



BOARD OF DIRECTORS AGENDA

REGULAR MEETING
of the
BOARD OF DIRECTORS
of the
SANTA BARBARA METROPOLITAN TRANSIT DISTRICT
A Public Agency
Tuesday, January 7, 2025
8:30 AM
John G. Britton Auditorium
550 Olive Street, Santa Barbara, CA 93101

- 1. CALL TO ORDER**
- 2. ROLL CALL OF THE BOARD MEMBERS**
Dave Davis (Chair), David Tabor (Vice Chair), Jen Lemberger (Secretary), Paula Perotte (Director), Arjun Sarkar (Director), Alberto Lapuz (Director), Monica Solórzano (Director).
- 3. REPORT REGARDING THE POSTING OF THE AGENDA**

CONSENT CALENDAR

- 4. APPROVAL OF PRIOR MINUTES - (ACTION MAY BE TAKEN)**
The Board of Directors will be asked to review and approve the draft minutes for the regular meeting of November 19, 2024.
- 5. CASH REPORTS - (ACTION MAY BE TAKEN)**
The Board of Directors will be asked to review and approve the Cash Reports from November 9, 2024, through November 22, 2024, and November 23, 2024 through December 6, 2024.

THIS CONCLUDES THE CONSENT CALENDAR

- 6. PUBLIC COMMENT**
Members of the public may address the Board of Directors on items within the jurisdiction of the Board that are not scheduled for public hearing. The time allotted per speaker will be at the discretion of the Board Chair. If you wish to address the Board under this item number, please complete and deliver to the MTD Board Clerk a "Request to Speak" form that includes both a description of the subject you wish to address and, if applicable, the agenda item number for which you would like to comment. Additional public comment will be allowed during each agenda item, including closed session items. Forms are available at www.sbmtd.gov and at MTD Administrative offices.

BOARD OF DIRECTORS AGENDA

7. RECESS TO CLOSED SESSION: REAL PROPERTY NEGOTIATIONS (GOVERNMENT CODE §54956.8) - (ACTION MAY BE TAKEN)

Property: 4678 Calle Real / 149 North San Antonio Road.

Agency Negotiators: General Manager Jerry Estrada; District Outside Counsel, Graham Lyons.

Negotiating Parties: Con/Am Group.

Under Negotiation: Price and terms of payment.

PUBLIC COMMENT RELATED TO THE CLOSED SESSION ITEM WILL BE ALLOWED BEFORE THE RECESS

8. DRAFT STRATEGIC PLAN: 2025-2029 – (ACTION MAY BE TAKEN - ATTACHMENTS)

Staff recommends that the Board of Directors review and consider adoption of MTD's draft updated Strategic Plan, with any modifications requested by the Board. Alternatively, the Board may direct staff to return at a later date with requested revisions to the draft updated Strategic Plan.

9. OTHER BUSINESS AND REPORTS – (INFORMATIONAL)

The Board will report on other related public transit issues and committee meetings.

10. ADJOURNMENT

AMERICANS WITH DISABILITIES ACT: If you need special assistance to participate in this meeting, please contact the MTD Administrative Office at 805.963.3364 at least **48 hours in advance** of the meeting to allow time for MTD to attempt a reasonable accommodation.



BOARD OF DIRECTORS DRAFT MINUTES

REGULAR MEETING
of the
BOARD OF DIRECTORS
of the
SANTA BARBARA METROPOLITAN TRANSIT DISTRICT
A Public Agency
Tuesday, November 19, 2024
8:30 AM
John G. Britton Auditorium
550 Olive Street, Santa Barbara, CA 93101

1. CALL TO ORDER

2. ROLL CALL OF THE BOARD MEMBERS

Chair Davis reported that all members were present with the exception of Director Solórzano.

3. REPORT REGARDING THE POSTING OF THE AGENDA

Steve Maas, Interim Clerk of the Board/Executive Assistant reported that the agenda was posted on Friday, November 15, 2024, at MTD's Administrative office, mailed and emailed to those on the agenda list, and posted on MTD's website.

CONSENT CALENDAR

4. APPROVAL OF PRIOR MINUTES - (ACTION MAY BE TAKEN)

The Board of Directors were asked to review and approve the draft minutes for the regular meeting of October 15, 2024.

5. CASH REPORTS - (ACTION MAY BE TAKEN)

The Board of Directors were asked to review and approve the Cash Reports from October 5, 2024, through October 25, 2024, and October 26, 2024 through November 8, 2024.

Vice Chair Tabor moved to approve the consent calendar. Director Lapuz seconded the motion. The consent calendar was approved unanimously with one absent.

THIS CONCLUDES THE CONSENT CALENDAR

6. PUBLIC COMMENT

No public comments were made.

7. RECESS TO CLOSED SESSION: REAL PROPERTY NEGOTIATIONS (GOVERNMENT CODE §54956.8) - (ACTION MAY BE TAKEN)

Property: 4678 Calle Real / 149 North San Antonio Road.

Agency Negotiators: General Manager Jerry Estrada; District Outside Counsel, Graham Lyons.

Negotiating Parties: Con/Am Group.

