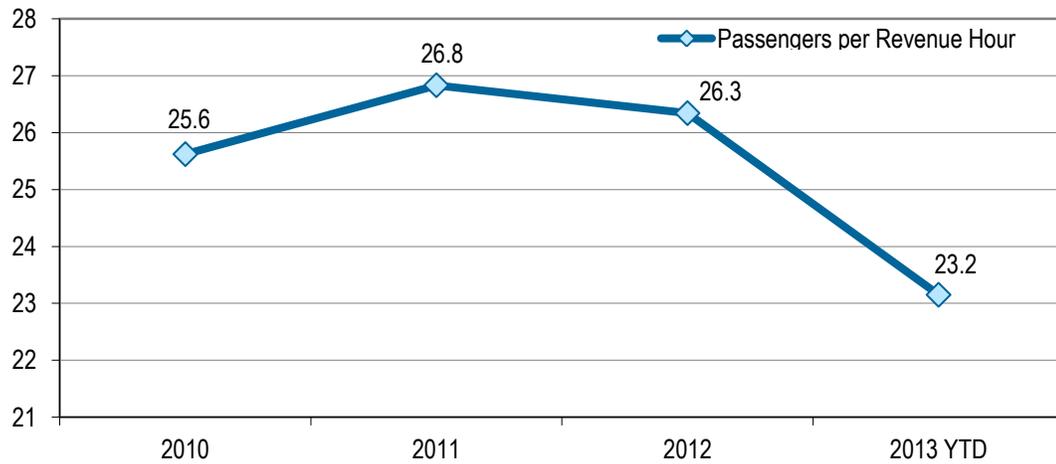
Annual ridership between 2010 and 2013 is shown in Figure 13. After revenue hours were reduced 4 percent 2010 and 9 percent in 2011, annual ridership fell from 5.7 million in 2010 to 5.3 million in 2012. In March 2012 an 8 percent service restoration was implemented, and ridership appeared to be recovering as of April 2013.

Annual average boardings per hour are shown in Figure 14. As of October 2012, the number of boardings per hour had decreased from a high of 26.8 in 2011 to 23.2. However, ridership began to increase in 2013.

**Figure 13 Annual Ridership: 2010 - 2013**



**Figure 14 Passengers per Revenue Hour Systemwide: 2010-2013**



## PARACRUZ PERFORMANCE

METRO Paracruz provides complementary ADA-compliant paratransit service for eligible passengers and trips. Eligible riders include people who have physical, cognitive, or psychiatric **disabilities that prevent them from utilizing METRO’s fixed-route service** for some or all of their trips. Paracruz service is available to destinations in Santa Cruz County that are within three quarters of a fixed-route line. Rides may be scheduled up to three days in advance and a minimum of one day in advance. The current fare is \$4.00.

In FY 2012, ParaCruz provided 92,325 rides and operated a total of 46,163 revenue hours. A summary of ParaCruz operating trends is shown in Figure 15.

**Figure 15 ParaCruz Operating Trends**

	2010	2011	2012	2013 YTD	2010 - 2012
<b>Operating Data</b>					
Ridership	94,074	94,510	92,325	30,576	-1.86%
Revenue Hours	38,690	Not available	46,163	46,615*	19.32%
Revenue Miles	611,882	639,424	628,247	208,236	2.67%
<b>Performance Indicators</b>					
<i>Cost Effectiveness</i>					
Operating Cost per Passenger	\$5.43	\$5.47	\$6.13	\$7.13	12.89%
Farebox Recovery Ratio	26.3%	26.5%	25.8%	23.3%	-1.94%
Average Revenue per Passenger	\$1.43	\$1.45	\$1.58	\$1.66	10.49%
Average Subsidy per Passenger	\$4.00	\$4.02	\$4.55	\$5.48	13.75%
<i>Service Efficiency</i>					
Passengers per Revenue Hour	25.6	26.8	26.3	23.2	2.81%
Passengers per Revenue Mile	1.7	1.8	1.8	1.6	4.05%

\*2013 Revenue hours are for all of FY 2013

Figures 16 and 17 show data for all ParaCruz trips from September 25<sup>th</sup> to October 9<sup>th</sup>, 2013. Figure 16 shows the total number of trips by origin city and destination city. The most common trips are completely within Santa Cruz (705), completely within Watsonville (419), between Santa Cruz and Capitola (415), and between Santa Cruz and Aptos (325).

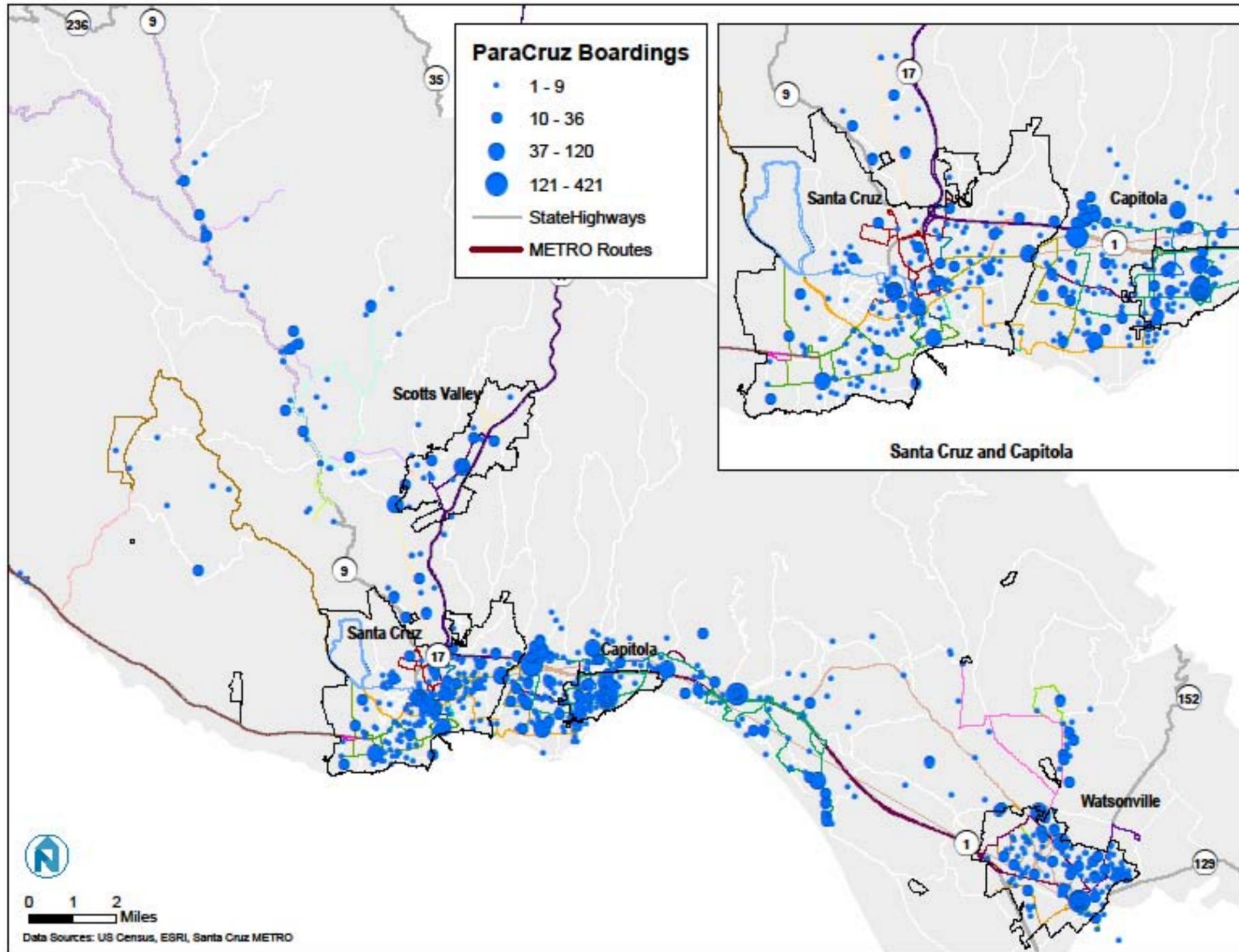
Figure 17 shows the location of all trip origins and destinations. Paracruz trip ends are generally concentrated in and around Santa Cruz, Capitola, and Watsonville, although there are some trip origins and destinations in Scotts Valley and along Highway 9. Many passengers travel to destinations that provide medical care, including hospitals and dialysis centers.

**2013 SHORT RANGE TRANSPORTATION PLAN | DRAFT**  
Santa Cruz METRO

**Figure 16 ParaCruz Origin and Destination Table**

TO:	Aptos	Bonny Doon	Pajaro	Scotts Valley	La Selva Beach	Boulder Creek	Freedom	Felton	Mt Hermon	Capitola	Brookdale	Rio Del Mar	Corralitos	Ben Lomond	Soquel	Watsonville	Santa Cruz	Davenport	Total
FROM:																			
Aptos	82		1	14	9	3	16	2		51		1	1	2	25	75	161		443
Santa Cruz	164	1	5	102	14	23	6	37	1	208	1	3	5	27	56	95	705		1453
Bonny Doon										5							3		8
Pajaro	1															1	5		7
Scotts Valley	10			26		8		12	1	16				1	7	4	112	1	198
La Selva Beach	14			5						1		1				4	16		41
Boulder Creek	3			4		4	3	1		12				1	2	1	25		56
Freedom	16					1				10						20	4		51
Felton	1			15		1		7		6	1				1		30		62
Mt Hermon				1													1		2
Capitola	54			16	3	11	8	4		63		1		9	12	80	207	1	469
Brookdale								1									1		2
Rio Del Mar	1				1					1							1		4
Corralitos	1			1													5		7
Davenport				1						1									2
Ben Lomond				3				1		1				11		1	12		29
Soquel	25			4	3	1		2		11					3	6	54		109
Watsonville	74		1	4	4	2	17			86				3	9	419	90		709
Grand Total	446	1	7	196	34	54	50	67	2	472	2	6	6	54	115	706	1432	2	3652

Figure 17 ParaCruz Origin and Destination Locations



## 3 ROUTE SUMMARIES

This chapter contains brief descriptions of each METRO route accompanied by information on ridership, service levels, productivity, on-time performance, frequency and service span. Most data are from FY 2012 and were provided by METRO staff. Stop-level ridership and on-time performance data for most routes were collected during a 2012 survey conducted by Moore and Associates on behalf of METRO<sup>7</sup>. Additional on-time performance data for Routes 66, 68, 69A, 69W, 71, and 91X were collected in June 2013 as part of this project, and are described in detail in Chapter 4.

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<sup>7</sup> For these routes, “on-time” was defined as departing time points within five minutes of the published schedule, “late” was defined as arriving at time points six or more minutes after the scheduled time, and “missed” was defined departing more than 10 minutes after the scheduled time. Runs are considered “early” if they depart before the scheduled time, excluding the final timepoint at the end of the route.

## Route 3 Mission/Natural Bridges

At a Glance		
Weekday Boardings		133
Weekday Revenue Hours		12.9
Boardings per Hour		10.3
Boardings per Trip		11.1
Schedule Adherence	Early	16.7%
	Late	16.7%
	Missed	0.0%
	On-time	66.7%
Frequency (minutes)	Mon-Fri Peak/Mid-day/Evening	60/60/60
	Weekend	5 trips
Span	Mon-Fri	6:50 a.m.–6:35 p.m.
	Weekend	9:50 a.m.–6:35 p.m.

### Description

Route 3 operates as a loop between METRO Center and Natural Bridges State Beach and the UCSC Institute of Marine Sciences via Pacific Avenue, Bay Street, Mission Street and Delaware Avenue. During most of the year, the route also serves the Santa Cruz Beach Boardwalk via Second and Beach streets. The Boardwalk is not served on summer weekend trips. Route 3 serves the south portion of Downtown Santa Cruz, the commercial corridor along Mission Street, the Westside Industrial District and new mixed-used developments along Cabrillo, then serves through several residential areas, parking facilities, and academic buildings south of the UCSC campus. The route turns around at the UCSC Institute of Marine Sciences and De Anza Mobile Home Park at Delaware and Shaffer Road.

### Characteristics

Route 3 has only 10.3 boardings per revenue hour and 11.1 boardings per trip, significantly below the systemwide average. The busiest stops are the Santa Cruz Transit Center and Pacific and Second streets. All other stops have very limited boarding activity, particularly along Bay Street. All-day service to the Natural Bridges/UCSC Institute of Marine Sciences area is also provided by Route 20/20D, which offers higher frequencies and serves the UCSC campus. Productivity is much higher on Route 20/20D, suggesting that the frequency and campus connection are more attractive to passengers and the Route 3 service along Bay Street and Mission is not a large driver of demand.

On-time performance is near the systemwide average, with equal instances of late arrivals and early arrivals.

## Route 4 Harvey West/Emeline and Route 4W Harvey West

At a Glance		
Weekday Boardings		207
Weekday Revenue Hours		10.9
Boardings per Hour		19.1
Boardings per Trip		18.9
Schedule Adherence	Early	23.1%
	Late	15.4%
	Missed	0.0%
	On-time	61.5%
Frequency (minutes)	Mon-Fri Peak/Mid-day/Evening	60/60/60
	Weekend	Route 4W: 5 trips
Span	Mon-Fri	6:45 a.m.–5:30 p.m.
	Weekend	Route 4W: 8:55 a.m.– 5:09 p.m.

### Description

Route 4 operates on weekdays between METRO Center, Emeline Complex, and Harvey West. The route operates via Front Street, Water Street, and Ocean Street toward the Santa Cruz County Emeline Complex, which includes County health services. The Route loops around at the Emeline Complex toward the METRO administrative offices, where it again loops toward Harvey West via Grant Street and Cabrillo. The Harvey West loop serves Harvey West Park, Pogonip Natural Area, and an industrial district that includes a Costco store and the METRO bus base. The route then returns back downtown via River and Front. The first three trips of the day serve Harvey West and the METRO offices before serving the Emeline Complex.

Route 4W provides weekend service on a limited portion of the regular Route 4, serving only the Harvey West loop via Front and River Street.

### Characteristics

Route 4 is close to the systemwide average for boardings per revenue hour and boardings per trip. The busiest stops are METRO Center, Emeline Complex Building K, and River and Coral Street. There is very little activity between Downtown Santa Cruz and the Emeline Complex. This is the only route with all-day service to Emeline; Route 8 duplicates a portion of the route but only makes one trip per day.

On-time performance is slightly below the systemwide average: 23 percent of trips arrive early and 15 percent arrive late, for a total on-time performance rate of 61.5 percent.

## Route 8 Emeline

At a Glance		
Weekday Boardings		7
Weekday Revenue Hours		0.6
Boardings per Hour		12.0
Boardings per Trip		7
Schedule Adherence	Early	0.0%
	Late	0.0%
	Missed	0.0%
	On-time	100%
Frequency (minutes)	Mon-Fri AM	1 trip
	Weekend	--
Span	Mon-Fri	7:35 a.m.–8:01 a.m.
	Weekend	--

### Description

Route 8 provides one round trip directly between Santa Cruz to Emeline during the AM peak period when Route 4 serves Harvey West before Emeline. Route 8 duplicates most of the Route 4 alignment to Emeline, though on the return trip Route 8 runs via Market to reach Water and then turns southbound on Ocean.

### Characteristics

Route 8 has the second-lowest boardings per trip in the METRO system, at only seven per trip. Because Route 8 only provides one daily trip and operates for less than one hour per day, boardings per hour are somewhat higher at 12. There is an average of only one daily boarding or alighting between Santa Cruz and Emeline, at Market and Water. This route saves passengers from making the Route 4 detour to Harvey West in the AM peak, but very few riders are taking advantage of this option. On-time performance is 100 percent.

## Route 10 UCSC Via High

At a Glance		
Weekday Boardings		1,072
Weekday Revenue Hours		22.3
Boardings per Hour		48
Boardings per Trip		46.6
Schedule Adherence	Early	0.0%
	Late	20%
	Missed	4%
	On-time	76%
Frequency (minutes)	Mon-Fri All Day/PM Peak	30/15
	Weekend	60
Span	Mon-Fri	6:50 a.m.–8:00 p.m.
	Weekend	8:50 a.m.–6:35 p.m.

### Description

Route 10 operates as a loop between the METRO Center and the UCSC campus. Weekday headways are a half-hour during the UCSC school term and hourly on weekends and outside of UCSC school terms. Route 10 operates along Cedar Street and Front in Downtown Santa Cruz, traveling via Mission Street and the Highland Avenue/Storey Street couplet toward High Street. The route travels along High and then around the main UCSC campus loop via Hagar Drive, McLaughlin Drive, Heller Drive, and Empire Grade Road in the counterclockwise direction. Routes 12, 16, and 20 also operate counterclockwise on this loop.

### Characteristics

Route 10 is one of the busiest METRO routes and is well above the systemwide averages for productivity, at 48 boardings per hour and 46.6 boardings per trip. Most passengers use the route to travel between the main UCSC campus and Downtown Santa Cruz, a trip that is scheduled to take 18 minutes. Route 10 also has some boarding activity along the Highland/Storey couplet, which serves Mission Hill Junior High School and a small business district, and moderate to low activity along most of High. High is not served by any other METRO routes.

On-time performance is above average at 76 percent, but buses are much more likely to run late than early. Almost a quarter of trips (24 percent) are either late or missed.

## Route 12 UCSC/East Side Direct

At a Glance		
Weekday Boardings		37
Weekday Revenue Hours		0.8
Boardings per Hour		44.8
Boardings per Trip		37
Schedule Adherence	Early	25%
	Late	25%
	Missed	0.0%
	On-time	50%
Frequency (minutes)	Mon-Fri AM Peak	1 trip
	Weekend	--
Span	Mon-Fri	7:10 a.m.–8:07 a.m.
	Weekend	--

### Description

Route 12 provides one AM peak trip during the UCSC school term and does not operate at all outside of the school term. The route begins a block south of the Capitola Mall Transit Center at 41<sup>st</sup> Avenue and Kings Plaza, traveling south on 41<sup>st</sup> and west on Portola Drive, East Cliff Drive, Seventh Avenue, Eaton Street and Seabright Avenue, then along Broadway into the southern end of Downtown Santa Cruz. From Laurel and Pacific, Route 12 duplicates the Route 16 loop running counterclockwise through the main UCSC campus and back downtown, ending at METRO Center.

### Characteristics

Despite operating only one trip per day, Route 12 has the fifth-highest boardings per revenue hour with 44.8 and above-average boardings per trip, with 37. Boarding activity is very low along Portola Drive as the route passes several mobile home parks, but begins to pick up when the route reaches Seabright at Eaton and Fifth. Outside of the UCSC campus, the busiest stops are within Santa Cruz along Broadway and Laurel, including stops at Broadway and Clay Street, Laurel and Chestnut Street, Laurel and Mission, and Bay and Mission. Most passengers alight at the UCSC campus, though some ride through to METRO Center. The high ridership on this route suggests additional AM peak-hour demand between Santa Cruz on both sides of the San Lorenzo River and UCSC.

On-time performance is below average, with a quarter of trips running early and a quarter of trips running late.

## Route 15 UCSC via Laurel West

At a Glance		
Weekday Boardings		1,128
Weekday Revenue Hours		23.0
Boardings per Hour		49.1
Boardings per Trip		43.4
Schedule Adherence	Early	7%
	Late	10%
	Missed	5%
	On-time	78%
Frequency (minutes)	Mon-Fri Peak/Mid-day/Evening	30-60/8-50/8-45
	Weekend	--
Span	Mon-Fri	6:40 a.m.–9:35 p.m.
	Weekend	--

### Description

Route 15 only operates during the UCSC school term, providing service between METRO Center and UCSC via Laurel, Mission, Bay, and the UCSC campus loop, then looping back to METRO Center. Route 15 duplicates service provided by Route 16, but operates along the UCSC loop clockwise instead of counterclockwise. Scheduled travel time is 18 minutes between METRO Center and Science Hill. Headways vary throughout the day according to peak UCSC demand.

### Characteristics

Route 15 is one of the most productive routes in the METRO system. Route 15 has the second-highest boardings per revenue hour, at 49.1 boardings, and the fourth-highest boardings per mile at five. The route has strong anchors in Downtown Santa Cruz and UCSC. The busiest stops are at METRO Center and the UCSC campus, including the Science Hill and Bay Tree Bookstore stops. Alightings on the return trip toward Downtown Santa Cruz are evenly dispersed along Bay and Laurel until reaching METRO Center.

On-time performance is above average at 78 percent, with 7 percent of trips running early and 15 percent of trips late or missed.

## Route 16 UCSC via Laurel East

At a Glance		
Weekday Boardings		2,752
Weekday Revenue Hours		52.0
Boardings per Hour		52.9
Boardings per Trip		49.1
Schedule Adherence	Early	4%
	Late	18%
	Missed	10%
	On-time	68%
Frequency (minutes)	Mon-Fri Daytime/PM Peak/Evening	10-30//3-20/15-30
	Weekend	20-90
Span	Mon-Fri	6:25 a.m.–12:40 a.m.
	Weekend	7:00 a.m.–11:40 p.m.

### Description

Route 16 provides year-round service along the same alignment as Route 15, although Route 16 operates in the counterclockwise direction around the UCSC loop. Outside of the UCSC school term, Route 16 operates for most of the day at 30-minute headways. During the UCSC school term, headways improve to between three and 20 minutes from 7:30 a.m. to 7:30 p.m.. Headways during the school term are irregular and METRO adds unpublished service to the route to accommodate loads.

### Characteristics

Route 16 is one of the most productive METRO routes and has the highest annual ridership of all routes, with over 700,000 weekday riders annually. Route 16 has the most boardings per hour with 52.9, and the second-most boardings per trip, with 49. Average peak loads on Route 16 approach 35, indicating that some trips have standing loads. The busiest stops outside of METRO Center are the UCSC stops between the Bookstore and College 8. Most boardings are early in the route at or near METRO Center, while most alightings are at UCSC or after Bay and King Street.

Schedule adherence is close to the systemwide average at 68 percent, however nearly 30 percent of trips are either late or missed.

## Route 19 UCSC via Lower Bay

At a Glance		
Weekday Boardings		1,157
Weekday Revenue Hours		24.3
Boardings per Hour		47.6
Boardings per Trip		48.2
Schedule Adherence	Early	4%
	Late	29%
	Missed	2%
	On-time	65%
Frequency (minutes)	Mon-Fri Peak/Mid-day/Evening	30/30/30-60
	Weekend	30
Span	Mon-Fri	7:30 a.m.–12:17 a.m.
	Weekend	10:00 a.m.–7:41 p.m.

### Description

Route 19 operates as a loop providing service between Downtown Santa Cruz and UCSC. The alignment follows Pacific south from METRO Center, turning west from the west end of the Boardwalk toward UCSC via Bay. The route utilizes the main UCSC loop through campus in the clockwise direction, like Route 15. During the UCSC school term, service continues with 60-minute headways from 9:30 p.m. to 12:17 a.m.. Outside of the school term, the last trip departs METRO Center at 8:30 p.m.

### Characteristics

Route 19 has 47.6 boardings per revenue hour, the fourth-highest of any route systemwide, and 48.2 boardings per trip, second only to Route 16. Like the other UCSC routes, the busiest stops are at METRO Center and the UCSC campus, with some boardings along Bay heading toward campus and alightings along Bay heading toward Santa Cruz.

Like Route 16, Route 19 has some on-time performance issues, particularly with late running. Nearly one-third of trips (31 percent) are late or missed.

## Route 20/20D UCSC via Westside

At a Glance		
Weekday Boardings		1,080
Weekday Revenue Hours		27.1
Boardings per Hour		44/33
Boardings per Trip		49.4/28.2
Schedule Adherence	Early	42%
	Late	0.0%
	Missed	8%
	On-time	50%
Frequency (minutes)	Mon-Fri Peak/Mid-day/Evening	30-60/60/60
	Weekend	60
Span	Mon-Fri	7:20 a.m.–9:15 p.m.
	Weekend	8:20 a.m.–9:15 p.m.

### Description

Routes 20 and 20D operate between METRO Center and UCSC via Delaware Avenue and Western Drive. Route 20 operates at scheduled headways of 60 minutes outside of the UCSC school term, with one additional trip in the AM and PM peak hours during the school term. Route 20D runs between Bay and Laguna and UCSC from 7:20 a.m. to 11:20 a.m. and 3:20 p.m. to 6:20 p.m. during the school term to provide additional capacity on Route 20. Select weekday Route 20 trips deviate between Natural Bridges Drive and Western in order to serve the Pacific Shores Apartments.

### Characteristics

Routes 20 and 20D are both above average productivity, with 44 and 33 boardings per hour, respectively. Route 20 also has the highest boardings per trip systemwide, with 49.4 boardings per trip. Route 20D, which operates a shorter portion of the route, has lower boardings per trip but has the third-highest boardings per mile in the system, at just over five boardings per mile. Ridership patterns indicate that although some passengers board at METRO Center to reach destinations along Delaware, most of the ridership activity is between Western and the UCSC campus.

On-time performance is only 50 percent, in large part because 42 percent of trips run early.

## **Route 30 Graham Hill/Scotts Valley**

<b>At a Glance</b>		
Weekday Boardings		32
Weekday Revenue Hours		3.9
Boardings per Hour		8.2
Boardings per Trip		7.9
Schedule Adherence	Early	4%
	Late	12%
	Missed	8%
	On-time	76%
Frequency (minutes)	Mon-Fri Peak/Mid-day/Evening	2 AM trips, 2 PM trips
	Weekend	--
Span	Mon-Fri	6:55 a.m.–3:50 p.m.
	Weekend	--

### **Description**

Route 30 provides service between METRO Center and Scotts Valley. The route makes four trips per day, with each trip serving a different set of stops. The route alignment runs via Ocean Street and Graham Hill Road, serving the Cavallaro Transit Center, and continuing on Lockwood Lane and Scotts Valley Drive. Route 30 serves three points within the Scotts Valley town center: Vine Hill Elementary, Scotts Valley High School, and Burlwood Drive and Granite Creek.

### **Characteristics**

Route 30 performs significantly below the systemwide average in terms of boardings per hour with 8.2 boardings per hour and 7.9 boardings per trip. The number of route variants and low frequency limit its use for most riders. Route 30 sees some use from passengers destined for Scotts Valley High School and has some boarding activity along Scotts Valley Drive. The portion of the route between the Cavallaro Transit Center and the high school has almost no boarding activity.

On-time performance is 76 percent, with a combined 20 percent of trips either late or missed.

## **Route 33 Lompico SLV/Felton Faire**

<b>At a Glance</b>		
Weekday Boardings		13
Weekday Revenue Hours		0.8
Boardings per Hour		15.1
Boardings per Trip		13.0
Schedule Adherence	Early	17%
	Late	0.0%
	Missed	25%
	On-time	58.3
Frequency (minutes)	Mon-Fri	1 AM trip, 1 PM trip
	Weekend	--
Span	Mon-Fri	6:53 a.m.–3:18 p.m.
	Weekend	--

### **Description**

Route 33 operates only during the San Lorenzo Valley Unified School District (SLVUSD) school term and provides school and local service from the Felton Faire Shopping Center around the San Lorenzo Valley via Graham Hill Road, Glen Arbor Road, Quail Hollow Road, turning east on West Zayante Road to serve the Zayante store, and continuing east on Lompico Road, turning around at Lompico and West Drive. The route then returns via Lompico and continues on West Zayante back to Felton Faire.

### **Characteristics**

Route 33 performs below systemwide averages for productivity measures, with 15.1 boardings per revenue hour and 13 boardings per trip. The busiest stops are San Lorenzo Valley High School (SLVHS), Lompico and East Zayante, the Zayante store, and Felton Faire. Route 33 serves primarily as a local feeder to bring passengers from SLVHS and the Zayante store to Felton Faire, where transfers are available to Route 34 and Route 35/35A, which provides frequent all-day service through the San Lorenzo Valley, Scotts Valley, and Santa Cruz.

On-time performance is only 58 percent, with a quarter of trips missed and 17 percent of trips running early.

## Route 34 South Felton

At a Glance		
Weekday Boardings		2
Weekday Revenue Hours		0.6
Boardings per Hour		3.2
Boardings per Trip		2
Schedule Adherence	Early	0.0%
	Late	0.0%
	Missed	54%
	On-time	46%
Frequency (minutes)	Mon-Fri Peak/Mid-day/Evening	1 AM trip, 1 PM trip
	Weekend	--
Span	Mon-Fri	7:25 a.m.– 3:50 p.m.
	Weekend	--

### Description

Route 34 serves several schools and sections of South Felton during the SLVUSD school term only. The route runs from Felton Faire to San Lorenzo Valley Elementary, Junior and High Schools via Highway 9, then returns southbound on Highway 9 through Felton, exiting at Lakeview Drive to serve Forest Lakes.

### Characteristics

Route 34 has the lowest productivity of any route in the METRO system, with only 3.2 boardings per revenue hour and 2 boardings per trip. Due to the distance from Santa Cruz, it also has higher operating costs than local routes. Like Route 33, Route 34 is designated school service and feeds Route 35/35A at Felton Faire. The service area of Route 34 is very low-density and may be better suited to flexible or dial-a-ride service than fixed-route service.

On-time performance is also low at 46 percent, with 54 percent of trips missed.

## **Route 35/35A Santa Cruz to Scotts Valley Drive/San Lorenzo Valley (SLV)**

<b>At a Glance</b>		
Weekday Boardings		1,317
Weekday Revenue Hours		46.6
Boardings per Hour		17.8
Boardings per Trip		20.6
Schedule Adherence	Early	0.0%
	Late	18%
	Missed	14%
	On-time	68%
Frequency (minutes)	Mon-Fri Peak/Mid-day/Evening	30/30/25-95
	Weekend	30-60
Span	Mon-Fri	5:43 a.m.–12:08 a.m.
	Weekend	7:02 a.m.–12:08 a.m.

### **Description**

Routes 35A offers 30-minute service between Santa Cruz, Scotts Valley, the San Lorenzo Valley and Big Basin State Park. Route 35 provides supplemental weekday service, primarily during the SLVHS school term around bell times. Both routes have several variants, but most trips depart Santa Cruz on Highway 17 serving Pasatiempo and the Cavallaro Transit Center. Select Route 35A trips deviate to serve Scotts Valley Drive and Granite Creek. The route then continues toward Felton via Mt. Hermon Road, with some trips serving the community of Ben Lomond via a Highway 9 and Glen Arbor Road couplet. The route continues on Highway 9 toward Brookdale and Boulder Creek, where there are three route variants: one fork serves the Boulder Creek Golf and Country Club and then continues to the Big Basin parking lot during spring, summer and fall, the second fork serves the Mountain Store and Sylvan Avenue via Highway 9, and the third serves Bear Creek Road.

### **Characteristics**

Route 35/35A is the third-largest route in the METRO system in terms of annual weekday passengers. It is also one of the longer routes in the METRO system, with the third-most daily miles. It has slightly below-average productivity with 17.8 boardings per revenue hour, 20.6 boardings per trip, and 1 boarding per mile. The lowest boarding activity is along the Glen Arbor detour in Ben Lomond, with moderate boarding activity through most other segments of the route.

On-time performance is 68 percent, and over one-third of all trips are either late or missed.

## Route 40 Davenport/North Coast Beaches

At a Glance		
Weekday Boardings		57
Weekday Revenue Hours		4.9
Boardings per Hour		11.6
Boardings per Trip		14.1
Schedule Adherence	Early	11%
	Late	37%
	Missed	0.0%
	On-time	42%
Frequency (minutes)	Mon-Fri AM/Afternoon	2 trips/2 trips
	Weekend	1 trip
Span	Mon-Fri	6:40 a.m.–4:20 p.m.
	Weekend	8:30 a.m.–9:20 a.m.

### Description

Route 40 operates on Highway 1 along the coast north of Santa Cruz. Leaving Santa Cruz, Route 40 uses Laurel with the exception of one AM and PM trip, which use Walnut Street and Mission to serve Santa Cruz High School. The route makes more frequent stops along Mission until Natural Bridges State Park and the UCSC Institute of Marine Sciences, where transfers to Route 20/20D are possible. From Highway 1 and Western the route makes limited stops, serving several beaches, and then reaches Davenport where it makes a small loop through town. Route 40 continues on Highway 1/Old Cement Plant Road for eight miles through Greyhound Rock County Park, turning around near the Rancho del Oso Visitor Center.

### Characteristics

Route 40 performs below average for METRO routes, with 11.6 boardings per hour and 14.1 boardings per trip. Because the route is fairly long with infrequent stops, it has the fifth-lowest boardings per mile in the system. Most stop activity is concentrated at METRO Center, along Mission, at Western and Highway 1, and in Davenport. The portion of the route along Cement Plant Road has very little boarding activity.

On-time performance is very low at 42 percent, in large part because 37 percent of trips run late. An additional 11 percent of trips run early.

## Route 41 Bonny Doon

At a Glance		
Weekday Boardings		72
Weekday Revenue Hours		6.6
Boardings per Hour		11
Boardings per Trip		18.1
Schedule Adherence	Early	13%
	Late	4%
	Missed	0.0%
	On-time	83%
Frequency (minutes)	Mon-Fri AM/Afternoon	2 trips/2 trips
	Weekend	1 trip
Span	Mon-Fri	5:50 a.m.–6:50 p.m.
	Weekend	9:30 a.m.–10:50 a.m.

### Description

Route 41 operates as a loop between Santa Cruz and Bonny Doon, serving destinations along Empire Grade Road. Like Route 40, Route 41 uses Laurel leaving Santa Cruz except for one AM and one PM trip serving Santa Cruz High School via Walnut Street. The route travels inland via Bay to Empire Grade, runs along the west side of UCSC and continues on Empire Grade until turning on to Pine Flat Road, where it makes a loop around the rural community of Bonny Doon via Pine Flat and Bonny Doon Road.

### Characteristics

Route 41 is significantly below the systemwide average with only 11 boardings per hour and less than one boarding per mile. Boardings per trip are closer to average, with an average of 18 per trip. Maximum loads are low, with boarding activity spread throughout the route. The busiest stops are Laurel and Washington Center, Mission Bay and Trescony, and Pine Flat and Empire Grade. The portion of the route along Bay and High offers transfers to Routes 10, 12, 15, 16, 19, and 42. **Given the route's limited frequency, its performance suggests that passengers rely on the route for local circulation within the corridor.**

On-time performance is good, with 96 percent of trips either on time or early.

## Route 42 Davenport/Bonny Doon

At a Glance		
Weekday Boardings		9
Weekday Revenue Hours		1.3
Boardings per Hour		7
Boardings per Trip		9
Schedule Adherence	Early	0.0%
	Late	17%
	Missed	0.0%
	On-time	83%
Frequency (minutes)	Mon-Fri AM	1 trip
	Weekend PM	1 trip
Span	Mon-Fri	8:30 a.m.–9:50 a.m.
	Weekend	6:00 p.m.–7:25 p.m.

### Description

Route 42 provides only one AM trip on weekdays and one PM trip on weekends between Santa Cruz, Bonny Doon, and Davenport. The route essentially combines Routes 40 and 41 in a large loop, running along Highway 1 toward Davenport, up Bonny Doon Road and looping through the Bonny Doon community along the same route as Route 41, via Pine Flat Road and Bonny Doon, before turning around Pine Flat toward Felton Empire Road, returning to Santa Cruz via Empire Grade.

### Characteristics

Route 42 is one of the lowest performing routes in the METRO system, with the third-lowest boardings per revenue hour (7) and the second-lowest boardings per mile, at 0.2. Route 42 duplicates service provided by Routes 40 and 41, but has several disadvantages including much longer trips for passengers traveling from Davenport to Santa Cruz, no service to Santa Cruz High School, and very low frequency.

On-time performance is high, with 83 percent of trips on time. Most trips that are not on time are late.

## Route 54 Capitola/Aptos/La Selva Beach

At a Glance		
Weekday Boardings		8
Weekday Revenue Hours		1.1
Boardings per Hour		6.9
Boardings per Trip		8
Schedule Adherence	Early	0.0%
	Late	0.0%
	Missed	0.0%
	On-time	100%
Frequency (minutes)	Mon-Fri Peak/Mid-day/Evening	1 trip
	Weekend	3 trips
Span	Mon-Fri	5:35 p.m.–6:43 p.m.
	Weekend	8:00 a.m.–7:43 p.m.

### Description

Route 54 provides service between the Capitola Mall, Cabrillo College, Deer Park Shopping Center and Seascapes Golf Course, Aptos Shopping Center, and La Selva Beach. The route operates one evening trip on weekdays and weekends and two AM trips on weekends. Route 54 operates as a loop beginning and ending at the Capitola Mall, but the return trip from La Selva Beach expresses via San Andreas Road and Soquel Drive, stopping only at Cabrillo College.

### Characteristics

Route 54 has the second-lowest boardings per hour in the METRO system with an average of 6.9 boardings per revenue hour, and the third-lowest annual ridership of any route. The busiest stops are the Capitola Mall, the Aptos Shopping Center, and in Seascapes Village, but boarding activity is low throughout the route. The irregularity of the schedule and indirect routing make this route unattractive for passengers. Route 54 is a hybrid of Routes 55 and 56, designed to provide basic coverage on weekends while reducing operating costs.

On-time performance is 100 percent.

## Route 55 Rio Del Mar

At a Glance		
Weekday Boardings		143
Weekday Revenue Hours		10.1
Boardings per Hour		14.1
Boardings per Trip		14.3
Schedule Adherence	Early	0.0%
	Late	8%
	Missed	8%
	On-time	84%
Frequency (minutes)	Mon-Fri	60
	Weekend	--
Span	Mon-Fri	7:30 a.m.–5:25 p.m.
	Weekend	--

### Description

Route 55 provides weekday service with hourly headways between the Capitola Mall and the Seascapes community. It operates along the same route as Route 54 but does not extend past the Rio Del Mar Clubhouse and does not provide express return trips.

### Characteristics

Route 55 is slightly below the systemwide productivity by all measures, with 14 boardings per hour and an average of 14.3 boardings per trip. The busiest stops are the Capitola Mall, Cabrillo College, and the Senson House. Ridership is driven by the Capitola Mall and Cabrillo College, while boardings are low through the beach and golf course communities in Rio Del Mar.

On-time performance is above the system average at 84 percent on time, although 8 percent of trips are late and 8 percent are missed.

## Route 56 La Selva

At a Glance		
Weekday Boardings		19
Weekday Revenue Hours		2.1
Boardings per Hour		9.4
Boardings per Trip		9.7
Schedule Adherence	Early	14%
	Late	0.0%
	Missed	0.0%
	On-time	86%
Frequency (minutes)	Mon-Fri AM/PM	1 trip/1 trip
	Weekend	--
Span	Mon-Fri	8:00 a.m.–2:50 p.m.
	Weekend	--

### Description

Route 56 provides express service between the Capitola Mall Transit Center and Cabrillo College and continues to La Selva Beach making limited stops along Clubhouse Drive, Sumner Avenue, Seascape Boulevard and San Andreas Road. On the return trip the route expresses from La Selva to Soquel Drive and Cabrillo College. It operates one trip in the AM peak and one trip in the early afternoon. It offers slightly faster service than Route 55 between the Capitola Mall and Cabrillo College, saving five minutes in the outbound direction and eight in the inbound direction.

### Characteristics

Route 56 has slightly better productivity than the other Mid-Coast routes but is still below the systemwide average with 9.4 boardings per hour, the sixth-lowest in the METRO system. Like Routes 54 and 55, there is little activity outside of the Capitola Mall and Cabrillo College, with a small amount of boardings and alightings along Clubhouse, Seascape, and Soquel.

On-time performance is 86 percent, with 14 percent of trips running early.

## Route 66/66N Live Oak via 17th

At a Glance		
Weekday Boardings		533
Weekday Revenue Hours		18.6
Boardings per Hour		24.4
Boardings per Trip		16.7
Schedule Adherence	Early	9%
	Late	0.0%
	On-time	91%
Frequency (minutes)	Mon-Fri Peak/Mid-day/Evening	60/60/90
	Weekend	60
Span	Mon-Fri	6:45 a.m.–9:00 p.m./10:00 p.m.–11:05 p.m. (66N)
	Weekend	6:45 a.m.–8:55 p.m./9:00 p.m.–11:05 p.m. (66N)

### Description

Route 66 serves Santa Cruz, Live Oak, and Capitola via 17<sup>th</sup> Avenue. One AM outbound trip and one PM inbound trip deviate to serve Harbor High School. The route leaves Santa Cruz via Front and Water, traveling through Live Oak via Seventh Avenue, Brommer St, 17<sup>th</sup>, Portola Drive, and finally reaching the Capitola Mall Transit Center via 38<sup>th</sup> Avenue and 41<sup>st</sup> Avenue. Route 66N operates along the Route 66 alignment at night, making one inbound and outbound trip during the week and two on weekends.

### Characteristics

Route 66 is slightly above average for boardings per hour with an average of 24.4 boardings per revenue hour. Boarding activity is relatively evenly distributed along the route. The busiest stops are at East Cliff Village (17<sup>th</sup> and Tremont), along 38<sup>th</sup> near the Capitola Mall Transit Center where there are several mobile home parks, and at Soquel and La Fonda. Route 66 shares portions of the route east of 17<sup>th</sup> with Route 68 and portions west of Capitola Road with Route 71, which serves Watsonville. Transfers to numerous routes are also available at the Santa Cruz and Capitola transit centers.

For this project, on-time performance on this route and on Routes 68, 69A/W, 71 and 91X was surveyed in June 2013 during the AM and PM peak periods. Observations found that schedule adherence is not a major issue for Route 66, with no trips arriving more than five minutes late to any timepoint. More detail is provided in Chapter 4 of this report.

## **Route 68 Live Oak via Broadway/Portola**

<b>At a Glance</b>		
Weekday Boardings		350
Weekday Revenue Hours		19.6
Boardings per Hour		17.8
Boardings per Trip		13.5
Schedule Adherence	Early	10%
	Late	20%
	On-time	70%
Frequency (minutes)	Mon-Fri	60
	Weekend	60
Span	Mon-Fri	6:15 a.m.–7:19 p.m.
	Weekend	8:15 a.m.–7:05 p.m.

### **Description**

Like Route 66, Route 68 serves Live Oak and other areas between Santa Cruz and the Capitola Mall Transit Center using a route closer to the coastline. Leaving Santa Cruz, Route 68 runs along San Lorenzo Boulevard, Ocean, Broadway, Seabright, and Murray Street. It operates via a couplet along Lake Avenue and Seventh Avenue, and then runs on East Cliff and Portola to 41<sup>st</sup>, turning toward the Capitola Mall Transit Center. On summer weekend trips, the route uses Broadway all the way to METRO Center instead of San Lorenzo and Ocean.

### **Characteristics**

Route 68 is slightly less productive than Route 66 and is slightly below the systemwide average with 17.8 boardings per hour. The route has relatively few boardings and alightings on the segment between East Cliff Village and METRO Center. The busiest stops outside of the transit centers are along Portola, which serves several mobile home parks.

On-time performance is an issue for Route 68, with 70 percent of trips arriving on time to scheduled timepoints and 20 percent arriving late. For more detail see Chapter 4.

## **Route 69A/69W Capitola Rd/Cabrillo/Watsonville**

<b>At a Glance</b>		
Weekday Boardings		1,849
Weekday Revenue Hours		68.8
Boardings per Hour		25.3/28.4
Boardings per Trip		33.9/38.5
Schedule Adherence	Early	18%
	Late	20%
	On-time	62%
Frequency (minutes)	Mon-Fri	30 (combined)
	Weekend	30-60
Span	Mon-Fri	6:20 a.m.–9:48 p.m.
	Weekend	7:50 a.m.–9:48 p.m.

### **Description**

Together, routes 69A and 69W provide half-hourly service between Santa Cruz and Watsonville. Both routes operate from METRO Center in Downtown Santa Cruz toward the Capitola Mall Transit Center via Front, Soquel, Capitola, and 41<sup>st</sup> Avenue. Route 69A travels on Highway 1 to Watsonville, where it uses Airport Boulevard and Freedom Boulevard to reach the Watsonville Transit Center. Route 69W operates on Soquel from the Capitola Mall Transit Center to Cabrillo College and Aptos, then to Watsonville Transit Center via Highway 1 and Main Street.

### **Characteristics**

Routes 69A and 69W are mainline routes with high annual ridership and above-average productivity. Route 69W has 28.4 boardings per revenue hour, and Route 69A has 25.3. Route 69W is busiest at Cabrillo College and the three transit centers (METRO Center, Capitola Mall, and Watsonville) with moderate boarding activity along Soquel and Capitola. Route 69 has similar patterns with activity concentrated at the transit centers and within Watsonville, and moderate activity between Santa Cruz and Capitola. Both routes offer transfers to Monterey Salinas Transit (MST) routes at Watsonville Transit Center.

On-time performance is somewhat low with only 62 percent on-time arrivals. Approximately one-fifth of trips are early and another fifth are late. For more detail see Chapter 4.

## Route 71 Santa Cruz/Watsonville

At a Glance		
Weekday Boardings		2,693
Weekday Revenue Hours		120.1
Boardings per Hour		22.4
Boardings per Trip		34.1
Schedule Adherence	Early	19%
	Late	31%
	On-time	50%
Frequency (minutes)	Mon-Fri Peak/Mid-day/Evening	15-30/30/60
	Weekend	
Span	Mon-Fri	5:35 a.m.–12:45 a.m.
	Weekend	6:05 a.m.–12:45 a.m.

### Description

Route 71 provides local all-day service with 30-minute headways between Santa Cruz and Watsonville. The route leaves Santa Cruz via Front and Water, then travels toward Aptos on Soquel, serving Harbor High School, the Soquel Park and Ride, Dominican Hospital, Cabrillo College, and Aptos High School along the way. In South County the route runs on Freedom Boulevard north of and within Watsonville. There are several route variants within Watsonville, including variants that travel via Green Valley Road, Clifford Avenue and Main. The first two AM trips inbound from Watsonville are scheduled to connect with the Highway 17 Express at the Soquel Park and Ride.

### Characteristics

Route 71 has the second-highest annual weekday ridership in the METRO system. Productivity is close to average at 22.4 boardings per revenue hour. Boardings per mile are just below the systemwide average of two per mile. METRO Center, Watsonville Transit Center and Cabrillo College are the anchors of the route, but there is also consistent boarding activity along Soquel and within Watsonville. The segment of the route along Freedom travels through farmland and serves some agricultural jobs, but sees relatively little activity.

Route 71 has severe on-time performance issues: only 50 percent of trips arrive at timepoints on schedule. A total of 19 percent arrive early, while 31 percent are six or more minutes late. For more detail see Chapter 4.

## Route 72 Corralitos

At a Glance		
Weekday Boardings		112
Weekday Revenue Hours		9.9
Boardings per Hour		11.3
Boardings per Trip		12.5
Schedule Adherence	Early	6%
	Late	25%
	Missed	0.0%
	On-time	69%
Frequency (minutes)	Mon-Fri	60
	Weekend	--
Span	Mon-Fri	5:45 a.m.–7:50 p.m.
	Weekend	--

### Description

Route 72 serves Watsonville and Corralitos via Main, Green Valley, Airport Boulevard, Amesti Road, Varni Road, and Corralitos Road, and on the return trip loops around Pinto Lake Park via Pioneer Road and Green Valley. Route 72 provides the only METRO service in Corralitos and the surrounding farming community, and serves to connect passengers to the Watsonville Transit Center and Freedom Center and Airport, which is the first place that transfers are available to Santa Cruz-bound routes. The route provides 60-minute service on weekdays.

### Characteristics

Route 72, with 11.3 boardings per hour and 12.5 boardings per trip, is well below systemwide average productivity by all measures. Route 72 provides local connections and transfer opportunities to local Watsonville routes and Santa Cruz-bound routes.

On-time performance is close to the systemwide average, with 25 percent of trips arriving late to scheduled timepoints.

## **Route 74 Ohlone Parkway/Rolling Hills**

<b>At a Glance</b>		
Weekday Boardings		67
Weekday Revenue Hours		7.4
Boardings per Hour		9.0
Boardings per Trip		9.6
Schedule Adherence	Early	0.0%
	Late	0.0%
	Missed	0.0%
	On-time	100%
Frequency (minutes)	Mon-Fri	60
	Weekend	60
Span	Mon-Fri	6:10 a.m.–7:03 p.m.
	Weekend	6:45 a.m.–7:45 p.m.

### **Description**

Route 74 provides weekday and weekend local service through Watsonville and is the only route that provides direct service to the Watsonville Community Hospital. The route runs via West Beach Street, Ohlone Parkway, and Airport, then turns around the Watsonville Hospital through the adjacent neighborhood via Anna Street and Shady Oaks Road. It returns to Airport and serves the Watsonville Municipal Airport, looping around Green Valley to serve The Towers. On weekdays Route 74 makes a small loop around Freedom before serving The Towers and the surrounding farms. Transfers to other Watsonville and Santa Cruz routes are available at Freedom and Airport.

### **Characteristics**

Route 74 is the least productive Watsonville route, with only nine boardings per revenue hour. It is the only route serving Freedom and the area north of the airport. Routing has changed since the 2012 data collection effort, so boarding activity is not available for this route.

On-time performance is 100 percent.

## Route 75 Green Valley

At a Glance		
Weekday Boardings		239
Weekday Revenue Hours		13.9
Boardings per Hour		17.2
Boardings per Trip		17.0
Schedule Adherence	Early	8%
	Late	33%
	Missed	17%
	On-time	42%
Frequency (minutes)	Mon-Fri	60
	Weekend	60
Span	Mon-Fri	5:15 a.m.–8:15 p.m.
	Weekend	5:15 a.m.–8:15 p.m.

### Description

Route 75 provides all-day weekday and weekend service with 60-minute headways from the Watsonville Transit Center to Amesti via Green Valley, ending at Monte Vista Christian School on Wheelock Road.

### Characteristics

Route 75 is the most productive of the Watsonville routes, though it is still below the average systemwide productivity with 17.2 boardings per hour and 17 boardings per trip. Ridership is strongest within the local Watsonville area and near Pinto Lake Park. Ridership is lower on the northern loop and route terminus around Wheelock.

On-time performance is low at only 42 percent on-time, largely due to late running. One-third of trips are late and 17 percent are missed.

## **Route 77 Civic Plaza/Pajaro**

<b>At a Glance</b>		
Frequency (minutes)	Mon-Fri	60
	Weekend	--
Span	Mon-Fri	6:30 a.m.–7:05 p.m.
	Weekend	--

### **Description**

Route 77 connects Watsonville to Pajaro, making a small loop at each end of the route. The route travels from the Watsonville Transit Center via Second Street, Main, Porter Drive, Salinas Road and Bishop Street, returning via Porter and Riverside Drive. Monterey-Salinas Transit also provides service between Watsonville, which is in Santa Cruz County, and Pajaro, which is in Monterey County.

### **Characteristics**

Productivity data are not available for Route 77.

## Route 79 East Lake

At a Glance		
Weekday Boardings		85
Weekday Revenue Hours		8.1
Boardings per Hour		10.5
Boardings per Trip		7.7
Schedule Adherence	Early	6%
	Late	25%
	Missed	6%
	On-time	63%
Frequency (minutes)	Mon-Fri	60
	Weekend	60
Span	Mon-Fri	7:00 a.m.–6:35 p.m.
	Weekend	7:30 a.m.–7:05 p.m.

### Description

Route 79 provides local service around Watsonville via East Beach Street, Bridge Street, Tuttle Avenue, East Lake Avenue, College Drive, and Lakeview Road. The route serves the East Lake Village Shopping Center on East Lake.

### Characteristics

Route 79 has below-average productivity with 10.5 boardings per hour, and the third-lowest boardings per trip with an average of 7.7 boardings per trip. Most boardings and alightings are at the Watsonville Transit Center and the East Lake Village Shopping Center. There is very little ridership along College.

On-time performance is poor with 63 percent of trips on time, and nearly one-third (31 percent) missed or late.

## **Route 91X Commuter Express Santa Cruz to Watsonville**

<b>At a Glance</b>		
Weekday Boardings		285
Weekday Revenue Hours		64.6
Boardings per Hour		13.0
Boardings per Trip		13.6
Schedule Adherence	Early	23%
	Late	10%
	On-time	67%
Frequency (minutes)	Mon-Fri Peak/Mid-day	30/30
	Weekend	--
Span	Mon-Fri	5:55 a.m.–6:30 p.m.
	Weekend	--

### **Description**

Route 91X is an express service that makes limited stops between Santa Cruz and Watsonville. Like Routes 69A and 69W it travels primarily on Highway 1, though leaving Downtown Santa Cruz it reaches Highway 1 via Morrissey Boulevard.

### **Characteristics**

Despite travel time that is roughly half of that for Route 71, Route 91X has below-average productivity, with 13 boardings per revenue hour. Route 91X is scheduled to relieve passenger loads on Route 71 between Santa Cruz and Cabrillo College. Like other routes serving this corridor, the busiest stops are the Santa Cruz and Watsonville transit centers and Cabrillo College. Boardings are low at the other stops within Watsonville.

On-time performance is 67 percent, with 23 percent of trips running early and 10 percent running late. More detail can be found in Chapter 4 of this report.

## Route 17 Amtrak Hwy 17 Express

At a Glance		
Weekday Boardings		1,078
Weekday Revenue Hours		64.6
Boardings per Hour		16.7
Boardings per Trip		20.0
Schedule Adherence	Early	%
	Late	%
	Missed	%
	On-time	%
Frequency (minutes)	Mon-Fri Peak/Mid-day/Evening	5-35/25-65/20-55
	Weekend	55-60
Span	Mon-Fri	4:45 a.m.–11:45 p.m.
	Weekend	7:40 a.m.–11:55 p.m.

### Description

The Highway 17 Express, referred to here as Route 17, is a service operated by METRO in partnership with several other agencies including the Santa Clara Valley Transportation Authority (VTA), the Capitol Corridor Joint Powers Authority (CCJPA), the California Department of Transportation (Caltrans) and Amtrak. The route provides service from Santa Cruz and Scotts Valley to Diridon Station near Downtown San Jose, where connections can be made to VTA light rail and buses, Caltrain service to San Francisco, Amtrak service to Oakland and Altamont Commuter Express (ACE) service to Stockton. Select weekday trips serve Scotts Valley Drive instead of remaining on Highway 17 until the Cavallaro Transit Center, and some peak-hour trips serve the Soquel Park and Ride, where riders can make a connection from Route 71 in the AM peak. Scheduled headways vary throughout the day to accommodate connections to other transit services in San Jose.

### Characteristics

This route serves a different market than most METRO routes due to its regional nature, so it is not directly comparable to other routes. Route 17 travels the most daily miles of any route, and not surprisingly has somewhat lower boardings per mile than the METRO average. It has an average of 16.7 boardings per revenue hour and 20 boardings per trip, with peak loads approaching 25. Most passengers use the route to travel between Diridon Station and METRO Center, though there is some boarding activity at the Cavallaro Transit Center.

## 4 ON-TIME PERFORMANCE

As part of the SRTP process, METRO staff identified five routes on which they wished to collect additional data on schedule reliability. In June 2013, schedule adherence at timepoints on Routes 66, 68, 69A/69W, 71, and 91X was surveyed in the AM and PM peaks<sup>8</sup>. The following section provides a detailed overview of each route's on-time performance and highlights segments with the most severe issues.

For the purposes of this analysis, on-time was defined as zero to five minutes late. Any trip that was more than 5 minutes late was considered "late".

### Route 66

Detailed on-time performance data for Route 66 are shown in Figure 18 on the following page. On-time performance on this route appears to be relatively good, with 83 percent of trips arriving on-time at timepoints, 9 percent arriving early, and only 8 percent late.

Inbound, no observed trips were more than five minutes late at any timepoint. Schedule adherence was slightly worse in the AM peak period than in the PM peak, with average arrivals at two timepoints more than two minutes late. Inbound in the PM peak, trips arrived at the route terminal at METRO Center an average of four minutes early. Outbound schedule adherence was 80 percent, with only 15 percent of arrivals at timepoints more than 5 minutes late. Both AM and PM trips ran between two and four minutes behind schedule at Capitola Road and Seventh Avenue and Portola and 30<sup>th</sup> Avenue, but generally arrived early at Capitola Mall.

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<sup>8</sup> Note that the sample size for some routes during a given time period was small, as only peak trips (6-9 a.m. and 3-6 p.m.) were observed. In some cases the sample included trips that fall slightly outside of peak hours.

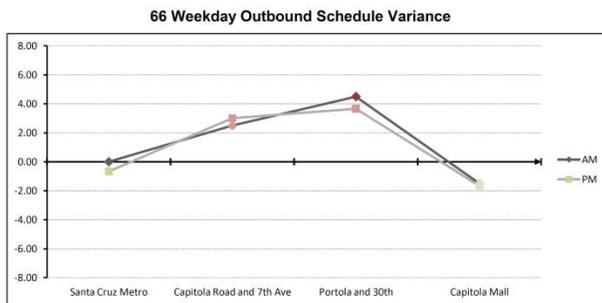
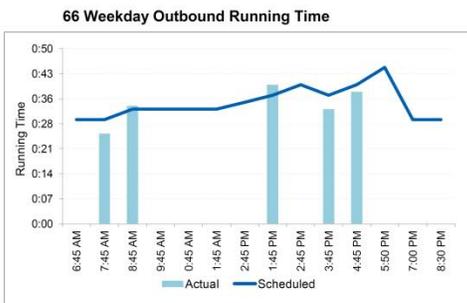
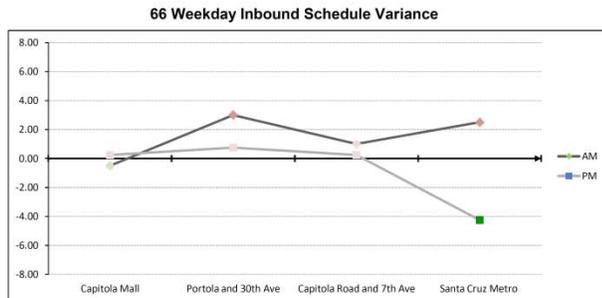
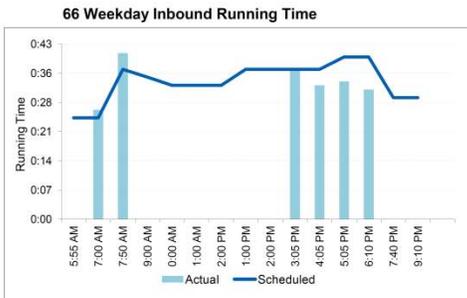
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Santa Cruz METRO

**Figure 18 Route 66 On Time Performance Summary**

66 Weekday		% On-Time	% Early	% Late
Inbound		87%	13%	0%
Outbound		80%	5%	15%
<b>Total</b>		<b>83%</b>	<b>9%</b>	<b>8%</b>

By Time Point	Average Minutes Early		Average Minutes Late	
	Inbound	Outbound	Inbound	Outbound
1 Capitola Mall	0:01	0:04	0:01	0:02
2 Portola and 30th Ave	0:02	0:00	0:02	0:04
3 Capitola Road and 7th Ave	0:02	0:00	0:02	0:03
4 Santa Cruz Metro	0:05	0:02	0:02	0:00
<b>Total</b>	<b>0:02</b>		<b>0:02</b>	

By Time Period	Average Minutes Early		Average Minutes Late	
	Inbound	Outbound	Inbound	Outbound
AM	0:00	0:04	0:02	0:01
PM	0:05	0:04	0:00	0:03
<b>Total</b>	<b>0:02</b>	<b>0:04</b>	<b>0:01</b>	<b>0:02</b>



## Route 68

As shown in Figure 19 on the following page, Route 68 has some on-time performance issues, particularly during the PM peak period. Overall 70 percent of trips arrive on-time, 10 percent arrive early, and 20 percent arrive late at scheduled timepoints.

On average, inbound AM trips are within two minutes of scheduled arrival times at most timepoints the route, although they arrive an average of six minutes early to METRO Center. Inbound afternoon trips run behind much of the time, including departures from the Capitola Mall that average four minutes later than scheduled. By Broadway and Seabright, inbound afternoon trips run an average of eight minutes behind schedule, but arrive at METRO Center an average of two minutes early. Outbound trips exhibit similar patterns, with late departures from METRO Center in the PM peak contributing to average late arrivals of four minutes throughout the PM peak. However, both AM and PM outbound trips generally arrive on-time or early to the Capitola Mall.

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Santa Cruz METRO

**Figure 19 Route 68 On-Time Performance Summary**

68 Weekday		% On-Time	% Early	% Late
Inbound		65%	15%	20%
Outbound		75%	5%	20%
<b>Total</b>		<b>70%</b>	<b>10%</b>	<b>20%</b>

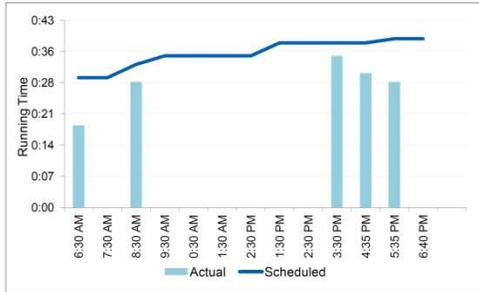
  

		Average Minutes Early		Average Minutes Late	
Total Delay By Segment		Inbound	Outbound	Inbound	Outbound
1	Capitola Mall	0:00	0:08	0:08	0:03
2	East Cliff Village	0:01	0:00	0:18	0:06
3	Broadway and Seabright	0:00	0:00	0:06	0:04
4	Santa Cruz Metro	0:07	0:02	0:10	0:00
<b>Total</b>		<b>0:02</b>	<b>0:02</b>	<b>0:10</b>	<b>0:03</b>

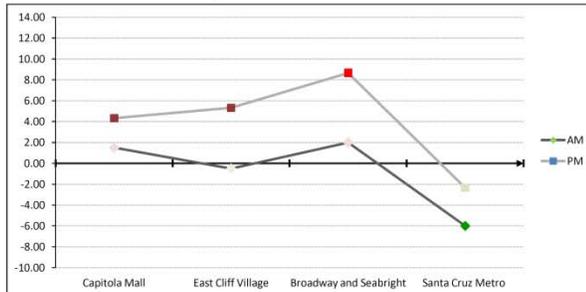
  

End of Trip Delay By Time Period		Inbound	Outbound	Inbound	Outbound
AM		0:00	0:05	0:00	0:00
PM		0:08	0:09	0:10	0:03
<b>Total</b>		<b>0:04</b>	<b>0:07</b>	<b>0:05</b>	<b>0:01</b>

**68 Weekday Inbound Running Time**



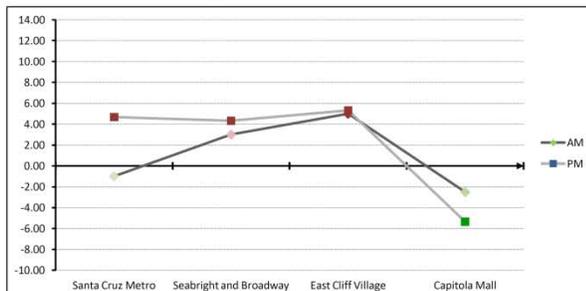
**68 Weekday Inbound Schedule Variance**



**68 Weekday Outbound Running Time**



**68 Weekday Outbound Schedule Variance**



## Route 69A/69W

On-time performance for Route 69A/69W is shown in Figure 20 on the following page. Overall 62 percent of trips are on time, 18 percent are early, and 20 percent are late.

Late-running is especially problematic for inbound trips, with 28 percent of inbound trips arriving more than five minutes late to scheduled timepoints and only 57 percent arriving on-time. Although trips in both directions are typically arrive at the end of the route on time or early, trips in both directions average four or more minutes late for most of the route between the Watsonville Transit Center and the Capitola Mall.

Inbound, both AM and PM trips on both the 69A and 69W depart the Watsonville Transit Center an average of two minutes late. The 69A, which serves Green Valley and Main and Cabrillo College, runs an average of between four and 11 minutes late to those timepoints inbound. The 69W, which serves Airport Boulevard, Freedom Centre and Neilson, and Watsonville Hospital, runs between four and eight minutes late to those timepoints. Both routes arrive on-time or early at the Capitola Mall, then fall slightly behind at Capitola Road and Seventh Avenue, and arrive at METRO Center an average of one to four minutes early.

Outbound trips suffer from less late-running, with almost no late arrivals in the AM peak. Both AM and PM peak trips arrive on-time or early at Capitola Mall, although as with inbound trips, most outbound trips run one to five minutes behind schedule at Capitola Road and Seventh Avenue. In the PM peak, outbound trips on both the 69A and 69W run an average of three to four minutes behind schedule, arriving close to the scheduled time at the Watsonville Transit Center.

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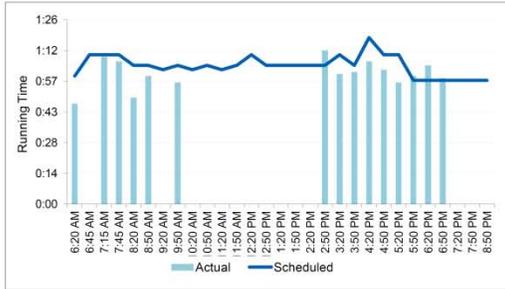
**Figure 20 Route 69 On-Time Performance Summary**

69A/69W Weekday		% On-Time	% Early	% Late
Inbound		57%	15%	28%
Outbound		67%	20%	13%
<b>Total</b>		<b>62%</b>	<b>18%</b>	<b>20%</b>

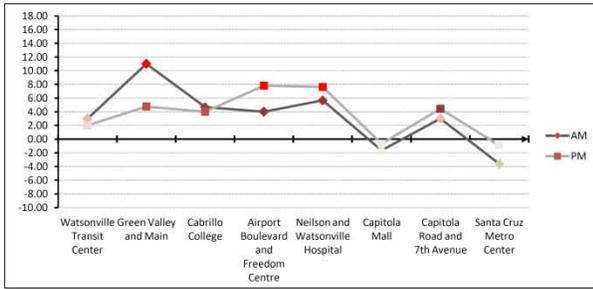
Total Delay By Segment	Average Minutes Early		Average Minutes Late	
	Inbound	Outbound	Inbound	Outbound
1 Watsonville Transit Center	0:01	0:06	0:04	0:04
2 Green Valley and Main	0:00	0:04	0:10	0:06
3 Cabrillo College	0:00	0:00	0:07	0:00
4 Airport Boulevard and Freedom Centre	0:00	0:00	0:06	0:03
5 Neilson and Watsonville Hospital	0:00	0:03	0:06	0:04
6 Capitola Mall	0:03	0:04	0:03	0:02
7 Capitola Road and 7th Avenue	0:01	0:01	0:05	0:05
8 Santa Cruz Metro Center	0:04	0:04	0:03	0:02
<b>Total</b>	<b>0:01</b>	<b>0:02</b>	<b>0:05</b>	<b>0:03</b>

End of Trip Delay By Time Period	Inbound	Outbound	Inbound	Outbound
AM	0:03	0:07	0:00	0:00
PM	0:06	0:05	0:03	0:04
<b>Total</b>	<b>0:05</b>	<b>0:06</b>	<b>0:01</b>	<b>0:02</b>

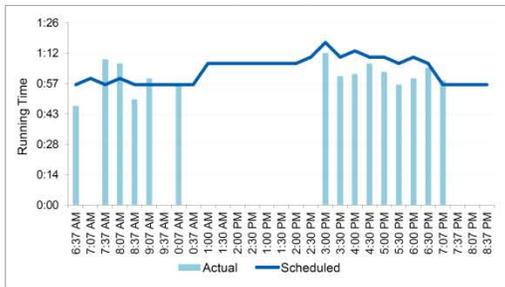
**69A/69W Weekday Inbound Running Time**



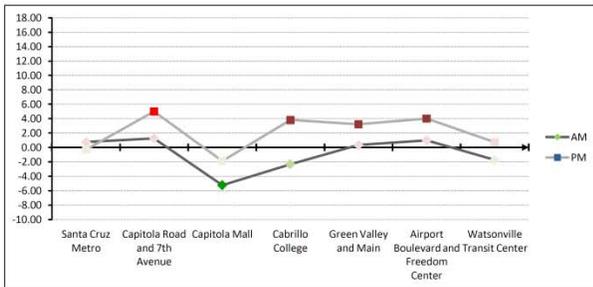
**69A/69W Weekday Inbound Schedule Variance**



**69A/69W Weekday Outbound Running Time**



**69A/69W Weekday Outbound Schedule Variance**



## Route 71

Route 71 has the most serious schedule adherence problems of any of the routes surveyed during June 2013. As shown in Figure 21 on the following page, only 50 percent of trips arrive on-time, while 19 percent run early and 31 percent are late.

Outbound, 36 percent of trips arrive late at scheduled timepoints. Inbound, both AM and PM trips exhibit a similar pattern, with slight schedule variation through Watsonville until Airport Boulevard and Freedom Centre, at which point buses begin to run late. Inbound trips arrive at Cabrillo College between two and four minutes late and fall further behind schedule as the route continues through Santa Cruz. At Water and Poplar, Route 71 generally arrives between six and minutes late. Most trips are able to arrive within five minutes of the scheduled time at METRO Center, although PM trips arrive an average of four minutes late.

Outbound, on-time performance is especially problematic in the PM peak. While AM outbound trips typically arrive three minutes early at the Watsonville Terminal, PM outbound trips arrive an average of nine minutes late. The route falls progressively further behind schedule at each timepoint, running more than 8 minutes late from Soquel and Rancho del Mar into Watsonville. Trips that serve Clifford and Pennsylvania run especially late, arriving an average of 13 minutes behind schedule. PM trips arrive at the Watsonville Transit Center an average of six minutes late. Late running is only problematic in the AM peak for trips serving Clifford and Pennsylvania, which arrive an average of five minutes behind schedule. Outbound trips in the AM peak arrive an average of three minutes early at Watsonville Transit Center.

The peak on-time performance numbers suggest that mid-route timepoint times should be adjusted.

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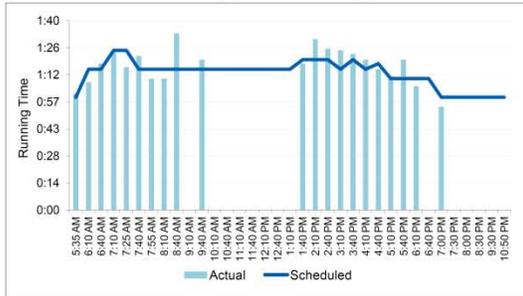
**Figure 21 Route 71 On-Time Performance Summary**

71 Weekday		% On-Time	% Early	% Late
Inbound		55%	18%	27%
Outbound		44%	20%	36%
<b>Total</b>		<b>50%</b>	<b>19%</b>	<b>31%</b>

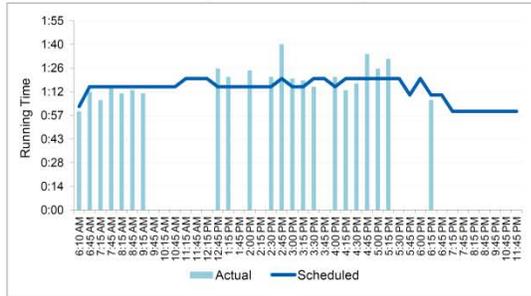
Total Delay By Segment	Average Minutes Early		Average Minutes Late	
	Inbound	Outbound	Inbound	Outbound
1 Watsonville Transit Center	0.01	0.03	0.02	0.09
2 Crestview Center	0.01	0.00	0.03	0.10
3 Clifford and Pennsylvania	0.02	0.01	0.01	0.10
4 Airport Boulevard and Freedom Centre	0.02	0.01	0.03	0.09
5 Freedom Boulevard and Soquel Drive	0.01	0.02	0.03	0.08
6 Soquell and State Park	0.01	0.00	0.04	0.07
7 Cabrillo College	0.01	0.02	0.04	0.07
8 Soquel Drive and Daubenbiss	0.01	0.01	0.06	0.05
9 Soquel Drive and Dominican Hospital	0.00	0.01	0.06	0.03
10 Water and Poplar	0.00	0.01	0.08	0.02
11 Santa Cruz Metro	0.04	0.01	0.07	0.01
<b>Total</b>	<b>0:01</b>	<b>0:01</b>	<b>0:04</b>	<b>0:06</b>

End of Trip Delay By Time Period	Inbound		Outbound	
	Inbound	Outbound	Inbound	Outbound
AM	0.05	0.03	0.07	0.00
PM	0.02	0.04	0.07	0.09
<b>Total</b>	<b>0:03</b>	<b>0:03</b>	<b>0:07</b>	<b>0:04</b>

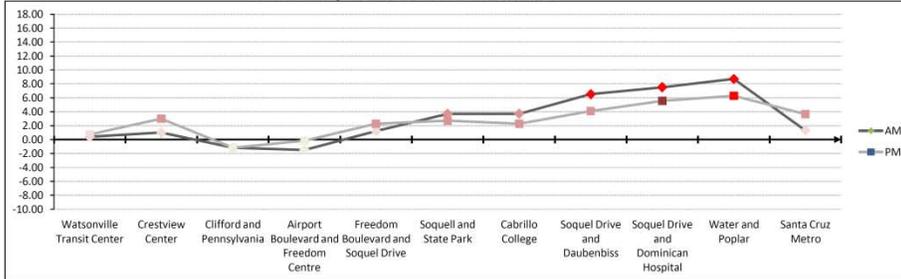
**71 Weekday Inbound Running Time**



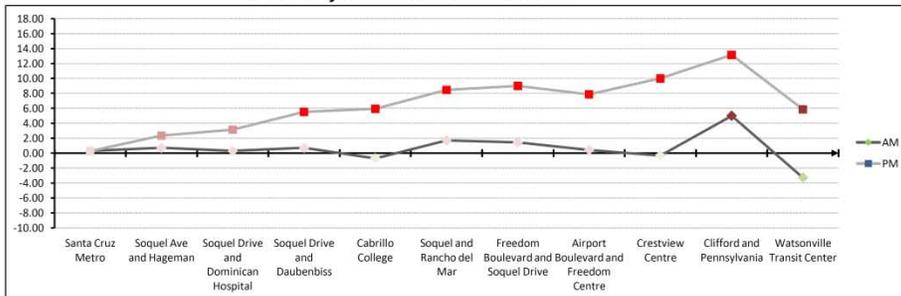
**71 Weekday Outbound Running Time**



**71 Weekday Inbound Schedule Variance**



**71 Weekday Outbound Schedule Variance**



## Route 91X

Route 91X has average on-time performance, with 67 percent of trips arriving on-time, 23 percent arriving early, and 10 percent arriving late. Detailed on-time performance information is shown in Figure 22 on the following page.

Inbound, AM trips arrive early at most timepoints, falling slightly behind schedule at Hospital. PM trips depart the Watsonville Transit Center an average of two minutes late and remain slightly behind schedule until arriving in Santa Cruz. Similarly, AM outbound trips tend to run early at most timepoints. In the PM, outbound trips run an average of four minutes behind schedule at Cabrillo College and Green Valley and Main, but are able to arrive at Watsonville Transit Center close to the scheduled time.

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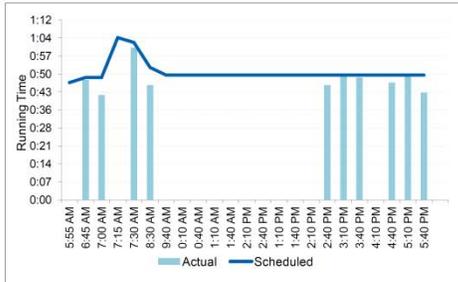
**Figure 22 Route 91X On-Time Performance Summary**

91X Weekday		% On-Time	% Early	% Late
Inbound		65%	20%	15%
Outbound		69%	25%	6%
<b>Total</b>		<b>67%</b>	<b>23%</b>	<b>10%</b>

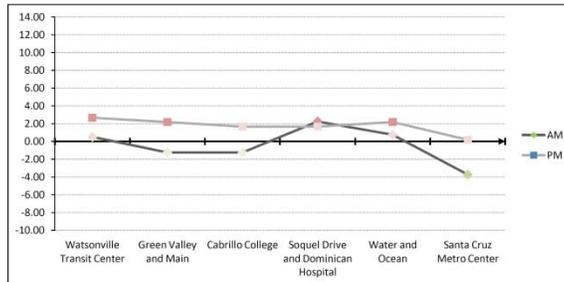
	Average Minutes Early		Average Minutes Late	
	Inbound	Outbound	Inbound	Outbound
<b>Total Delay By Segment</b>				
1 Watsonville Transit Center	0:00	0:04	0:04	0:05
2 Green Valley and Main	0:02	0:03	0:05	0:05
3 Cabrillo College	0:03	0:01	0:04	0:04
4 Soquel Drive and Dominican Hospital	0:03	N/A	0:04	N/A
5 Water and Ocean	0:02	0:01	0:03	0:02
6 Santa Cruz Metro Center to	0:03	0:04	0:02	0:01
<b>Total</b>	<b>0:02</b>	<b>0:02</b>	<b>0:04</b>	<b>0:05</b>

	End of Trip Delay By Time Period			
	Inbound	Outbound	Inbound	Outbound
AM	0:03	0:06	0:00	0:02
PM	0:03	0:03	0:02	0:08
<b>Total</b>	<b>0:03</b>	<b>0:04</b>	<b>0:01</b>	<b>0:05</b>

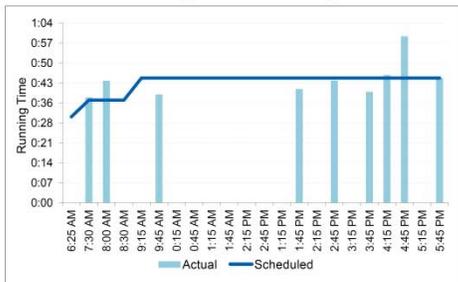
**91X Weekday Inbound Running Time**



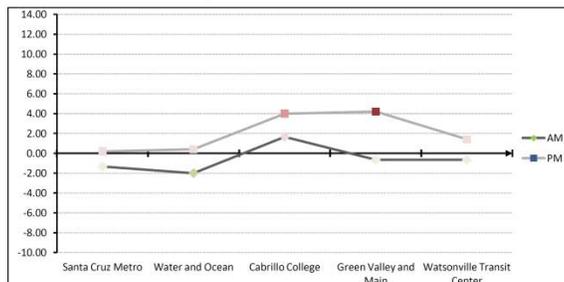
**91X Weekday Inbound Schedule Variance**



**91X Weekday Outbound Running Time**



**91X Weekday Outbound Schedule Variance**



## 5 DEMOGRAPHIC ANALYSIS

This chapter provides information on overall population density, density of young people and seniors, density of households with incomes below the federal poverty line, and density of households without access to a vehicle and density of households occupied by renters in each U.S. Census tract within the METRO service area. Data are from the 2010 census, and are illustrated in Figures 23 through 28 on the following pages. Brief analyses follow.

Figure 23 Santa Cruz Population Density, 2010



Figure 24 Youth Density, 2010



Figure 25 Senior Density, 2010

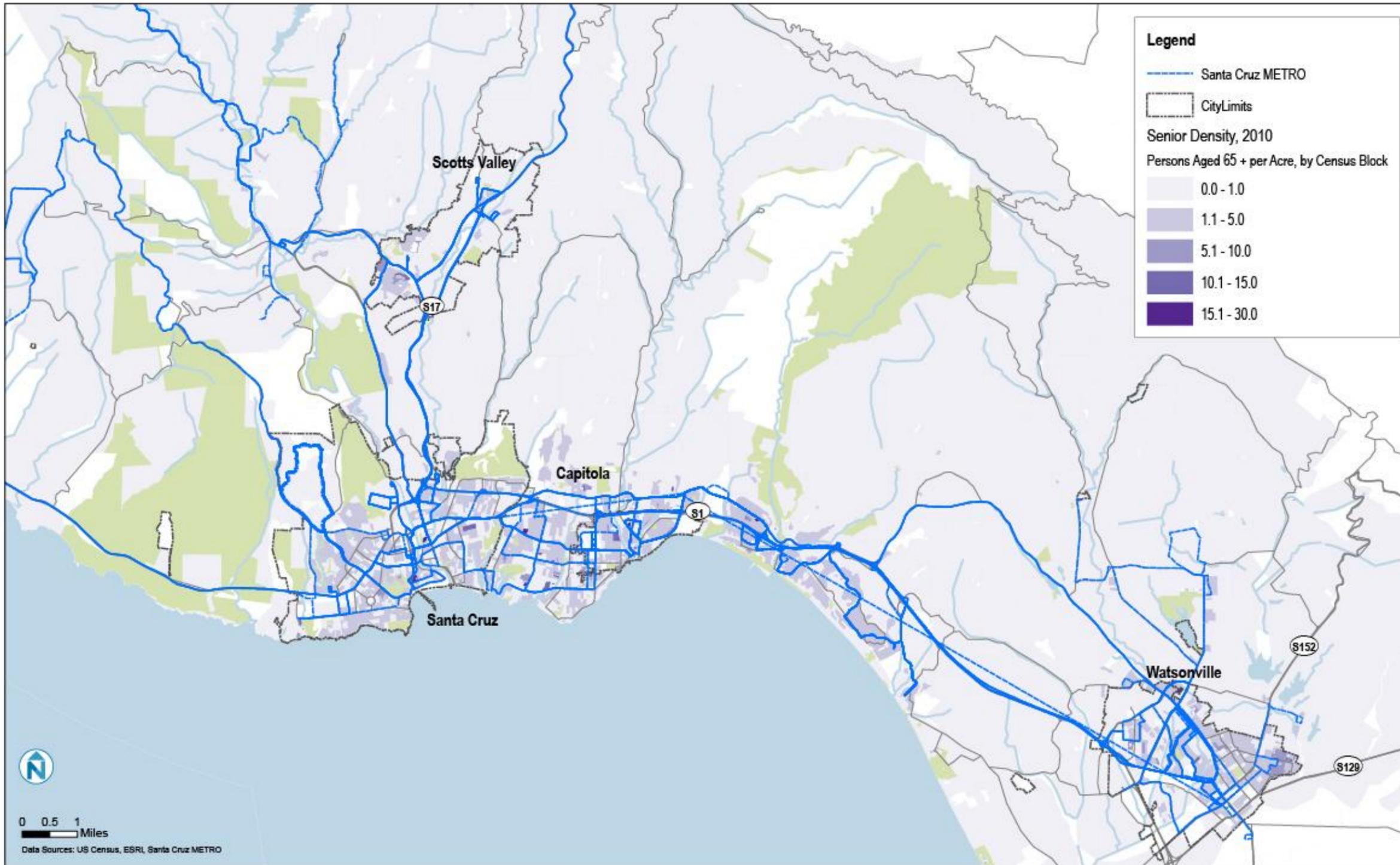


Figure 26 Density of Households Below the Federal Poverty Line, 2011

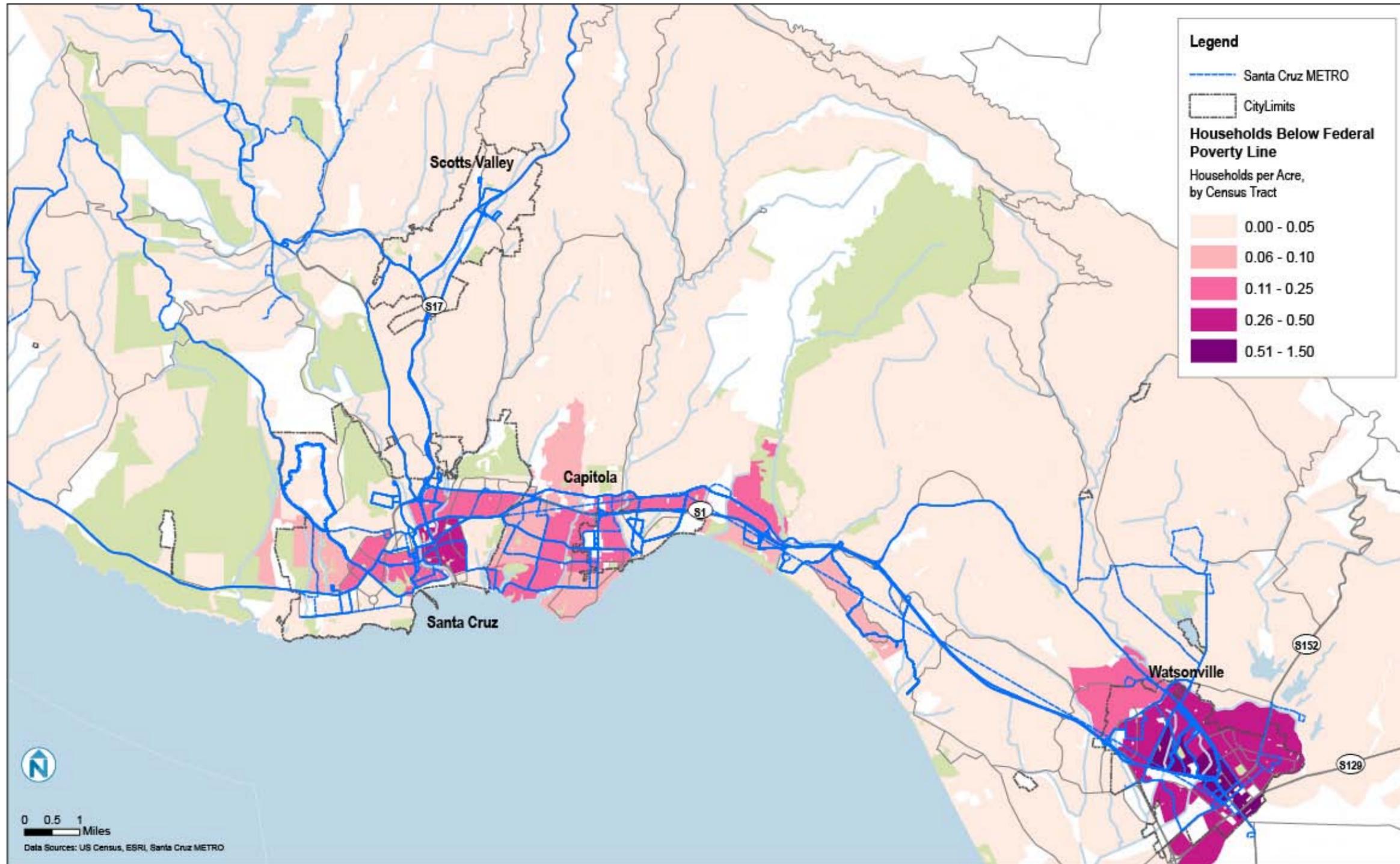


Figure 27 Density of Zero Vehicle Households, 2011

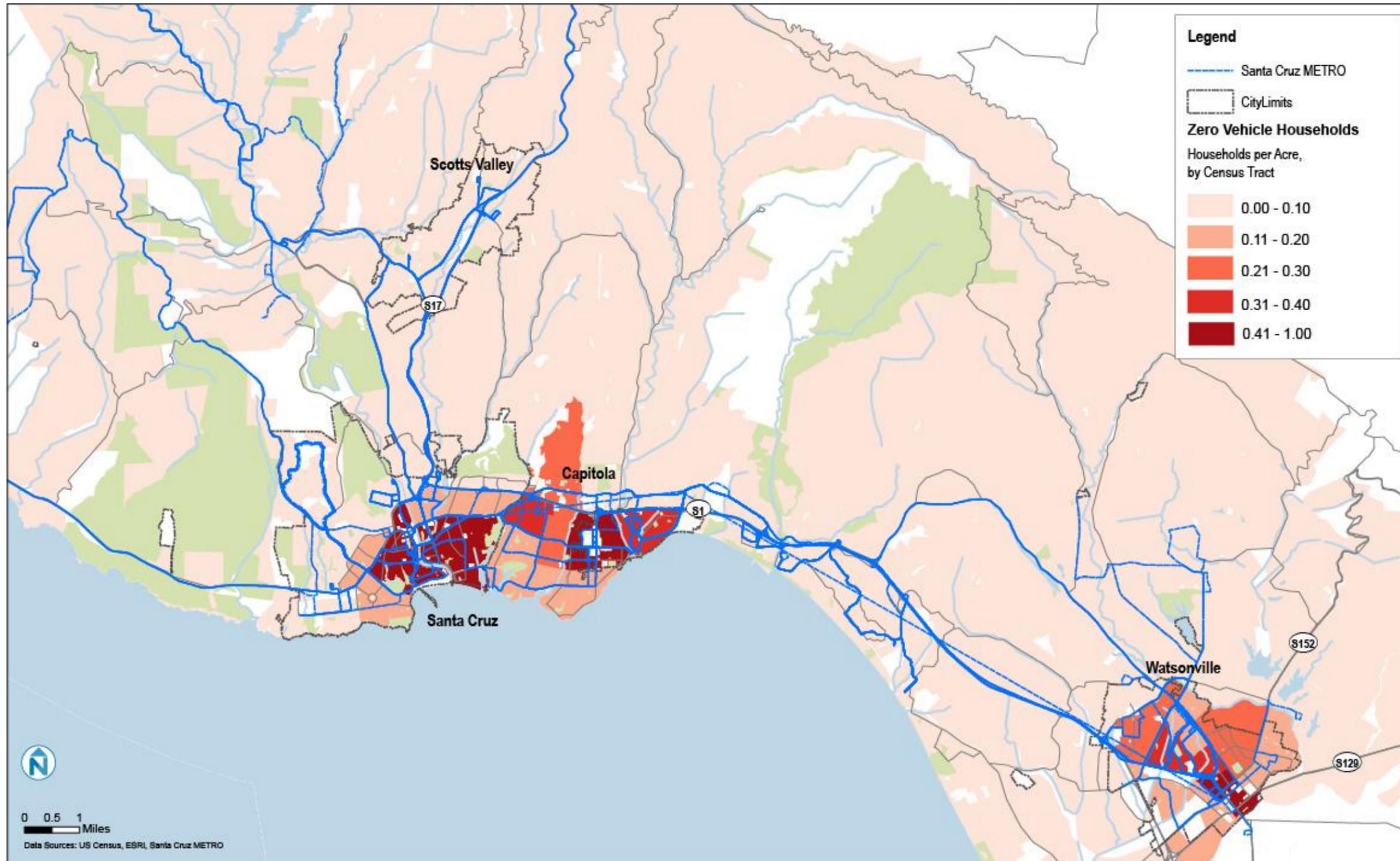
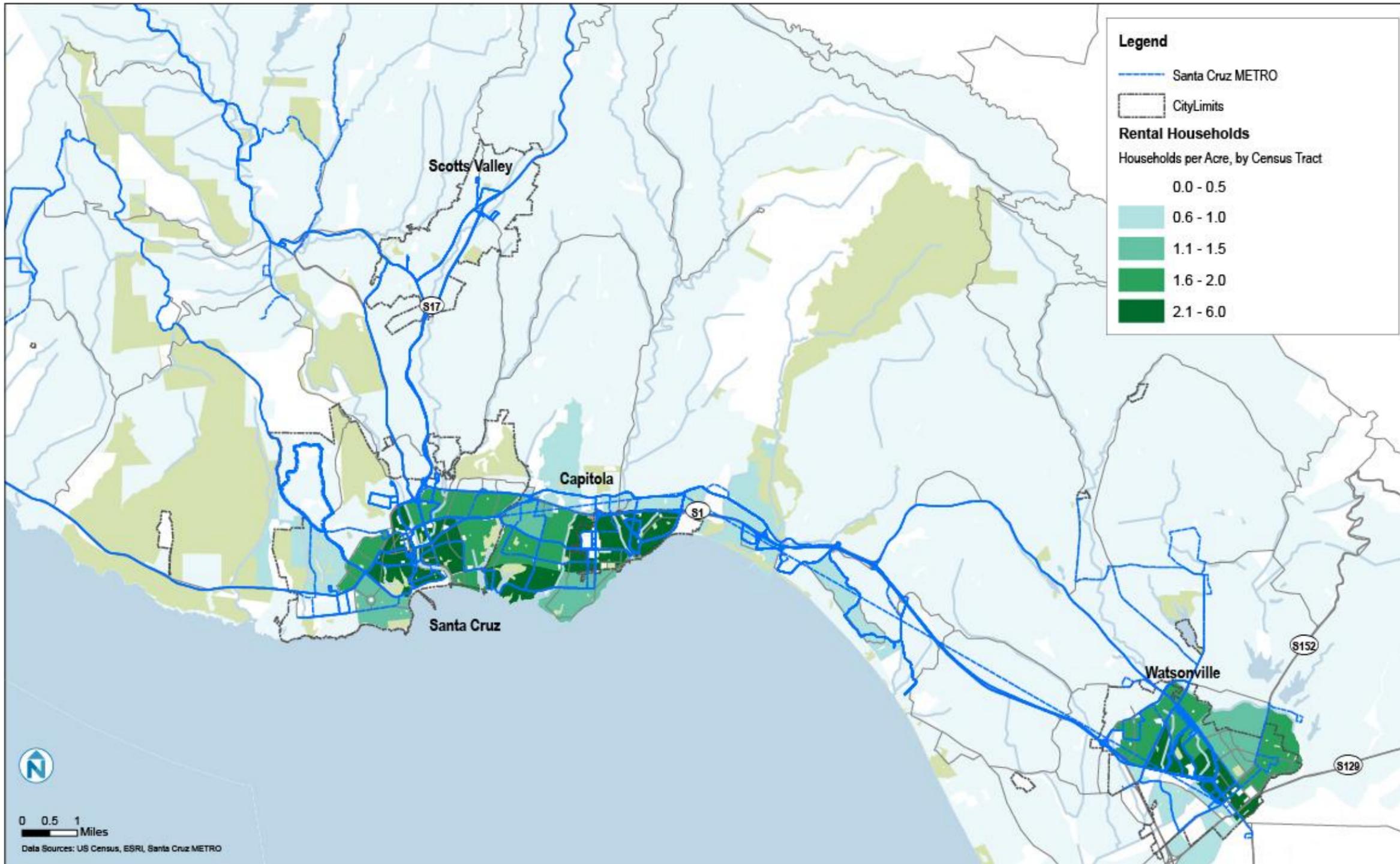


Figure 28 Density of Rental Households, 2011



Findings in each area may be summarized as follows:

- **Population density** in the METRO service area is highest in parts of Santa Cruz, Live Oak, Capitola, Watsonville and Scotts Valley. Areas of more moderate density can be found in Rio Del Mar, La Selva Beach, Felton and Ben Lomond, as well as northeast of Watsonville along Green Valley Road. The highest-density areas within Santa Cruz are in Downtown Santa Cruz, including areas on both sides of the San Lorenzo River, as well as in residential areas on the UCSC campus.
- The population density of **youth between the ages of 10 and 17** is highest in Watsonville. Within Watsonville, the highest densities are near the Freedom Elementary School along Airport Boulevard, in Downtown Watsonville, and along East Lake Avenue. Pockets of high density are also found in Downtown Santa Cruz near Santa Cruz High School, near several of the mobile home parks in Live Oak, and at the Monterey Academy.
- Concentrations of **seniors aged 65 and over** can be found in the San Lorenzo Valley near South Felton and in Scotts Valley. In Santa Cruz, the highest-density areas are near San Lorenzo Park and Arbor Cove Senior Commons. Pockets of moderately high senior population are located throughout Santa Cruz, Aptos, Live Oak, Capitola and Watsonville. In Watsonville, the highest-density area is around the senior communities between Freedom Boulevard, Airport Boulevard, and Green Valley Road, and near Bronte and Hushbeck avenues
- Watsonville has the greatest density of **households below the federal poverty line**, with densities of between 0.26 and 1.5 households per acre in nearly all census tracts. There are pockets of relative poverty elsewhere in the county in east Santa Cruz, portions of Live Oak and Capitola, and Soquel Drive east of Aptos.
- Areas with high numbers of **zero-vehicle households** include most of central Santa Cruz, Live Oak, western Capitola, and central Watsonville.
- Distributions of **renting households** are similar to those for zero-vehicle households, although there are additional areas in La Selva Beach and Rio Del Mar and near Twin Lakes.

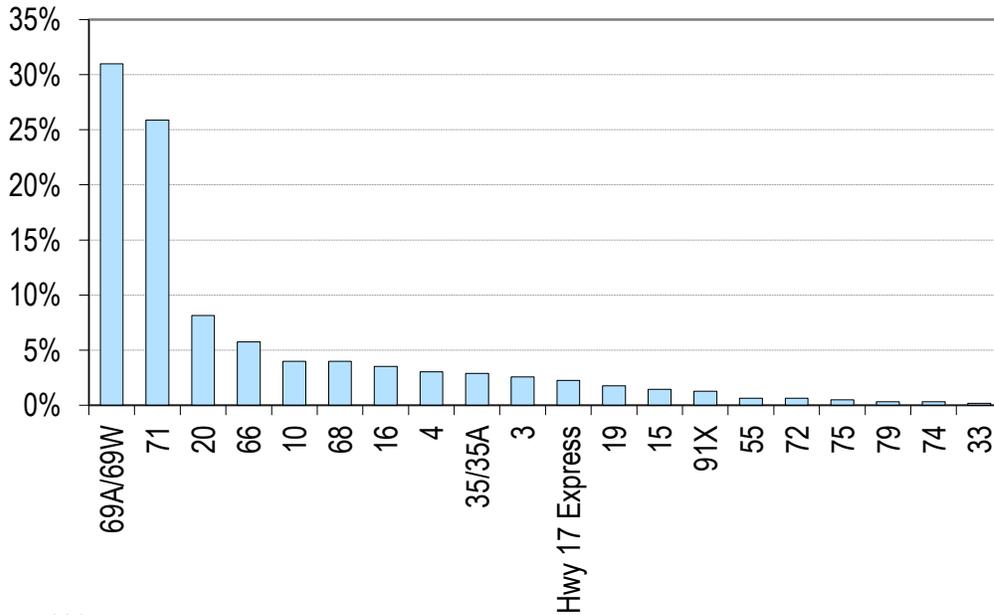
## 6 PASSENGER SURVEY

An on-board survey of METRO passengers was conducted between June 3 and 5, 2013, on the same five routes that were surveyed for on-time performance: Routes 66, 68, 69A/W, 71, and 91X (see Chapter 4). Additionally, surveys were distributed on all routes with more than one percent of weekday ridership and at METRO Center in Downtown Santa Cruz. Routes that made up less than 1 percent of weekday ridership as of April 2012 were either not surveyed or were surveyed on only one or two trips. These include Routes 3, 4, 8, 12, 30, 33, 34, 40, 41, 42, 54, 55, 56, 72, 74, 77, and 79.

The survey featured 12 questions addressing trip purposes, resources used for trip planning, travel to and from stops, transfer activity, passenger preferences regarding stops spacing and directness of routes, priorities for service improvement and perceptions of existing service. Participants were also asked to provide demographic information about themselves. The one-page survey was printed in English on one side and Spanish on the other.

A total of 657 responses were received, including 80 Spanish-language responses. Because surveys were distributed primarily on the routes that were surveyed for on-time performance, responses from riders on these routes made up a majority of all responses. Thirty-one percent of surveys were completed on Route 69A/69W, and 26 percent were completed on Route 71. UCSC routes including Routes 10, 15, 16, 19, and 20 accounted for nearly 20 percent of the responses. The survey was conducted during the final week of the UCSC school term, which may have reduced the response rate on UCSC routes. The survey response rate was statistically valid at a 99% confidence level with a margin of error of +/- 5 percentage points. However results for individual routes or route groups were not adequate to ensure statistical validity.

Figure 29 Survey Response by Route



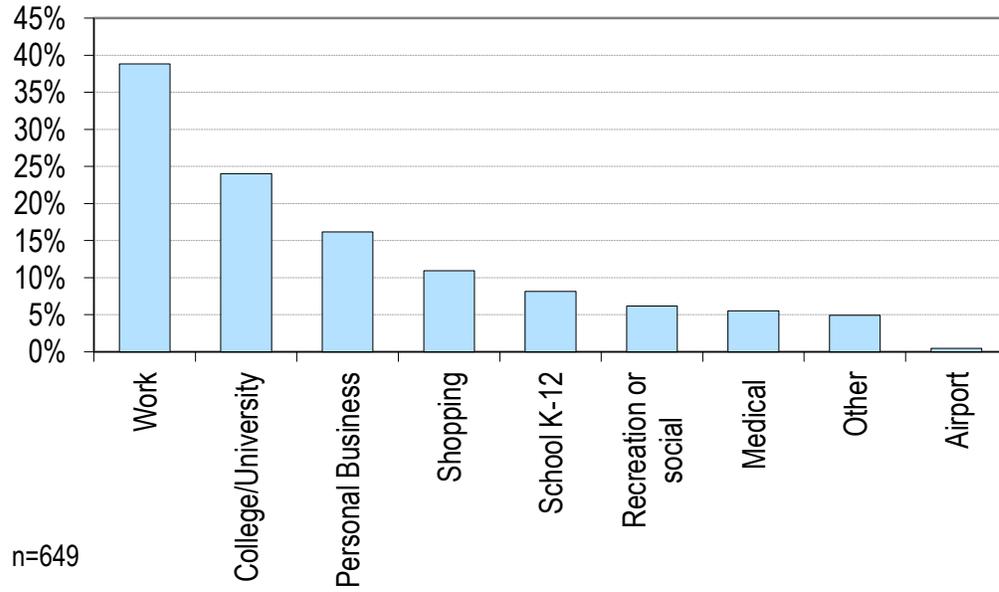
n=626

## SURVEY FINDINGS

### Trip Purposes

When survey participants were asked the purpose of their current trip, the most common reason reported was travel to or from work (39 percent), followed by college or university (24 percent), personal business (16 percent), shopping (11 percent), K-12 schools (8 percent), recreation/social (6 percent), medical (5 percent), and trips to or from an airport (0.5%). Responses for “other” accounted for five percent of the total, and were quite varied, including reasons such as visiting family, going out of town, church, going to the boat harbor, going to a shelter, carrying too much stuff to bike, going to the gym, and a broken-down vehicle. This diversity of responses indicates that METRO transit is used for a wide variety of reasons beyond commuting to and from work.

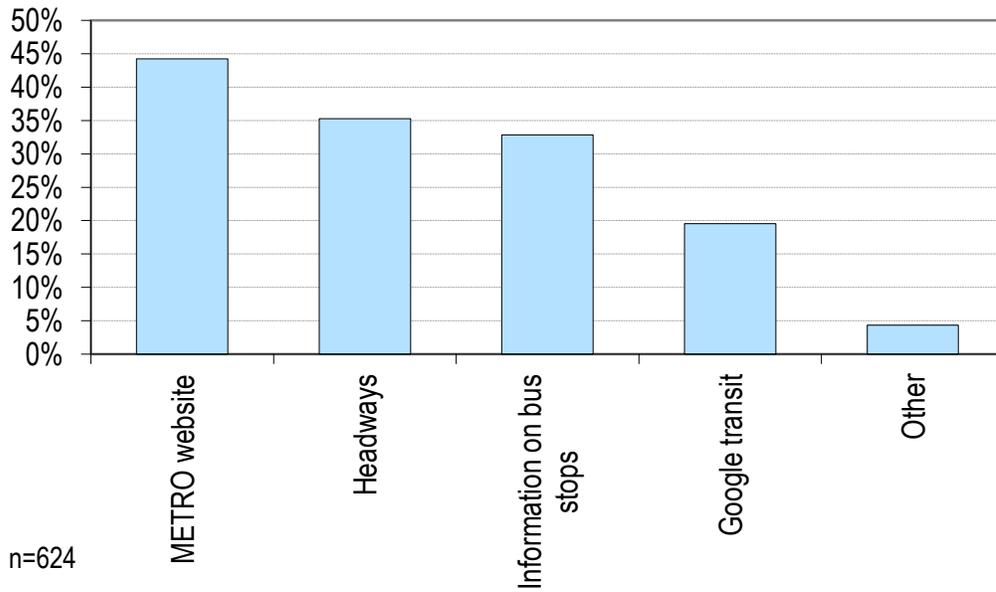
Figure 30 Trip Purpose



## Trip Planning

Survey respondents were asked to select which resources they typically rely on when planning a trip. Thirty percent of respondents selected more than one resource, indicating that many people use a combination of sources for trip-planning. A plurality of respondents reported using the METRO website (44 percent), followed by the Headways schedule book (35 percent), information at bus stops, (33 percent) and Google Transit (20 percent). Four percent reported using other sources including mobile devices and personal knowledge of the routes and schedules.

**Figure 31** Trip-planning Resources Used



## Travel To and From Stops

Most survey respondents (79 percent) reported getting to the bus by foot. Of those who began their trip by walking, 50 percent walked one block or less, 27 percent walked two to three blocks, 11 percent walked three to four blocks, and 12 percent walked five or more blocks. Six percent of respondents were dropped off, 2 percent drove, 7 percent biked, and 7 percent chose “other.” Responses for “other” included “skateboarding/longboarding” and “rollerblading” (11 responses). Some respondents transferred from another transit system.

Similarly, a large majority of respondents (83 percent) planned to reach their final destination by walking, while 6 percent said they would be picked up, 1 percent would drive, 5 percent would bike, and 4 percent chose “other.”

Figure 32 Travel to Stops

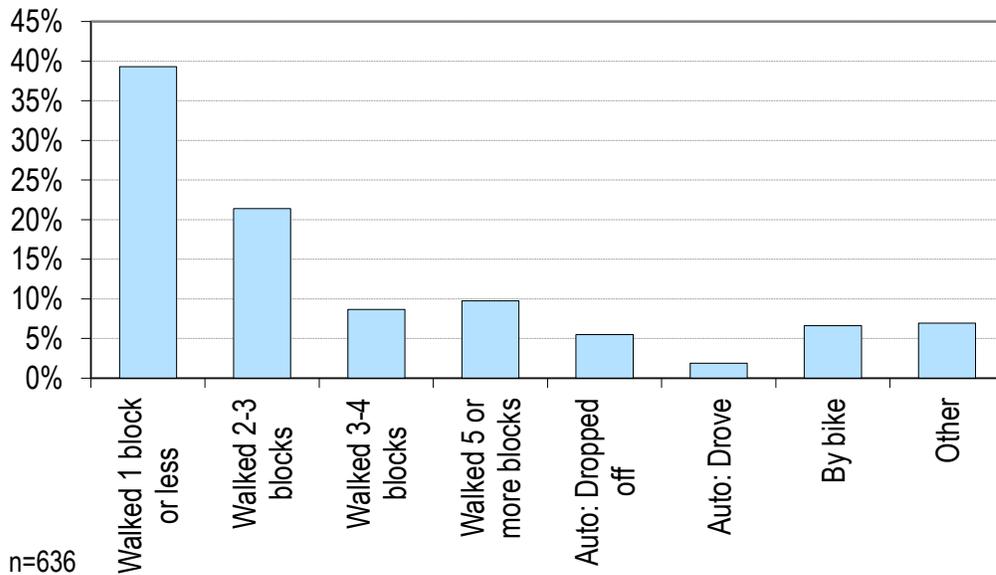
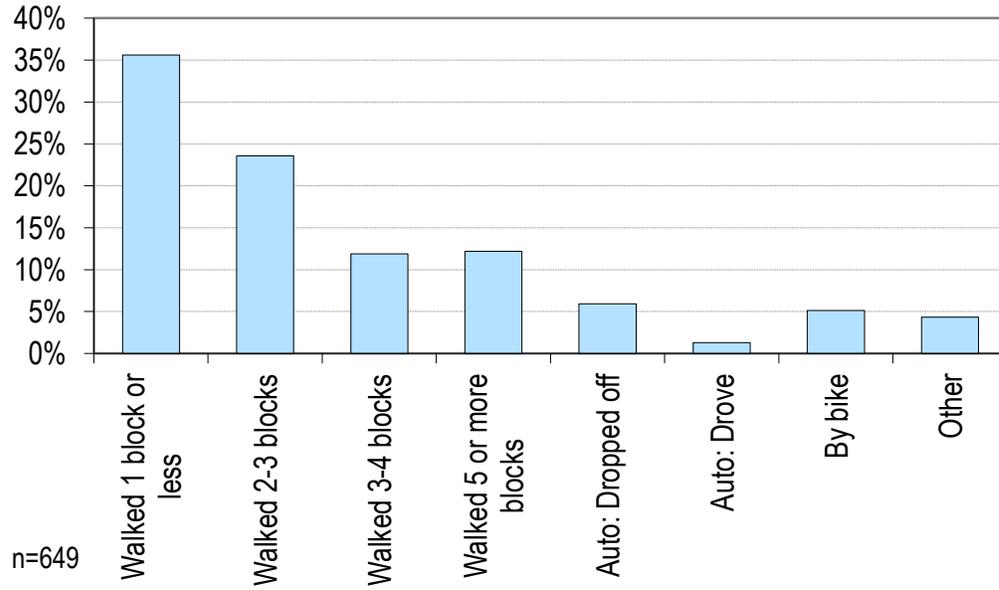


Figure 33 Travel from Stops



## Transfers

Participants were asked whether or not they had transferred to the route they were currently riding and whether they planned to transfer to another route, and if so, which routes. One-fifth of respondents reported that their trip included a transfer; however, of these, only 65 percent identified a specific route, while others said they would be transferring to whichever route serving UCSC arrived first, Caltrain, Bay Area Rapid Transit (BART), MST, or VTA Light Rail. Responses identifying specific METRO routes are tabulated in Figure 34.

The survey also asked respondents who had transferred how long they had to wait. The average wait time was 14 to 15 minutes. However, the range was quite large, with many reporting waits of less than 10 minutes, and others reporting waits of a half-hour or more.

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Santa Cruz METRO

Figure 34 Transfer Matrix

	To Route:																							Total
	3	4	10	15	16	17	19	20	33	35	40	41	42	55	66	68	69	71	72	74	75	79	91X	
3		3								1					1			3						8
4	2									2								1						5
10														1			2	3						6
15																	1	1					1	3
16				1												1	7	2					1	12
17																								0
19																	2	4						6
20															1			2					1	4
33																								0
35			1					1			1							2	2					7
40																								0
41																								0
42																	1							1
55																								0
66					1				1									1						3
68										3	2													5
69		1					1	2		1				1	1			4					1	12
71					1	2	2	3		2					1								1	12
72																								0
74																								0
75																			3					3
79																								0
91X																	1							1
Total	2	4	1	1	2	3	3	6	0	9	3	0	0	2	4	2	16	25	0	0	0	2	3	88

## Stop Spacing and Directness of Routes

Survey respondents were asked two questions related to access to stops and on-board travel times. Figure 35 shows a slight preference for reducing numbers of stops in order to make on-board travel times faster. However, Figure 33 shows a slight preference for service that is slower and less direct but requires less walking to and from stops. These results indicate that there is little consensus among riders as to whether more direct service with less geographic coverage is preferable, or less direct service that brings riders closer to origins and destinations.

In many instances, the land uses and geography along each route influence METRO's ability to improve travel times by consolidating stops or providing more direct alignments. Many of METRO's routes operate in areas with challenging topography or limited pedestrian facilities. Additionally, stop spacing is a greater concern in the vicinity of senior centers, hospitals, schools and other facilities with high concentrations of riders with accessibility issues. In more walkable corridors that currently have frequent stop spacing, on the other hand, travel speeds could potentially be increased with only minimal impacts on accessibility.

Figure 35 Stop Spacing Preferences

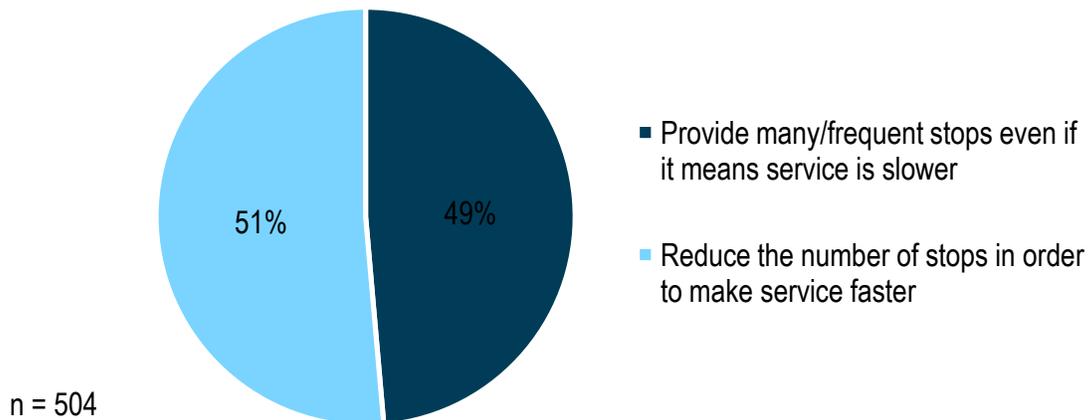
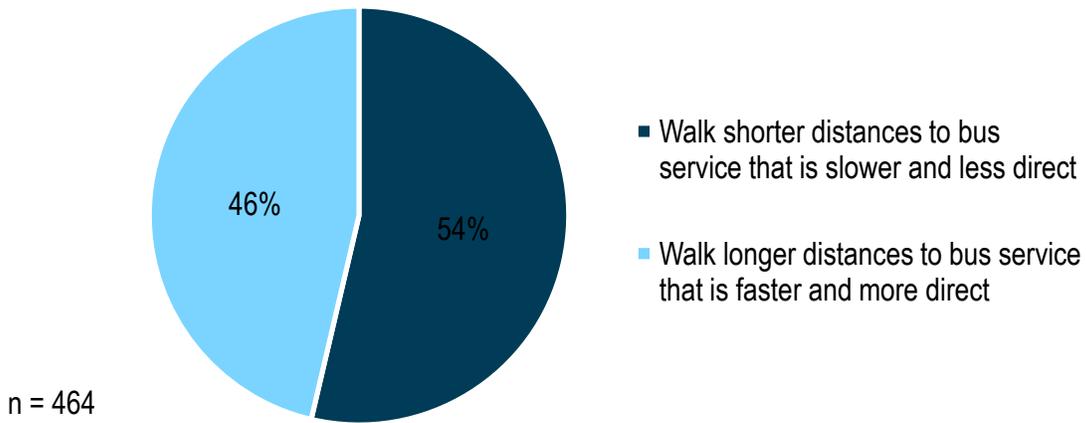


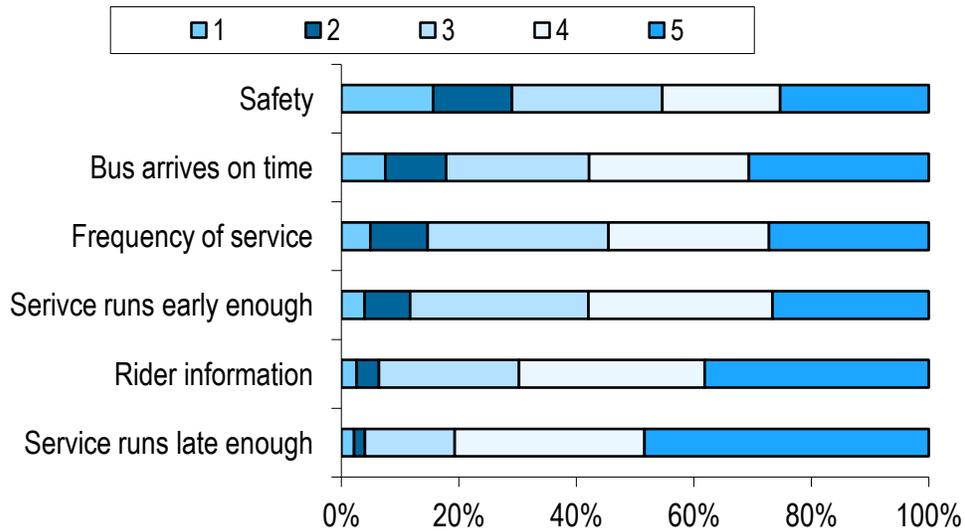
Figure 36 Directness of Service Preference



### Perceptions of Service

Respondents were asked to rate METRO’s performance in six categories on a scale of 1 to 5, with “1” representing “poor” and “5” representing “very good”. Figure 34 shows that respondents were most satisfied with the availability of evening service, following by passenger information. Opinions of reliability, frequency and availability of early service were mixed. The area believed to be most problematic was safety: 29 percent of respondents, or nearly one-third, assigned a value of just “1” or “2.”

Figure 37 METRO Service Rankings



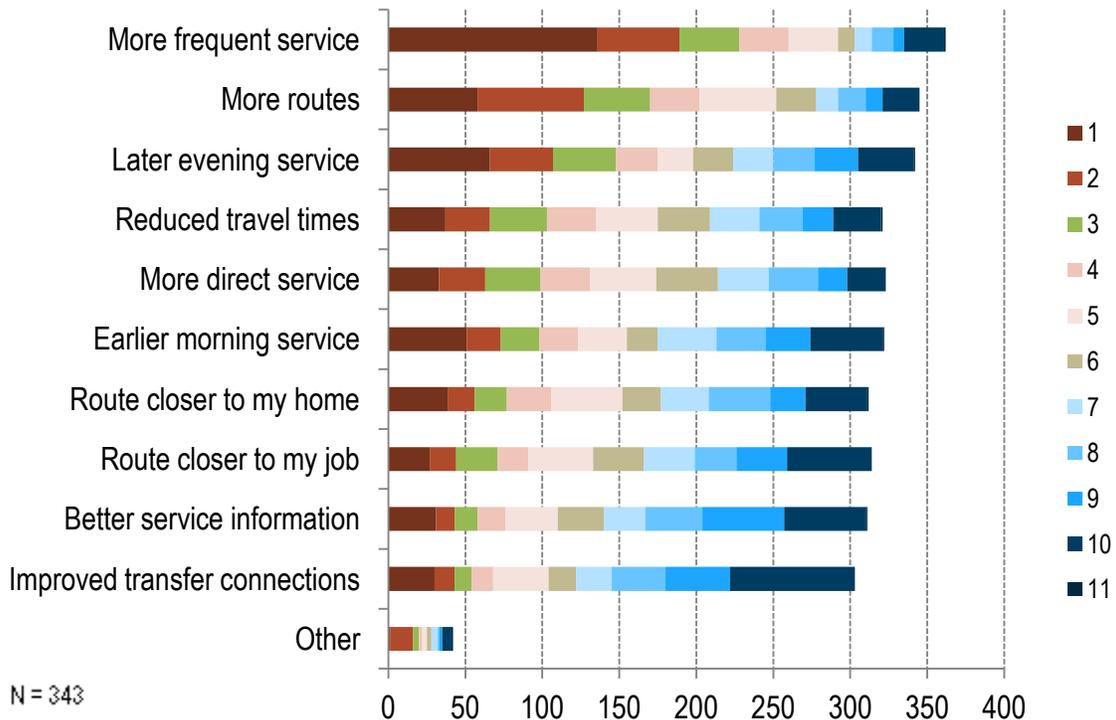
## Priorities for Improvement

Respondents were asked to prioritize a variety of potential improvements to service by ranking them from 1 (most important) to 10 (least important). A write-in “other” option was also provided. Results are shown in Figure 38, in order of the number of times each improvement was ranked first, second, or third.

The three most popular service improvements were all related to expansion of transit service in terms of frequency, span, and geographic coverage. The service improvement “more frequent service” received twice as many number-one rankings as the second-most popular improvement, and was ranked as unimportant by very few respondents. The next most popular service improvements were “more routes” and “later evening service,” followed by “reduced travel times” and “more direct service.” Although the response to the direct tradeoff questions shown previously in Figure 32 and 33 was somewhat mixed, these rankings provide a clear indication that riders have a strong interest in transit service that runs more frequently, with a longer span of service, and is faster and more direct.

In contrast, service improvements viewed as less important included providing service to specific locations (“route closer to my home” or “route closer to my job”), “better service information” and “improved transfer connections.”

Figure 38 Service Improvements Ranking



A total of 42 service improvements described as “other” were assigned rankings by survey respondents. These responses were quite varied and included the following topics:

- Comments on schedules and schedule adherence
  - Improve on-time performance (6)
  - **Don't pass passengers waiting (1)**
  - Do not allow early running (1)
  - Change schedule less frequently (1)
  - Adjust schedules at peak traffic times (1)
- More/earlier weekend service (5)
- More holiday service (2)
- Increase bicycle spaces or options (5)
- Late-night service:
  - More late-night service in general (1)
  - Late-night service to UCSC (1)
  - Late-night service to Capitola Village (1)
  - Late-night service on Route 20 (1)
  - Late-night service on Route 68 (1)
- Provide free transfers (4)
- Route 69A/W: Later service (2), earlier weekend service (1)
- Route 17: More service (1)
- Route 4: Unreliable on weekends (1), more service (1)
- Increase amenities: improve bus stops (1), provide stop shelters (1), wireless internet on board (1), cleaner buses (1)
- More room on buses (1)
- Direct service from UCSC to Capitola Mall (1)
- Less frequent stops (1)
- Service near strawberry fields (1)
- Provide real-time arrival information (1)

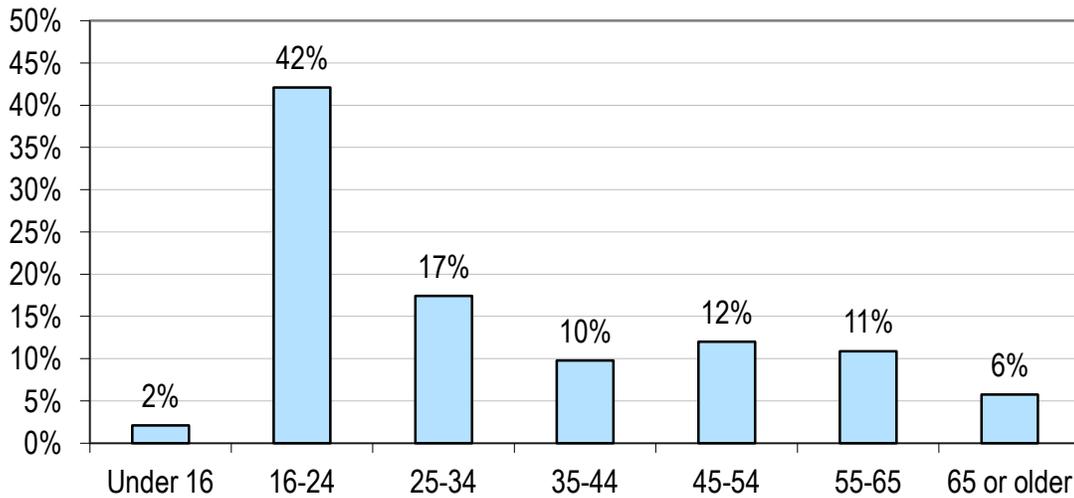
Additionally, a number of respondents noted that they are happy with the service as it is.

## RESPONDENT DEMOGRAPHICS

### Age

Ages of all survey respondents are shown in Figure 39. The most common age range among respondents was 16 to 24, making up 42 percent of survey respondents, and 25 to 35, accounting for 17 percent. This reflects the significant population of and college-aged students in Santa Cruz. Older adults accounted for most of the remaining responses. Just six percent of respondents were seniors, and just two percent were younger than 16.

**Figure 39** Age of Respondents

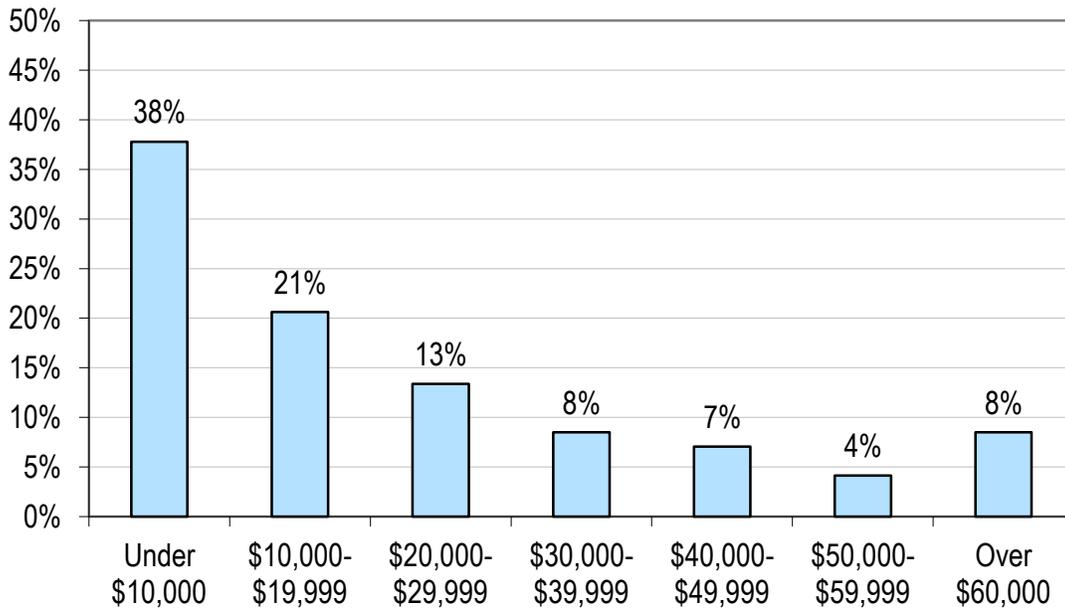


n = 625

## Household Income

Household incomes of survey respondents are shown in Figure 40. A majority of respondents (58 percent) reported living in households earning less than \$20,000 per year. Thirty-eight percent said they lived in households earning less than \$10,000 per year, while an additional 21 percent live in households earning between \$10,000 and \$19,999. Of the 42 percent of respondents who reported living in households that earn more \$20,000 or more, 13 percent earned between \$20,000 and 29,999, eight percent earned between \$30,000 and \$39,999, four percent earned between \$50,000 and \$59,999, and eight percent earned more than \$60,000.

**Figure 40** Income of Respondents

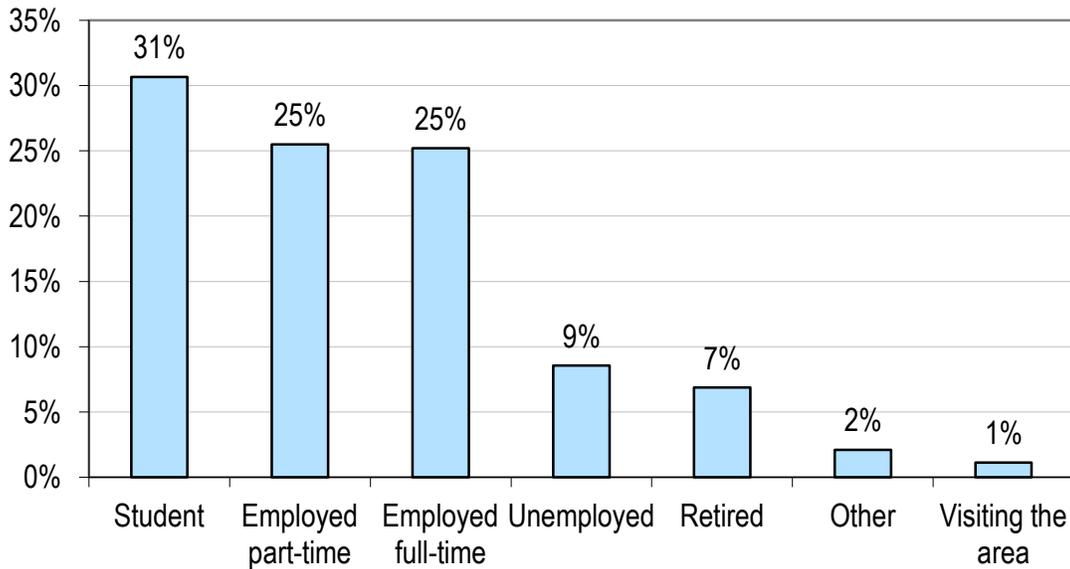


n = 553

## Employment Status

The employment status of respondents is shown in Figure 41. Note that the total number of responses (714) includes multiple responses by some participants. A plurality of respondents (31 percent) reported that they are students, followed by those employed part-time (25 percent) and full-time (25 percent). The most common combination of responses was student and employed part-time (six percent). An additional nine percent of respondents reported being unemployed, seven percent said they were retired, two percent chose “other,” and one percent said they were visitors to Santa Cruz County. A total of ten respondents selecting other said they were disabled.

Figure 41 Employment Status of Respondents



n = 714

## 7 STAKEHOLDER AND PUBLIC INPUT

To initiate the Short Range Transit Plan, extensive outreach was conducted by the project team to a range of stakeholders including METRO Board members and staff including planners, schedulers and operators, elected officials and community representatives, and members of the public. Stakeholders were assured that their answers were provided in confidence.

A series of meetings was held over a three-day period between July 23 and 25, 2013, and follow-up meetings with stakeholders were conducted by phone and in-person in the following months. Depending on the context, meeting formats ranged from relatively formal (community meetings with formal agendas and structured exercises) to informal (discussions with staff). Questions asked in each meeting were tailored to the audience in order to gather the most relevant information on perceptions of existing METRO service, unmet needs and priorities for investment.

The intention of this summary is to represent the array of concerns and ideas voiced by stakeholders and members of the public.

### MAJOR TRANSPORTATION CHALLENGES FACING SANTA CRUZ COUNTY

Stakeholders were asked to share their perspectives on major transportation challenges facing Santa Cruz County and the region. They were not asked to comment specifically on transit, but rather on transportation challenges in general. The primary issues identified most often by stakeholders included the following:

- **Traffic congestion that impacts automobile and transit trips, mostly along Highway 1, but also in the Boardwalk area and on the UCSC campus.** One stakeholder's comment was repeated by several others: "We need to find a way to do an HOV lane on Soquel and Highway 1 so buses could move quickly." Most people indicated this as a top priority.
- **Limited availability of transit service in some of the neighborhoods away from the major arterials that are served by METRO.** Stakeholders noted that previous services on residential streets no longer operated and several suggested that they hoped the SRTP would identify ways to reintroduce neighborhood services.
- **The influx of visitors on the weekends, especially to the beach area.** Representatives from the City of Santa Cruz talked about the potential for additional funding for new services. Several stakeholders talked about the importance of better marketing for the Highway 17 service to encourage Bay Area residents to ride the bus over the mountain on the weekend.
- **The topography and long, narrow transit service area in Santa Cruz County.** Nearly all stakeholders acknowledged the particular challenges of providing transit

service in Santa Cruz County. Board members representing smaller communities and mountain communities indicated that their areas received less service than would be ideal, but also acknowledged the challenges of efficiently serving these communities.

All stakeholders acknowledged that transit has significant value in the community, enjoys solid public support even though the mindset for most residents is still focused on the automobile.

## GENERAL TRANSIT CHALLENGES IDENTIFIED BY VARIOUS STAKEHOLDER GROUPS

Stakeholders were asked what they consider to be the primary transit-related needs in order to improve METRO services and operations. Based on variety of comments and opinions expressed by stakeholders, the following were identified as the key needs/issues:

### Community Perceptions of METRO

Generally speaking, Santa Cruz County is politically progressive, and many voters self-identify as environmentalists. In general, this should translate into support for public transportation. However, stakeholders noted that some non-riding members of the public view METRO **negatively. Two complaints are most common: that large, “empty” buses circulate through neighborhoods (some would prefer that smaller “cutaway” vehicles be used), and that operators receive substantial amounts of overtime pay (this perception has been fueled by critical media coverage).** Both perceptions are rooted in misunderstandings of the nature of transit service: transit operating costs are primarily driven by labor, not fuel, bus loads vary by location and time of day, and operator schedules are driven primarily by demand for transit service at different times of day.

While noting that most METRO operators are professional and courteous, members of the public expressed concerns about the behavior of some drivers. Most notably, one commenter claimed **that one operator he had spoken with was unaware of METRO’s courtesy stop policy (under which passengers may alight at locations other than stops at the discretion of the operator).**

Some stakeholders talked about the importance of ensuring that bicycle considerations are addressed in the SRTP. Bicycling is a popular and growing mode of transportation in Santa Cruz County, and METRO has sought to accommodate cyclists, but some stakeholders indicated that **not enough has been done to meet bicyclists’ needs.** Racks on the front of METRO buses can accommodate up to three bicycles, and secure parking is available at METRO Center. In the past, cycling advocates have expressed interest in allowing bicycles aboard buses, but representatives of users of mobility devices fear that this would compromise their access. There are both bicycle lanes and bus routes on most major arterials in the county, and conflicts do sometimes occur between buses and bikes. The protected cycle track on Beach Street adjacent to the Boardwalk was formerly a bus-only lane.

The need for additional park-and-ride lots was raised by nearly half of the Board members. Stakeholders indicated that if people could drive to a secure lot for the Highway 17 service, they believed there would be even greater use of that service. Likewise, stakeholders talked about the need for additional park-and-ride lots along Highway 1, particularly in the south.

## Accessibility

Stakeholders who rely on mobility devices or who represent persons with disabilities noted a number of challenges related to METRO service. Most notable: as part of the 2011 service reductions, fixed-route service was reduced to some areas and eliminated to others, and some people who had made locational decisions on the basis of accessibility to transit were forced to move (the coverage area for ParaCruz demand-responsive paratransit service was not reduced, and exceeds ADA requirements, although ParaCruz fares are more expensive than fixed-route fares). As was previously noted, some stops lack ADA-compliant concrete pads for wheelchairs, and access to some stops is challenged by poor pedestrian infrastructure, including missing sidewalks in some locations. In a few cases, access to basic goods and services is limited for all users: one example mentioned repeatedly was the Safeway grocery on Mission Street in Santa Cruz's West Side neighborhood, which is served by METRO but on only a limited basis.

## Policy Guidance

**All of METRO's Board members interviewed for this study voiced support for policies that would offer the agency clear guidance on where, when and why service changes should be implemented. According to one stakeholder, "We should include them in the SRTP and adopt them, but the Board will still debate them."**

Like many of its small- to medium-sized transit agency peers, METRO has relatively few official guidelines for application in decision-making processes. Informal processes are not necessarily uninformed processes. However, ad-hoc decision-making risks contradictory (or at least suboptimal) outcomes. Formally adopted policies can streamline decision-making processes, and policies can serve to ensure that performance is regularly monitored. METRO has an existing bus stop spacing standard, and staff have recently developed limited performance standards as part of the agency's federally mandated Title VI policy addressing equity concerns. Additionally, bus stop criteria developed by METRO are applied by local governments in permitting processes for proposed developments. Nonetheless, staff have indicated that METRO's planning should be **"more proactive rather than reactive," they have identified additional areas in which adopted policies might be useful, and a number of policies are proposed for consideration by the METRO Board in the Service Plan section of this document.** (In particular, several Board members and METRO staff indicated that policy guidance would have been especially useful in the case of deciding whether and how to provide direct service to the La Posada Retirement Community.)

## The Need to Better Serve Commuter Markets and Tourist Markets

According to stakeholders, much more can be done to make transit friendly to visitors. Santa Cruz County is a major tourist destination, and there is strong interest among METRO staff and leadership in attracting a greater share of the travel market for tourists. METRO Route 17 provides access from the Bay Area, connecting to the Caltrain rail line in San Jose, and METRO partners with VTA, the transit provider for Santa Clara County, and with Amtrak in operating the service. However, there has never been a major marketing or promotional push (such as offering discount fares) focused on Route 17. From 1927 until 1940 and again between 1947 and 1959, the Southern Pacific railroad operated **"Suntan Special" service on weekends from the Bay Area.**

**Even with an interest in tourist transportation, METRO's Board members talked about the need for improved access for commuters and the need for strategies for improving travel times.** METRO's increasing reliance on limited-stop and express services appears to be viewed by the

public as a welcome development. Route 91X, which provides a faster alternative to Route 71 between Santa Cruz and Watsonville, was until recently a peak period-only service, and ridership remains below that on Route 71. However, awareness of the service is still growing. Ridership on Route 17, which provides express connections from Santa Cruz and Scotts Valley to San Jose as well as amenities including wireless internet service, is high, and the service was referred to by multiple staff and stakeholders as the "jewel" of the METRO system. Given the public's concerns with delays on local-stop services, and the simple mathematical fact that faster services can be operated more frequently at no additional cost, a shift toward greater deployment of express services in trunk corridors may be the most cost-effective way for METRO to serve stops that **account for a majority of ridership. Staff have also indicated that providing "overlay" express services may be viewed as a more desirable alternative to consolidation of stops.**

## North-South Equity

Economically as well as culturally, there has long been a divide in Santa Cruz County between the north (including the City of Santa Cruz and the University of California Santa Cruz campus) which is generally affluent, highly educated and primarily white, and the primarily working-class, Latino south, centered on the historic farming community of Watsonville. Mid-County cities are generally between the two, in sociopolitical as well as geographic terms. Historically, the bulk of **the county's population was** concentrated in the north; however, there has also been something of a political divide between the generally anti-development north and the somewhat more pro-growth south. As a result, Watsonville has grown to become nearly the equal of Santa Cruz in size. According to stakeholders, this divide between north and south has informed and continues to inform discussions around allocation of countywide resources including METRO transit service.

Like many small- to medium-size transit operators, METRO ridership largely consists of so-called **"transit-dependent" riders who are generally low-income, senior, and/or disabled, as well as college students.** In Santa Cruz County, these populations are highly segregated, with UCSC students concentrated in the city of Santa Cruz and other transit-dependent populations disproportionately located in Watsonville (Cabrillo College students live throughout the county, **but primarily reside in the north**). **METRO's route network and ridership largely reflects this, with high levels of service on UCSC routes in addition to intercity services that connect Watsonville, which has relatively affordable housing, to job centers in the north, including service-industry employment in the tourism sector.** One stakeholder noted that historically, South County has borne a disproportionate share of service cuts, in part because community members are less likely to publicly complain.

One stakeholder characterized political attitudes toward development in North County **communities as follows: "You earn your political stripes by saying no."** Indeed, proposed developments in Santa Cruz and surrounding communities have historically tended to be controversial, and most of the recent growth in the county has taken place in the south, in Watsonville. However, **the City of Santa Cruz's updated General Plan 2030, adopted last year, identifies a half-dozen "activity centers" or "walkable, mixed-use, transit-oriented areas ... in which the city's economic, educational, recreational, cultural and social life is concentrated."** The centers: Downtown, the Beach Area, UCSC, the Harvey West industrial area, the Mission Street commercial area, and the Soquel Avenue Eastside business district. All are served by METRO to varying degrees, and as the primary transit provider for the city of Santa Cruz, METRO is integral **to the city's vision for focusing growth in these areas, and for accommodating increasing demand for housing and jobs in a way that is ecologically sustainable and socially equitable.**

METRO reconfigured its Watsonville services last fall, realigning some routes and introducing new service to Pajaro (Route 77). Stakeholders, including staff, believe the current configuration could still be improved upon. However, it typically takes a year or more for public awareness of a major service **reconfiguration to return to previous levels and for ridership to “mature” or “settle.”** For this reason, any time a major change is made in transit service, no additional changes should be made to that service for at least a year. **Staff noted that there are three major “anchors” for transit service in Watsonville:** the downtown transit center, the Target store on Main Street, and the adjacent Freedom Center and Crestview Shopping Center on Freedom. These three locations effectively form a triangle, and the route network in Watsonville reflects this, with intercity trunk services on both Freedom and Main, terminating at the transit center. Local services also operate on Main and on a short segment of Freedom, but primarily serve to provide coverage to other parts of the city.

## Schedule Reliability

When asked to identify the most challenging issues confronting METRO, planning and scheduling staff, operators, supervisors, Board members and members of the public at the public meetings all cited reliability. There are a number of reasons why METRO buses may run early or late. Some **are at least partially beyond the agency’s control: most notably, traffic congestion in key corridors,** including Highway 1 as well as Ocean and other arterial streets. To some extent, this congestion is predictable: a Caltrans webpage<sup>9</sup> **states that Highway 1 in Santa Cruz “routinely operates at the worst Level of Service (LOS) ‘F’ for eight hours each weekday,” and tourist traffic regularly causes congestion on Ocean, near the Santa Cruz Boardwalk and in Downtown Capitola on summer weekends.** (METRO provides only limited service to the latter two areas, which are served during peak periods by city-funded shuttles.)

On the one hand, operators believe that schedules and reliability could be improved simply by adding running and recovery time to routes and trips with known issues. Administrative staff acknowledge that some scheduled run times are constant over the course of the day despite observed variability between periods. However, they note that even where end-to-end times may be relatively constant, travel times within segments may vary due to less-predictable factors such as wheelchair boardings, and in many cases operators **regularly run “hot” or ahead of schedule** because there is too much time in the schedule (one such location is between the Freedom Center and Crestview Shopping Center in Watsonville, where operators can run two or three minutes ahead of schedule if traffic is free-flowing). **Scheduling practice at METRO is to “pad” schedules** by adding running time between the next-to-last timepoint and the terminal, and in some cases, scheduled recovery and layover times and even run times vary widely from trip to trip<sup>10</sup>. Here as in other areas, staff say it is difficult to effectively make adjustments due to insufficient data. In one location, Ocean, transit- and emergency vehicle-only lanes have been proposed, and use of the shoulders on Highway 1 has been proposed, but neither project has been pursued.

## Numbers of Stops

Dwell time, or time spent loading and unloading passengers at stops, is a major factor in transit running time, often accounting for one-quarter or more of overall travel time. Most bus operators

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<sup>9</sup> <http://sccrtc.org/projects/streets-highways/highway-1-aux-lanes/>

<sup>10</sup> Between 4 and 7 p.m. weekdays, scheduled travel times on Route 69A between Capitola Road and 7<sup>th</sup> Avenue and Santa Cruz METRO Center are 23, 19, 26, 18, 23 and 13 minutes.

and other staff members indicated that METRO service suffers from poor on-time performance; they also, however, noted that it can be relatively slow even when on-time (one stated that it is faster to bike from Santa Cruz to Capitola). Other than traffic congestion, the most frequently cited factor in delay was stops that are too close together. In some cases, distances between stops **are less than 600 feet, which is both the minimum standard under METRO's stop-spacing policy as well as the size of the fixed "blocks"** used by its automated stop announcement system to determine location and proximity to stops. In these cases, only one of the stops can be announced.

Staff noted that many of the closely spaced stops are only lightly used, reducing their impacts on reliability. Nonetheless, each stop introduces an element of variability into the schedule. In the past, METRO has not consolidated stops, although it has temporarily deactivated some. One prominent example of closely spaced stops mentioned by multiple commenters is on Soquel Drive at Cabrillo College.

Although consolidating some stops and extending spacing between stops was generally acknowledged by Board members and other stakeholders as a worthwhile idea, several individuals with disabilities attended the public meeting in Santa Cruz and indicated the value of having additional stops in some areas. This suggests that METRO might best be served by establishing a stop spacing policy, and then make some modifications to that policy to address specific needs.

## **Amenities and Safety at Stops**

A primary concern of passengers identified through the rider survey and discussed at two of the public meetings was personal security. Referring to Santa Cruz's reputation for tolerance and its large indigent population, bus riders said that they often feel unsafe aboard vehicles and at stops, some of which lack adequate lighting. Many stops have shelters, but they are often tagged with graffiti, and homeless people sometimes sleep on the benches. In all cases, shelters are of an open design that provides only limited protection from the elements. Accessibility for users of wheelchairs and other mobility devices is also a problem at many locations, both at stops themselves (many of which lack concrete pads) and on paths leading to them.

It should be noted that METRO is attempting to address these issues on an incremental basis through its stop improvement program, and is planning full-scale redesigns of METRO Center, the Watsonville Transit Center, and potentially the Capitola Mall Transit Center (further described elsewhere). Also, METRO's practice of providing complete schedules at stops is rare within the transit industry.

## **BUILDING SUPPORT FOR TRANSIT**

Stakeholders noted that METRO generally enjoys solid public support, the agency is active in local events (special parades and fairs), and data collected about comments/complaints shows high levels of praise. Often a true measure of support for transit is its level of funding, and given past service cutbacks, the public got a **"wake up call," according to some stakeholders, that there** some limitations to what can be offered.

## Funding

METRO relies heavily on two sources of revenue that are themselves highly dependent on economic cycles: a local sales tax and transit fares. Combined these two sources account for roughly three-fifths of **METRO's** budget. Because of the variability in these funding sources, service had to be reduced during the recession, and has since been partially restored. If additional funding for operations can be found (ideally from more stable sources), there are three areas that most stakeholders feel should be priorities for investment: additional service on routes with overcrowding issues, additional service on routes with less than hourly headways (as one **commenter noted, "if there's a bus twice a day it's like no bus") and increased coverage for neighborhoods and rural areas (although notably, there appears to be little interest in restoring all of the services that were cut in 2011).**

Key observations by stakeholders were that political support for transit is strong in Santa Cruz County, but even still, funding, in general, is always going to be challenging because the demands are so great.

## Opportunities to Address College Markets

With college students **as one of METRO's most important ridership groups, opportunities exist to build support for the system through outreach and engagement with UCSC and Cabrillo College students.**

**METRO and UCSC's Department of Transportation and Parking Services, or TAPS,** enjoy a strong working relationship. UCSC students can ride METRO for free, faculty and staff get discounted passes, UCSC subsidizes METRO service on a per-boarding basis and pays directly for Route 20D service, and METRO provides a high level of service to the main campus during the regular school term - up to 11 buses per hour during peak periods (a total of five arrivals are scheduled in the 20 minutes prior to 10 a.m. bell time).

In many ways, this service has been victimized by its own success. In addition to the aforementioned overcrowding issues, UCSC service suffers from reliability problems, in part because many students use it, rather than university shuttle service, for intra-campus trips. Additionally, the high pedestrian volumes on campus and resulting conflicts at crosswalks contribute to delay. Some West Side residents reportedly avoid the service, in part because of overcrowding, but also due to student behavior. METRO and TAPS have discussed whether METRO service should skip some of the more lightly-used campus stops in order to improve reliability. They are also involved in ongoing discussions regarding how best to support university plans including potential use of the Kaiser Permanente Arena downtown for basketball games, expanding enrollment and evening courses, a potential major rearrangement of the course schedule, and expansion of the Institute of Marine Sciences campus, which might be served upon completion in 2016 by a realigned Route 20 (UCSC staff have suggested that the route might serve the campus entrance at Delaware and Shaffer Road, then use Shaffer Road to reach Highway 1, although this would require a new at-grade crossing of the Santa Cruz Branch Rail Line and other improvements to the road).

**While UCSC is the county's primary institution of higher learning, enrollment at Cabrillo College is nearly as large.** The college, in Aptos, is served by a number of METRO routes, including the trunk 69W, 71 and 91X services. However, arrival times are not coordinated with bell times, and because there is no formal partnership between METRO and Cabrillo administration, Cabrillo students are unable to ride METRO for free. Cabrillo College representatives indicated that

sometimes the college gets complaints that there is not enough transit service midday, or between 8 a.m. and 9 a.m., but mostly the perception is that students are very happy with the service. Even still, the college eliminated its purchase of bus passes for students a few years ago because the total cost was too high. Cabrillo College students could tax themselves with a student fee up to \$40 per semester, providing revenues of about \$500,000 per semester, but METRO has indicated in the past that it would not offer the college a different formula for calculating the college's costs than it offers UCSC. **Cabrillo College administrators make a reasonable argument** that the college does not receive specialized METRO routes like UCSC and therefore a different payment mechanism could be appropriate.

## Marketing, Passenger Information, and Fares

Several stakeholders noted that METRO has very limited proactive marketing. No specialized efforts are targeted to UCSC students, and Cabrillo College staff indicated that METRO used to set up a table to provide public information on campus to students but no longer does that.

METRO's practice of providing schedules at stops is a popular policy among riders. Overall, passengers appear satisfied with METRO's passenger information efforts, including its regularly updated *Headways* schedule book, its website, *scmt.com*, and its participation in the Google Transit program, through which users can retrieve information on scheduled departures at each stop. While METRO has not yet been able to implement a real-time arrival system for smartphone applications and digital displays at stops like those found in larger cities, including much of the Bay Area, a member of the public unaffiliated with METRO has developed an iPhone app displaying METRO schedules. One that complicates passenger information issues is the complexity of the system itself; many routes include multiple variants, some routes are replaced by other routes at different times, and headways are often irregular.

Overall, stakeholders said that METRO has good information resources, but could take a more active role in outreach to the community. The fact that so few people attended the public meetings for this project, according to a couple of stakeholders, is an **indicator that METRO's** efforts to provide outreach are not as successful as they could be.

While passengers appear satisfied with METRO's public information efforts, stakeholders and staff remain somewhat dissatisfied with its continued reliance on stored value cards that must be manually reloaded, and can be reloaded only at select locations. Multiple stakeholders expressed interest in joining the Bay Area's Clipper program, which allows passengers to travel on multiple systems using smart cards linked to their bank accounts. However, the barrier for entry into the Clipper program is a high one in terms of up-front costs, and it is unknown whether Clipper's coordinating agency, the Metropolitan Transportation Commission, would welcome METRO'S participation.

## OBSERVATIONS BY METRO STAFF

**In general, morale among METRO's front-line staff** appears to be higher than at many of METRO's peer agencies. **In an organization as large and diverse as METRO, however, it is** inevitable that some diversity of opinion will exist. There is some tension between management and labor; some front-line employees feel that leadership is insufficiently attentive to their **concerns and to the needs of passengers, while some among the agency's leadership point out that** METRO operators are among the highest-paid in America. Board members themselves, of course, sometimes disagree with one another.

In addition to the general themes described earlier in this chapter, staff identified some specific issues regarding service capacity, fleet reliability, staffing, and operations at bus stops.

## Service Capacity and Overcrowding

Overall, stakeholders had very little to say about overcrowding. While data are limited, anecdotal evidence from METRO planning staff, operators, and UCSC representatives suggests that overcrowding is a severe problem on UCSC services as well as long-distance trunk routes such as Routes 17 and 71, especially since frequencies were reduced in 2011. At its most acute, overcrowding results in "pass-bys" of waiting passengers, amounting to a de facto service reduction for affected areas and individuals. Santa Cruz's West Side neighborhood is primarily served by UCSC lines traveling through the area, and according to operators, Routes 15 and 16 buses are often full by the time they reach Santa Cruz High School, resulting in regular pass-bys on Bay Street. To mitigate this problem, dispatchers have some campus-bound trips depart a stop or two downstream from METRO Center, which reduces connectivity to and from other routes. In order to add capacity and address overcrowding during periods of peak demand, which fluctuate according to UCSC class schedules (by day of the week and over the course of the school year as well as by time of day), METRO operates an unusually high level of **"unpublished" or unscheduled** service on UCSC routes and on Route 17, which can be added as needed and may differ from day to day. Some scheduled trips provide "relief" service, for example Route 91X trips that depart from Watsonville Transit Center at the same time as Route 71. While this increases capacity, it reduces the range of departure times available to passengers who can use either route. In the past, METRO has considered adding 60-foot articulated vehicles to its fleet, but many stops, including stops on the UCSC campus, could not feasibly be expanded to accommodate larger vehicles, and **METRO's maintenance facility would have to be reconfigured**. Double-decker buses have also been considered but rejected for safety reasons (specifically, there was concern that students sitting on the upper level might attempt to tip them over).

## Fleet Reliability

METRO's fleet of low-emission Compressed Natural Gas (CNG) buses is a point of pride for the agency, reflecting the premium the community places on environmental stewardship. However, CNG is a relatively new fuel source and the technology is more complicated than for standard diesel engines. The transition to CNG, then, has come at a cost in terms of reliability: staff indicate that up to 30 percent of the fleet may be out of service for maintenance on any given day. Because METRO also suffers from shortages of operators, vehicle shortages do not always necessarily result in missed runs in and of themselves. However, they are a factor. Staff indicate that when runs must be missed, trips are first skipped on UCSC routes, which operate frequently enough that riders may not notice. Despite their high levels of service and capacity, however, UCSC routes are the agency's most crowded.

## Staff Shortages

While METRO has recently restored some of the service that was cut in 2011, the agency has not yet returned to previous staffing levels. Four additional supervisors were recently hired, nearly doubling employment in that key category. It is difficult, however, to find mechanics who are trained on CNG vehicles. A part-time surveyor, a critical element if planning staff are to collect the data necessary for effective planning, has been budgeted, but the position has not been filled. Nor does the agency currently have a scheduling manager or assistant general manager.

## Operations at Stops

Operators and staff have acknowledged a number of bus stop locations that are not ideal in terms of safe and efficient vehicle operation. In a few cases, stops are in locations where sightlines are limited, for example on or immediately around a curve. In others, timepoints are located at stops where buses stop in the travel lane, including some stops on streets that are just one lane each way (e.g., on Seventh Avenue at Capitola Road on Route 66). If operators are "running hot" or ahead of schedule, they are presented with a choice of blocking traffic or proceeding to the next stop ahead of schedule. Where there are pull-out stops allowing buses to stop outside of the travel lane (many of them developer-funded, per METRO design guidelines), merging back into traffic can be challenging and time-consuming, contributing to reliability problems.

## METRO FACILITIES

Stakeholders talked primarily about Pacific Station, voicing support for the planning underway, and two other facilities which have been somewhat controversial.

**METRO's existing transit center at the Capitola Mall is located on the mall's east side, near 41<sup>st</sup> Avenue and Capitola Road.** METRO routes operate on both streets. However, the facility is 25 years old and in relatively poor condition. Additionally, buses turning left into the center from northbound 41<sup>st</sup> stop on the right side of the street just prior to that location, and must cross three lanes of traffic to turn left. **For some time, METRO leadership and the mall's owners have been discussing relocation of the center to the mall's west side, adjacent to the food court.** This would add two to three minutes of running time per trip, but the site would be easier for vehicles and operators to access. Additionally, operators could take restroom breaks in the food court. During one interview for this SRTP, a couple of stakeholders voiced aggressively strong opposition to this proposal, indicating they would ensure it would not be implemented, supporting neighbors across Clares Street in unincorporated Santa Cruz County who are opposed to the idea. The location is less visible, and thus would be preferable from the perspective of mall ownership. Existing parking would have to be removed, and access to a signalized intersection adjacent to the site might have to be improved. There have been indications by mall ownership that they might be willing to partially fund relocation of the center as part of a potential redevelopment of the mall. METRO and mall ownership have entered into a joint development agreement that will fund a circulation study.

Since the Loma Prieta earthquake in 1989, METRO has been operating out of temporary and in some cases leased facilities. In the mid-1990s, the agency began a site selection process for a new centralized facility. A number of locations were considered and ultimately rejected due to **neighborhood opposition. Now, finally, a complex is under construction near METRO's existing maintenance facility and administrative offices in the Harvey West area.** The site is relatively small, however, and staff have indicated that they will be unable to store all vehicles on-site, and will likely have to park some on adjacent streets as a result. If service were expanded, the agency **might need to acquire or lease a second location for a satellite facility. METRO's former South County base in Watsonville was abandoned after Loma Prieta partly due to damage, but also because the facility, which was just four years old, had proven too expensive to operate due to duplication of staff and other resources.**

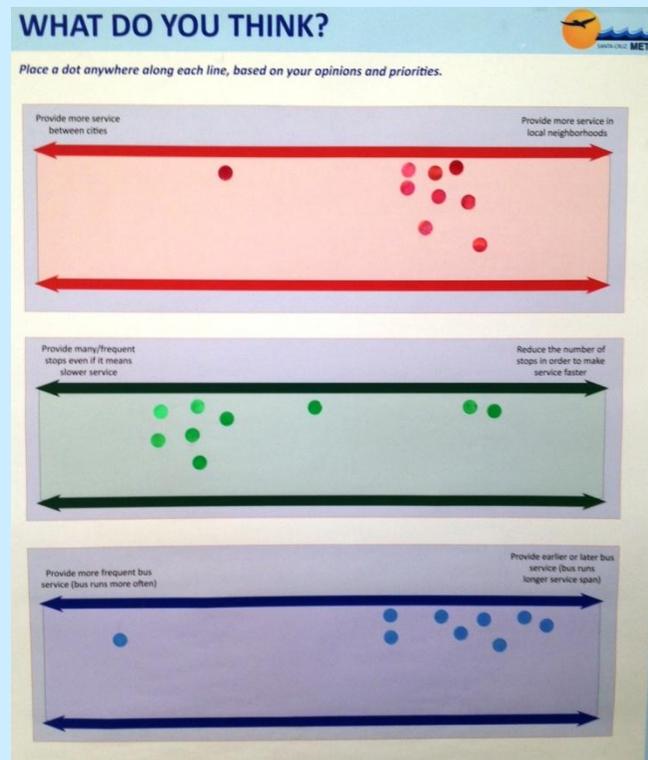
## DOT EXERCISE AT PUBLIC MEETINGS

As part of the series of stakeholder meetings, community workshops were scheduled at the Aptos Library, Simpkins Center, Watsonville City Hall, Scotts Valley Library, and Santa Cruz Metro Center. METRO posted public notices advertising the meetings, and the meetings in Aptos and Watsonville had a Spanish-speaking interpreter present. Each meeting was facilitated by consulting staff in coordination with METRO staff.

Very few people attended the meetings, with only nine individuals from all five meetings participating in a “dot exercise” shown in the image below, primarily individuals in Santa Cruz, several of whom use mobility aids for travel. Perhaps due to the fact that these individuals represented a fairly specific demographic, their responses are nearly the opposite of what most stakeholders and survey respondents reported.

The questions to which individuals responded in the exercise, designed to gauge their preference between two different alternatives, were as follows:

- **Provide more service between cities versus provide more service in local neighborhoods.** Eight of nine participants indicated a preference to provide more local/neighborhood service.
- **Provide many/frequent stops even if it means slower service versus reduce the number of stops in order to make service faster.** Six of nine participants indicated a preference for more stops.
- **Provide more frequent bus service (bus runs more often) versus provide earlier or later bus services (bus runs longer service hours).** Eight of nine participants expressed a preference for longer service hours instead of improve frequencies.



## CONCLUSION

METRO staff identified stakeholders to provide a diversity of insight that would reflect the concerns of the community at large. These individuals were relied upon to describe the “pulse of the community,” but do not necessarily represent the full range of concerns among the citizens of Santa Cruz County. Nevertheless, stakeholders offered a wide array of ideas and suggestions about Santa Cruz County’s transportation future.

The comments suggest a few primary areas of focus for this SRTP:

- The need for a comprehensive policies and performance standards adopted by the Board that can be used for making important decisions about the provision of transit services given limited resources.
- Improved travel times and reliability of routes, with fewer stops, express bus services, and schedules that more accurately reflect the amount of time it takes to complete a run
- Improved amenities, including real-time information, safe and secure bus stops and shelters, additional park-and-ride facilities.
- **Strategies to reduce congestion which significantly strangles METRO's ability to effectively operate its services along Highway 1 and in the Soquel corridor.**
- Opportunities to partner with Cabrillo College to reintroduce student passes for METRO.
- Ways to ensure METRO provides accessible services, especially for people without other transportation options.

One important observation is that several stakeholders talked about using transit as an economic development tool, but few policies and little guidance has been in place up to this point to encourage the development of transit-focused corridors, multimodal transportation access, and **land use plans that look at the role transit plays in shaping Santa Cruz's growth. This plan can serve as a building block to encourage additional discussion and integration of transit-oriented development in Santa Cruz County's development plans.**

## 8 DOCUMENT REVIEW

### Watsonville Transit Planning Study, 2012

Santa Cruz METRO commissioned a study, completed in February 2012, to evaluate transit service in the Watsonville area and identify opportunities to maximize service efficiency given constrained economic resources. The study evaluated the eight routes serving Watsonville, including local routes 72, 74, 75, and 79. Inter-city routes to Santa Cruz included routes 69A, 69W, 71, and the commuter express route 91X.

The plan included a number of recommendations for administrative, capital, and operational improvements. Administrative recommendations included:

- Increased communication between METRO planning and operational staff in order to promote policy adherence, especially with regards to on-time performance issues.
- Actively engage communities within the METRO customer base through targeted programming efforts.
- Evaluate fare policy.

Capital recommendations included:

- Evaluate potential technological enhancements including wireless internet, especially on Santa Cruz-Watsonville routes, and consider bicycle capacity during the procurement process for new vehicles.
- Identify priorities with regards to capital improvements, utilizing public input to guide decision-making.

Operational recommendations included:

- Continue to pursue recommendations from prior plans including the 2008 SRTP recommendations to reduce interlining and consider introducing limited-stop service along routes where most boarding and alighting activity occurs at a small number of stops. **In particular, the region's Coordinated Human Services Plan (CHSP)** recommended introducing limited stop service along the Highway 1 corridor.
- Reduce the frequency of schedule changes, which at the time of the plan occurred four times per year, as frequent changes can erode rider confidence in the system.
- Provide clarification on route deviations and distinguish between route variants.
  - Provide greater distinction between Routes 69A and 69W by separating schedules and renaming one of the routes.

- Rename deviations of Route 71 with new route names and eliminate two of the four variants operating at the time of the report.
- Coordinate schedules with MST routes serving Watsonville.
- On-time performance and route-level recommendations:
  - Route 69A/69W: Increase scheduled running time and unlink interlined trips.
  - Route 71: Reduce route deviations; introduce limited-stop runs as either a new **route or express route serving only the current alignment's timepoints.**
  - Route 91X: Add additional evening trip and work to reduce early departures from timepoints.
  - Route 72: Increase scheduled running time to address late running.
  - Route 74: Increase scheduled running time to address late running.
  - Route 75: Work to reduce early running in the AM and mid-day periods, increase scheduled run time in the PM.
  - Route 79: Add time to College and Lakeview to Bronte and Hushbeck segment.
  - Reduce redundancy between Routes 72 and 75 alignments.

## **Transit Corridors Plan Existing Conditions Report, Ongoing**

The Transit Corridors Plan was initiated by Santa Cruz County with the aim of developing a community-based vision for long-term sustainability and quality of life in the Soquel Corridor. The study area includes the unincorporated portions of the County including Live Oak, Soquel, and Aptos. The final plan will address five primary goals:

- Reduce greenhouse gas emissions
- Increase affordable housing
- Increase transportation alternatives
- Increase access to good jobs
- Identify and enhance gateways through good urban design

The planning process is scheduled to take place over the course of three years, beginning in 2011, with the goal of adopting the final plan in late 2014. The first step of the planning process involved publishing an existing conditions report, which was released in October 2012.

The transportation chapter of the existing conditions report identifies several issues within the study area, which will be addressed in the full Transit Corridors Plan. The most pertinent issues related to transit service are increasing transportation choices and transit ridership. Only nine percent of employed residents in the study area ride the bus, bike, or walk to work, and only three percent commute to work by bus. The final Transit Corridors Plan will address the questions of how to reduce the number of residents driving alone to work, and increase transit ridership.

## **Santa Cruz County Regional Transportation Plan, 2010**

In 2010, the Santa Cruz County Regional Transportation Commission published an update to the Regional Transportation Plan (RTP) that was completed in 2005. The RTP guides transportation

policy within the County through 2035, identifying key goals, projects, and programs to improve transportation within the County. Santa Cruz County faces complex transportation issues, including traffic congestion, limited revenue for transit service and other transportation projects, increasing maintenance needs, and strict regulation of urban growth and land use. Additionally, one-third of county residents do not drive, and aging populations mean that demand for fixed-route transit and paratransit is likely to increase.

The 2010 RTP carried forward a number of goals established in prior RTPs, including preservation and maintenance of the existing transportation system, increasing mobility through multimodal investments, coordinating land use with transportation decisions, protecting the environment and reducing greenhouse gas emissions, making efficient use of financial resources, and ensuring that public input is included in all aspects of regional planning. The plan includes specific targets, such as a goal to achieve transit ridership of 10 percent of all trips. In order to meet this goal, the RTP includes policies to encourage interagency coordination, consider adopting new transit technologies such as Bus Rapid Transit (BRT) in congested corridors, protect existing commuter transit access to rail lines, and allow bicycles on board transit vehicles.

## **Santa Cruz METRO Short Range Transit Plan, 2008**

Santa Cruz METRO's last Short Range Transit Plan was published in December 2008 and had a planning horizon of FY2008 to FY2012. Much has changed since the SRTP was written, including service reductions due to the economic recession that began in 2008. As a result of the economic conditions and revised revenue forecasts, the SRTP was ultimately adopted with the understanding that the service restructure proposed in the plan would not be pursued during the life of the plan. However, several other key recommendations of this plan have been implemented by METRO, including reducing interlining between routes and increasing headway uniformity.

The primary service recommendation of the 2008 SRTP was to replace the hub-and-spoke operations with a trunk-and-feeder system, with trunk service between major regional centers and feeder service providing reliable connections to local destinations and to the trunk service. The plan envisioned three primary trunk lines: Santa Cruz – Watsonville, Santa Cruz – UCSC, and Santa Cruz-San Lorenzo Valley. Feeder service would operate within Santa Cruz, Watsonville, Scotts Valley/Graham Hill, Capitola/Live Oak, and Aptos/Rio Del Mar/La Selva Beach.

However, the SRTP was written using financial forecasts available at the time, which foresaw increasing revenue through the planning horizon year. Following the publication of the draft SRTP, the METRO board conducted analysis of the investments required to implement the trunk and feeder system. METRO staff estimated the service increase alone would cost \$850,000 in 2008 dollars, in addition to other investments in changes to fare policy, vehicles, Automated Vehicle Locator (AVL) data collection, and other initiatives. The plan was adopted with the understanding the pursuit of the service changes recommended in the plan would not be feasible given revised economic forecasts for the plan's horizon.

## **University of California, Santa Cruz Long-Range Development Plan, 2006**

UCSC is a significant regional resource and source of transit demand. The university's most recent Long-Range Development Plan (LRDP) provides guidance for the physical development of the UCSC campus between 2005 and 2020. Although the focus of the plan is on campus planning that will fulfill the university's academic, research, and public service mission, the land use decisions

**made by the University have ramifications for the Santa Cruz region's transportation needs and for METRO service.**

UCSC has made a concerted effort to reduce the use of single occupancy vehicles (SOVs) on campus. As of 2004, the university reported that only 40 percent of trips to and from campus were SOV trips. The LRDP recommends continued emphasis on the transit service provided by METRO, in addition to local campus circulation provided by UCSC shuttles. Specifically, the report suggests expanding existing transit facilities to connect transit service operating on the campus loop system at parking collection points and installing Bus Rapid Transit (BRT) solutions including queue jump lanes and transit-priority traffic signals were appropriate.

## 9 SERVICE PLAN

This document contains language for the fixed-route segments of the Service Plan chapter of the 2014-2018 Short Range Transit Plan that Nelson\Nygaard is developing for Santa Cruz METRO. It is in three sections: Service Recommendations, Expanded Service Recommendations, and Policy and Practice Recommendations. Note that while the Service Recommendations are fiscally constrained (a roughly one percent increase in systemwide operating costs has been estimated based on a three to four percent increase in costs for UCSC service), the Expanded Service Recommendations assume additional funding.

### FIXED ROUTE SERVICE RECOMMENDATIONS

Service recommendations were developed based on field observation, operator, customer, and stakeholder outreach, and METRO staff input. Following are recommendations related to individual routes. If a route is not addressed below, no change is recommended. No changes are recommended to local services operating within Watsonville because these services were only recently reconfigured.

#### Route 3

Route 3 is a local route serving the West Side of Santa Cruz. Unlike most other routes serving the West Side, it does not serve UCSC. Most of the route also overlaps with other services, including Routes 19 and 20/20D, which run more frequently during the UCSC school term. Segments of Route 3 that are not served by other routes are generally a relatively short distance from other routes, including Route 20. The Route 3 segment serving the Boardwalk, meanwhile, does not operate on summer weekends when demand for travel to the Boardwalk is highest. Perhaps unsurprisingly, then, Route 3 is among the least productive METRO routes, at 10.3 boardings per hour on weekdays, just over half the system average.

Two options are recommended. Under the first option, the route would neither be revised nor eliminated. However, as was previously recommended, it (along with all other routes) would be subjected to regular performance review. If, as is likely, performance were found to be substandard, it could be subjected to service revisions and, if those were not successful, eventual elimination. If Route 3 were to be replaced, one option would be to reallocate the resources used for its operation to Route 20, thereby ensuring that the current level of service to the West Side is maintained.

A second option would be to immediately reconfigure Route 3 in an effort to improve performance. One alternative would be to realign the route to serve a longer segment of Mission

Street and UCSC. This is described in detail in the following section, “Expanded Service Recommendations.”

## **Routes 4, 4W and 8**

These routes provide local service to north-central neighborhoods of Santa Cruz. Until recently, Route 4 operated along the current Route 4W alignment, and Route 8 operated full-time. In their current configuration, Route 8 operates one trip on weekdays, Route 4 serves most of the Route 8 alignment when Route 8 is not in operation, and Route 4W replaces both routes on weekends, but on only a segment of the current Route 4 alignment. Two options are recommended. Under one option, Route 8 would be eliminated, and a trip would be added to Route 4. This would effectively maintain the existing service pattern, but would improve system legibility. Under the other option, the previous configuration would be restored on weekdays. This, too, would improve system legibility, as the current Route 4 alignment is extremely complicated. Direct connectivity between the Harvey West and Emeline areas would be lost, but staff have indicated that there is little direct travel between the areas.

The existing weekday morning, weekday afternoon and weekend configurations, as well as the weekday configuration proposed under the second option, are illustrated in Figures 42 through 45 on the following pages, simplified diagrams of each route’s alignment.

Figure 42 Diagram of Existing Routes 4 and 8 Alignments, AM Peak Period

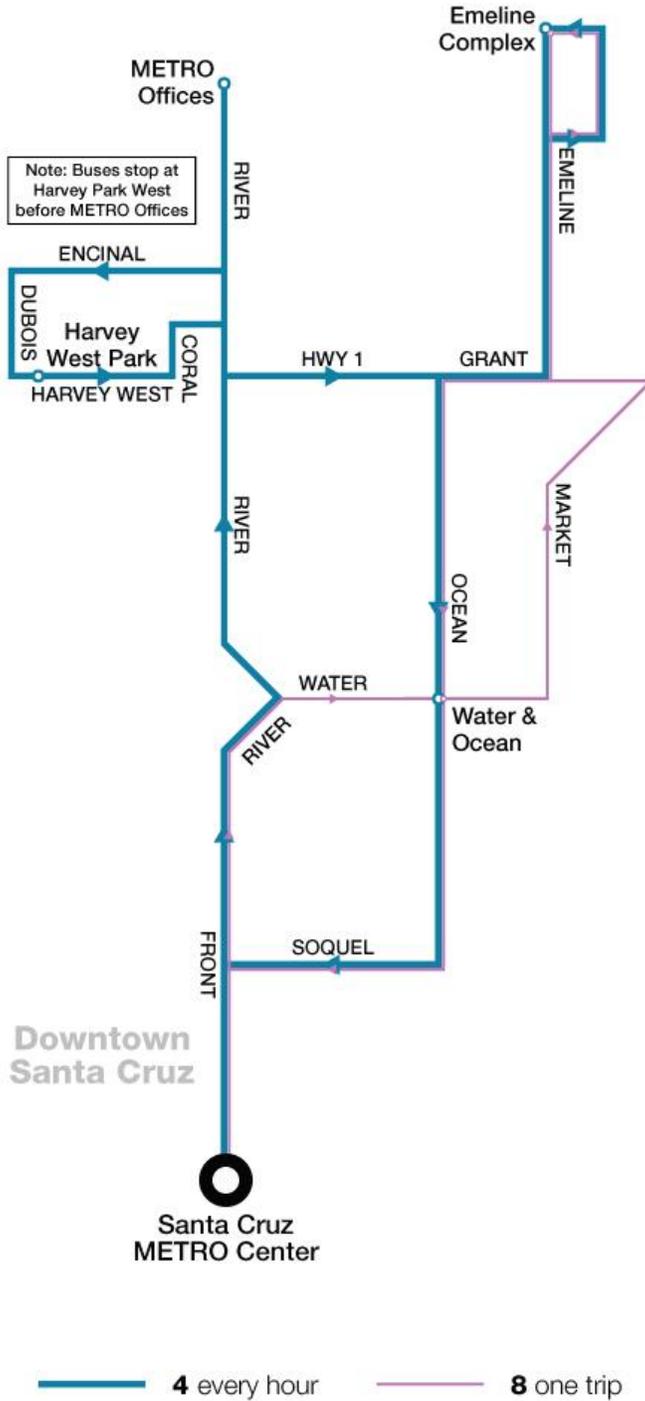


Figure 43 Diagram of Existing Route 4 Alignment, Mid-Day and PM Peak Periods

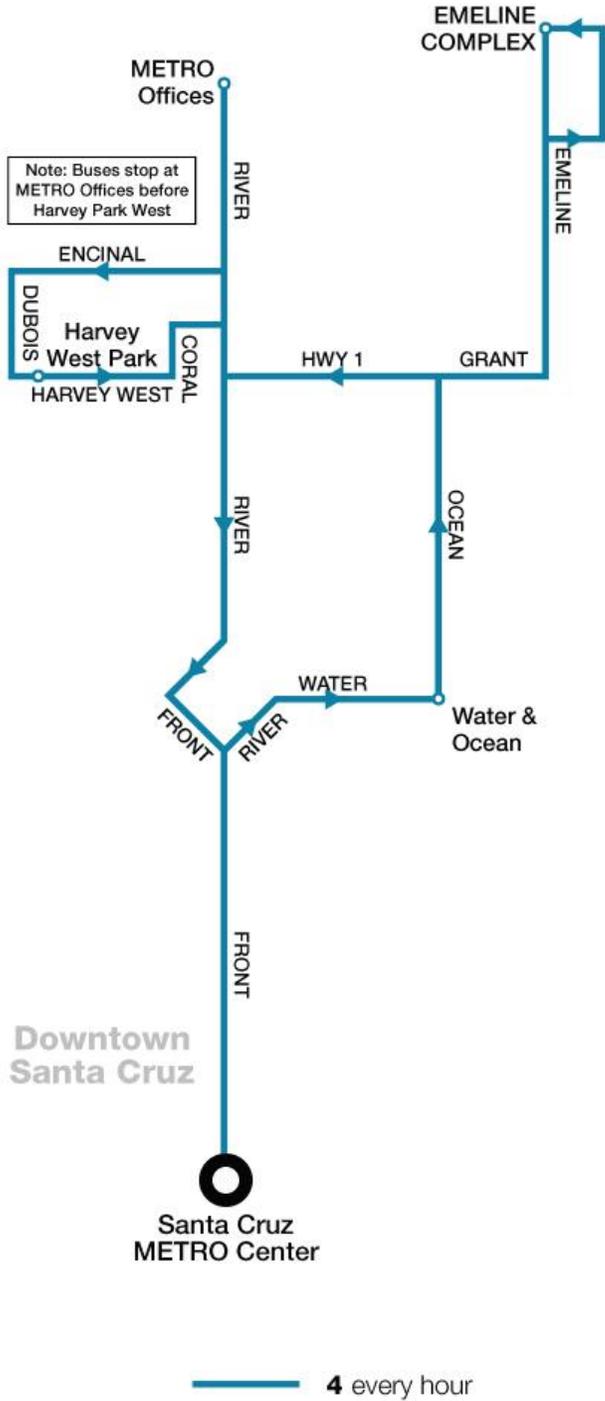


Figure 44 Diagram of Existing Route 4W Alignment, Weekends

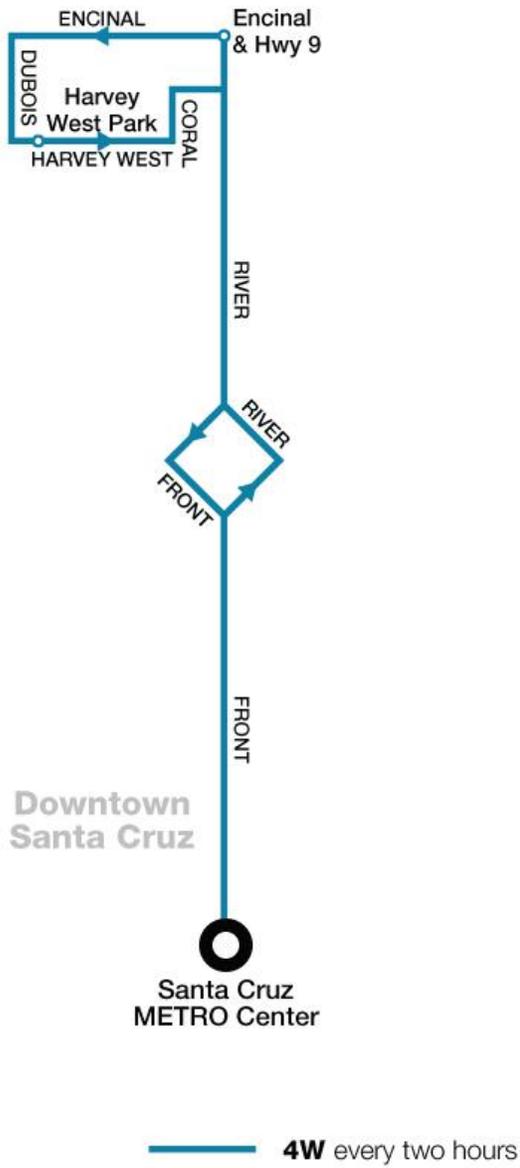
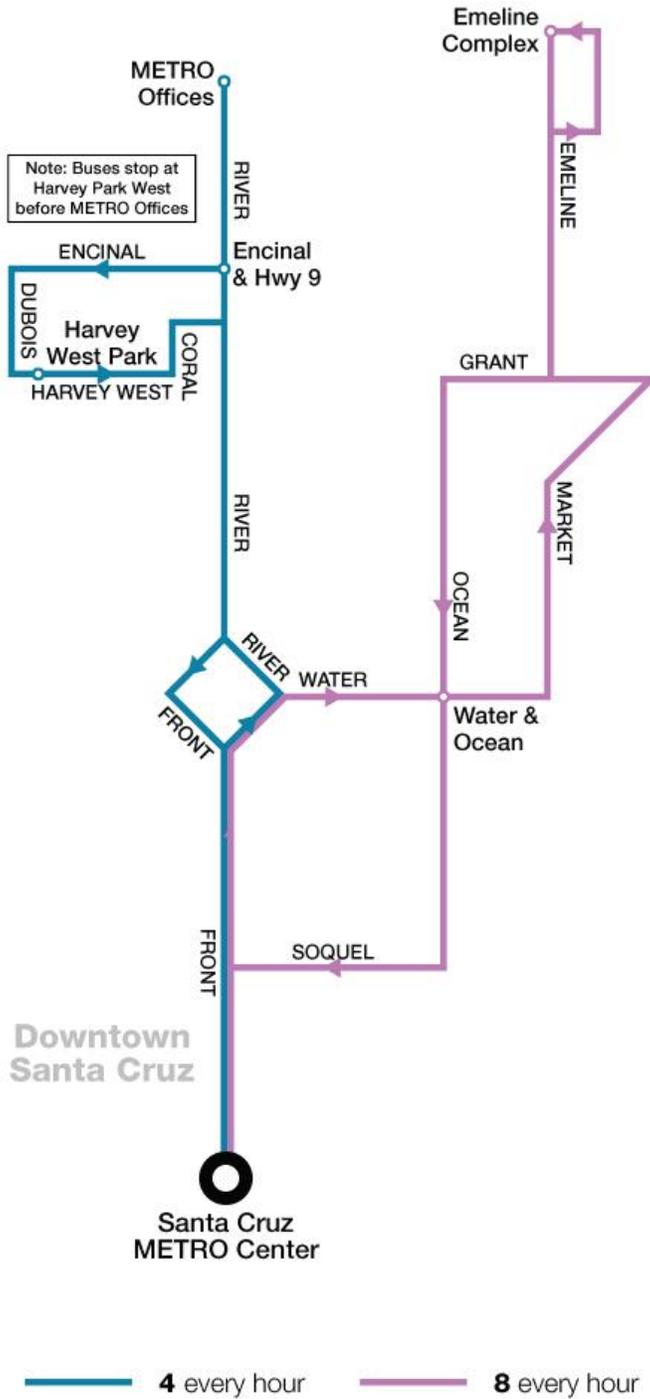


Figure 45 Diagram of Proposed Routes 4 and 8 Alignments, Weekdays



## Route 12

Like Route 8, Route 12 operates just once a day, during the UCSC school term only. Also like Route 8, Route 12 formerly operated all day. Now it makes just a single inbound trip during the AM peak period from Capitola to UCSC, almost entirely along the Route 68 alignment east of Downtown Santa Cruz and the Route 16 alignment to the west. The route is relatively productive at 44.8 boardings per hour, reflecting high demand for this trip. However, such infrequent services detract from system legibility. For this reason, it is recommended Route 12 be converted into a Route 68 trip. The trip between the METRO Center and USCS should be replaced by another Route 16 trip. UCSC-bound riders would be required to transfer at METRO Center, but there would be little wait at this time of day.

## Routes 15 and 16

As is typical for transit providers in communities with colleges or universities, much of the demand for METRO service comes from UCSC and Cabrillo College students and staff. Cabrillo is located along a major arterial (Soquel) within an urbanized area, and is thus relatively simple to serve. UCSC's main campus, however, is somewhat remote and isolated, perched on a hilltop outside of Santa Cruz.

Typically, transit operators in similar situations provide very frequent service to the campus: **Ithaca, New York's Tompkins Consolidated Area Transit or TCAT, for example, provides service** between Downtown Ithaca and the Cornell University campus on East Hill every five to ten minutes using Route 10. METRO similarly provides a high level of service to UCSC, but its school term service is more complicated: not including Route 12, which makes a single daily trip, it consists of a total of five routes, Routes 10, 15, 16, 19 and 20/20D. Route 10 has long- and short-line variants, with every other trip during the AM peak period starting two stops downstream from METRO Center, Route 20 has a variant serving the Pacific Shores apartments on Mission Street, and Route 20D is a short-line variant of Route 20 scheduled to arrive just before Route 20, taking some of the load off of that route. Route 16 operates on irregular headways, while Route 15 operates on *highly* irregular headways (scheduled departures during the AM peak are at 7:38, 8:12, 8:35, 9:25 and 9:52 a.m.). Finally, METRO operates extra service on Routes 15 and 16 that is not published in schedules and varies according to the UCSC class schedule, with separate Monday/Wednesday/Friday service and Tuesday/Thursday service patterns.

The result: service levels are high, and they are highest when demand is highest, just before the start of class (particularly 9:30 a.m. Monday/Wednesday/Friday and 10 a.m. Tuesday/Thursday classes). However, service is also difficult to comprehend, and irregular headways result in gaps in service.

Headways on Routes 10, 19, and 20/20D are relatively consistent – generally either 30 or 60 minutes during the AM peak period. Figure 46 shows scheduled arrivals on all routes at UCSC's Science Hill stop between 9 and 10 a.m. on school-year weekdays, with Routes 15 and 16 arrivals highlighted.

**Figure 46 Morning Peak Arrival Times at Science Hill (Existing)**

Monday/Wednesday/Friday		Tuesday/Thursday	
Route	Time	Route	Time
15	9:03	16	9:08
10	9:08	10	9:08
16	9:08	19	9:19
15	9:18	20	9:20
19	9:19	16	9:28
20	9:20	16	9:38
15	9:23	10	9:38
16	9:23	15	9:43
16	9:27	20D	9:45
16	9:28	16	9:48
10	9:38	15	9:48
15	9:42	19	9:49
15	9:43	20	9:50
20D	9:45	16	9:53
16	9:47	15	9:56
16	9:48	16	9:58
19	9:49		
20	9:50		
16	9:52		
16	9:58		

As Figure 46 indicates, scheduled gaps between arrivals on Routes 15 and 16 vary from zero to 20 minutes. As the figure further illustrates, there is substantially more service on these routes during the morning peak on Mondays, Wednesdays and Fridays than on Tuesdays and Thursdays (a substantial amount of Routes 15 and 16 service – six buses, or one every five minutes – arrives on campus in the half-hour *after* the start of 9:30 classes on Monday, Wednesday and Friday). The total number of buses arriving between 9 and 10 a.m. on Mondays, Wednesdays and Fridays is five on Route 15 and eight on Route 16, for average headways of 12 and 7.5 minutes, respectively, or less than five minutes combined.

Another salient feature of the unpublished Routes 15 and 16 service is that many trips are short-line trips, starting or stopping short of METRO Center (some trips operate only between Mission and UCSC, serving the Bay corridor but not Laurel), or variants with non-stop segments (such as METRO Center to Bay via Mission rather than Laurel). This allows for cycle times shorter than the full hour required for the complete Routes 15 and 16 alignments, which in turn allows the same bus to provide more service and more capacity between the West Side and UCSC.

Designing an easier-to-remember service pattern that can accommodate demand that is both highly peaked and variable by day of the week is a challenging exercise. However, a few key facts point toward a possible solution:

- Cycle times for both Routes 15 and 16 are 60 minutes. This is a “clockface” interval that both:
  - allows for easily memorable clockface headways (e.g., 15 or 30 minutes); and
  - does not require interlining with other routes, allowing for independent operation. (METRO does interline Routes 15 and 16 with each other and with other services; **however, they could “stand alone” as part of operator schedules**).
- While intervals on Routes 15 and 16 are irregular, the combined level of service on both routes is 13 buses per hour in the peak hour of the busiest days (Mondays, Wednesdays and Fridays).
- Campus-bound pass-ups are likeliest to occur on Bay, and short-line service operating between Bay and Mission and the UCSC campus operates on 30-minute cycles.

Given all of this, it is recommended that:

- School-term schedules on Routes 15 and 16 should be standardized and made public in order to improve public awareness of service patterns and levels. Analysis suggests that both Routes 15 and 16 could operate on regular 15-minute headways during peak periods at little or no additional cost.
- In order to provide additional capacity during peak periods and reduce numbers of pass-ups on Bay, short-line service should be operated on Route 15 (or possibly, Route 16) between Bay and Mission and the UCSC campus.

A sample schedule based on 15-minute headways on Routes 15 and 16 and including short-line service is shown in Figure 47. This schedule would reduce the number of arrivals at Science Hill during the peak hour of 9 to 10 a.m. from 20 to 19 on Mondays, Wednesdays and Fridays, but would increase the total from 16 to 19 on Tuesdays and Thursdays. The full AM peak period conceptual schedule from which this is excerpted would result in a 3 to 4 percent increase in operating costs for UCSC service during this period. In order to control costs, service on either or both routes might be slightly reduced during off-peak periods by reducing the span of service and/or operating on longer headways of 20 or 30 minutes.

**Figure 47 Routes 15 and 16 AM Peak Arrival Times at Science Hill (Proposed)**

Monday/Wednesday/Friday		Tuesday/Thursday	
Route	Time	Route	Time
15	9:03	15	9:03
10	9:08	10	9:08
16	9:13	16	9:13
15	9:18	15	9:18
19	9:19	19	9:19
20	9:20	20	9:20
(15 short)	9:23	(15 short)	9:23
(15 short)	9:23	(15 short)	9:23
16	9:28	16	9:28
15	9:33	15	9:33
10	9:38	10	9:38
16	9:43	16	9:43
20D	9:45	20D	9:45
15	9:48	15	9:48
19	9:49	19	9:49
20	9:50	20	9:50
(15 short)	9:53	(15 short)	9:53
(15 short)	9:53	(15 short)	9:53
16	9:58	16	9:58

As Figure 47 indicates, service would be consistent throughout the week, with no separate schedules for Monday/Wednesday/Friday and Tuesday/Thursday. However, high volumes of service would still be available on all days: the sample schedule would result in a reduction of one arrival at Science Hill in the half-hour before both 9:30 (Monday/Wednesday/Friday) and 10 a.m. (Tuesday/Thursday) classes, from 10 to nine on Mondays, Wednesdays and Fridays and from 11 to 10 on Tuesdays and Thursdays. If additional capacity were required during the AM peak hour, all four short-line arrivals could be provided in the top or bottom half of the hour depending on the day of the week.

The proposed schedule would result in departures from METRO Center on Routes 15 and 16 at the top of the hour and at 10, 15, 25, 30, 40, 45 and 55 minutes after the hour. For most of the day during the UCSC school term, Route 10 departs METRO Center at 20 and 50 minutes after the hour, while Route 19 departs at 30 minutes after the hour and Route 20 at 20 minutes after the hour. The result: except at five and 35 minutes after the hour, buses would depart for UCSC from Metro Center every five minutes, like clockwork. This would both improve awareness of the service and ensure that long gaps between service did not exist. (To further increase awareness, it

is recommended that all UCSC-bound trips depart from the same bay, Bay 1 at the existing METRO Center facility).

No changes are recommended to the summer schedule for UCSC service.

## **Routes 17 and 35/35A**

Route 17 provides service between Santa Cruz, Scotts Valley and San Jose, while Route 35/35A provides service between Santa Cruz, Scotts Valley and the San Lorenzo Valley. In Santa Cruz, it operates on Ocean Street, which has significant congestion issues, particularly on summer weekends.

**As part of the recommendation in the concluding section of this document, “Policy and Practice Recommendations,” to create a “transit-emphasis corridor” on Ocean between Highway 17 and Soquel in Santa Cruz, Routes 17 and 35/35A, which currently use Water to travel between Ocean and Downtown Santa Cruz, would use Soquel instead. This would maintain connectivity to Route 71 (which would be rerouted from Water to Soquel as part of another recommendation) and would allow the routes to take full advantage of transit-only lanes on Ocean, if they were implemented. Such lanes could take the place of existing, relatively lightly used curbside parking spaces, and could be used by emergency vehicles, bikes and right-turning autos and trucks in addition to buses. These lanes would ensure that Routes 17 and 35/35A remained relatively reliable and viable services, and in so doing would help support the economic vitality of Santa Cruz’s tourism industry by providing an attractive alternative to driving on Highway 17 for visitors from the Bay Area.**

Realignment would have little impact on running times or cost, although Route 35/35A would no longer serve stops on Water just east of the San Lorenzo River and on River near Front would be eliminated (these stops would be within walking distance of other stops).

The existing and proposed alignments are illustrated in Figures 48 and 49 on the following pages.

Figure 48 Diagram of Existing Routes 17 and 35 Alignments (Within Santa Cruz)

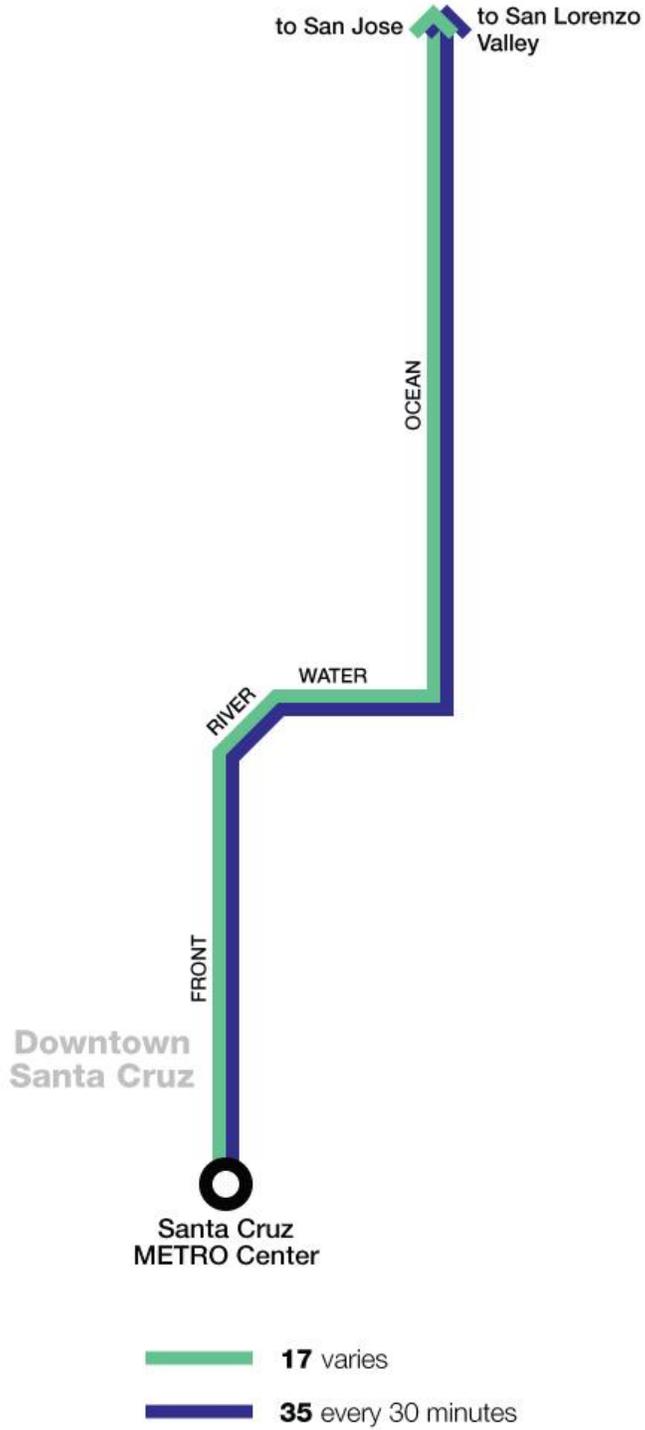
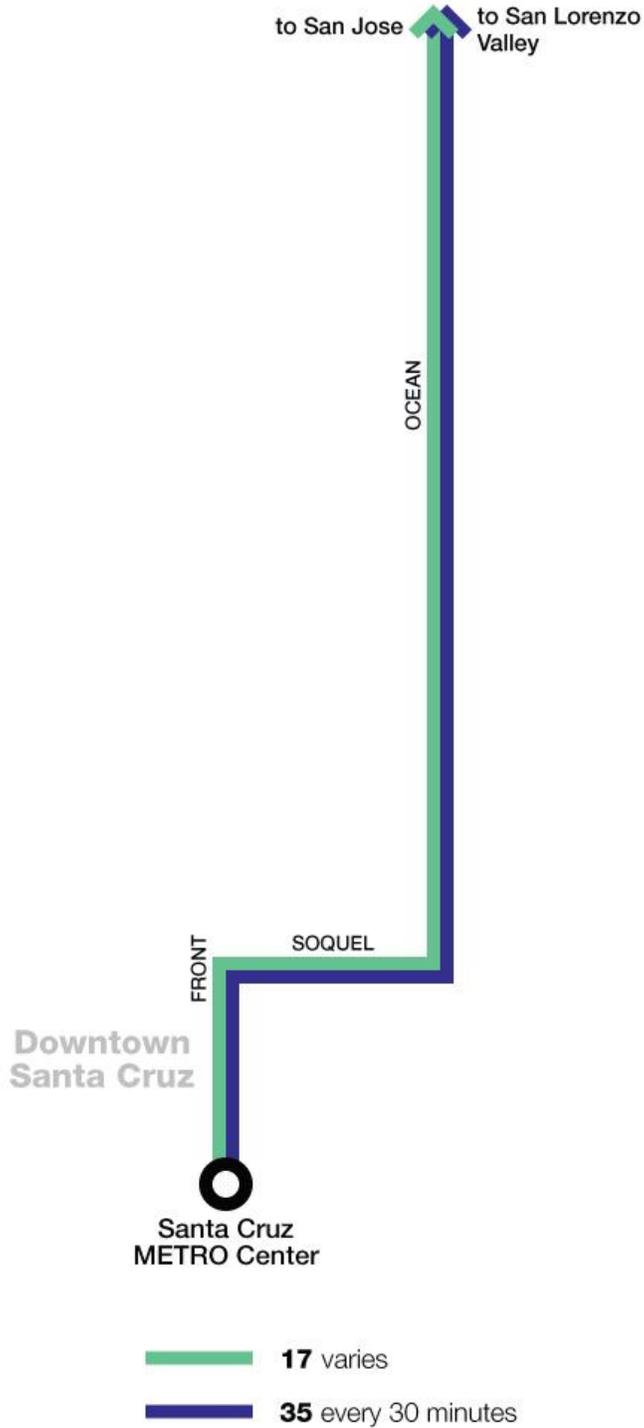


Figure 49 Diagram of Proposed Routes 17 and 35 Alignments (Within Santa Cruz)



## Routes 54, 55 and 56

Routes 54, 55 and 56 serve Mid-County. Route 55 operates between Rio Del Mar and the Capitola Mall Transit Center via Cabrillo College and Downtown Capitola, while Route 56 operates between La Selva, Cabrillo College and the Capitola Mall using segments of Highway 1. Both routes operate only on weekdays. Route 54 is a hybrid of Routes 55 and 56 that operates when they are not running, making one late-afternoon round trip on weekdays and three trips on weekend days. In order to serve stops on both Routes 55 and 56, Route 54 makes all stops in the eastbound direction, then returns to the start of the route primarily via Highway 1, stopping only at Cabrillo College.

**This configuration, while serving to maintain coverage, is an inconvenient one for riders, and it's** made even more problematic by the infrequency of service: trips between Rio del Mar and Clubhouse Drive and Clubhouse and Sumner Avenue, for example, take five minutes in one direction and roughly an hour in the other – but there are also gaps of several hours between each trip. Unsurprisingly, then, Route 54 is used by just eight passengers per day on weekdays and slightly fewer than 14, or about four-and-a-half per trip, on weekends.

The Routes 54, 55 and 56 alignments are illustrated in Figures 50 and 51 on the following pages.

Figure 50 Diagram of Routes 55 and 56 Alignments

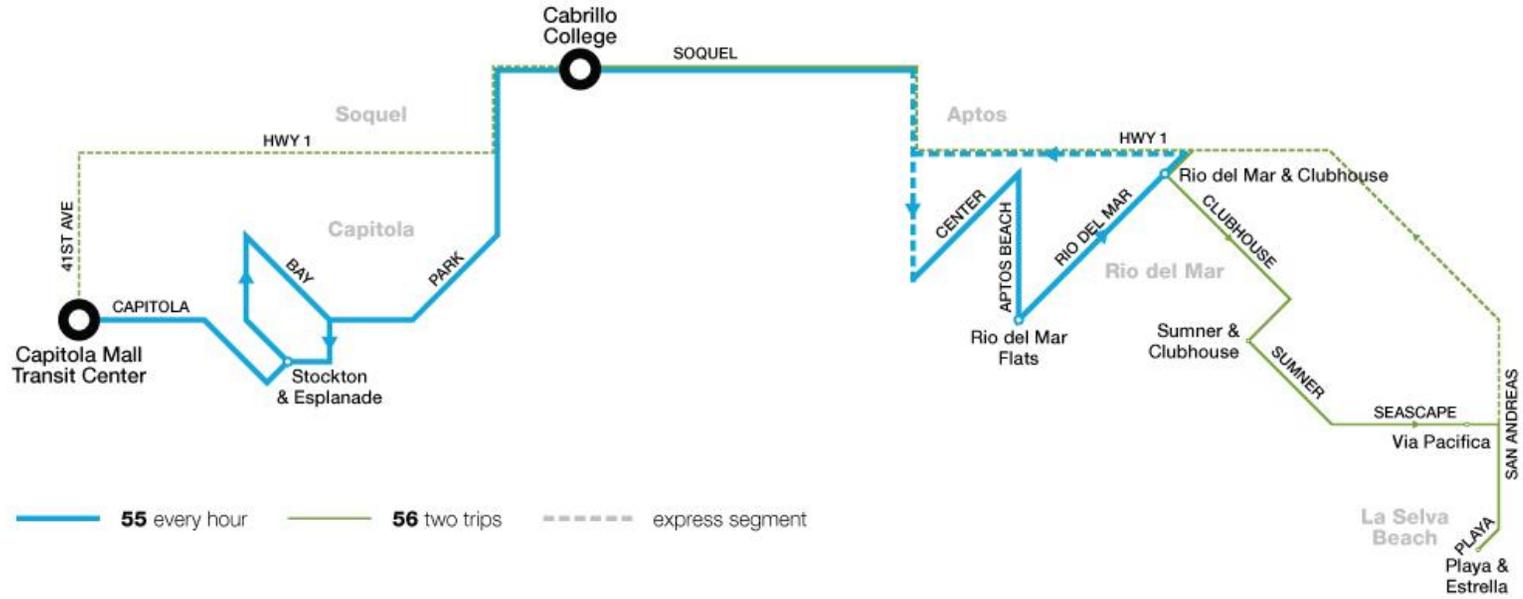
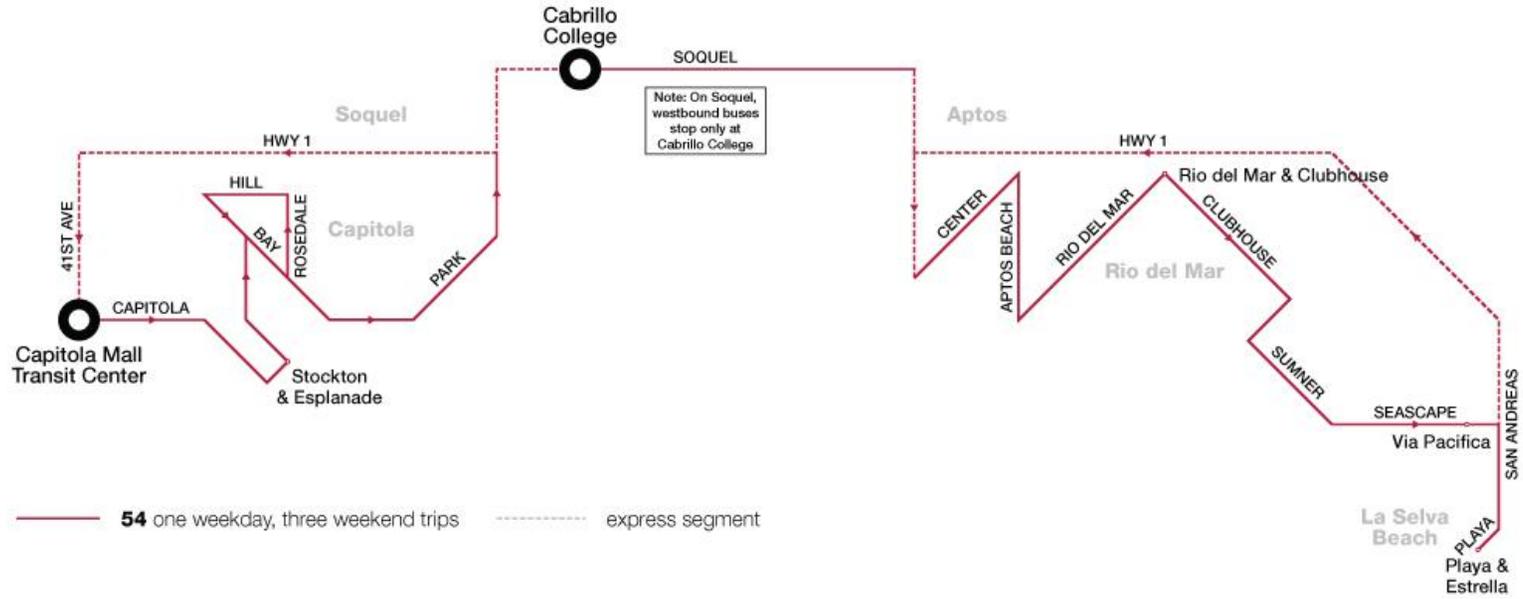


Figure 51 Diagram of Route 54 Alignment



Operation of Route 54 on weekends requires about 3.3 hours of revenue service per day. If these resources were reallocated so that Route 55 could operate on weekends, providing bidirectional service to a majority of the stops on Route 54, ridership would likely be increased significantly: weekday ridership on Route 55 is just over 14 passengers per hour. Weekend service to Route 56 stops (using Route 54) would be discontinued, but Route 56 carries fewer than 20 passengers per weekday. To help offset this loss, the single Route 54 trip on weekdays might be replaced with an additional trip on Route 56, increasing the number of round trips on that route from two to three and increasing the viability of that service by offering a late-afternoon trip in addition to the existing morning and mid-day trips.

## **Routes 69W, 71 and 91X**

Routes 69A, 69W, 71 and 91X provide service between Santa Cruz METRO Center and the Watsonville Transit Center, connecting North and South County via the coastal communities **along the Highway 1 corridor. Routes 69A, 69W and 71 are among METRO's most well-used**, while Route 91X remains a relatively new service that has not yet had time to fully establish itself.

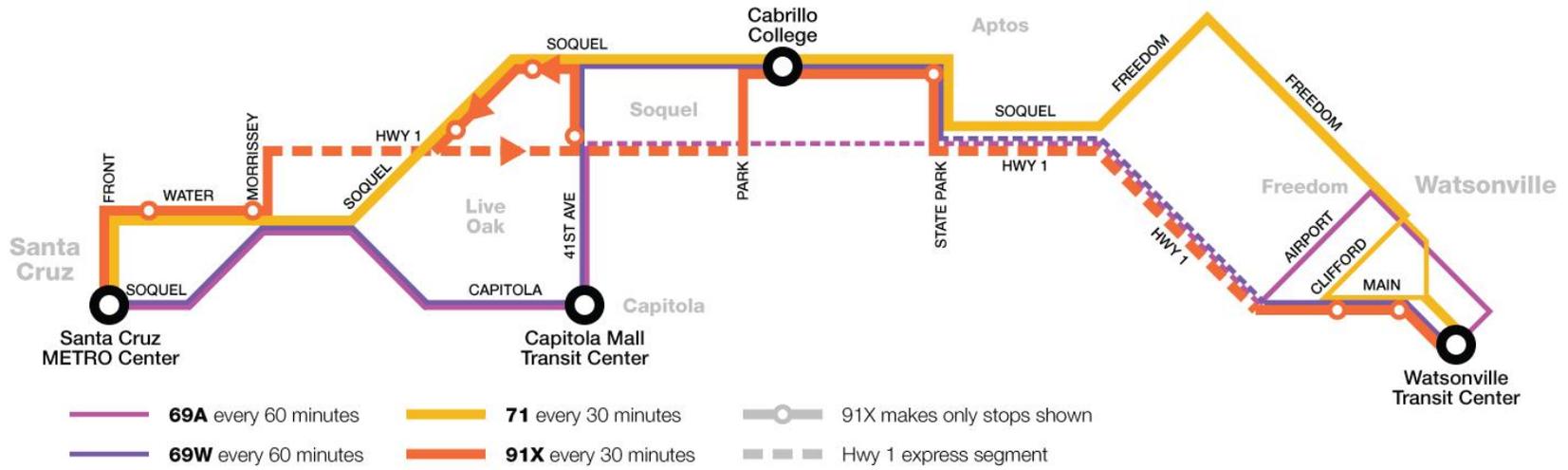
Routes 69A and 69W operate hourly, while Routes 71 and 91X operate every 30 minutes mid-day and every 15 minutes during peak periods in the peak direction. Their alignments overlap in segments, in various combinations. Three of the four routes also include non-stop segments and/or limited-stop segments. The resulting service pattern is somewhat complicated, but might be described as follows:

- Routes 69A and 69W operate outbound from Santa Cruz via Soquel and Capitola Road to Capitola Mall. They then operate via 41<sup>st</sup> Avenue to Highway 1, where they branch:
  - Route 69A operates express via Highway 1 to Airport, Freedom, Lincoln Street and a one-way couplet of East Lake Avenue and East Beach Street in Watsonville; and
  - Route 69W continues to Cabrillo College and Aptos primarily via Soquel, then on Highway 1 to Main, then Rodriguez Street in Watsonville.
- Route 71 provides local service on Water, Soquel and Freedom. In Watsonville, it first deviates east of Freedom via Airport and Green Valley, then branches, serving variants consisting of Freedom and Main and of Clifford Avenue and Main on alternating trips. Route 71 serves Cabrillo College. Because it includes no express segments, the route takes up to an hour and 20 minutes each way.
- Route 91X provides limited-stop service on Water, Soquel and Main, including a stop at Cabrillo College, and operates non-stop on segments of Highway 1. One-way travel time is 50 minutes or less.

The alignments are illustrated in Figure 52 on the following page.

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Santa Cruz METRO

**Figure 52** Diagram of Existing Routes 69A, 69W, 71 and 91X Alignments



While all four routes are regional, inter-city services, they also provide local service within local communities. A number of related points should be noted:

- **On Santa Cruz's East Side, more service is provided on** Water, a corridor with primarily auto-oriented land uses, than on Soquel, a relatively walkable corridor in which infill development is planned by the City of Santa Cruz.
- Route 71 has the second-highest ridership of any METRO route and is among the most productive. However, the Route 71 segment along Freedom north of Watsonville is primarily rural and is lightly used despite relatively frequent service (every 30 minutes).
- In Watsonville, Routes 69A and 71 provide all of the service within much of the Freedom corridor, including service to Crestview Shopping Center.

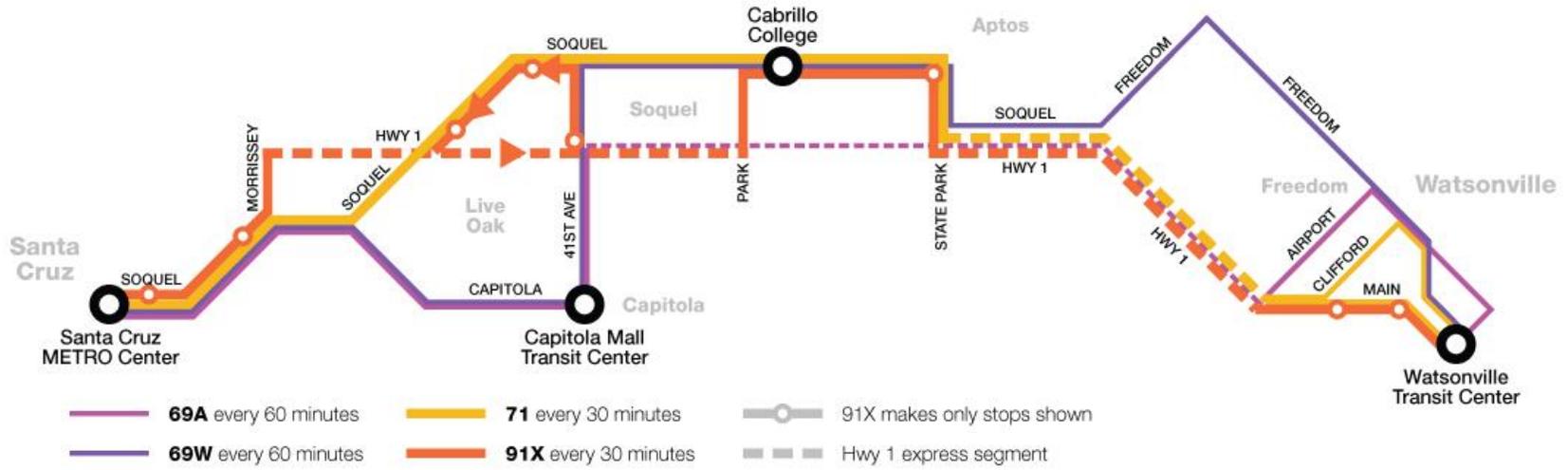
Given all of this, the following is recommended:

- Route 71 should be realigned within Santa Cruz to serve the Soquel corridor between downtown and Morrissey. Between Ocean and Morrissey, Soquel is a walkable street with strong pedestrian connectivity to the surrounding neighborhoods and existing land uses that are supportive of transit including street-fronting retail and apartment **buildings. Moreover, the City of Santa Cruz's General Plan identifies** Soquel as an "activity center" or focus area for future development. **This recommendation would support the "transit-emphasis corridor" designation by providing very frequent service,** which should leverage further investments in transit speed and reliability.
- **South of State Park Drive, Routes 69W and 71 should essentially take one another's place,** with Route 69W operating on the current Route 71 alignment along Freedom and Route 71 operating on the Route 69W alignment on Highway 1 and Main. Route 71 would continue to serve Clifford on every other trip. This would improve travel times (and potentially reduce operating costs) on Route 71, which operates more frequently than Route 69W; it would better match service levels to demand on Freedom north of Watsonville; and it would increase service levels on Freedom south of Clifford within Watsonville. Service between Freedom Center and Watsonville would be reduced from three buses per hour to two, although all service would operate via a relatively path, rather than the circuitous route now used by the Route 71 Clifford branch. On Main, four buses would operate per hour north of Clifford and three to the south, rather than vice versa.

The proposed changes are illustrated in Figure 53 on the following page.

2013 SHORT RANGE TRANSPORTATION PLAN | DRAFT  
 Santa Cruz METRO

Figure 53 Diagram of Proposed Routes 69A, 69W, 71 and 91X Alignments



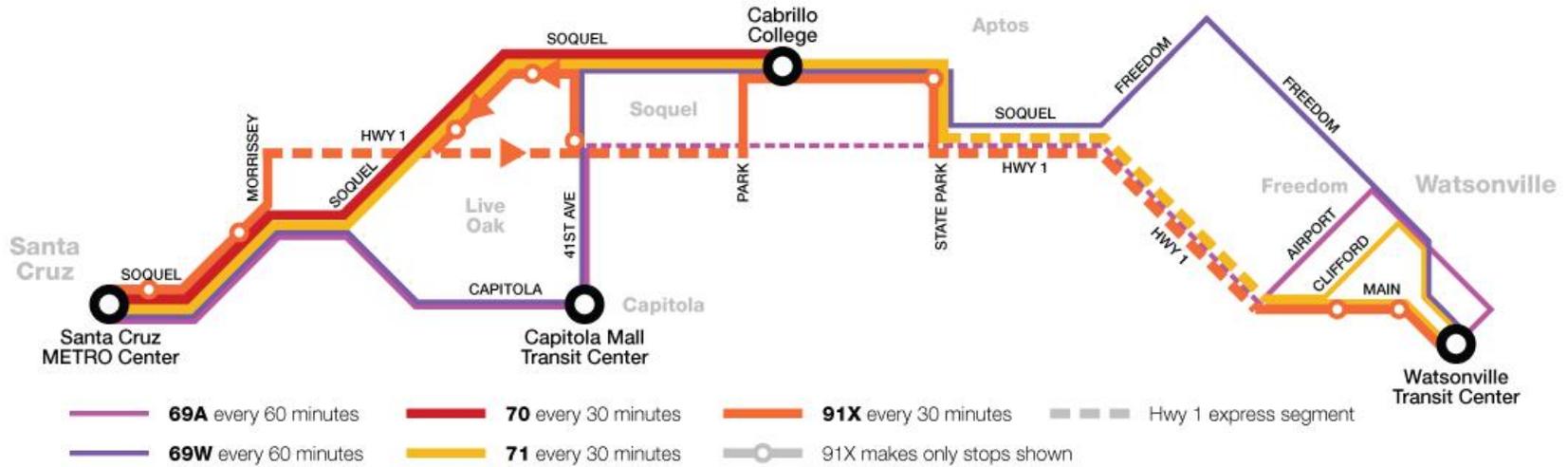
## EXPANDED SERVICE RECOMMENDATIONS

While the recommendations made to this point should not require substantial additional resources (a roughly 1 percent increase in systemwide operating hours is projected based on a 3 to 4 percent increase in UCSC service; remaining recommendations should be approximately if not precisely cost-neutral), options have been identified for expansion of service should funding become available. These include:

- ***Introduction of additional service in the Soquel corridor.*** Under the recommendations, Routes 71 and 91X would be realigned to operate on Soquel rather than Water in Santa Cruz. This would result in combined base headways for all services in the segment of between 10 minutes (at 91X stops) and 15 minutes, consistent with designation of Soquel as a transit-emphasis corridor. However, in the remainder of the transit-emphasis corridor between Capitola Road and Cabrillo College, service would not be as frequent. In order to provide 15-minute or better service all day throughout the corridor, METRO should reintroduce a variant of the former Route 70 operating between METRO Center and Cabrillo College via the Route 71 alignment. If the route were to operate at the same frequencies as Route 71 – a base headway of 30 minutes, with 15-minute peak service – and over roughly the same span – until after midnight, seven days a week – it would be relatively expensive to operate, requiring approximately 20,000 **hours of annual revenue service, or about 11 percent of METRO’s systemwide total for Fiscal Year 2012.** However, base headways would be 15 minutes or better throughout the corridor, and just over four minutes (14 buses per hour) during peak periods at Route 91X stops in Santa Cruz. The resulting configuration of corridor services is illustrated in Figure 54 on the following page.

**2013 SHORT RANGE TRANSPORTATION PLAN | DRAFT**  
Santa Cruz METRO

**Figure 54** Diagram of Proposed Routes 69A, 69W, 71 and 91X Alignments



- **Extending hours of operation on Routes 69A, 69W and 91X.** Currently, Route 91X goes out of service before 7 p.m. on weekdays, Route 69A before 8 p.m., and Route 69W before 10 p.m., leaving only Route 71 operating in the busy Soquel corridor. Hours on these routes could be extended in accordance with available resources.
- **Realignment of Route 3.** If a system of performance review like the one previously recommended were implemented, it is probable that Route 3 would have to be modified in an effort to improve performance. One possible way to reconfigure it would be to make it like other, more productive services on the West Side by having it serve UCSC. This **would eliminate the route's status as the only route** exclusively serving the West Side. However, it could save the service from possible elimination if performance failed to improve. Route 3 could be extended to the university from its current terminus at the **west end of Delaware Avenue, adjacent to UCSC's** Institute of Marine Sciences campus. Alternatively, it could be reconfigured to operate from METRO Center via Laurel (or alternatively, the Lincoln/Walnut couplet), Mission and Western. This would establish a direct link between the UCSC campus and the Mission Street Safeway store, and would serve Mission between Downtown Santa Cruz and Western using a single local route. Because cycle time for either option would likely be longer than the current one hour (scheduled travel time of 45 minutes plus 15 minutes layover and recovery), maintaining hourly headways would probably double operating costs. However, because the route is currently relatively inexpensive to operate, this would not amount to a substantial increase in systemwide operating costs. The existing and proposed alignments are illustrated in Figures 55 and 56 on the following pages.

Figure 55 Diagram of Existing Route 3 Alignment

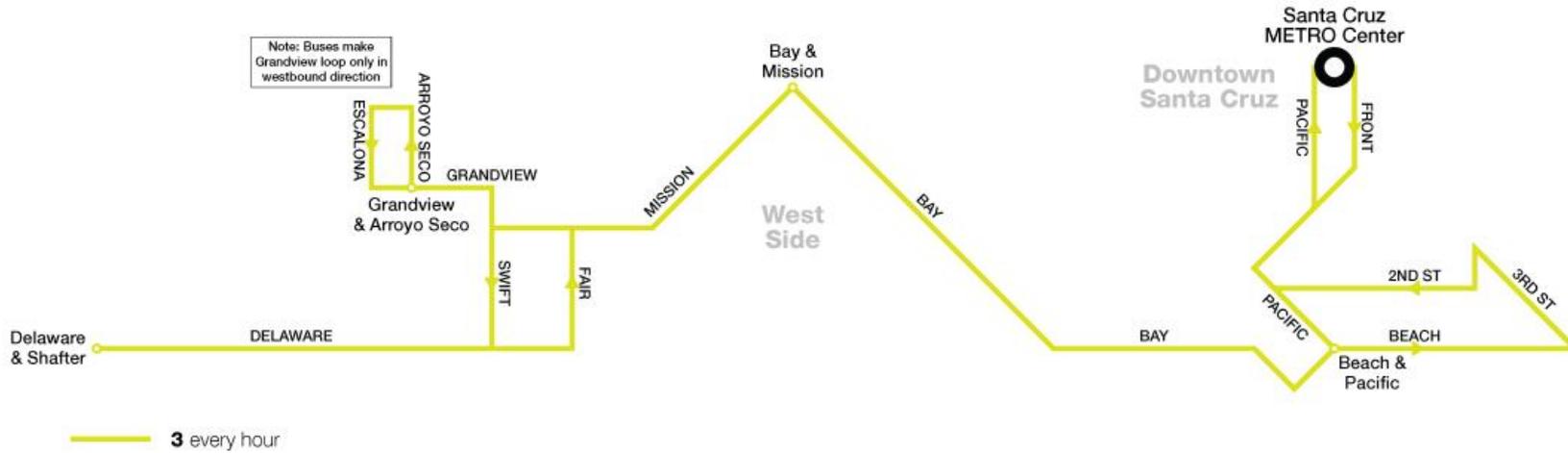
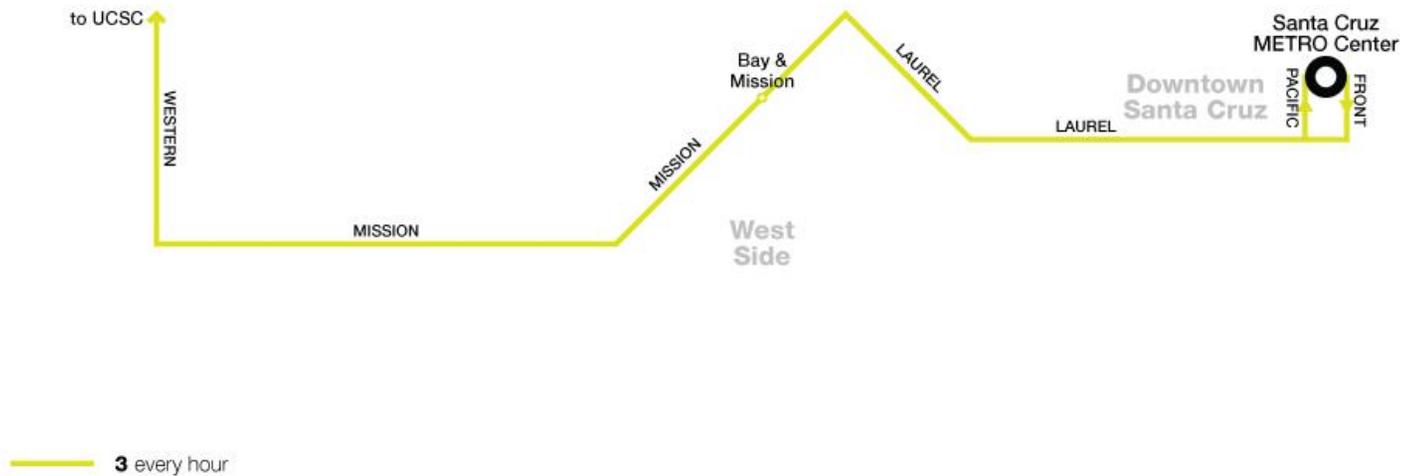


Figure 56 Diagram of Proposed Route 3 Alignment



- **Two-way Route 35 service on Scotts Valley Drive.** METRO currently operates only in the southbound direction on the approximately 1.7-mile segment of Scotts Valley Drive between Granite Creek Road and Mt. Hermon Road. Trips serving this segment are designated Route 35A; return trips on Route 35 deposit passengers at the foot of Scotts Valley Drive. Serving Scotts Valley Drive in both directions would add about 10 minutes to Santa Cruz-bound trips on Route 35, taking passengers out of direction and increasing operating costs. However, the northern segment of Scotts Valley is a fast-growing commercial and residential area.
- **Increasing funding for ParaCruz operations.** METRO's demand-responsive service is addressed in another section of the SRTP, but is mentioned here in the context of expanding funding should resources available. Costs to operate ParaCruz service have been increasing faster than for fixed-route service, and in order to remain sustainable over time without reductions in service, additional funding will have to be found.

## POLICY AND PRACTICE RECOMMENDATIONS

### Revised Policies

#### Stop-Spacing

METRO's stop spacing policy designates a minimum standard for distance between stops of 600 feet. This distance corresponds with the "fixed blocks" used by METRO's stop-announcement system to determine proximity to stops. When two stops are within the same fixed block, or less than 600 feet apart, both stops cannot be announced. This is the case at numerous stops.

Even if all stops were to achieve the minimum standard, however, METRO's policy does not reflect the state of the research into "optimal" stop spacing, or stop spacing that balances access and on-board travel time to maximize ridership. Numerous studies have found that optimal stop spacing is more than double METRO's minimum standard, or close to one-quarter mile (1,320 feet), and transit agencies including VTA and Muni in the Bay Area are currently in the process of updating their stop-spacing policies to both require and allow greater distances between stops.

When stops are farther apart, access is reduced, and in some cases improvements to travel times aboard vehicles may be offset by increased travel times to and from stops. Ease of access for seniors and other people with mobility issues must also be taken into account.

**Stop spacing is always a "balancing act": if access were the only concern, stops would be as closely spaced as possible, while if speed and reliability were the only concern, there would be as few stops as possible. This is why METRO sometimes provides "all-stop" or "local-stop" service as well as limited-stop or express service in the same corridors. However, it is not always possible to do so given limited resources. In these cases, choices must be made regarding the balance between access, speed and reliability.**

Stop-spacing policies should take into account proximity of senior centers, schools, social service providers and other community institutions, connectivity to other routes, locations relative to intersections ("far-side" locations are generally preferable), grades and other factors in stop placement. However, the most important elements of a stop-spacing policy are the minimum and maximum standards. A range should be provided in order to allow for some flexibility in stop

placement. Both the minimum and maximum standard, however, should be adequate to strike a reasonable balance between access, speed and reliability. With this in mind, an increase in METRO's minimum distance between stops from 600 to 880 feet, or one-sixth of a mile, is recommended. While this amounts to an increase of slightly less than half, it is still well below the "optimal" distance identified through research of about one-quarter mile or 1,320 feet. A maximum should also be set for stops in urbanized areas, of perhaps one-third of a mile or 1,760 feet.

While METRO's stop-spacing policy does not need to be strictly applied – existing stops that do not conform to the standard do not have to be relocated – it could be used, following the collection of ridership and on-time performance data described in a later recommendation, to offer guidance on whether stops should be consolidated to reduce delay. While most agencies consider stop consolidation as part of route restructuring processes, Seattle's King County Metro reviews stop locations on a regular, rotating basis, at a rate of two to three corridors per year. Portland's Tri-County Metropolitan Transit District or TriMet, meanwhile, has developed the following methodology for assessment of stop locations<sup>11</sup>:

1. *Divide line into segments.*
2. *Identify "anchor" stops including:*
  - a. *transfer points*
  - b. *stops adjacent to major trip generators*
  - c. *stops at major intersections*
3. *Remove or relocate remaining stops according to factors including:*
  - a. *preference for locations on far sides of intersections*
  - b. *pedestrian connectivity*
  - c. *safe pedestrian access*
  - d. *history of wheelchair boardings*
  - e. *traffic impacts*
  - f. *compatibility with adjacent land uses*
  - g. *proximity to "paired" stop in opposite direction*
  - h. *level grades and clear visibility*
  - i. *community input*

### **Pull-out Stops**

"Pull-out" bus stops consisting of a "bay" cut out of the curb are often funded and built for use by METRO by developers as part of development agreements. While pull-out stops serve to increase safety by removing buses from traffic where no space exists between the travel lanes and curb, they increase transit delay by requiring buses to merge back into traffic after the stop. For this reason, pull-outs should be avoided on arterial streets with multiple lanes in each direction where

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<sup>11</sup> <sup>11</sup>Ahmed M. El-Geneidy, Thomas J. Kimpel and James G. Strathman, "Empirical Analysis of the Effects of Bus Stop Consolidation on Passenger Activity and Transit Operations." Center for Urban Studies, College of Urban and Public Affairs, Portland State University (May 2005).

typical speeds are no greater than 35 or 40 miles per hour, and METRO policies and practices should be adjusted to reflect this.

## New Policies

### Transit-Emphasis Corridors

A “transit-priority” or “transit-emphasis” corridor is a street segment in which high-quality transit service is provided and physical improvements for transit are prioritized. In general, high-frequency service, a bus every 15 minutes or more often in each direction (on one route, or all routes combined), is necessary to warrant designation as a transit-emphasis corridor. Along with high-quality transit amenities, such frequency can create a virtuous cycle in which more transit service creates more demand for transit service.

In Santa Cruz County, there are four street segments where existing and planned land uses are consistent with a transit-emphasis corridor, and where all-day frequencies are either every 15 minutes, or relatively close to it. These segments are:

- The *Laurel/Bay* corridor between Downtown Santa Cruz and UCSC (including a short segment of Mission)
- *Soquel* between Downtown Santa Cruz and Cabrillo College
- *Main* between Green Valley Road and Downtown Watsonville
- *Freedom* between Airport Road and Downtown Watsonville

In addition, there is one more corridor in which demand for transit service may be limited, but where capital investments could improve travel times, schedule reliability and connectivity for thousands of riders on several routes. It is:

- *Ocean* between Highway 17 and Soquel in Santa Cruz

These five segments should be formally designated as transit-emphasis corridors by both the METRO Board and, if possible, the Cities of Santa Cruz and Watsonville as well as Santa Cruz County. Additionally, METRO should develop service and infrastructural standards for transit-emphasis corridors, and in partnership with other agencies, it should develop capital improvement strategies for each corridor. The Cities of Santa Cruz and Watsonville and Santa Cruz County are each already planning some improvements to the Soquel and Main corridors, and METRO should be an active partner in these processes as they go forward.

A headway standard for transit-emphasis corridors of 15 minutes or less between 7 a.m. and 7 p.m. on weekdays is recommended. Furthermore, 15 minutes should be the maximum scheduled interval between *all* arrivals, on any route (e.g., buses on different routes should not be scheduled **to arrive 10, then 20 minutes apart**). Transit planners differ on the definition of “walk-up” service, or service that operates so frequently that most riders cease to consult schedules before determining when to leave for the stop: some say it is 15 minutes, while some say 12 or even 10. For this reason, a minimum standard of 15 minutes is recommended, but greater frequencies are encouraged.

A number of capital improvements might be made on transit-emphasis corridors:

- **Improvements to the right-of-way.** In a largely built-out environment such as the urbanized areas of Santa Cruz County, rights-of-way are often constrained; streets cannot be widened, at least not without property takings. Providing buses with their own travel lanes free from traffic, then, generally requires removal of either on-street parking or mixed general-purpose travel lanes. In some cases, this may have little or no effect on traffic or parking availability. In some cases, it is possible to mitigate impacts through other means, for example by providing additional left-turn lanes, off-street parking or parking on connecting streets. In other cases, complete transit-only lanes may not be feasible, but it might be possible to provide transit vehicles with lanes that are shared with some other vehicles (such as taxis, emergency vehicles, delivery trucks, high-occupancy carpools, or autos turning right), that are in effect only part of the time (for example, during peak periods), or that exist only in segments. An example of the latter is **the “queue jump” lane, a transit-only lane that exists for only a short distance on approach to an intersection, allowing transit vehicles to bypass lines of cars waiting at red lights, and go ahead of them using a special “advance phase” for transit a few seconds** prior to the regular green signal for all traffic. Queue jumps may be shared with cars and trucks turning right, as shown in Figure 57 above.

Figure 57

Queue Jump (Milwaukie, Oregon)



- **Improvements at intersections.** Queue jumps with advance phases are one way to improve transit travel times and schedule reliability. Other ways to reduce transit delays at signalized intersections include “transit-signal priority” (TSP) systems and simple retiming of signals. In a TSP system, signals are equipped to detect approaching buses, and signal phases may be changed in one of two ways: using signal preemption, in which red lights are turned green a few seconds early, or by signal extension, in which green lights are made to stay green a few seconds longer. In either case, the change can be reversed in the following signal cycle, restoring green time for cross traffic removed from the previous cycle and limiting impacts on traffic flow and capacity. A less-effective but simpler way to reduce transit delay at signals is to simply retime the signals so that cycles and/or red phases are shorter, reducing the maximum amount of time that buses may be stopped and/or reducing the likelihood that they will be stopped in the first place. In many cases, signal phases are longer than they need to be to allow pedestrians and queued vehicles to cross the street. (Another option is to re-time signal progressions; however, because buses must make stops, their average speeds are much slower than for other vehicles.)

- **Improvements to stops.** Two basic types of improvements can be made to transit stops: improvements designed to reduce transit delay, and improvements to the safety, comfort and capacity of the stop itself. In a Bus Rapid Transit or BRT system, stops are sometimes raised so that they are level or nearly level with vehicle floors, eliminating steps and any need for wheelchair lifts. Ticket machines are also sometimes provided at the stop so that passengers can enter vehicles **through any door and don't have to line up to pay on-board**. In BRT systems and even in many non-BRT systems, stops are sometimes located on traffic islands or on sidewalks extended into the street so that buses can stop in the travel lane **and don't have to wait to merge back into traffic after the stop** (the latter are called “bulb-out” stops, and an example is shown in Figure 58 at right). Stops are also sometimes moved from the near side to the far side of an intersection, which can reduce delay in a variety of ways. Other improvements consist of amenities ranging from shelters to additional seating, enhanced signage (potentially including real-time arrival information), concrete pads for wheelchairs and pedestrian access improvements to nearby sidewalks and crosswalks.

Figure 58 Bulb-Out Stop (Seattle, Washington)



Figure 59 High-Visibility Stop (Kansas City, Mo.)



- **Improvements to pedestrian connections.** Finally, transit service can be improved by improving access to transit. In an environment such as Santa Cruz County, most transit passengers walk to and from stops, and pedestrian infrastructure is often inadequate. Sidewalks may be too narrow, in poor condition, or there may be gaps. Opportunities to cross streets may be limited, and where crosswalks exist, there may not be signals requiring drivers to stop, or there may be signals, but not enough time in the walk cycle for all to safely cross. The street network itself may prevent direct pathways. Wheelchair ramps may also be missing or substandard. These issues are generally beyond the purview of the transit operator, but operators can work with cities and counties to identify needs, develop projects, and seek grant funding.

Many of these improvements may be made on an incremental basis, as funding becomes available, or on an opportunistic basis, as part of street repaving or other projects. Similarly, service could be expanded to achieve the 15-minute standard over time. One possible investment,

introduction of a new line in the Soquel corridor, is described in the previous section, “Expanded Service Recommendations.” Finally, additional transit-emphasis corridors could be designated over time.

### **Performance Standards and Reviews**

Industry-standard best practice in transit service planning is to define quantitative performance standards for fixed-route and demand-responsive services, regularly monitor and report on performance, and adopt and adhere to a formal process for reviewing and making recommendations to improve services that fail to achieve standards.

**Performance standards were recommended as part of METRO’S last SRTP. These have not been implemented. Instead, staff have identified limited performance and service delivery standards for the agency’s Title VI program. These may be briefly summarized as follows:**

- **Load standards.** Average all-day loads should not exceed the total capacity of each vehicle, as defined using a ratio of standing-to-seated capacity that in most cases is 0.5 (for Highway 17 coaches, it is 0.2-0.3 depending on the vehicle type). Routes that exceed the load standard on 15 days in any six-month period are subject to corrective action.
- **Headway standards.** In keeping with best practice, METRO varies minimum service levels by type of route and by time of day and day of the week. Headway standards are applied to combined headways within corridors, and not individual routes. The standards are shown in Figure 60.

**Figure 60 METRO Headway Standards**

Route Category	Weekday Peak <sup>12</sup>	Weekday Base	Weekday Night <sup>13</sup>	Weekend
Intercity (Rts 69A, 69W, 71, 91X)	15	30	60 (Rt 71 only)	60
Rural (Rts 35/35A)	30	60	90	30
Local (Rts 3, 3W, 4, 4W, 8, 54, 55, 56, 66, 66N, 68, 72, 74, 75, 77, and 79)	60	60	60 (Rt 66N)	60
UCSC (Rts 10, 12, 15, 16, 19, and 20)	10	30	30	30
Hwy 17 (Rt 17)	20	60	60	60
Rural School Based Service and Rural Lifeline Service (30, 33, 34, 40, 41, 42)	Santa Cruz METRO will provide at minimum two trips a day Monday through Friday that serve bell times for rural students attending K-12 school. This service additionally serves as Lifeline service for some rural outlying areas.			

- **On-Time Performance standards.** METRO’s definition of “on-time” departures from timepoints is not early and no more than five minutes late. Its systemwide on-time goal is 72 percent of all departures.
- **Service Availability standards.** METRO applies two coverage standards:
  - Within the incorporated cities of Santa Cruz, Capitola, Scotts Valley and Watsonville, 90 percent of residents should be within one-half mile of a bus stop.
  - Within Santa Cruz County, 90 percent of residents should be within one mile of a bus stop.

METRO’s load and on-time performance standards are *performance* standards, while its headway and service availability standards are *service delivery* standards. This distinction is important because performance standards require monitoring to determine compliance, while service delivery standards can simply be applied whenever service changes are made (or require limited analysis of available data, such as Census data). The former require extensive data collection and analysis, while the latter do not.

The performance standards recommended in the previous SRTP were extensive, and would have required extensive data collection and analysis. New data collection efforts are recommended in this SRTP. However, given the limited resources available to METRO in the near term, a more limited performance reporting framework is recommended focused on the core metrics of on-time performance, capacity and productivity. METRO already has on-time performance and capacity (load) standards; the third standard, productivity, would be based on boardings per hour of revenue service, a relatively straightforward measure. Together, these three standards would

<sup>12</sup> Peak hours are 7-9 a.m. and 2-7 p.m.

<sup>13</sup> Night hours are 8 p.m. to 12 a.m.

address both “external” performance in terms of customer service (on-time performance and capacity) as well as “internal” performance in terms of efficient service delivery (productivity).

Load and on-time performance standards should be refined and productivity standards should be developed based on data collection; specifically, they should be based on (though not necessarily identical to) observed averages within each route category during each time period. Depending on availability of data, performance might be reviewed for all routes at once (e.g., annually) or for only some at a time, on a rotating basis. If the latter is necessary, all routes within a category should be reviewed at the same time. This will allow categorical averages to be updated, and for standards to be revised as needed.

As part of the framework, numeric thresholds should be defined “triggering” automatic review of routes or route segments: for example, performance below some percentage of the standard (e.g., 80 percent). The Service Planning and Review Committee, or SPARC, should develop a process for further review of routes and route segments (METRO partner VTA, to cite one example, develops “Improvement Plans,” or “IP’s” for routes that fail to achieve its productivity standards<sup>14</sup>) Routes that continuously fail to achieve standards should be candidates for elimination.

Both productivity and a fourth standard that METRO might consider, farebox recovery ratio, are measures of cost-effectiveness that may conflict with policy direction in other areas, most notably service availability. While official policy regarding definition and provision of resources for “productivity services” (i.e., those that serve high-demand corridors) and “coverage services” (those that exist primarily to provide basic lifeline access) is not recommended, staff judgment should be applied in reconciling these conflicts as part of the route review process. (Similarly, routes with very high productivity may suffer from overcrowding, and thus violate load standards.)

### Route Deviation Standard

Route deviations are route segments in which the alignment becomes indirect in order to serve a specific destination **that is near, but not immediately along, the route’s primary path of travel**. While minor deviations may improve access to specific destinations, they impact both real and perceived travel times, as well as route legibility, and tend to suffer from low ridership and poor productivity and cost-effectiveness.

Many transit agencies have established standards for route deviations. The Seattle area’s King County Metro, for example, has developed the formula shown in Figure 61. New deviations may be considered only when the delay is less than 10 passenger-minutes per person boarding or exiting the bus along the deviation. If, then, 25 passengers were found to be boarding or alighting along the deviated segment on each trip, and the additional travel time required to serve the segment were five minutes per trip, then the deviation would be acceptable only if fewer than 50 passengers were traveling through the deviated segment on each trip.

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<sup>14</sup> See <http://www.vta.org/projects/tsp/> for more information. In addition to VTA, area agencies that conduct regular performance reporting include Monterey-Salinas Transit (see [http://www.mst.org/wp-content/media/GMReport\\_Sept2013.pdf](http://www.mst.org/wp-content/media/GMReport_Sept2013.pdf) for one such example), San Francisco’s Municipal Transportation Agency, or Muni (<http://sfmta.com/sites/default/files/StrategicPlanMetricsReport-January2013FINAL.pdf>), the Bay Area Rapid Transit District or BART ([http://www.bart.gov/docs/QPR/QPR\\_Report\\_FY2013\\_Q4\\_FINAL.pdf](http://www.bart.gov/docs/QPR/QPR_Report_FY2013_Q4_FINAL.pdf)), and San Bernardino County’s Mountain Area Regional Transit Authority or MARTA (<http://www.marta.cc/media/agenda.pdf>).

Figure 61 King County Metro Deviation Standard

$$\frac{\text{Riders traveling through x Minutes of deviation}}{\text{Boardings and exitings along deviation}} \leq 10 \text{ minutes}$$

## Practices

### Data Collection

METRO's adopted budget includes a half-time surveyor position, but the position has not been filled for some time. Similarly, the agency currently has a planning staff of just two. Only limited funding is available for hiring outside contractors to collect data. METRO's vehicles also lack two types of devices used by larger agencies to automate collection of on-time performance and ridership data: Automatic Vehicle Locations, or AVLs, and Automatic Passenger Counters, or APCs.

For all of these reasons, METRO has only limited data available upon which to base planning and scheduling decisions. The agency has recently conducted some data collection as part of planning efforts including this one (for which a passenger survey was conducted and on-time data were collected on a few routes). Just as the agency should implement a limited, realistic framework for performance review, METRO should develop a realistic strategy for collection of those data with the potential to prove most valuable to decision-making processes.

In a previous recommendation, a regular performance reporting framework was recommended based on three metrics: vehicle loads, schedule adherence, and boardings per revenue hour. Ideally, the agency would collect these data on all routes annually or more often. However, given limited resources, it would probably be more realistic in the near term to develop a sampling plan: for example, all routes within a route category could be surveyed simultaneously.

As part of this strategy, the agency should seek to immediately collect on-time performance data on routes and route segments with known on-time performance issues, and should continue to collect data on on-time performance incrementally and opportunistically, whenever possible. Data could potentially be conducted by METRO supervisors.

METRO should also conduct regular ridechecks in order to ensure that ridership and load factor data are sufficiently current upon which to base planning efforts.

Longer-term, the agency should strive to both expand its financial and human resources for data collection, as well as to automate processes as much as possible using AVLs, APCs or other technology.

### Scheduling

METRO's scheduling practices are unique in at least three ways. One, scheduled travel times do not necessarily vary by time of day. Two, scheduled layover and recovery times on the same route can vary greatly from one trip to the next. And three, to address schedule variability, METRO sometimes "pads" scheduled travel times between the next-to-last timepoint and the route's terminal.

Ideally, schedules should reflect “typical” travel times within each segment at different times of day. This is difficult when variability is high, and exceedingly difficult when only limited data are available, as is the case for METRO. To improve scheduling practices, collection of on-time performance data are recommended. This should allow METRO to adjust schedules to more closely reflect observed conditions at different times of day. This should also allow the agency to **reduce the practice of “adding time” near the end of the route.**

**Long routes with many stops are difficult to schedule accurately, and METRO’s Intercity routes, including Routes 69A/W and 71, suffer from especially high variability. Routes 69W and 71 stop near their midpoints at a major destination, Cabrillo College, where many passengers get on or off rather than “riding through,” and where there is spaces for buses to recover out of traffic. For this reason, a brief interval – perhaps five minutes – might be inserted between scheduled arrivals and departures at Cabrillo, allowing more buses to depart Cabrillo on-time.**

An alternative scheduling practice that METRO might consider is headway-based scheduling. On **routes and corridors with “walk-up” frequencies of 10 minutes or better, riders do not necessarily need to consult schedules. This provides an opportunity for the transit provider to improve travel times by instructing operators to simply proceed without delay, and without regard to scheduled arrival and departure times at interim timepoints. In other words, by eliminating published arrival and departure times at all points but terminals, agencies can eliminate any possibility of operators “running hot,” or ahead of schedule, and having to stop and wait mid-route in order not to depart early from downstream timepoints. This practice works best on short routes where opportunities for “bunching” or “gapping” of buses is reduced, and it requires that operators depart from starting points on-time, at regular intervals. In order to encourage the latter, supervisors can be stationed at terminals; “countdown clocks” or signals for operators might even be added. While headway-based scheduling would not be practical for most METRO routes, it might be desirable on Routes 15 and 16 during the UCSC school term.**

## **Park-and-Rides**

While parking is available near all four METRO transit centers, only the Cavallaro Transit Center in Scotts Valley features a large park-and-ride lot for commuters, and METRO does not operate park-and-ride lots at any other locations. Survey results indicate that just 1 to 2 percent of METRO passengers drive to or from stops; however, this may be as much a function of limited **supply as of demand. Staff have indicated that the Cavallaro lot, used by customers of METRO’s Route 17 express service to San Jose, is regularly filled to capacity, and the site is constrained, so any expansion would require construction of a multimillion-dollar garage. An additional lot nearby, then, should be pursued. A potential location may exist along Santas Village Road in northern Scotts Valley, where a mixed-use development is planned. A shared parking arrangement at this site, reserved for METRO patrons during the day but available to residents and/or retail customers in the evening, could prove mutually beneficial to both METRO and the developer. METRO should explore development of a park-and-ride lot at this location as well as any others where demand might exist and where private funding might be available.**

## **PARATRANSIT SERVICE ALTERNATIVES**

### **Introduction**

ParaCruz is Santa Cruz METRO’s paratransit operation. When SCMTD brought the paratransit operation in house in 2004, the agency continued to use the original 27 vehicles that were

operated by Lift Line, and acquired 22 replacement vehicles in 2010. Today, the service averages about 450 passengers per weekday.

The majority of service provided by ParaCruz is operated by METRO employees, but some “**overflow**” services – primarily for some of the longer distance trip requests – are provided by a local taxi provider, Santa Cruz Transportation, LLC (operator of Yellow Cab), which uses six ParaCruz-owned vehicles that are stored and maintained at the taxi facility. At peak pull out, ParaCruz provides access throughout its service area using 35 vehicles, including those operated by the taxi provider. ParaCruz has a total operations staff of 34. On a monthly basis, approximately 12% to 16% of all paratransit trips are operated by the Santa Cruz Transportation.

Based on the ParaCruz data presented in Chapter 2, this section provides a set of considerations and recommendations for ParaCruz. Recommendations are intended to respond to the priorities expressed by METRO staff and stakeholders, as well as input received from ParaCruz users.

## **Opportunities for METRO**

### **Capacity Management**

Concerns exist about the capacity of ParaCruz to handle current and future demand. Trying to manage capacity is a key element of a paratransit operation, because rarely does a paratransit operation seek to serve more riders: the goal is to empower riders who are able to use fixed routes for at least some of their trips to transition to fixed routes, with paratransit meeting demands that cannot be met by fixed routes.

When Lift Line provided the paratransit services for METRO, nearly 35,000 individuals were registered for the operation. METRO significantly revised the eligibility certification process when the operation was brought in house and today the eligibility database includes approximately 3,250 registrants – about one-10<sup>th</sup> the size of the former database. Santa Cruz METRO staff attribute the reduction in registrants to policies which require individuals to initiate the process with an in-person assessment. This has been described as a self-policing effort, whereby only persons who would attend a 30-minute functional meeting are likely to apply. As a result, METRO reports very few eligibility denials, and eligibility is granted for a three-year period. Even with a database of 3,500 eligible users, the agency reports that only about one-fifth are active users (between 700 and 800 active riders). Ways to further shift riders from ParaCruz to fixed routes should be considered.

### **Conditional Eligibility Certification**

**Enhancing METRO’s fixed routes will benefit everyone**, including many current users of ParaCruz. Some people may be able to use fixed-route transit for some of their trips, but for other trips, they would still need ParaCruz. For example, some persons have a health condition that fluctuates (i.e., arthritis) so that sometimes they are able to walk to a bus stop, but other times they are not. Likewise, some trips may not be navigable if there are architectural barriers preventing access to or from the bus stop; or, extreme weather conditions, along with the presence of a disability, may prevent access to or from a bus stop. Some people with developmental or intellectual disabilities may be able to take routine trips on public transit, but may need to rely on paratransit if the trip is not familiar or if they have not been travel-trained.

Although certifying people as conditionally eligible introduces a new level of complexity to the certification process, it is an important step in establishing an eligibility process that is more

consistent with the intent of the ADA, and will allow, at some time in the future, for implementation of trip-by-trip eligibility. According to METRO staff, the agency rarely grants conditional eligibility, a tool that is commonly used at some other transit agencies. Trip-by-trip eligibility means that an individual who is determined conditionally eligible may be required to take some trips by fixed-route transit if they are able, while for other trips, they will qualify for paratransit.

This is a consideration that could be phased in over time. Conditional eligibility is somewhat complex to initiate on a larger scale and will also require training and oversight on the part of dispatchers and staff who receive ride reservations. ParaCruz may want to consider the option of developing a step-by-step guide to identify steps needed to implement this process, and to learn from peers about successful practices elsewhere.

### **Reduction of ParaCruz Service Area to Match ADA Required Service Area**

ParaCruz's service area extends somewhat beyond what is required under the ADA. While it is assumed that only a small number of riders live within the service area that goes beyond the ADA mandate (data was not available from METRO), METRO is not required to offer ParaCruz service to these individuals. As an agency that operates under financial constraints, METRO might consider reducing its service area to boundaries required under the ADA as a capacity management tool. It is presumed that the impact would be modest, but it also helps eliminate a precedent that suggests that if METRO wants to further eliminate unproductive route segments **or test a future route that turns out not to meet performance standards, it is "on the hook" for** providing ongoing ParaCruz service in those areas. METRO could grandfather in existing riders until their three-year eligibility period expires, and then refuse new registrants to bring its ParaCruz service area back into line with its fixed-route service area. In addition, while it continues to operate it, METRO might consider this service beyond the ADA requirements to be part of a premium service area, for which a premium fare would be appropriate, allowing the agency to better cover costs for these services beyond  $\frac{3}{4}$  mile of existing routes.

### **Efficiency Enhancements**

Currently, ParaCruz rides cost a passenger \$4.00 per trip, which recovers only about 6% of actual operating costs for the service. Most agencies set a paratransit farebox recovery ratio of at least 10%, which would be appropriate in Santa Cruz County, but likely difficult to achieve in the **immediate term with Santa Cruz METRO's higher-**than-average paratransit operating costs. In order to achieve any improvement in the farebox recovery ratio, METRO would need to reduce overall operating costs, which could be done by contracting some additional services or modifying operating/scheduling/dispatch procedures to allow the agency to improve overall productivity. Overall productivity as measured in passengers per hour has been decreasing steadily in recent years, and according to METRO staff, this is likely a function of increased ridership from Scotts Valley. Alternatives could be considered to operate some ParaCruz services, particularly in smaller communities in the mountains or between cities. For example, in some areas METRO could operate ParaCruz as a point deviation service with some fixed-schedule time points, but a fully flexible routing between those points as a way to manage ridership and put more people on vehicles. This may require more travel time negotiation (currently only between six and 10 pick-up times must be negotiated each day), but could allow for a regularly scheduled set of vehicles departing from Watsonville or Ben Lomond, for example, hourly or every other hour that could provide accommodation in compliance with the ADA.

A comprehensive analysis of ParaCruz’s services can be undertaken to determine potential strategies to increase efficiencies. One of the challenges expressed by ParaCruz staff is that the current vehicle configuration is a barrier to more efficient service operations because mobility devices limit flexibility: the last wheelchair boarding on the vehicle must be the first wheelchair offloaded.

Another strategy to improve farebox recovery is to increase revenues through advertising, premium fares for premium services (same day service or trips in an extended service area), or increase fares overall, which would require an increase in systemwide fares. Recognizing the challenge of securing additional revenues for paratransit, METRO’s **primarily focus should be on** ways to contain costs and better serve riders with existing resources.

### **Consideration of Premium Same-Day Services at a Premium Fare**

As noted above, a premium fare is an option for premium services. ParaCruz staff express interest in being able to accommodate same-day rides. If capacity is available through service area reductions, efficiency enhancements, and staff/vehicle augmentation, then the agency could consider accommodating same-day trip requests. One opportunity for METRO would be to consider same-day trips a “premium service” and charge a premium fare. Arguably, such trips could be charged a fare double the current fare, which would more closely cover the cost of the trip, raise revenues, and allow for the service to be continued on an on-call basis.

### **Need for Additional Vehicles**

One of the challenges identified by ParaCruz staff is that METRO currently has no spare vehicles available. Two strategies exist for working around this limitation.

The first is obvious: to increase the fleet size. METRO is encouraged to adopt a spare vehicle standard –15% to 20% is common – to ensure the agency is able to meet demand for all scheduled trips. According to METRO staff, trip denials are minimal but the agency has very little flexibility, and if a vehicle were to go out of service, then denials may be necessary. A lack of spare vehicles can be rectified with an increment in the vehicle expansion schedule, at a cost. Along with additional vehicles, ParaCruz is seeking to hire additional operators.

It is assumed that ParaCruz will require additional vehicles to allow for an improved spare ratio, and those vehicles have been included in the Fleet Replacement Plan in this report.

In addition, METRO has shown that contracting for service has been cost effective, and could expand its contract relationship with Santa Cruz Transportation, allowing the provider to dispatch taxi cabs to serve the needs of people with ambulatory disabilities or accessible cabs to meet all needs. Just as METRO has a relationship to use Santa Cruz Transportation to address its overflow needs, additional trips could be assigned to the contractor on a short-term basis until the vehicle fleet is expanded.

### **Proposed ParaCruz Service Standards**

Performance measures as applied to paratransit services will incorporate many of the traditional measures of revenue hours/miles per vehicle/passenger. However, some agencies are broadening the way performance is measured, particularly because of the different nature of paratransit versus fixed-route services. Ride statistics such as total number of rides, number of rides denied, and average ride time are being applied to gauge the impact of paratransit services in terms of improving transportation access. Paratransit providers are also beginning to measure their

performance in terms of vehicle capacity, instead of the number of vehicles in their fleet, to reflect the mixed fleet used to deliver paratransit services.

Updated ParaCruz performance measures allow METRO staff to:

- Track compliance with certain requirements of the ADA, including on-time performance, trip denials, and access to the reservation system;
- Assess system performance based on established criteria, and compare that to past measures of performance and target goals.
- Document outcomes and trends related to system efficiency and communicate these to the METRO Board.

The following performance measures are used in the industry to assess system productivity and ADA compliance. While there is general agreement on what to measure, there are few industry-accepted standards or target values (except those related the showing adequate capacity to avoid a pattern of trip denials).<sup>15</sup> Proposed and updated measures and standards are shown in Figure 62.

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<sup>15</sup>Transit Cooperative Research Program (TCRP) Report 124, page 31.

**Figure 62 Proposed ParaCruz Performance Measures and Standards**

ParaCruz Performance Measure	Existing ParaCruz Standard	Recommended ParaCruz Standard	Comment
Cost per service hour		<\$100*	ParaCruz's current cost is approximately \$100, far exceeding industry norms.
Cost per passenger		<\$40*	ParaCruz's current cost is approximately \$50, far exceeding industry norms.
Passengers per hour	1.6	2.5	This is somewhat higher than the current performance, but lower than many of ParaCruz's peers. ParaCruz should be able to achieve a minimum of 2.5 passengers per hour within a five-year period.
Percent of trips on-time	92%	95%	Based on industry norms
No-show/late cancellation rate	<3%	<3%	Maintain existing standard
Excessively Late/Missed Trips	0%	0%	Maintain existing standard
Advance cancellation rate		15%	Current average is closer to 19%. ParaCruz should seek to reduce cancellations.
Complaint rate (per 100,000 trips)		15	Based on industry norms
Trip denials		None	ADA requirement
Telephone Hold Times less than 2 minutes	90%	95%	Current average is better – increase standard.
Shared Rides	>60%	>70%	ParaCruz has incorrectly calculated this measure. Proposed standard is higher in effort to improve efficiency, but should be adjusted based on ParaCruz actual numbers.
Rides by Supplemental Providers	<25%		This can be maintained as a standard if necessary, but supplemental providers have shown some cost advantages during peak use times.
Length of time on vehicle compared to fixed route		Not to exceed length of fixed route trip plus 20 minutes	This is a common issue highlighted in FTA funded Topic Guide 6 on ADA Transportation. FTA Letters of Finding make a comparison to the fixed route bus, including time to get to and from the stop or station. A substantial number of excessive length trips (compared to a comparable trip on fixed route) is considered a capacity constraint.
Farebox recovery ratio		10%	Based on ParaCruz performance; this should be a minimum and may be adjusted based on ongoing performance

\*Standards are high, but are based on existing costs; efforts should be made to reduce costs.

According to METRO staff, no-shows impact fewer than three percent of all trips, and can generally be attributed to a handful of regular riders. Even with a no-show policy in place, Santa Cruz METRO does not put riders on probation or rescind the right to ride. Trips may be made up to three days in advance, which is appropriate for managing capacity, and subscription trips **represent less than 50% of METRO's paratransit trips in accordance with ADA requirements** given capacity constraints.

Due to capacity constraints, it is fully appropriate for ParaCruz to enforce its no-show policy. The **policy is that if a rider's no-shows exceed 15% of trips within 90 days, service may be suspended for 14 days.**

METRO reports few missed trips, and most are due to traffic congestion.

Other proposed standards will need to be adjusted from time to time. It is recommended that standards and actual performance be reported to the METRO Board on a regular basis.

### **ParaCruz Reservations and SCMTD Customer Service Staffing**

ParaCruz has six individuals on staff who are responsible for taking reservations, doing manifest **reconciliation, dispatching services, tracking waits on phones, etc.** ParaCruz's dedicated staff is strictly assigned to taking reservations only and providing information for existing ParaCruz riders about the services.

**Some individuals on METRO's staff have expressed interest in combining the functions of** ParaCruz reservationists and general public transit information customer service. The goal is to improve customer service by offering a one-stop call.

Although this is done in some other communities, it is not common. One example comes from a provider that contracts their services, and the contractor has trained staff who answer phones to address all customer service needs and schedule trips on paratransit vehicles. In Denton County, Texas, the contractor for DCTA has a single phone number for all information about the system and paratransit trip scheduling. According to the contract operator, this works well for them because they cross train their staff and seek this as a strategy to minimize costs. This contract provider also has operators that have experience driving both fixed-route and paratransit vehicles.

Most agencies opt to keep these as separate functions to ensure customers with unique needs receive the customer service they need when they call for either information or to schedule a trip.

Advantages of a strategy that uses the same staff to take paratransit reservations and provide general customer service/trip planning information include the following:

- Allows passengers to seek information about both fixed routes and paratransit, and may allow reservationists to encourage callers to consider whether a fixed route might be available to them that would meet their needs for the particular trip they are requesting.
- May allow agency to better utilize staff and potentially reduce staffing.
- Integrates information about all agency services and enhances the profile of paratransit. Easily allows referrals to paratransit from general public callers.

Potential limitations of this for METRO include the following:

- Different pay scales and unions for the paratransit and fixed route operations at METRO may make this challenging to implement.

- Concerns that **the “where’s my bus” aspect of customer service needs focused attention** and can take away from paratransit reservation-taking time.
- Building in other responsibilities for telephone customer service staff can increase reservations hold/response times and will require additional staffing. Transit agencies that combine the function are at risk of putting an upset customer that may require real-time attention on hold to take reservation calls.
- **METRO’s ParaCruz and Customer Service staff work at different facilities** and have little regular interaction on a day-to-day basis. Ideally, all operations would be consolidated at a single operations facility.

At this time, a combination of functions is not encouraged, but could be explored further in the future in the event of staff attrition, improvements in automated information (e.g., availability of **real-time fixed route bus information**), and revisions to the agency’s **organizational structure**.

### **Conclusion**

ParaCruz is an excellent service that receives praise from its regular users. The comprehensive service offers nearly countywide access for eligible persons. The considerations in the chapter are mostly modest, but focus on the need for ParaCruz to work to contain costs to allow for its services to be sustained, maintaining availability for those who require ADA paratransit.

## 10 CAPITAL AND FINANCIAL PLAN

This chapter presents the five-year capital and financial plans for Santa Cruz METRO covering FY 2014/15 through FY 2018/19. The operating plan includes projected expenses and revenues for the life of the SRTP. Capital projects are identified, including the replacement of buses in accordance with the fleet retirement plan and the maintenance of bus stops.

### FUNDING SOURCES

Funding sources described in this chapter are those that, with a degree of certainty, can be relied upon on to support transit operations and capital investments over the duration of this plan.

#### Operating Funds

Santa Cruz METRO's operating funds will continue to come from a variety of sources including federal, state and local sources (including fare revenue). The following funding sources are assumed to continue to be available to METRO for operational funding. Select funding sources listed below have been identified to support funding for service enhancements over the life of this plan. Examples of these funding sources are denoted here:

##### Federal Funds

- FTA 5307 Urbanized Area Formula Grants (Santa Cruz METRO is eligible for these funds to provide for operating costs as it is fewer than 200,000 in population).
- FTA 5311 (f) Intercity Bus Program
- FTA Funding for Small Transit Intensive Cities (STIC)
- Compressed Natural Gas Fuel Tax Credit (CNG used as motor vehicle fuel to operate public transit services is exempt from applicable user)<sup>16</sup>
- Medicare Subsidy

##### State Funds

- Transportation Development Act (TDA) Funds
- State Transit Assistance (STA) Funds

##### Local Funds

- Sales Tax (0.50% Sales Tax for the Transit District)
- Highway 17 Payments (Amtrak and VTA contributions paid for Highway 17 services)

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<sup>16</sup> Reference Senate Bill 1257, 2012 and California Revenue and Taxation Code 7284.2

- Advertising
- Fares

## Capital Funds

Capital funding opportunities come from numerous sources including federal, state and regional funding sources. The majority of capital funds that have supported Metro projects in the past include FTA funds and California programs such as Prop 1B, STA and TDA funds.

### Federal Funds

- Federal Grants
  - FTA 5309 State of Good Repair
  - FTA 5309 Bus and Bus Facilities
  - FTA 5307 Small Transit Intensive Cities (STIC)

### State / Regional Funds

- AMBAG Sustainable Communities Planning Grants
- Monterey Bay Unified Air Pollution Control District (Air District) Grants
- Regional Surface Transportation Program (RSTP) Funds
- Prop 1B Public Transportation Modernization, Improvement, and Service Enhancement Account Program (PTMISEA) Funds
- Prop 84 Planning Grants
- Transportation Development Act (TDA) Funds
- State Transit Assistance (STA) Funds
- California Transit Security Grant Program (CTSGP) Funds (Transit Security Projects)

### Local Funds

- Local matching funds (may come from operating cost surpluses, local sales taxes or carryovers).

## PLAN ASSUMPTIONS

This chapter represents an estimate of capital and operating cost projections based on existing financial information and performance trends. The following section outlines various assumptions that are applied to reasonably estimate costs and revenues associated with the Service Plan in Chapter 9. Most plan assumptions are consistent or slightly more conservative than existing Santa Cruz METRO assumptions included in the Fiscal Year 2014 Final Budget and have been developed in conjunction with Santa Cruz METRO staff.

Figure 63 shows inflation, growth and decline factors for numerous components of the financial plan. In addition, it outlines performance metrics such as revenue miles per revenue hour and boardings per revenue hour used in the financial plan.

**Figure 63 Annual Inflation and Background Growth or Decline Factors**

Factor	Assumption
Fixed Route Revenues	+2.5%
Hwy 17 Revenues	+3.0%
Paratransit Revenues	+2.5%
FTA 5307 Funds	+5.0%
TDA Funds	+10.8%
Sales Tax Revenues	+3.5%
STIC Funding (Small Transit Intensive Cities)	+20.0%
Fuel Tax Credit	-5.0%
Fixed Route / Hwy 17 Costs	+2.0%
ParaCruz Costs	+6.0%
Other "Flat Costs"	+2.3%
Fixed Route Revenue Miles / Revenue Hour	13.7
Fixed Route Boardings / Revenue Hour	26.6

Notes: Assumption factors based on discussions with Santa Cruz METRO staff and the FY 2014 Final Budget

In addition to the assumptions listed above, costs associated with the hiring of a new General Manager, Security and Risk Manager or related positions are not included as part of this financial plan.

## SERVICE CHANGES

The service plan outlined in Chapter 9 includes a number of proposed service updates and changes. While some of these recommendations are cost neutral, others will either reduce or increase operating costs and may warrant capital improvements.

## Sustained Funding

Under a sustained funding (cost constrained) scenario where no new major revenues are identified over the course of the plan, the service plan suggests a modest 1% increase in revenue hours. The primary driver for this increase in revenue hours stems from increases in Route 15/16 which currently serve the USCS campus. There are no other major changes in revenue service or resources necessary for the five year planning period.

## Expanded Funding

In the event of additional funding, the service plan outlines several changes that would increase annual revenue hours by approximately 25,000. Services that are included in the service enhancement scenario include:

- Soquel Corridor expansion (20,000 annual revenue hours)
- Extension of operations for Route 69A, 69W and 91X (1,530 annual revenue hours)

- Realignment of Route 3 (3,264 annual revenue hours)

The five-year operating plan presented in this chapter presents costs and revenues in both a **“Sustained Funding” scenario and an “Expanded Funding” scenario. If METRO chooses to expand** transit services beyond what is defined in this plan, additional revenue sources will need to be identified beyond what is included in this financial plan.

## **SUSTAINED FUNDING SCENARIO**

This section will outline both the operating and capital planning assumptions and estimates for the five-year duration of the service plan under the Sustained Funding scenario which assumes no new funding sources.

### **Operating Plan**

Under the sustained funding scenario, it is assumed that revenues will remain consistent as those identified in the FY 2014 Final Budget and will escalate (or decline) over time at the rates noted in the assumptions outlined above. Service remains relatively flat with the exception that in Year 1 (FY 2014/2015), total fixed route revenue hours increase by approximately 2,000 or 1% from roughly 215,613 to 217,558. Assuming all other factors remain unchanged, the budget operates at an increasing surplus over the life of the plan given the higher inflation factors for revenue as compared to costs. In FY 2014, there is an estimated \$5.2 million net income as reported in the Final Budget. This operating surplus increases to nearly \$7.5 million by FY 2018/2019, which may warrant discussion of other capital improvements that may be of interest. Farebox recovery ratios remain **flat for fixed route service (23%) while Highway 17 service’s farebox recovery ratio** improves from 43% to 46% over the life of the plan. The farebox recovery ratio for Paracruz remains flat at 5%. This is reflected in Figure 64.

**Figure 64 Estimated Farebox Recovery Ratio – Sustained Funding Scenario**

	<b>FY 2014/2015</b>	<b>FY 2015/2016</b>	<b>FY 2016/2017</b>	<b>FY 2017/2018</b>	<b>FY 2018/2019</b>
Fixed Route Farebox Recovery Ratio	23%	23%	23%	23%	23%
Hwy 17 Farebox Recovery Ratio	44%	44%	45%	45%	46%
Paratransit Farebox Recovery Ratio	5%	5%	5%	5%	5%

Figure 64 provides a summary of the operating plan under a sustained funding scenario. This figure includes FY 2013/14 (current year) in addition to years one through five of the SRTF (FY 2014/15 – FY 2018/19).

### **Capital Plan**

Capital projects for Santa Cruz Metro are divided into five general categories: vehicle replacement, vehicle maintenance and equipment, bus stop improvements, park and ride lots and miscellaneous. Given the high costs of capital projects, it is assumed that federal funds in the form of FTA grants will cover the majority of costs supplemented with local matching funds (local sales tax or other). However, a portion of the large surpluses in operating funds could be used to support capital purchases. For purposes of this financial plan, it is assumed that FTA funds (5307, 5310 and 5339) could provide up to 80%-85% of the capital costs.

## Vehicle Replacement

During the SRTP planning period, 51 Santa Cruz Metro fixed route and Highway 17 vehicles are due for replacement. The majority of these vehicles will require replacement in 2014 and 2015 including 42 fixed route vehicles and seven Route 17 vehicles. The remaining two fixed route vehicles are slated to be replaced in 2018. In addition, 28 mid-sized Paracruz vehicles, five minivans and one small bus are slated to be replaced as part of the vehicle replacement cycle. Six of the mid-sized Paracruz vehicles are new vehicles that will be added to the Paracruz fleet to have a proper spare ratio to ensure service reliability. Paracruz vehicles may be eligible for Regional Surface Transportation Program (RSTP) funds.

Assembly Bill 1706 establishes that public transit agencies may purchase buses that do not exceed the **“gross weight of the heaviest bus of the current transit fleet as of December 31, 2012.”** Thus, CNG vehicles can continue to be purchased (within this rule) until the legislation expires on January 1<sup>st</sup>, 2016.<sup>17</sup>

It is assumed that vehicle costs are as follows (in 2013 dollars), escalated at 2%/year. Figure 65 below lists the vehicle cost by year.

- Fixed Route Vehicle: \$250,000
- Small Bus (ParaCruz Service): \$115,847
- Mid-Sized Van (ParaCruz Service): \$56,470
- Minivan: \$49,043

**Figure 65 Sustained Funding Vehicle Replacement Cycle (Costs and Vehicle Quantity)**

	2014	2015	2016	2017	2018
<b>Fixed Route</b>	\$2,040,000 (8)	\$10,664,100 (41)	\$0	\$0	\$552,040 (2)
<b>Small Bus</b>	\$0	\$120,527 (1)	\$0	\$0	\$0
<b>Mid-Sized Van</b>	\$172,798(3)	\$176,254 (3)	\$1,318,381 (22)	\$0	\$0
<b>Minivan</b>	\$0	\$0	\$260,224 (5)	\$0	\$0

## Vehicle Maintenance and Equipment

Currently, the only major vehicle equipment that is proposed in the capital plan is automatic vehicle locator systems (AVL) that will assist in providing efficient operations and open the opportunity to provide real-time arrival information to patrons. It is currently estimated that the procurement and installation of this system for the fixed route fleet will cost nearly \$4.8 million and is not slated to occur until FY 2016/2017. It is assumed that FTA funds will cover approximately 80% of the costs for these vehicle upgrades.

## Bus Stop Improvements

Bus stop improvements are an important capital project for Santa Cruz METRO because the agency strives to improve their stops throughout the system. To gain a full understanding of existing bus stop conditions and to assess priorities, it is suggested that a Bus Stop Assessment be

<sup>17</sup> AB 1706 Bill Analysis: [http://www.leginfo.ca.gov/pub/11-12/bill/asm/ab\\_1701-1750/ab\\_1706\\_cfa\\_20120420\\_120609\\_asm\\_comm.html](http://www.leginfo.ca.gov/pub/11-12/bill/asm/ab_1701-1750/ab_1706_cfa_20120420_120609_asm_comm.html)

conducted within the next five years. An estimated cost for this type of study is approximately \$27,000 and is proposed for FY 2016/2017. Upon completion, a major reinvestment in bus stops is recommended in FY 2017/2018 at the cost of approximately \$548,000. It is assumed a major component of this funding will come from California Prop 1B funds.

### **Park and Ride Lots**

To accommodate future potential commute-based users, plans currently anticipate the construction of a Park and Ride facility in Scotts Valley within the lifetime of this plan. To accommodate this expected growth, a Park and Ride facility is estimated for FY 2016/2017 at the cost of \$10.7 million. It is anticipated the majority of this Federal and STA funds could be used for this purpose.

Figure 66 provides a summary of the capital plan under a Sustained Funding scenario. Based on the combined funding estimates, METRO will have a growing a cumulative balance from year to year based on the current funding and inflation assumptions. Based on the FY 2014 Final Budget, a surplus of \$3.15 million exists. This grows to nearly \$8.3 million by FY 2018/2019 (cumulatively). In the case that FTA funds are not available, capital purchases currently supported by FTA funds would need to be provided through other means such as state or local sources.

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Santa Cruz METRO

Figure 66 Sustained Funding – Operating Financial Plan

	FY 2013/14	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019
	Estimated/Budget	Projected	Projected	Projected	Projected	Projected
<b>SERVICE HOURS</b>						
<b>Fixed Route</b>	<b>215,613</b>	<b>217,558</b>	<b>217,558</b>	<b>217,558</b>	<b>217,558</b>	<b>217,558</b>
Fixed Route	194,512	196,457	196,457	196,457	196,457	196,457
Highway 17	21,101	21,101	21,101	21,101	21,101	21,101
<b>Paratransit</b>	<b>46,615</b>	<b>46,615</b>	<b>46,615</b>	<b>46,615</b>	<b>46,615</b>	<b>46,615</b>
<b>TOTAL SERVICE HOURS</b>	<b>262,228</b>	<b>264,173</b>	<b>264,173</b>	<b>264,173</b>	<b>264,173</b>	<b>264,173</b>
<b>SERVICE MILES</b>						
<b>Fixed Route</b>	<b>3,172,011</b>	<b>3,197,621</b>	<b>3,197,621</b>	<b>3,197,621</b>	<b>3,197,621</b>	<b>3,197,621</b>
Fixed Route	2,561,028	2,586,638	2,586,638	2,586,638	2,586,638	2,586,638
Highway 17	610,983	610,983	610,983	610,983	610,983	610,983
<b>Paratransit</b>	<b>624,708</b>	<b>624,708</b>	<b>624,708</b>	<b>624,708</b>	<b>624,708</b>	<b>624,708</b>
<b>TOTAL SERVICE MILES</b>	<b>3,796,719</b>	<b>3,822,329</b>	<b>3,822,329</b>	<b>3,822,329</b>	<b>3,822,329</b>	<b>3,822,329</b>
<b>TRANSIT RIDERSHIP</b>						
<b>Fixed Route</b>	<b>5,587,604</b>	<b>5,643,890</b>	<b>5,700,320</b>	<b>5,757,320</b>	<b>5,814,900</b>	<b>5,873,050</b>
Fixed Route	5,231,252	5,283,970	5,336,810	5,390,170	5,444,080	5,498,520
Highway 17	356,352	359,920	363,510	367,150	370,820	374,530
<b>Paratransit</b>	<b>92,645</b>	<b>93,570</b>	<b>94,510</b>	<b>95,450</b>	<b>96,410</b>	<b>97,370</b>
<b>TOTAL RIDERSHIP</b>	<b>5,680,249</b>	<b>5,737,460</b>	<b>5,794,830</b>	<b>5,852,770</b>	<b>5,911,310</b>	<b>5,970,420</b>
<b>OPERATING COSTS</b>						
<b>Fixed Route</b>	<b>\$34,470,060</b>	<b>\$35,473,160</b>	<b>\$36,182,620</b>	<b>\$36,906,280</b>	<b>\$37,644,400</b>	<b>\$38,397,290</b>
Fixed Route	30,754,330	31,683,110	32,316,770	32,963,110	33,622,370	34,294,820
Highway 17	3,715,730	3,790,050	3,865,850	3,943,170	4,022,030	4,102,470
<b>Paratransit</b>	<b>\$5,269,290</b>	<b>\$5,585,440</b>	<b>\$5,920,570</b>	<b>\$6,275,800</b>	<b>\$6,652,350</b>	<b>\$7,051,490</b>
<b>TOTAL OPERATING COSTS</b>	<b>\$39,739,350</b>	<b>\$41,058,600</b>	<b>\$42,103,190</b>	<b>\$43,182,080</b>	<b>\$44,296,750</b>	<b>\$45,448,780</b>
<b>REVENUES</b>						
<b>Fixed Route</b>	<b>\$8,681,010</b>	<b>\$8,970,480</b>	<b>\$9,203,050</b>	<b>\$9,441,670</b>	<b>\$9,686,520</b>	<b>\$9,937,760</b>
Fixed Route	\$7,068,970	\$7,310,080	\$7,492,830	\$7,680,150	\$7,872,150	\$8,068,960
Highway 17	\$1,612,040	\$1,660,400	\$1,710,220	\$1,761,520	\$1,814,370	\$1,868,800
<b>Paratransit</b>	<b>\$285,790</b>	<b>\$292,930</b>	<b>\$300,250</b>	<b>\$307,760</b>	<b>\$315,450</b>	<b>\$323,340</b>
<b>Fare Revenue Subtotal</b>	<b>\$8,966,800</b>	<b>\$9,263,410</b>	<b>\$9,503,300</b>	<b>\$9,749,430</b>	<b>\$10,001,970</b>	<b>\$10,261,100</b>
<b>Federal</b>	<b>\$6,334,480</b>	<b>\$6,804,410</b>	<b>\$7,343,710</b>	<b>\$7,964,380</b>	<b>\$8,680,750</b>	<b>\$9,509,960</b>
FTA Section 5307 (Operating Assistance)	\$4,068,220	\$4,271,640	\$4,485,220	\$4,709,480	\$4,944,950	\$5,192,200
FTA Section 5311(f) (Rural Asst)	\$207,570	\$212,350	\$217,230	\$222,230	\$227,340	\$232,570
FTA STIC Funding	\$1,443,690	\$1,732,420	\$2,078,910	\$2,494,690	\$2,993,630	\$3,592,350
Fuel Tax Credit	\$540,000	\$513,000	\$487,350	\$462,980	\$439,830	\$417,840
Medicare Subsidy	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
<b>State</b>	<b>\$8,904,530</b>	<b>\$9,274,160</b>	<b>\$9,660,530</b>	<b>\$10,064,440</b>	<b>\$10,486,720</b>	<b>\$10,928,260</b>
TDA	\$6,104,530	\$6,409,760	\$6,730,250	\$7,066,760	\$7,420,100	\$7,791,100
STA	\$2,800,000	\$2,864,400	\$2,930,280	\$2,997,680	\$3,066,620	\$3,137,160
<b>Regional</b>	<b>\$140,000</b>					
<b>Local</b>	<b>\$20,597,435</b>	<b>\$19,492,470</b>	<b>\$20,164,970</b>	<b>\$20,860,800</b>	<b>\$21,580,730</b>	<b>\$22,325,640</b>
Highway 17 Payments	\$242,650	\$248,230	\$253,940	\$259,780	\$265,750	\$271,860
Commissions	\$5,600	\$5,730	\$5,860	\$6,000	\$6,130	\$6,270
Advertising Income	\$265,230	\$271,330	\$277,570	\$283,950	\$290,480	\$297,160
Rent Income	\$160,940	\$164,640	\$168,420	\$172,300	\$176,260	\$180,310
Other Non-Transportation Revenue	\$18,000	\$18,410	\$18,840	\$19,270	\$19,710	\$20,170
Sales Tax	\$18,050,080	\$18,681,830	\$19,335,690	\$20,012,440	\$20,712,880	\$21,437,830
Interest Income	\$100,000	\$102,300	\$104,650	\$107,060	\$109,520	\$112,040
<b>Subsidy Revenue Subtotal</b>	<b>\$35,976,445</b>	<b>\$35,571,040</b>	<b>\$37,169,210</b>	<b>\$38,889,620</b>	<b>\$40,748,200</b>	<b>\$42,763,860</b>
<b>TOTAL OPERATING &amp; SUBSIDY REVENUES</b>	<b>\$44,943,245</b>	<b>\$44,834,450</b>	<b>\$46,672,510</b>	<b>\$48,639,050</b>	<b>\$50,750,170</b>	<b>\$53,024,960</b>
<b>Annual Balance</b>	<b>\$5,203,895</b>	<b>\$3,775,850</b>	<b>\$4,569,320</b>	<b>\$5,456,970</b>	<b>\$6,453,420</b>	<b>\$7,576,180</b>

Notes on Operating Plan:

Fixed route revenue hours are increased by 1% in FY 2014/2015 (Year 1). That level of service is maintained over the life of the plan. Ridership and revenue are increased accordingly based on the average fare per passenger and average passenger per revenue hour.

No change in Paratransit revenue hours.

State funding includes Transportation Development Act (TDA) and State Transportation Assistance (STA) funds. Regional Funds includes AMBAG/CTC/Misc. Grand Funding and RTC Route 6 Funds (FY 13/14 Only).

Cost and Revenue assumptions escalated per assumptions in Figure 63.

All figures rounded to the nearest 10.

Not shown in the operating plan: \$-2.8M SLPP Backfill and \$4,554,935 transfer to/from operating reserves in FY 2013/14.

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Figure 67 Sustained Funding – Capital Financial Plan

	FY 2013/14	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	TOTAL
	Estimated/Budget	Projected	Projected	Projected	Projected	Projected	
<b>Five-Year Capital Plan (No New Funding) Expenses</b>							
Replacement Fixed Route Vehicles	\$3,391,010	\$2,040,000	\$10,664,100	\$0	\$0	\$552,040	\$16,647,150
Small Bus	\$0	\$0	\$120,527	\$0	\$0	\$0	\$120,527
Mid-sized Van	\$0	\$172,798	\$176,254	\$1,318,381	\$0	\$0	\$1,667,434
Minivan	\$0	\$0	\$0	\$260,224	\$0	\$0	\$260,224
AVL/APC Equipment	\$0			\$4,817,696	\$0	\$0	\$4,817,696
Bus Stop Inventory and Enhancement Program	\$0	\$0		\$26,765	\$0	\$0	\$26,765
Bus Stop Improvements	\$257,300	\$0	\$0	\$0	\$547,611	\$0	\$804,911
Non-Rev Vehicles	\$287,217	\$0	\$0	\$0	\$0	\$0	\$287,217
Facilities	\$27,143,803			\$10,705,992			\$37,849,795
Other	\$334,500	\$0	\$0	\$0	\$0	\$0	\$334,500
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$31,413,830</b>	<b>\$2,212,798</b>	<b>\$10,960,881</b>	<b>\$17,129,058</b>	<b>\$547,611</b>	<b>\$552,040</b>	<b>\$62,816,220</b>
<b>Five-Year Capital Plan (No New Funding) Revenues</b>							
<i>Federal</i>	\$3,637,151	\$1,632,000	\$8,531,280	\$3,854,157	\$0	\$441,632	\$18,096,220
FTA Grants	\$3,637,151	\$1,632,000	\$8,531,280	\$3,854,157	\$0	\$441,632	\$18,096,220
<i>State/Regional</i>	\$28,469,959	\$3,152,650	\$3,152,650	\$5,293,848	\$3,700,261	\$3,152,650	\$46,922,019
Prop 1B (PTMISEA)	\$12,840,000	\$0			\$547,611		\$13,387,611
STA	\$5,650,106			\$2,141,198			\$7,791,304
State Security Bond Funds (1B)	\$665,841						\$665,841
State-Local Partnership Program (SLPP)	\$5,800,000						\$5,800,000
Statewide Transportation Improvement Program (STIP)	\$257,300						\$257,300
Regional Surface Transportation Program	\$3,152,650	\$3,152,650	\$3,152,650	\$3,152,650	\$3,152,650	\$3,152,650	\$18,915,900
Monterey Bay Unified Air Pollution Control District (MBUAPCD)	\$104,062						\$104,062
<i>Local</i>	\$2,459,370	\$408,000	\$2,132,820	\$990,304	\$0	\$110,408	\$6,100,902
One-time proceeds (Sakata/Lawsuit Proceeds)	\$1,335,000			\$26,765			\$1,361,765
<b>Required Local Operating Match</b>	<b>\$10,000</b>	<b>\$408,000</b>	<b>\$2,132,820</b>	<b>\$963,539</b>	<b>\$0</b>	<b>\$110,408</b>	<b>\$3,624,767</b>
Reserved Retained Earnings	\$1,114,370						\$1,114,370
<b>TOTAL CAPITAL REVENUES</b>	<b>\$34,566,480</b>	<b>\$5,192,650</b>	<b>\$13,816,750</b>	<b>\$10,138,310</b>	<b>\$3,700,261</b>	<b>\$3,704,690</b>	<b>\$71,119,141</b>
Carryover from Previous Year		\$3,152,650	\$6,132,502	\$8,988,370	\$1,997,622	\$5,150,272	
<b>Cumulative Balance</b>	<b>\$3,152,650</b>	<b>\$6,132,502</b>	<b>\$8,988,370</b>	<b>\$1,997,622</b>	<b>\$5,150,272</b>	<b>\$8,302,922</b>	

Notes on Capital Plan:

Assumed that STIP funds are used for Paracruz vehicle replacements and support for Facilities funding (Park and Ride)

RSTP funds based on Caltrans estimates.

FTA Grants are estimated based on capital needs for vehicle replacements and vehicle upgrades (AVL). FTA funds are assumed to provide 80% of funding with 20% local match. FTA funds are also presumed to support the construction of a Park and Ride facility.

In the event FTA funds are not available, capital purchases will be required to be funded by State or Local alternatives.

Cost and Revenue assumptions escalated per assumptions in Figure 63

All figures rounded to the nearest 10.

## EXPANDED FUNDING SCENARIO

The expanded funding scenario assumes an increase in funding based on local sales tax. It is assumed that if funding were to materialize, it would be available for transit operations starting in January 2017. This section outlines operational and capital costs associated with that funding scenario.

### Operating Plan

Under the Expanded Funding scenario, it is assumed that revenues will remain constant until January 2017 (FY 2016/2017) and will then escalate (or decline) over time at the rates noted in the assumptions in Figure 63. In Year 1 (FY 2014/2015), revenue hours are proposed to increase by 1% from roughly 215,613 to 217,558, similar to the Sustained Funding scenario. This is the result of an approximate 2,000 increase in fixed route (including Highway 17) revenue hours. Starting in FY 2016/2017, projected revenue hours increase from 217,558 to 242,352 on fixed route services (+11%).

In FY 2014, there was an estimated \$5.2 million net income as reported in the Final Budget. This operating surplus increases to just over \$10 million by FY 2018/2019. Farebox recovery ratios **remain flat for fixed route service (23%) while Highway 17 service's farebox recovery ratio** improves from 43% to 46% over the life of the plan. The farebox recovery ratio on Paracruz is 5% in the first year of the plan and declines to 4% in FY 2016/2017. This is the result of an increase in Paracruz service costs (Paracruz costs are assumed to escalating at a rate of 4% annually). Farebox recovery ratios for the Expanded Funding scenario are shown in Figure 68.

**Figure 68 Estimated Farebox Recovery Ratio – Sustained Funding Scenario**

	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019
Fixed Route Farebox Recovery Ratio	23%	23%	23%	23%	23%
Hwy 17 Farebox Recovery Ratio	43%	44%	44%	45%	45%
Paratransit Farebox Recovery Ratio	5%	5%	5%	4%	4%

### Capital Plan

Similar to the Sustained Funding scenario, five general capital cost categories exist including vehicle replacement, vehicle maintenance and equipment, bus stop improvements, park and ride lots and miscellaneous. This scenario also includes expansion vehicles. Federal funds in the form of FTA grants<sup>18</sup> and state funding (RSTP) are assumed to cover the majority of costs with local funds used as the required match.

### Vehicle Expansion

The Expanded Funding scenario consists of the following three major changes:

- Soquel Corridor expansion (20,000 annual revenue hours)
- Extension of operations for Route 69A, 69W and 91X (1,530 annual revenue hours)
- Realignment of Route 3 (3,264 annual revenue hours)

<sup>18</sup> For purposes of this financial plan, it is assumed that FTA funds (5307, 5310 and 5339) may provide up to 80%-85% of for eligible capital costs.

As a result of these service changes, it is projected that nine additional fixed route vehicles will be required in FY 2016/2017 to maintain a spare ratio of approximately 20%.

**Vehicle Replacement**

Vehicle replacement requirements will remain consistent with those described in the Sustained Funding scenario. This includes 51 Santa Cruz Metro fixed route and Highway 17 vehicles, 28 mid-sized Paracruz vehicles, five minivans and one small bus to be replaced as part of the vehicle replacement cycle. Additionally, six mid-sized Paracruz vehicles will also be added in early years of the plan to ensure the Paracruz fleet has an adequate spare ratio to ensure service reliability

**Figure 69 Vehicle Replacement and Expansion Vehicles**

	2014	2015	2016	2017	2018
<b>Fixed Route</b>	\$2,040,000 (8)	\$10,664,100 (41)	\$2,435,472 (9) - <i>Expansion</i>	\$0	\$552,040 (2)
<b>Small Bus</b>	\$0	\$120,527 (1)	\$0	\$0	\$0
<b>Mid-Sized Van</b>	\$172,798(3)	\$176,254 (3)	\$1,318,381 (22)	\$0	\$0
<b>Minivan</b>	\$0	\$0	\$260,224 (5)	\$0	\$0

**Vehicle Maintenance and Equipment**

Consistent with the Sustained Funding Scenario, automatic vehicle locator systems (AVL) are assumed to be added to the fleet in FY 2016/2017. The cost of this installation in this scenario is slightly higher than the Sustained Funding scenario because of nine additional fixed route vehicles. It is estimated that the procurement and installation of this system on the fixed route fleet will cost \$5.09 million and FTA funds will cover approximately 85% of the costs.

**Bus Stop Improvements**

To gain a full understanding of existing conditions of bus stops and to assess priorities, a Bus Stop Assessment is recommended in FY 2016/2017 (\$27,000). Upon the findings of this effort, a major reinvestment in bus stops is proposed in FY 2017/2018 at the cost of approximately \$548,000. It is assumed a major component of this funding will come from California Prop 1B funds.

**Park and Ride Lots**

To accommodate future potential commute-based users, plans currently anticipate the construction of a Park and Ride facility in Scotts Valley in FY 2016/2017. The facility is currently estimated at the cost of \$10.7 million. It is anticipated the majority of this funding would be Federal sources with STA funds used as the required local match.

Figure 71 provides a summary of the capital plan under a Expanded Funding scenario. Based on the combined funding estimates, METRO will have a growing a cumulative balance from year to year based on the current funding and inflation assumptions. Based on the FY 2014 Final Budget, a surplus of \$3.15 million exists. This grows to nearly \$8.3 million by FY 2018/2019 (cumulatively). In the case that FTA funds are not available, capital purchases currently supported by FTA funds would need to be provided through other means such as state or local sources.

**Figure 70 Expanded Funding Operational Financial Plan**

	<b>FY 2013/14</b>	<b>FY 2014/2015</b>	<b>FY 2015/2016</b>	<b>FY 2016/2017</b>	<b>FY 2017/2018</b>	<b>FY 2018/2019</b>
	Estimated/Budget	Projected	Projected	Projected	Projected	Projected
<b>SERVICE HOURS</b>						
<b>Fixed Route</b>	<b>215,613</b>	<b>217,558</b>	<b>217,558</b>	<b>242,352</b>	<b>242,352</b>	<b>242,352</b>
<i>Fixed Route</i>	194,512	196,457	196,457	221,251	221,251	221,251
<i>Highway 17</i>	21,101	21,101	21,101	21,101	21,101	21,101
<b>Paratransit</b>	<b>46,615</b>	<b>46,615</b>	<b>46,615</b>	<b>52,498</b>	<b>52,498</b>	<b>52,498</b>
<b>TOTAL SERVICE HOURS</b>	<b>262,228</b>	<b>264,173</b>	<b>264,173</b>	<b>294,850</b>	<b>294,850</b>	<b>294,850</b>
<b>SERVICE MILES</b>						
<b>Fixed Route</b>	<b>3,172,011</b>	<b>3,197,621</b>	<b>3,197,621</b>	<b>3,197,621</b>	<b>3,197,621</b>	<b>3,197,621</b>
<i>Fixed Route</i>	2,561,028	2,586,638	2,586,638	2,586,638	2,586,638	2,586,638
<i>Highway 17</i>	610,983	610,983	610,983	610,983	610,983	610,983
<b>Paratransit</b>	<b>624,708</b>	<b>624,708</b>	<b>624,708</b>	<b>624,708</b>	<b>624,708</b>	<b>624,708</b>
<b>TOTAL SERVICE MILES</b>	<b>3,796,719</b>	<b>3,822,329</b>	<b>3,822,329</b>	<b>3,822,329</b>	<b>3,822,329</b>	<b>3,822,329</b>
<b>TRANSIT RIDERSHIP</b>						
<b>Fixed Route</b>	<b>5,587,690</b>	<b>5,643,890</b>	<b>5,700,320</b>	<b>6,312,440</b>	<b>6,375,560</b>	<b>6,439,320</b>
<i>Fixed Route</i>	5,231,340	5,283,970	5,336,810	5,945,290	6,004,740	6,064,790
<i>Highway 17</i>	356,350	359,920	363,510	367,150	370,820	374,530
<b>Paratransit</b>	<b>92,650</b>	<b>93,570</b>	<b>94,510</b>	<b>95,450</b>	<b>96,410</b>	<b>97,370</b>
<b>TOTAL RIDERSHIP</b>	<b>5,680,340</b>	<b>5,737,460</b>	<b>5,794,830</b>	<b>6,407,890</b>	<b>6,471,970</b>	<b>6,536,690</b>
<b>OPERATING COSTS</b>						
<b>Fixed Route</b>	<b>\$34,470,060</b>	<b>\$35,473,160</b>	<b>\$36,182,620</b>	<b>\$41,066,410</b>	<b>\$41,887,740</b>	<b>\$42,725,490</b>
<i>Fixed Route</i>	\$30,754,330	\$31,683,110	\$32,316,770	\$37,123,240	\$37,865,710	\$38,623,020
<i>Highway 17</i>	\$3,715,730	\$3,790,050	\$3,865,850	\$3,943,170	\$4,022,030	\$4,102,470
<b>Paratransit</b>	<b>\$5,269,290</b>	<b>\$5,585,440</b>	<b>\$5,920,570</b>	<b>\$7,067,840</b>	<b>\$7,491,920</b>	<b>\$7,941,430</b>
<b>TOTAL OPERATING COSTS</b>	<b>\$39,739,350</b>	<b>\$41,058,600</b>	<b>\$42,103,190</b>	<b>\$48,134,250</b>	<b>\$49,379,660</b>	<b>\$50,666,920</b>
<b>REVENUES</b>						
<b>Fixed Route</b>	<b>\$8,681,010</b>	<b>\$8,970,480</b>	<b>\$9,203,050</b>	<b>\$10,295,970</b>	<b>\$10,562,180</b>	<b>\$10,835,310</b>
<i>Fixed Route</i>	\$7,068,970	\$7,310,080	\$7,492,830	\$8,534,450	\$8,747,810	\$8,966,510
<i>Highway 17</i>	\$1,612,040	\$1,660,400	\$1,710,220	\$1,761,520	\$1,814,370	\$1,868,800
<b>Paratransit</b>	<b>\$285,790</b>	<b>\$292,930</b>	<b>\$300,250</b>	<b>\$310,760</b>	<b>\$318,530</b>	<b>\$326,500</b>
<b>Fare Revenue Subtotal</b>	<b>\$8,966,800</b>	<b>\$9,263,410</b>	<b>\$9,503,300</b>	<b>\$10,606,730</b>	<b>\$10,880,710</b>	<b>\$11,161,810</b>
<b>Federal</b>	<b>\$6,334,480</b>	<b>\$6,804,410</b>	<b>\$7,343,710</b>	<b>\$7,964,380</b>	<b>\$8,680,750</b>	<b>\$9,509,960</b>
<i>FTA Section 5307 (Operating Assistance)</i>	\$4,068,220	\$4,271,640	\$4,485,220	\$4,709,480	\$4,944,950	\$5,192,200
<i>FTA Section 5311(f) (Rural Asst)</i>	\$207,570	\$212,350	\$217,230	\$222,230	\$227,340	\$232,570
<i>FTA STIC Funding</i>	\$1,443,690	\$1,732,420	\$2,078,910	\$2,494,690	\$2,993,630	\$3,592,350
<i>Fuel Tax Credit</i>	\$540,000	\$513,000	\$487,350	\$462,980	\$439,830	\$417,840
<i>Medicare Subsidy</i>	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
<b>State</b>	<b>\$8,904,530</b>	<b>\$9,274,160</b>	<b>\$9,660,530</b>	<b>\$10,064,440</b>	<b>\$10,486,720</b>	<b>\$10,928,260</b>
<i>TDA</i>	\$6,104,530	\$6,409,760	\$6,730,250	\$7,066,760	\$7,420,100	\$7,791,100
<i>STA</i>	\$2,800,000	\$2,864,400	\$2,930,280	\$2,997,680	\$3,066,620	\$3,137,160
<b>Regional</b>	<b>\$140,000</b>					
<b>Local</b>	<b>\$20,597,435</b>	<b>\$19,492,470</b>	<b>\$20,164,970</b>	<b>\$27,177,340</b>	<b>\$28,118,340</b>	<b>\$29,092,070</b>
<i>Highway 17 Payments</i>	\$242,650	\$248,230	\$253,940	\$259,780	\$265,750	\$271,860
<i>Commissions</i>	\$5,600	\$5,730	\$5,860	\$6,000	\$6,130	\$6,270
<i>Advertising Income</i>	\$265,230	\$271,330	\$277,570	\$283,950	\$290,480	\$297,160
<i>Rent Income</i>	\$160,940	\$164,640	\$168,420	\$172,300	\$176,260	\$180,310
<i>Other Non-Transportation Revenue</i>	\$18,000	\$18,410	\$18,840	\$19,270	\$19,710	\$20,170
<i>Sales Tax</i>	\$18,050,080	\$18,681,830	\$19,335,690	\$20,012,440	\$20,712,880	\$21,437,830
<i>Additional Sales Tax Funding (Jan 2017)</i>				\$6,316,540	\$6,537,610	\$6,766,430
<i>Interest Income</i>	\$100,000	\$102,300	\$104,650	\$107,060	\$109,520	\$112,040
<b>Subsidy Revenue Subtotal</b>	<b>\$35,976,445</b>	<b>\$35,571,040</b>	<b>\$37,169,210</b>	<b>\$45,206,160</b>	<b>\$47,285,810</b>	<b>\$49,530,290</b>
<b>TOTAL OPERATING &amp; SUBSIDY REVENUES</b>	<b>\$44,943,245</b>	<b>\$44,834,450</b>	<b>\$46,672,510</b>	<b>\$55,812,890</b>	<b>\$58,166,520</b>	<b>\$60,692,100</b>
<b>Annual Balance</b>	<b>\$5,203,895</b>	<b>\$3,775,850</b>	<b>\$4,569,320</b>	<b>\$7,678,640</b>	<b>\$8,786,860</b>	<b>\$10,025,180</b>

**Notes on Operating Plan:**

Fixed route revenue hours are increased by 1% in FY 2014/2015 (Year 1). That level of service is maintained over the life of the plan. Ridership and revenue are increased accordingly based on the average fare per passenger and average passenger per revenue hour. Fixed route services expand in FY 2016/2017 based on expansion strategies described in the Service Plan.

Paratransit revenue hours increase in FY 2016/2017 to match increases in fixed route service.

State funding includes Transportation Development Act (TDA) and State Transportation Assistance (STA) funds. Regional Funds includes AMBAG/CTC/Misc. Grand Funding and RTC Route 6 Funds (FY 13/14 Only).

Cost and Revenue assumptions escalated per assumptions in Figure 63.

All figures rounded to the nearest 10.

Not shown in the operating plan: \$-2.8M SLPP Backfill and \$4,554,935 transfer to/from operating reserves in FY 2013/14.

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Figure 71 Expanded Funding Capital Financial Plan

	<b>FY 2013/14</b> Estimated/Budget	<b>FY 2014/2015</b> Projected	<b>FY 2015/2016</b> Projected	<b>FY 2016/2017</b> Projected	<b>FY 2017/2018</b> Projected	<b>FY 2018/2019</b> Projected	<b>TOTAL</b>
<b>Five-Year Capital Plan (Expanded Funding) Expenses</b>							
Replacement Fixed Route Vehicles	\$3,391,010	\$2,040,000	\$10,664,100	\$0	\$0	\$552,040	\$16,647,150
Expansion Fixed Route Vehicles		\$0	\$0	\$2,435,470	\$0	\$0	\$2,435,470
Small Bus	\$0	\$0	\$120,530	\$0	\$0	\$0	\$120,530
Mid-sized Van	\$0	\$172,800	\$176,250	\$1,318,380	\$0	\$0	\$1,667,430
Minivan	\$0	\$0	\$0	\$260,220	\$0	\$0	\$260,220
AVL/APC Equipment	\$0	\$0	\$0	\$5,087,700	\$0	\$0	\$5,087,700
Bus Stop Inventory and Enhancement Program	\$0	\$0	\$0	\$26,760	\$0	\$0	\$26,760
Bus Stop Improvements	\$257,300	\$0	\$0	\$0	\$547,610	\$0	\$804,910
Non-Rev Vehicles	\$287,217	\$0	\$0	\$0	\$0	\$0	\$287,217
Facilities	\$27,143,803	\$0	\$0	\$10,705,990	\$0	\$0	\$37,849,793
Other	\$334,500	\$0	\$0	\$0	\$0	\$0	\$334,500
<b>TOTAL CAPITAL EXPENSES</b>	<b>\$31,413,830</b>	<b>\$2,212,800</b>	<b>\$10,960,880</b>	<b>\$19,834,520</b>	<b>\$547,610</b>	<b>\$552,040</b>	<b>\$65,521,680</b>
<b>Five-Year Capital Plan (Expanded Funding) Revenues</b>							
<i>Federal</i>	\$3,637,151	\$1,632,000	\$8,531,280	\$6,018,520	\$0	\$441,630	\$20,260,581
FTA Grants	\$3,637,151	\$1,632,000	\$8,531,280	\$6,018,520	\$0	\$441,630	\$20,260,581
<i>State/Regional</i>	\$28,469,959	\$3,152,650	\$3,152,650	\$3,152,650	\$3,700,260	\$3,152,650	\$44,780,819
Prop 1B (PTMISEA)	\$12,840,000	\$0	\$0	\$0	\$547,610	\$0	\$13,387,610
STA	\$5,650,106	\$0	\$0	\$0	\$0	\$0	\$5,650,106
State Security Bond Funds (1B)	\$665,841	\$0	\$0	\$0	\$0	\$0	\$665,841
Regional Surface Transportation Program	\$3,152,650	\$3,152,650	\$3,152,650	\$3,152,650	\$3,152,650	\$3,152,650	\$18,915,900
State-Local Partnership Program (SLPP)	\$5,800,000	\$0	\$0	\$0	\$0	\$0	\$5,800,000
Statewide Transportation Improvement Program (STIP)	\$257,300	\$0	\$0	\$0	\$0	\$0	\$257,300
Monterey Bay Unified Air Pollution Control District (MBUAPCD)	\$104,062	\$0	\$0	\$0	\$0	\$0	\$104,062
<i>Local</i>	\$2,459,370	\$408,000	\$2,150,900	\$3,672,600	\$0	\$110,410	\$8,801,280
One-time proceeds (Sakata/Lawsuit Proceeds)	\$1,335,000	\$0	\$0	\$26,770	\$0	\$0	\$1,361,770
<b>Required Local Operating Match</b>	<b>\$10,000</b>	<b>\$408,000</b>	<b>\$2,150,900</b>	<b>\$3,645,830</b>	<b>\$0</b>	<b>\$110,410</b>	<b>\$6,325,140</b>
Reserved Retained Earnings	\$1,114,370	\$0	\$0	\$0	\$0	\$0	\$1,114,370
<b>TOTAL CAPITAL REVENUES</b>	<b>\$34,566,480</b>	<b>\$5,192,650</b>	<b>\$13,834,830</b>	<b>\$12,843,770</b>	<b>\$3,700,260</b>	<b>\$3,704,690</b>	<b>\$73,842,680</b>
Carryover from Previous Year		\$3,152,650	\$6,132,500	\$9,006,450	\$2,015,700	\$5,168,350	
<b>Cumulative Balance</b>	<b>\$3,152,650</b>	<b>\$6,132,500</b>	<b>\$9,006,450</b>	<b>\$2,015,700</b>	<b>\$5,168,350</b>	<b>\$8,321,000</b>	

Notes on Capital Plan:

Assumed that STIP funds are used for Paracruz vehicle replacements and support for Facilities funding (Park and Ride)

RSTP funds based on Caltrans estimates.

FTA Grants are estimated based on capital needs for vehicle replacements, expansion and vehicle upgrades (AVL). FTA funds are assumed to provide 80% of funding with 20% local match. FTA funds are also presumed to support the construction of a Park and Ride facility.

In the event FTA funds are not available, capital purchases will be required to be funded by State or Local alternatives.

Cost and Revenue assumptions escalated per assumptions in Figure

All figures rounded to the nearest 10.

## SUMMARY

The following figures highlight a summary of projected operating expenses, capital costs and the net income under the sustained funding and expanded funding scenarios. In both scenarios, the budget operates in a surplus however under the Sustained Funding scenario, the use of carryover funds will be necessary to help fund capital improvements in FY 2016/2017.

Based on the Sustained Funding Scenario (Figure 72), a surplus exists in each year of the plan based on the assumptions outlined in this chapter. This balance is approximately \$8.3 million based on the FY 2014 Final Budget and increases to approximately \$10.7 million in FY 2018/2019. This surplus assumes both operating and capital revenues (including FTA funding). In the case that assumed state or FTA funds are not available, surpluses may be used to fund operational and capital expenses. In FY 2016/2017, it is assumed that carryover funds will be used to support the construction of a Park and Ride Facility in Scotts Valley

**Figure 72 Sustained Funding Financial Summary**

	<b>FY 2013/14</b>	<b>2014/2015</b>	<b>2015/2016</b>	<b>2016/2017</b>	<b>2017/2018</b>	<b>2018/2019</b>
	Budget	Projected	Projected	Projected	Projected	Projected
<b>EXPENSES</b>						
<i>Operating Expenses</i>						
Fixed Route	\$30,754,300	\$31,683,100	\$32,316,800	\$32,963,100	\$33,622,400	\$34,294,800
Highway 17	\$3,715,700	\$3,790,000	\$3,865,800	\$3,943,200	\$4,022,000	\$4,102,500
ParaCruz	\$5,269,300	\$5,585,400	\$5,920,600	\$6,275,800	\$6,652,400	\$7,051,500
<b>TOTAL OPERATING EXPENSES</b>	<b>\$39,739,400</b>	<b>\$41,058,600</b>	<b>\$42,103,200</b>	<b>\$43,182,100</b>	<b>\$44,296,800</b>	<b>\$45,448,800</b>
<b>TOTAL CAPITAL PROJECT EXPENSES</b>	<b>\$31,413,800</b>	<b>\$2,212,800</b>	<b>\$10,960,900</b>	<b>\$17,129,100</b>	<b>\$547,600</b>	<b>\$552,000</b>
<b>TOTAL SYSTEM EXPENSES</b>	<b>\$71,153,200</b>	<b>\$43,271,400</b>	<b>\$53,064,100</b>	<b>\$60,311,100</b>	<b>\$44,844,400</b>	<b>\$46,000,800</b>
<b>REVENUE</b>						
<i>Operating Revenue</i>						
Total Fare Revenue	\$8,966,800	\$9,263,400	\$9,503,300	\$9,749,400	\$10,002,000	\$10,261,100
Total Subsidy Revenue	\$35,976,400	\$35,571,000	\$37,169,200	\$38,889,600	\$40,748,200	\$42,763,900
<b>TOTAL OPERATING REVENUE</b>	<b>\$44,943,200</b>	<b>\$44,834,400</b>	<b>\$46,672,500</b>	<b>\$48,639,000</b>	<b>\$50,750,200</b>	<b>\$53,025,000</b>
<b>TOTAL CAPITAL PROJECT REVENUE</b>	<b>\$34,566,500</b>	<b>\$5,192,700</b>	<b>\$13,816,800</b>	<b>\$10,138,300</b>	<b>\$3,700,300</b>	<b>\$3,704,700</b>
<b>TOTAL SYSTEM REVENUE</b>	<b>\$79,509,700</b>	<b>\$50,027,100</b>	<b>\$60,489,200</b>	<b>\$58,777,300</b>	<b>\$54,450,400</b>	<b>\$56,729,700</b>
<b>ANNUAL BALANCE</b>	<b>\$8,356,500</b>	<b>\$6,755,700</b>	<b>\$7,425,200</b>	<b>(\$1,533,800)</b>	<b>\$9,606,100</b>	<b>\$10,728,800</b>

Notes: All figures rounded to the nearest 10. Cumulative carryover funds are not shown.

Based on the Expanded Funding Scenario (Figure 73), a surplus exists in each year of the plan based on the assumptions outlined in this chapter. This balance is approximately \$8.3 million based on the FY 2014 Final Budget and increases to approximately \$13.0 million in FY 2018/2019. This surplus assumes both operating and capital revenues (including FTA funding). In the case that assumed state or FTA funds are not available, surpluses may be used to fund operational and capital expenses.

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**Figure 73 Expanded Funding Financial Summary**

	<b>FY 2013/14</b>	<b>FY 2014/2015</b>	<b>FY 2015/2016</b>	<b>FY 2016/2017</b>	<b>FY 2017/2018</b>	<b>FY 2018/2019</b>
	Budget	Projected	Projected	Projected	Projected	Projected
<b>EXPENSES</b>						
<i>Operating Expenses</i>						
Fixed Route	\$30,754,300	\$31,683,100	\$32,316,800	\$37,123,200	\$37,865,700	\$38,623,000
Highway 17	\$3,715,700	\$3,790,000	\$3,865,800	\$3,943,200	\$4,022,000	\$4,102,500
ParaCruz	\$5,269,300	\$5,585,400	\$5,920,600	\$7,067,800	\$7,491,900	\$7,941,400
<b>TOTAL OPERATING EXPENSES</b>	<b>\$39,739,400</b>	<b>\$41,058,600</b>	<b>\$42,103,200</b>	<b>\$48,134,300</b>	<b>\$49,379,700</b>	<b>\$50,666,900</b>
<b>TOTAL CAPITAL PROJECT EXPENSES</b>	<b>\$31,413,800</b>	<b>\$2,212,800</b>	<b>\$10,960,900</b>	<b>\$19,834,500</b>	<b>\$547,600</b>	<b>\$552,000</b>
<b>TOTAL SYSTEM EXPENSES</b>	<b>\$71,153,200</b>	<b>\$43,271,400</b>	<b>\$53,064,100</b>	<b>\$67,968,800</b>	<b>\$49,927,300</b>	<b>\$51,219,000</b>
<b>REVENUE</b>						
<i>Operating Revenue</i>						
Total Fare Revenue	\$8,966,800	\$9,263,400	\$9,503,300	\$10,606,700	\$10,880,700	\$11,161,800
Total Subsidy Revenue	\$35,976,400	\$35,571,000	\$37,169,200	\$45,206,100	\$47,285,800	\$49,530,300
<b>TOTAL OPERATING REVENUE</b>	<b>\$44,943,200</b>	<b>\$44,834,400</b>	<b>\$46,672,500</b>	<b>\$55,812,900</b>	<b>\$58,166,500</b>	<b>\$60,692,100</b>
<b>TOTAL CAPITAL PROJECT REVENUE</b>	<b>\$34,566,500</b>	<b>\$5,192,700</b>	<b>\$13,834,800</b>	<b>\$12,843,800</b>	<b>\$3,700,300</b>	<b>\$3,704,700</b>
<b>TOTAL SYSTEM REVENUE</b>	<b>\$79,509,700</b>	<b>\$50,027,100</b>	<b>\$60,507,300</b>	<b>\$68,656,700</b>	<b>\$61,866,800</b>	<b>\$64,396,800</b>
<b>ANNUAL BALANCE</b>	<b>\$8,356,500</b>	<b>\$6,755,700</b>	<b>\$7,443,300</b>	<b>\$687,900</b>	<b>\$11,939,500</b>	<b>\$13,177,800</b>

Notes: All figures rounded to the nearest 10.

Cumulative carryover funds are not shown.

## 11 MARKETING PLAN

Much of the SRTP focuses on service recommendations that can be implemented to enhance the experience of using transit in Santa Cruz County. More direct routes on some lines, better headways, and the potential for additional services will provide more options for riders. However, if riders are unaware of the options or have limited access to information about the services, then METRO will achieve little with expanded and improved services.

To better understand opportunities for promoting public awareness and improving informational tools for transit services in Santa Cruz County, this chapter focuses on a series of marketing and informational tools that were identified as being most relevant for METRO. For each tool, a discussion is included of the following:

- A review of the existing approach and resources used by METRO. The focus is on the appearance of SCMTD assets; simplicity, quality, and availability of information; and ease of using the METRO system.
- An external look to one or more examples of marketing, branding, and outreach undertaken at other transit systems. The purpose is to briefly identify examples from other communities that successfully reach out to their existing riders, potential riders and stakeholders, and have improved the quality and availability of information for the public.
- Opportunities to address needs or shortcomings identified in this planning effort with additional marketing tools.

Information, visibility and tools to debunk misinformation and build support for transportation services tends to lead to an increased willingness to value transit, talk about transit, and ride transit.

### MARKETS

**Eight primary markets are identified as critical to METRO's efforts to provide information about services, enhance informational tools, and attract new riders.** The strategies discussed in this chapter address many of these markets, but the purpose of identifying them is to provide a checklist to METRO, suggesting that each market should be considered in future information and outreach efforts. These markets are as follows:

- **Existing METRO Users.** In one sense, existing METRO users are a captive audience. The improvements recommended as part of this service plan will enhance the service for people who depend on METRO service, and should encourage more use of the system. Even though many existing riders are comfortable with the system and knowledgeable about how it works, even current riders have limited access to information about the

system. In addition, current users need to be better informed of policies on both fixed route and dial-a-ride service.

- **Seniors and Persons with Disabilities.** Many of METRO's current users are senior citizens and persons with disabilities. While many ADA-eligible riders use ParaCruz service, with proposed improvements to frequency and directness of some fixed-route services, some of these individuals may prefer the flexibility fixed-route transit offers. Improvements in facilities, bus stop amenities, accessible stop locations and equipment, and passenger information can help METRO better serve these markets.
- **High School and Middle School Students.** Young residents represent one of the most promising markets for fixed route transit. Young residents who become comfortable with METRO and regard it positively will not only consider riding, but also will understand its value for the community and support it in the future.
- **UCSC Students, Faculty and Staff.** University students represent METRO's largest single ridership group. Opportunities exist for targeted outreach to students, not necessarily to encourage more ridership, but to make them better, more responsible riders and to give them more of a stake in defining how transit can better meet their travel goals.
- **Cabrillo College Students, Faculty and Staff.** Cabrillo College is an important market for METRO, and offered students passes for the system until three years ago. Today, passes are available at a 10% discount. Developing a new college pass and ensuring that amenities and information tools meet the needs of Cabrillo College are potential ways to build loyalty and maximize the effectiveness of service to the college.
- **Tourists.** With beaches, mountains and attractions, Santa Cruz and other portions of the METRO service area are tourist destinations. Little has been done in terms of marketing to cultivate transit use among tourists. Opportunities exist to market the Highway 17 service as a way for Bay Area residents and visitors to access Santa Cruz County.
- **Commuters.** Perhaps the toughest market to attract to transit in Santa Cruz will be local commuters. Some routes are indirect and not designed to compete with private automobiles. Certainly persons without other mobility options are the most likely to consider transit, but persons with jobs served by METRO routes can be encouraged to use transit by providing good information, with routes that meet their needs, and incentives for using transit, including potential employer-focused incentives.
- **Employers.** One of the best means for providing quality public information about METRO transit service, based on input from project stakeholders, is to build partnerships with major employers that are served by transit. METRO is encouraged to meet with major businesses and employers to involve them in the transit outreach process. For example, METRO could undertake a pilot program with an interested employer that would subsidize pass sales for employees and may qualify the employer for a tax incentive in doing so.

## MARKETING STRATEGIES FOR METRO

The following strategies were identified as being appropriate for METRO's information and outreach efforts.

- Electronic Informational Tools
- Printed Materials
- Branding of the System
- Fare Media
- Bus Stops – Signage and Facilities
- Coordinated Marketing

Each is discussed in the following sections and a brief summary of opportunities is included on page 175.

## Electronic Informational Tools

### Existing

Transit agencies of all sizes include a great deal of information about their services on the internet: maps, service information and alerts, service changes, special event information, etc. Transit agencies typically choose a clear and succinct web page URL to maintain consistency with posted signage and reduce confusion. Increasingly, transit agencies have also expanded their web presence onto social media websites such as Facebook or Twitter where more direct communication to existing and potential riders is possible. When Facebook or Twitter users **“like,” or “follow” the transit agency’s page or account, these users receive real-time** notice of any updates that the agency makes, whether regarding special offers or service alerts.<sup>19</sup> Other agencies allow riders to sign up for email newsletters to stay informed of any service changes or other news.

Santa Cruz METRO has a website (see Figure 74) that is managed and updated in house by individuals for several different departments. It includes a trip planning function based on scheduled departure/arrival times and uses Google Transit for mapping and relaying transit information, directing users to the Google website, and allowing users to schedule/map information for connecting transit providers.

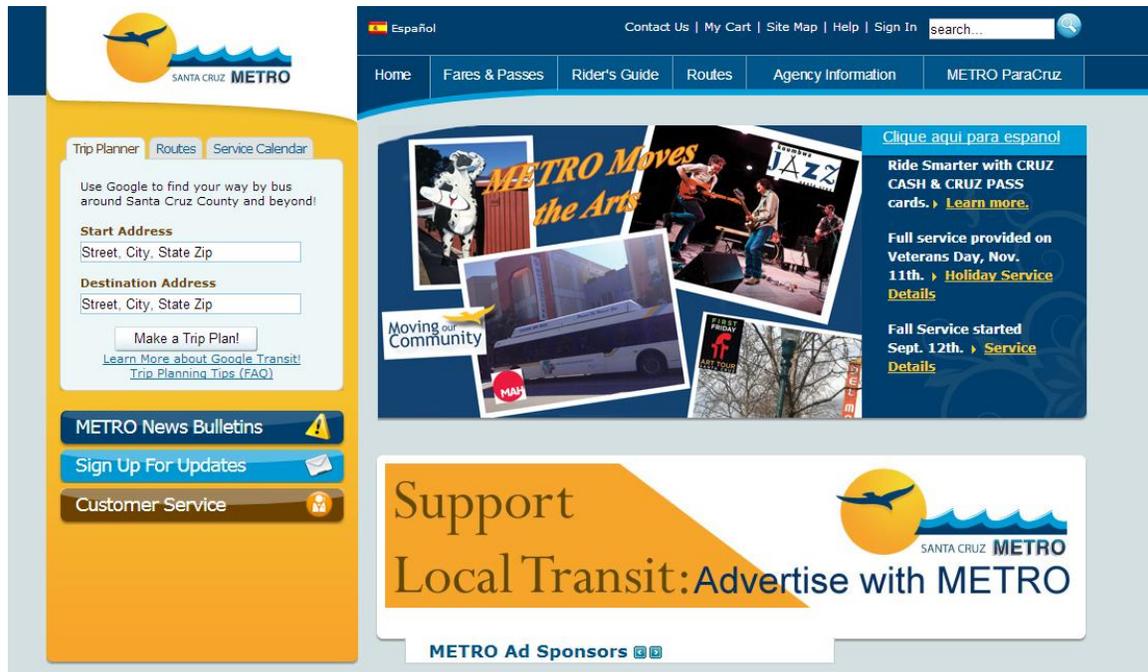
The bilingual English-Spanish METRO website ([www.scmttd.com](http://www.scmttd.com)) is attractive and comprehensive, and provides detailed information about fares, services, and schedules. Key ParaCruz information is also available on the website ([www.paracruz.com](http://www.paracruz.com) also points to the paratransit portion of the website and is promoted in ParaCruz publications and outreach to people with disabilities). The website also includes information about the agency, including updated board meeting minutes — appropriate in a county with high levels of public interest and involvement in transportation.

The site includes information about where tickets and passes can be purchased, and where ticket vending machines (TVMs) are located.

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<sup>19</sup> On Facebook, when a user “likes” a transit agency page, they will have the option to “Get Notifications” from the agency in addition to having updates show up in the user’s News Feed.

Figure 74 METRO Website Home Page



In addition to its website, METRO offers a text-message-based outreach system whereby registered individuals receive text messages about changes to service or other major events.

Santa Cruz METRO also maintains a Facebook page (Figure 75) and posts informational items to it periodically. With 93 likes (as of October 10), it is not well used, compared with other college town Facebook pages, likely due to its limited content. Santa Cruz METRO also has a Twitter account, but it is not active.

Figure 75 METRO Facebook Page



### Examples from Elsewhere

Denton County Transportation Authority provides commuter link service to Dallas from Denton, a college town in north Texas with significant university-oriented service. It serves as a model for METRO because, with a very lean staff, it has been able to successfully publicize itself on the web and through social media. As shown in Figure 76, the agency's web site ([www.dcta.net](http://www.dcta.net)) includes a number of public awareness tools and strategies such as a trip planner, real-time alerts (through **Twitter**), **links to the agency's social media sites**, and a set of clear menu options to easily access routes, schedules, and fares.

In addition to an engaging Facebook site (Figure 77), DCTA maintains a Twitter feed, a blog at Wordpress.com, a Foursquare (a location-based social networking website) presence, and a page at the professional networking site LinkedIn. Existing and potential riders may also sign up for "E-Rider Alerts" by email, much like METRO's text-back option.

The agency invested in a service called HootSuite ([www.hootsuite.com](http://www.hootsuite.com)) that allows staff members to efficiently update all social media pages simultaneously. Because HootSuite is available on mobile devices as well as through a traditional web browser, the agency says that in the event of an emergency, several different staff members can quickly update the agency's web pages with the latest news.

According to DCTA's administrative staff, the quality of a transit agency's web site affects riders' or potential riders' perception of the level of service they can expect from the agency. Web users accustomed to bold, bright, and concise social media services (such as Twitter's 140 character limit) now expect the same of websites, including those of transit providers. Successful transit agency websites, therefore, are those that include lots of pictures and small, concise bites of information.

Figure 76 Denton County Transportation Authority Home Page & Key Elements



### Key Elements

Clear agency URL, logo, and name (1).

Quick access to basic information like schedules and fares (2).

Trip planner for fixed route services (3).

Bright banner advertising special offers (4).

Real-time “Rider Alerts.” (5).

Ways to stay connected, including signing up for “E-Rider Alerts” by email and links to the agency’s social media sites (6).

Figure 77 Denton County Transportation Authority Facebook Page & Key Elements



### Key Elements

Clear agency Facebook page name, "RideDCTA" (1).

Promotional banner (2).

Key facts and information, including a contact number and hours of operation (3).

Important news and updates (4).

### Opportunities

Opportunities for the METRO website include the following:

- The website should be reorganized, with the most important information readily and easily available. The current site requires more clicking than should be needed. For example, an individual seeking information about fares might logically click on the Fares and Passes tab, which opens a page with a photograph and the suggestion to click on

another tab for more specific information. To find the Route 6 schedule, one must click Routes>Schedules>Local Santa Cruz>Route 6.

- **Simplify the site.** METRO's goal should be to minimize opening new web pages for the most important information and to reorganize information based on demand for that information. Some search engines have done a good job of indexing the website so users can avoid navigating the site, but **it is in METRO's interest for users to go directly to the site** and immediately find the information they seek.
- Consider a mobile friendly design for the site. The current site does not translate cleanly to a mobile device. Simple website conversion software and a mobile domain could make the site easier to use for riders who want to get information on their mobile phone.
- Make a systemwide map readily available on the website so someone unfamiliar with the system can get their bearings and understand which routes and service areas will meet their needs.
- Develop a consistent look. Some pages currently use different typefaces than most. The use of photos is somewhat haphazard.
- Ensure a stable website. The website, hosted in-house, goes out of service from time to time and must be rebooted. The consulting team found several occasions when the website was down.
- Once an AVL system is installed, real-time arrival and departure information can be made available on the website.
- Consider a new domain name. Few people think of SCMTD when they think of the transit system. Purchasing santacruzmetro.org or another similar domain may offer the agency greater flexibility in future marketing efforts.

The web site should be maintained regularly and information should be updated as service changes are implemented.

Facebook and Twitter accounts can be managed by savvy administrative staff or customer service staff, and can be used to inform regular users of service changes, detours, or other updates. Social media have been especially successful at closing the information gap for transit providers that do not provide real-time arrivals and departures, and even more useful when they can be integrated into a comprehensive information system. A Twitter follower, for example, can find out that the system is experiencing a major delay on Highway 17 or Highway 1 simply by checking their Twitter feed. Both Facebook and Twitter posts can be consolidated using any number of free (or inexpensive) software packages, including HootSuite, allowing METRO to reach people via whatever their preferred information tool might be.

In the short term, METRO should seek to build its presence on-line to better connect with key youth and college markets, as well as commuters who are accustomed to being connected to social media.

## Printed Materials

### Existing

METRO's route-by-route maps are good. They are drawn to scale, include stop locations and highlight major timepoints and destinations. Although they are prepared in color and are

available in color on-line and on bus stop signs, they are printed and distributed to the public in black and white in the quarterly Headways publication.

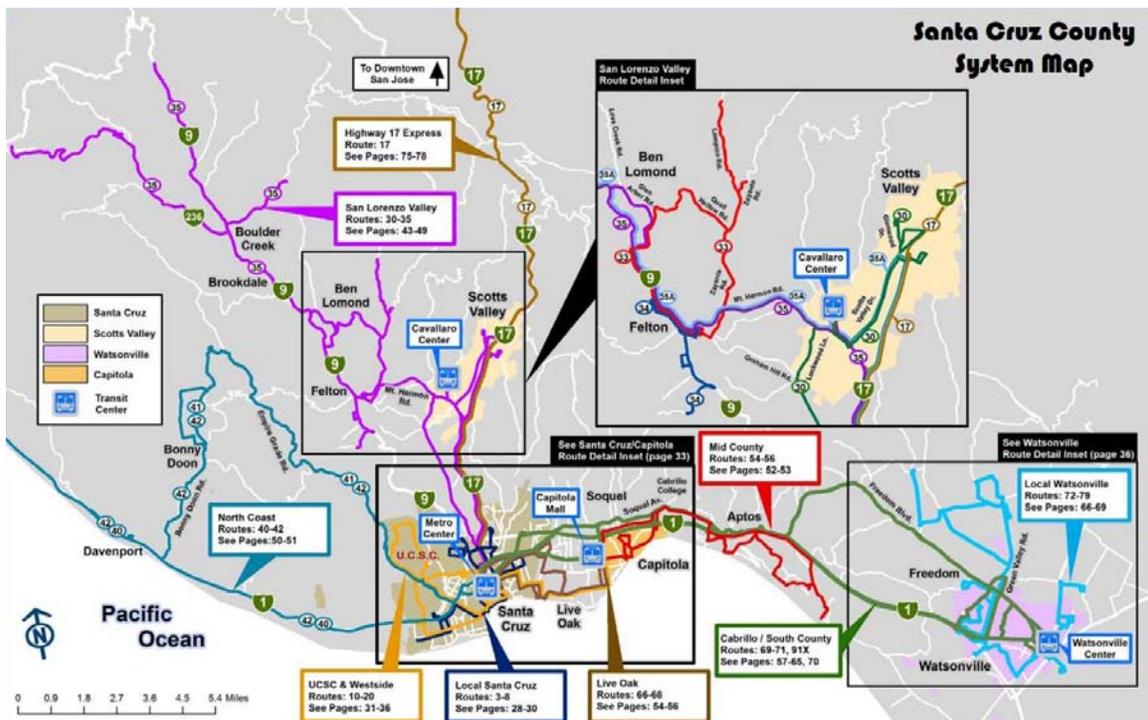
Route maps could be enhanced with the inclusion of more landmarks, additional street names (for some minor cross streets), locations of TVMs and other METRO resources, and by improving the visibility of stop locations (dots) on the routes, which make it difficult to discern whether the dot references an inbound or outbound stop, or both.



A map posted at the Capitola Mall Transit Center.

METRO’s systemwide map could be more useful. In most communities, the systemwide map is one of the most important tools for understanding how the routes work together to allow someone to travel from an origin to a destination. The existing map (Figure 78) is somewhat difficult to read, does not include directional arrows along one-way route segments, and illustrates all routes as being equally important, with a different color for each route.

Figure 78 METRO System Map



Each quarter, METRO prints a system guide, Headways, which is distributed free of charge throughout the Santa Cruz METRO service area. The nearly 80-page guide is printed on newsprint in with black ink, but with a color cover and system maps printed in color on four internal pages, including the centerfold. The print schedule corresponds to route changes that are implemented over the course of the calendar year, with the summer schedule reflecting reduced service to UCSC.

The comprehensive guide, measuring 8 by 10.5 inches folded, includes information about service changes, fares and passes, rider safety, and information about the agency in English and Spanish, and includes all of the maps and schedules for the system.

While some agencies have done away with comprehensive information guides in favor of route brochures (each providing information about one or two routes), METRO continues to provide useful information in one place, making this the primary information tool for the system.

Advantages of the single guide are as follows:

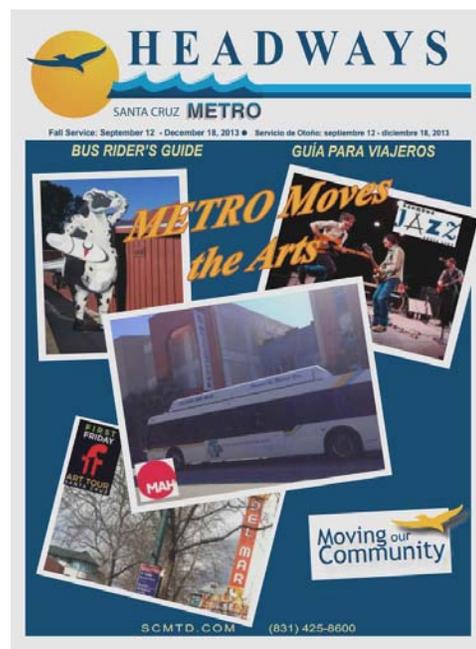
- A single source of information about the services METRO provides.
- Allows individuals without knowledge of the system to determine which route(s) are needed to complete a trip.
- With all information in one place, Headways can be picked up once and kept as a resource for up to four months.

There are also some disadvantages of the single publication:

- The large size of the publication makes it inconvenient to carry – it cannot be folded and carried in a pocket like a small brochure.
- Newsprint makes for inexpensive printing, but it has the appearance of being disposable; a Headways kept in a bag or briefcase will likely become wrinkled/tattered.
- Headways contains much more information than the average rider will require. Comprehensive policy information, riding tips, information about the Board of Directors, and schedules for transit services in communities outside where the reader lives (e.g., Watsonville schedules and maps for a Ben Lomond resident) may be unnecessary.

### Examples from Elsewhere

The Green Mountain Transit Agency (GMTA) in Berlin, Vermont, has a particularly creative and **comprehensive approach to information sharing and marketing**. GMTA's printed brochures are full of information and attractive (parts of the latest brochure are reproduced in Figure 79 below).

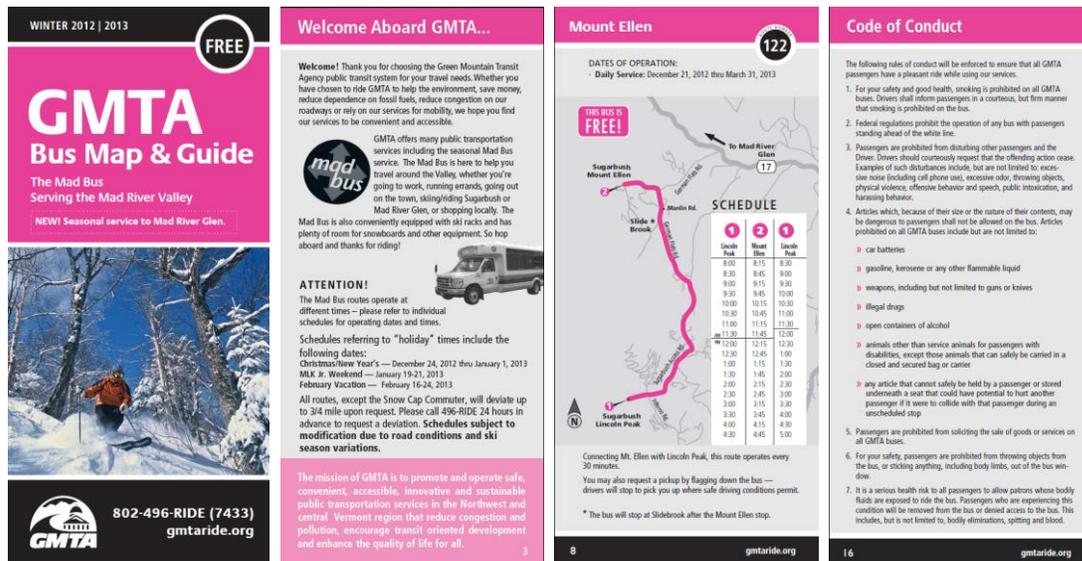


The quarterly Headways contains comprehensive information about the METRO system.

Each “Bus Map and Guide” (of which there are four, to cover all regions that GMTA serves) includes the following elements:

- General overview of the route system
- Color maps of local services and key destinations
- Rider rules
- Fare information, including types of fares, transfers, and locations to purchase passes
- Service hours
- Transit service policies
- Information on contacting staff with questions or complaints
- A short description of dial-a-ride services

Figure 79 Green Mountain Transit Agency Mad Bus Brochure (Excerpts)



Source: Green Mountain Transit Agency

Like METRO, the brochures, which are updated and printed four times a year, are distributed to a wide variety of locations. Unlike METRO, GMTA tailors its brochures to specific segments of its large service area, and then uses a regional distribution company to stock the guides at the Chamber of Commerce, medical facilities, visitor centers, schools, city offices, local area businesses, general information displays in town centers, tourist areas, grocery stores and human service agencies. Guides are also formatted as schedule box displays. These are 11 inches by 17 inches (tabloid format) and single-route information sheets are posted in durable frames at bus stop locations. Keeping these displays up to date is typically a large job shared by a variety of staff members.

## Opportunities

- The agency would benefit from an improved systemwide map that differentiates high-frequency routes from infrequent services, includes major landmark labels (UCSC, Capitola Mall, Cabrillo College, etc.), shows detailed callouts for areas with multiple routes (in Central Santa Cruz, Capitola and Soquel), and indicates park-a-ride lots.

- Consider printing Headways with a stronger cover. Higher quality paper or a full color print job would make the publication more substantial.
- Efforts should be made to encourage riders to keep the brochure and not discard it after one use (some agencies have stamped a price on their brochures — although they have offered the brochures for free — in an attempt to reduce waste and lower printing costs). These could also be sold for nominal charge. Allow people to exchange an old Headways for a new one or purchase a new copy.
- Separate brochures could be produced in English and Spanish, essentially reducing the text in the current brochure by 50%.
- Consider advertising to help offset the costs of printing the brochure. Several transit agencies have included local advertisers on the back cover and within the publication, and have branded their schedule publication as a community transportation guide.
- Consider a standard pocket-sized system brochure (no larger than 4”x11” folded dimension), with a system map. Some of the information in the current guide could be omitted to allow the brochure to be simplified.
- Consider discontinuing Headways and printing smaller brochures or pocket schedules for the routes. Brochures by sub-area could be grouped (i.e., Mountain Communities, Santa Cruz, Soquel-Live Oak-Capitola-Aptos, Watsonville), or brochures could be developed on a route-by-route basis.
- Some agencies have developed special brochures geared to university students, highlighting the routes that serve the campus and specific policies related to their fare passes. Such a brochure may be very appropriate for METRO.

## Branding of the System

### Existing

Branding means creating an image for a product. The brand identity makes it easy to understand and recognize. This applies not only to consumer products but also to services like transit systems. Santa Cruz METRO is the brand identity for transit in Santa Cruz County and is represented by a graphic image of the sun and seagull, as well as waves. Colors used are white, blue and gold. Buses and most printed information include the METRO logo.

The logo has been updated slightly over the years, **and sometimes features the tagline, “Moving our Community.” Its application on vehicles is fairly traditional, typically placed on the side of white buses, with blue and yellow stripes and blue around the passenger windows.** The logo appears on bus stops, but is not featured prominently on bus stop signs. Although it is very iconic, one of the challenging elements of the METRO logo is that most of the logo area, if one were to assume a rectangular frame around the logo, is comprised of white space. The logo elements are small and word “METRO” can get lost under the ocean waves.



Highway 17 Express bus in Downtown Santa Cruz

The Highway 17 Express service has its own unique brand, which allows for a separate set of marketing tools to differentiate the service from the other routes. The Highway 17 Express uses a dedicated fleet and all buses – although painted in the same way as the local fleet– have the Highway 17 Express identifier, as do signs and schedules for the route. The branding effort has successfully allowed the service to be identified as a premium operation, touting the availability of Wi-Fi and enhanced seating and storage on board.

### Examples from Elsewhere

An urban shuttle example comes from Oakland, California, where the Broadway Shuttle (Figure 80) includes a variety of information on the vehicle exterior:

- The website of the service
- Times of operation
- A catchy tagline – “Hop on the B”
- A list of attractions/neighborhoods served by the route
- Fare information – “Free Shuttle”

In developing the vehicle design, planners met to discuss what image they wanted to project about the service. They studied a wide array of bus designs and agency logos and determined that branding the shuttle was as important as branding the city where it operated, making a significant effort to create a design that would instill pride in the citizens of the city. They also branded bus **stops and waiting areas, as well as the operation’s website to match the look and feel of the vehicles**, but the catalyst for the logo and name was the vehicle itself.

**Part of the force behind the design of the vehicle was the community’s Economic Development Agency**, that wanted to offer not only basic transportation for people along the route, but also create something that would make the city more interesting and appealing, provide better circulation within town, and get support from the business community that might otherwise have been wary of new transit services.

Another example of a memorable identity is the MOOver system in Deerfield Valley, Vermont. In conjunction with the distinctive service name, the agency’s transit vehicles are wrapped in a **Holstein cow marking design that the agency advertises as being “easy to spot.”** Holstein cows are common in rural Vermont farming communities.

Figure 80 The Broadway Shuttle, Oakland, California and MOOver Transit Vehicle, Deerfield Valley, Vermont



Sources: Flickr user pfsullivan\_1056; Deerfield Valley Transit Association

## Opportunities

- Expanded use of the logo is appropriate to strengthen the METRO brand. A set of design standards would ideally be adopted by the agency to ensure that all departments apply the logo in a consistent manner, using the background colors, accompanying fonts, and preferred images. Elements of the logo could be repositioned to allow for the word **“METRO” to be more prominent.**
- **The tagline could appear on buses and bus shelters as a reminder of METRO’s important role in the Santa Cruz County transportation network.**
- With such a long, linear transit network, consideration could be given to branding specific parts of the service as unique types of operations which could be used on bus stop signs, in printed informational materials and on route maps and schedules. For example, **services could be specially branded as “Beach Routes,” “Mountain Routes,” “Watsonville Circulators,” etc. Likewise, different zones could be established and branded for North County, Central Santa Cruz County, and South County, using different color schemes, route naming conventions, and providing specialized public information.**

A number of agencies have taken liberties with their logos on vehicles, repurposing elements of them to fit the shape of a bus. METRO could rethink its traditional use of white buses with stripes and modify to the logo for the vehicles. A sketch example, shown in Figure 81 illustrates how the look and feel of buses could be made more dramatic if logo elements were increased in size and repositioned on the buses.

Figure 81 Existing Bus Design Compared with a Conceptual Sketch Bus Design



## Fare Media

### Existing

A bus pass or CRUZ CARD is the one piece of METRO's brand that users carry with them at all times. METRO has attempted to encourage people to use the CRUZ CARD, a smart card with a memory chip, but with limited success. The CRUZ CARD is available as either a CRUZ CASH Card or CRUZ PASS Card, meaning that individuals may carry a card either loaded with a cash value or preloaded with a ride pass (may be loaded with any one of the METRO's nine pass products). Most smart cards at other transit agencies allow for a combination of fare media to be stored on a single card. For example, an individual could store a local ride pass for trips taken in town, but also maintain a cash balance for an occasional regional trip not covered by their local pass. No CRUZ CARD can be loaded with both cash and pass values.

Santa Cruz METRO's fare program is complex, and opportunities to simplify the program should be considered. A fare study would be appropriate, but in the short-term, an evaluation should be conducted of existing pass products to determine whether any of them might be eliminated or marketed differently. For example, a three-day pass could be marketed as a visitor ticket, and could also provide discounts on entry to local attractions, or come with coupons for Santa Cruz County merchants.

TVMs are the face of METRO's fare payment program, and efforts are being made to introduce new machines in additional locations. The machines provide instructions in English and Spanish, but do not include the METRO logo very prominently (it is small, on an instructions panel). The machines do not vend the CRUZ CARDS —only the paper passes— although CRUZ CARDS can be reloaded at the machines. The machines themselves are relatively user friendly, but the consultant found those in downtown Santa Cruz to be out of order on two occasions.

### Examples from Elsewhere

Fare media must be tailored to the specific operating environments of transit agencies, but the marketing of fare payment tools plays a significant role in how people view a transit agency and how they interact with it. Examples of some innovative ideas for marketing transit through fares and fare media that are relevant for METRO include the following:

- **Butte County's** B-Line Transit System, working with the City of Chico, offers a Transit Pass for Chico City employees and individuals who work at a downtown Chico business for transit trips with an origin or destination downtown. The goal is to reduce parking demand downtown, elevate the role of transit, and facilitate a mode shift toward transit in Butte County. Employee passes provide for a free commute on B-Line buses. Persons may apply for the passes with proof of employment in downtown Chico. The City uses parking meter fees to subsidize the downtown employees transit pass program.
- SMART in Detroit offers a Money Back Guarantee. If a passenger rides SMART and is unhappy with the service, they can complete a Money Back Guarantee form to receive a free ticket.
- Metro Transit in Minnesota has an innovative student pass program for youth whereby high schools purchase passes at a discount and sell them or distribute them free of charge to students. It is touted as a program for school administrators to provide students with reliable transportation for a fraction of the cost of yellow school buses. Each school that **participates in the program assigns an administrator to manage the school's Student Pass** account via an online administrator site. Thus, the schools are responsible for managing and distributing passes (and replacing lost passes, etc.), while the agency benefits from a commitment from schools to encourage their students to use transit. Metro Transit provides brochures and posters for display at the schools.
- In the vicinity of Bend, Oregon, Cascades East Transit maintains an employer Group Pass program, which offers business owners the opportunity to purchase bulk transit passes for their employees. This program is mutually beneficial as the business owner may claim a State of Oregon Business Energy Tax Credit for providing bus passes, and the transit agency benefits from increased ridership.



METRO's Ticket Vending Machine (TVM)

## Opportunities

Short-term opportunities to market fares and encourage public support of the fare program as follows:

- Consider undertaking a fare study to review existing fares, fare instruments, and opportunities to grow revenue returns while improving the marketing function of fares through greater ease of use, availability of fare instruments, and simplification of purchasing fare instruments.
- Develop a single CRUZ CARD smart card that allows for both passes and cash to be loaded. This would eliminate some confusion and would allow greater flexibility for METRO patrons.
- Improve marketing of the CRUZ CARD. Allow for purchase of the CRUZ CARD at **additional locations, perhaps using METRO's various ticket vendors to sell the cards.**
- Consider handing out CRUZ CARDS at local events, fairs and festivals to improve distribution of the cards. Likewise, cards could be sold at events with a small value already on the card, waiving the \$3 card fee and thus encouraging people to use and reload their card.

## Bus Stops – Signage and Facilities

### Existing

Informative bus stops provide an invaluable ongoing marketing function. Comprehensive bus stop signs show people who are not familiar with METRO that it exists and might be available to them. They also reassure riders that they are at the correct location to board **a specific route, and METRO's signs provide detailed schedule information.**

A good bus stop sign should be clear and should include the system name and logo. It should provide stop and frequency information, as well as a contact telephone number or website whenever possible.

**METRO's bus stops include a graphic image of a bus, and are updated quarterly with schedule and map information for the routes that serve the stop.** Information is printed on adhesive panels that are placed on metal signs. Although not especially attractive, and certainly subject to wear and tear, the signs are highly informative. The schedule information on each sign, however, is not tailored to the specific times that the bus arrives or departs from the particular stop.

**In addition to signage, many of METRO's bus stops include shelters and/or benches.** The agency has a set of standards for where shelters should be placed, but they are rarely used or consulted. Many stops have solar-powered LED lights that can be activated by users who press a large red button (METRO conducted a red button campaign to alert riders to the availability of lighting). Personal safety was consistently identified as one of the key concerns about METRO, and



Bus stop serving three routes in downtown Santa Cruz



Some METRO bus stops have no amenities. Consistent application of standards for benches and shelters is recommended.

lighting is typically introduced by transit agencies seeking to address safety issues.

**METRO’s transit center facilities are functional if not pleasant.** Santa Cruz’s Metro Center, which will be replaced by the new Pacific Station will presumably include improved signage and upgraded amenities. Signage upgrades could also be made at Capitola Mall and Watsonville. Once an AVL system is in place, a real-time information system could be implemented at **METRO’s various transit centers, with electronic message boards** to identify when buses are departing and arriving, and at which bays the buses stop.

### Examples from Elsewhere

A number of agencies attach a schedule holder to the bus stop pole or to the inside of a bus shelter to include additional information, such as a schedule or a map. These allow for stop information to be developed specifically identifying arrival and departure times for the individual stop. Figure shows several examples of how other agencies that seek to provide schedule information have done so at bus stops and transit centers.

At high-traffic bus stops, or stops around schools, hospitals, or shopping centers, agencies may also install other rider amenities such as a paved concrete pad (in more rural areas) to allow for wheelchair boarding, benches, lighting, a shelter, news racks/bulletin boards, and bicycle racks. Costs can vary for transit stop amenities, but simple bus shelters can be purchased and installed for less than \$2,000 each, and bus stop signs cost about \$300 installed.

Even though bus stops are typically designed to be simple and economical, it is still possible to repurpose them in innovative and playful ways. As shown in Figure 82, Capital Area Transit in Bismarck, North Dakota, included an advertisement for its own services on a bench at a stop at **the city’s major shopping center**. In Morro Bay, California, local artists transformed the inside of a **simple concrete block bus shelter into a “living room,” complete with a sculpted couch and painted decorations** (Figure 83).

**Figure 82 Bus Stop Signage for SamTrans, MST, Long Beach Transit, TriMet (Portland, OR)**



Sources: SamTrans Bus Stop photo © BrokenSphere/Wikimedia Commons; all others Nelson\Nygaard.

**Figure 83 Innovative Bus Stop Amenity Treatments – Bismarck, ND and Morro Bay, CA**



Sources: Nelson\Nygaard; Dana Kimberly Hixson Fine Art

## Opportunities

- Consider bus stop sign enhancements to better reflect the METRO brand (use of logo, colors). Simplify data on signs and improve maintenance of signs.
- Consider purchasing bus schedule boxes. Schedules could be replaced only as needed.
- In addition to installing lighting at bus stops, locate bus stops in highly visible locations near street lights or commercial lighting sources.
- Once an AVL system is put into place, schedules could be replaced with real-time information signs at major stop locations (e.g., NextBus LED sign), including transit centers. At minor stops, it is recommended to add a text-back, QR code, or mobile stop entry number to signs to allow patrons to access real-time information via their mobile device.

- Revise bus shelter standards to target shelters in locations with high numbers of passenger boardings or transfers between routes.

## Coordinated Marketing

### Existing

The primary objective for an information and advertising campaign should be to provide good public information. Although awareness of METRO is good, infrequent riders likely do not know where some bus stops are located and may be unfamiliar with frequencies, travel times and service hours. Implementing enhancements recommended in this SRTP are important, but perhaps just as important is providing information to the public about these improvements.

Several informal marketing and outreach strategies are carried out at METRO, even though the outreach function is highly decentralized:

- Outreach to people with disabilities and travel training is done by the travel trainer and accessible service coordinator. This individual is not responsible for training or outreach to seniors.
- Planning staff is responsible for outreach on special projects (e.g., Pacific Station), and the development of the Headways publication (maps changes, announcements regarding service changes, the cover, and layout and mapping). Planning also typically responds to requests for public presentations and outreach related to day-to-day services and planned service changes.
- Operations staff prepares schedules and information related to service schedules and safety, including preparation of car cards for the buses, and staff rarely makes public presentations.
- The IT department prepares schedule layouts and prepares the stickers that are placed on bus stops.
- Customer Service staff prepares printed information as needed (including special posters, presentations about METRO, and car cards); takes customer service inquiries; orders and distributes special marketing items; and manages comments and complaints. Customer service staff have helped with surveys in the past, and staff a booth at the County Fair.

Departments work together, but no single department is responsible for the overall appearance of **METRO's marketing tools, adherence to any design policies or programs, or management of the marketing function.**

### Examples from Elsewhere

Some small agencies have a specific marketing/outreach position on staff, with an individual or department responsible for development of a marketing plan, development of advertising policies and plans, media purchases, and the supervision of marketing activities within the organization. In most agencies, this individual is responsible for bus schedule information, customer service, **website design and maintenance, and the organization's outreach activities.**

In addition to overall staffing and organizational structure, some organizations have implemented unique coordinated marketing and outreach efforts, such as the following:

- Tri-CAP Transit Connection in Waite Park, Minnesota operates a Transportation Resource Center (TRC), created in 2008 to be the central access point for transportation

information in Central Minnesota. The TRC seeks to work with employers and an array of **human service agencies to figure out their employees' or consumers' needs and then work** to establish a program to serve those needs. The goal is to make transportation as responsive as possible to the needs that exist and develop creative solutions. The organization maintains a database of major employers and tries to schedule regular outreach meetings at the worksites to engage employees and ask them about their transit and/or ridematching needs. Staff provides informational materials and a number of resources, and schedules meetings directly with employees whenever possible.

- In the Bay Area, the SamTrans Mobility Ambassador Program provides assistance to potential and new riders regarding a variety of transportation-related issues and options, including how to plan a trip using public transit. Ambassadors may offer educational presentations, conduct group and one-on-one rider training, and organize group trips on transit to interesting destinations in the area.
- The Heart of Iowa Regional Transit Agency (HIRTA), a service in seven central Iowa counties, has an individual on staff whose role is to work with local public transit and planning agencies, as well as human service agencies to market and coordinate services. This mobility coordinator attends meetings with businesses and human service agencies, provides mobility trainings and leads an informational and outreach program for current transportation services, making public and media presentations, preparing outreach materials and developing a marketing plan.
- GMTA, discussed above, uses time on a local cable access channel to talk about services, direct benefits, the fun component of public transportation, and its safety and reliability. Staff also speak to local schools and present at libraries. They emphasize that the best outreach comes from staying on top of local issues, especially those related to local business and residential developments, economic challenges in a particular community or group, and senior citizen concerns.

## **Opportunities**

Staff is encouraged to build on the momentum of this plan and provide regular, informative notices to the public about the service and proposed service changes. Reassessing responsibilities within METRO may help facilitate a more coordinated outreach approach.

- Organizational roles. An organizational structure that assigns responsibility for oversight/management of marketing activities to a single individual or department may be appropriate. This would not mean that the department should be responsible for all of the existing marketing functions, but would coordinate these functions and ensure that all informational materials, outreach presentations, posters, car cards, and capital investments have a consistent look and feel and maintain a consistent marketing message.
- Print Advertisements. The most critical advertising opportunities include (1) any public meetings that would be required prior to the implementation of the recommended service changes; (2) the rollout of service changes, and (3) any service changes implemented at a later date.
- Piggybacking on Local Public Information and Advertising Campaigns. The Santa Cruz Beach Boardwalk, Conference and Visitors Council, Santa Cruz Chamber of Commerce, and other organizations advertise via presentations, travel brochures, informational campaigns, and newsletters. METRO would benefit from working with these

organizations and other local boosters to improve the dissemination of transit information in the region. Furthermore, enhanced coordination and shared advertising opportunities should be explored with MST, Amtrak, and several of human service providers that operate in the county. By pooling limited advertising resources, the agencies can focus on the seamlessness of regional travel and how they collaborate to get people to their destinations.

- Partnership with Cabrillo College. Many transit systems have seen their ridership numbers increase dramatically when they maximize their marketing resources in partnership with a community college. Promotion of the METRO services at Cabrillo College could be done in conjunction with parking information for the college, orientation materials, and potentially through an agreement that the college returns to using some student fees to effectively cover the fares of students and staff, allowing them to ride METRO without paying a fare each time they board. The College has expressed interest in this type of agreement, which could be marketed as a benefit.
- Provide targeted outreach to UCSC students at orientation and through the housing program on campus via resident advisors in the residence halls.
- Ongoing Public Relations. Advertising need not always be expensive. Some of the best advertising METRO can do get is by word of mouth and by making use of free access to the public and the press.
  - METRO enjoys some free press coverage and some government-related coverage. In addition, by participating in local special events, the system can gain further public exposure.
  - Transit education programs in the schools and at senior centers, in addition to rider education programs can maintain ridership and create demand for transit services. METRO staff – customer service, planning, and operations — are available for community presentations. Although demand is limited, having METRO staff available to speak at major events (or to school or senior group) about using transit is an excellent way for inexpensive public information. Public speaking not only allows one to get across a simple message regarding services and availability, but also allows the speaker to educate potential riders how to use METRO, making them better riders. An effective speaker might allow the audience to address concerns about using METRO service, allaying fears and explaining the benefits of transit. Such speaking engagements also are good opportunities for distributing promotional items and information brochures.
  - In addition to public speaking, the Santa Cruz Sentinel, Santa Cruz Weekly, the Register-Pajaronian, and a number of smaller papers, websites and blogs, radio stations, as well as the local cable access station, regularly seek informative news items and are glad to make available news in the public interest. Because METRO is a community service, published press releases can amount to regular media exposure. Writing and faxing press releases does not have to be labor intensive and is an excellent means of free advertising.
  - Special events can make for effective and inexpensive advertising. These events might include sponsorship of a transit party; special shopper buses to downtown Santa Cruz, Scotts Valley or Capitola; displaying buses at fairs, parades and festivals throughout the area; participation in UCSC and Cabrillo College student orientation events; and other activities for children and seniors.

## NEXT STEPS: EVALUATION OF MARKETING IMPACTS

Even with the implementation of the service and marketing recommendations, METRO may remain unaware of its successes (or have more dissatisfied customers than are known). Individuals will make an effort to complain if something goes wrong; rarely do they take the time to offer praise. Knowing the customer service issues that may arise can help METRO staff to make service modifications or take other corrective actions as needed. METRO must monitor its marketing and public information progress. By providing good customer service, transit users can call to describe poor experiences or problems with bus rides. A telephone number alone, however, is often not enough to encourage somebody to call. METRO users may be more comfortable, or may find it easier, to provide feedback using comment cards, on-board surveys, or the Internet.

A monitoring program will provide important information about the effectiveness of the marketing and public information efforts. Evaluating the marketing program enables METRO staff to reevaluate marketing goals and identify new strategies. Even the most successful businesses will admit that marketing is a trial-and-error process. Evaluating marketing efforts enables METRO to enhance the most successful programs and shift resources away from programs that have either reached their greatest success or require a change in emphasis.

To evaluate the success of the program, METRO is encouraged to conduct follow-up on-board bus **surveys. These surveys can help to evaluate any facet of an individual's travel decision-making process, overall familiarity with services, and the effectiveness of the METRO information distribution network.**

Another alternative to evaluate the marketing and public information effort would be to conduct focus groups. Focus groups can be used when more extensive qualitative input is required than a survey can provide. Focus groups can lead to productive work sessions in which not only can METRO obtain the information required, but also the participants feel like they are involved in an important decisionmaking process. Groups of individuals can be organized to participate in a one- or two-hour focus group to allow for verbal feedback on transit facilities, signage and public information and proposed transit service changes.

## CONCLUSION

Transit agencies have found that taken together, the marketing and public awareness strategies discussed in this chapter help to confirm within a community that transit is an integral part of daily life. Buses help reduce congestion in Santa Cruz County, provide affordable mobility, and sport the METRO brand that incorporates local geography, instilling a sense of connection to Santa Cruz and local pride among riders and non-riders alike.

Figure 84 summarizes the key marketing program opportunities discussed in this chapter.

**Figure 84 Summary of Recommended Program**

Strategy	Opportunities
Electronic Informational Tools	<p>Reorganize and simplify the website. Consider a new domain name. Consider a mobile friendly design for the site. Make a systemwide map readily available on the website.</p> <p>Once an AVL system is installed, real-time arrival and departure information can be made available on the website.</p> <p>Make better use of social media tools.</p>
Printed Materials	<p>Improve systemwide maps. Consider options to improve printed quality of Headways or consider printing separate brochures by subregion or route. Consider advertising to help offset the costs of printing the brochure. Develop special brochure, with UCSC, targeting University transit options.</p>
Branding of the System	<p>Expanded use of the logo is appropriate to strengthen the METRO brand. Consider branding specific parts of the service area as unique operations. Evaluate potential for updating METRO buses.</p>
Fare Media	<p>Develop a single CRUZ CARD smart card that allows for both passes and cash to be loaded. Improve marketing of the CRUZ CARD and distribute it at events.</p>
Bus Stops – Signage and Facilities	<p>Consider bus stop sign enhancements to better reflect the METRO brand (use of logo, colors). Simplify data on signs and improve maintenance of signs. Once an AVL system is put into place, schedules could be replaced with real-time information signs at major stop locations; add a text-back, QR code, or mobile stop entry number to signs to allow patrons to access real-time information via their mobile device.</p> <p>Revise bus shelter standards to target shelters in locations with high numbers of passenger boardings or transfers between routes.</p>
Coordinated Marketing	<p>An organizational structure that assigns responsibility for oversight/management of marketing activities to a single individual or department is desired. Implement targeted print advertisements, piggyback on local public information and advertising campaigns. Conduct ongoing public relations and participation in special events.</p>

The examples of marketing strategies used by midsize and countywide transit agencies to increase public awareness about available public transportation services range from small scale enhancements to websites and printed information to more robust branding and social media efforts. While some of the strategies are basic, there are a wide variety of creative approaches that can be taken to publicizing public transit Santa Cruz County. When combined as part of a larger marketing plan, these strategies can help to increase and improve the public perception of transit while continuing to serve an important role in the community.

## 12 IMPLEMENTATION PLAN

The METRO service network has multiple elements that are interconnected. This SRTP recommends service changes may be implemented independently, and others that require packaging of multiple route recommendations. The implementation plan below shows which recommendations are independent, and which are not.

The implementation plan focuses on multiple improvements and is spread over several years to ensure that staff capacity for implementation is available. The first year focuses on no-cost service improvements and lays the groundwork for future improvements by implementing service standards and collecting the appropriate data so that METRO can better address load and on-time performance issues.

The following years focus on combined capital and service changes, such as the Transit Emphasis Corridors, updating marketing materials, and leveraging new investments such as AVL and new a park-and-ride

The final year of the implementation plan focuses on expanded service levels. These recommendations are not fiscally constrained, but represent the best opportunities for METRO to enhance mobility in Santa Cruz County.

### **FY 2014-2015 Implementation**

#### **Route Recommendations**

- Routes 4 & 8 – Simplify the alignments to create two stand-alone routes instead of the combined loop route.
- Route 12 – Simplify the route map and service by converting the one Route 12 trip into an additional Route 68 and Route 16 trip.

#### **Policy Recommendations:**

- Set Operational Service Standards
- Introduce Transit Emphasis Corridors

#### **Operations Recommendations:**

- Update system map to reflect route frequency
- Begin collecting on-going operational service data, including:

- Loads
- On-time performance
- Boardings per Revenue Hour

## **FY 2015-2016 Implementation**

### **Route Recommendations**

- Begin Transit Emphasis Corridor Implementation
- Adjust Route 17/35/35A to use Soquel Avenue instead of Water Street
- Adjust Route 71 to use Soquel Avenue instead of Water Street in Santa Cruz.
- Restructure Routes 69A, 69W, 71, and 91x schedules between Watsonville and Santa Cruz to improve corridor frequencies and better match demand with service levels.

### **Policy Recommendations:**

- Create bus-stop policy and approve deviation standards

### **Operations Recommendations:**

- Update website and coordinate electronic media strategy

## **FY 2016-2017**

### **Route Recommendations**

- Consolidate Routes 54, 55, and 56 to simplify routing /scheduling

### **Operations Recommendations:**

- Begin Bus Stop Assessment Program (consolidation)
- Construct Scott Valley Park-and-Ride
- Implement AVL system

## **FY 2017-2018**

### **Route Recommendations:**

- Simplify UCSC schedules for Routes 15 and 16 to better distribute loads

### **Operations Recommendations:**

- Update “Headways”
- Expand branding of METRO

## **FY 2018-2019**

### **Route Recommendations:**

- Implement additional service between downtown Santa Cruz and Cabrillo College
- Extend span on 69A / 69W, and 91X
- Extend Route 3 to UCSC.
- Expand ParaCruz capacity

### **Operations Recommendations:**

- Conduct fare study