BOARD OF DIRECTORS DRAFT MINUTES

Under Negotiation: Price and terms of payment.

No public comments were made related to the Closed Session.

8. RECESS TO CLOSED SESSION: CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION (SECTION 54956.9 (a)) - (ACTION MAY BE TAKEN)

One case of claimed injury: William Paredes v. SBMTD

No public comments were made related to the Closed Session.

Chair Davis recessed the Board to Closed Session at 8:34 A.M.

The Board reconvened from Closed Session at 9:22 A.M.

Chair Davis reported no actions were taken.

PUBLIC COMMENT RELATED TO THE CLOSED SESSION ITEMS WAS ALLOWED BEFORE THE RECESS

9. FY23-24 AUDITED FINANCIAL STATEMENTS AND REPORTS – (INFORMATIONAL - ATTACHMENTS)

Staff recommended that the Board receive the attached draft FY23-24 Audited Financial Statements and Reports. Director of Finance & Administration Nancy Tillie opened the discussion and introduced Roger Martinez of Vasquez & Company LLP, the Partner in charge of the audit. Mr. Martinez reported that the auditors found that in their opinion the accompanying financial statements present fairly the financial position of the Santa Barbara Metropolitan Transit District as of June 30, 2023 and 2024 and for the Single Audit Report, in their opinion, the District complied with the compliance requirements for the year ended June 30, 2024. Mr. Martinez also reported that there were no “findings” for fiscal year 23-24.

10. AUTHORIZATION TO CONDUCT PUBLIC OUTREACH ON PROPOSED FARE STRUCTURE ADJUSTMENTS – (ACTION MAY BE TAKEN)

Staff recommended that the Board of Directors consider authorizing staff to conduct an initial outreach process to gather public feedback on proposed fare structure adjustments, and determine impacts. The Board noted two typographical errors in the staff report. On p.1 in the second paragraph under “Summary” the report incorrectly states the proposed changes in the base fare. The correct proposal is an increase of the base fare to either \$2.25 or \$2.50. On p.2 in the first paragraph under “Budget Scenario,” the projection of operating costs should read FY 2025. Vice-Chair Tabor moved to approve the staff recommendation, and Director Lapuz seconded the motion. The motion was approved unanimously with one absent.

11. GENERAL MANAGER’S REPORT – (INFORMATIONAL)

The General Manager reported on updates to District activities.

12. OTHER BUSINESS AND REPORTS – (INFORMATIONAL)

No other business or reports were presented.

AMERICANS WITH DISABILITIES ACT: If you need special assistance to participate in this meeting, please contact the MTD Administrative Office at 805.963.3364 at least **48 hours in advance** of the meeting to allow time for MTD to attempt a reasonable accommodation.

BOARD OF DIRECTORS DRAFT MINUTES

13. RECESS TO CLOSED SESSION: PUBLIC EMPLOYEE PERFORMANCE EVALUATION (GOVERNMENT CODES §54957 AND §54954.5(e)) - (ACTION MAY BE TAKEN)

The Board will meet in closed session to evaluate the performance of the District's General Manager.

No public comments were made related to the Closed Session.

Chair Davis recessed the Board to Closed Session at 10:23 A.M.

The Board reconvened from Closed Session at 10:59 A.M.

Chair Davis reported that General Manager Jerry Estrada received a very positive review for his performance this past year 2024. The Board also approved GM Estrada's new management goals for 2025. GM Estrada's salary for 2025 will be set pursuant to his approved management contract. The Board thanked GM Estrada for his exemplary year of service.

PUBLIC COMMENT RELATED TO THE CLOSED SESSION ITEM WAS ALLOWED BEFORE THE RECESS

14. ADJOURNMENT

Chair Davis adjourned the meeting at 11:01 A.M.

AMERICANS WITH DISABILITIES ACT: If you need special assistance to participate in this meeting, please contact the MTD Administrative Office at 805.963.3364 at least **48 hours in advance** of the meeting to allow time for MTD to attempt a reasonable accommodation.

Santa Barbara Metropolitan Transit District
Cash Report
Board Meeting of January 7, 2025
For the Period November 9, 2024 through November 22, 2024

MONEY MARKET

Beginning Balance November 9, 2024 **\$3,441,830.44**

Property Tax Revenue	273,221.42
Passenger Fares	102,275.58
Accounts Receivable	18,682.50
Miscellaneous Income	1,346.50
Total Deposits	395,526.00

Miscellaneous Transfers	(13,964.23)
401(k)/Pension Transfer	(37,687.94)
Payroll Taxes	(181,183.55)
Payroll	(415,800.28)
Accounts Payable	(896,698.90)
Total Disbursements	(1,545,334.90)

Ending Balance **\$2,292,021.54**

CASH INVESTMENTS

LAIF Account	\$6,346,197.49
Money Market Account	2,292,021.54

Total Cash Balance **\$8,638,219.03**

SELF INSURED LIABILITY ACCOUNTS

WC / Liability Reserves	(\$3,441,833.83)
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Working Capital **\$5,196,385.20**

**Santa Barbara Metropolitan Transit District
Accounts Payable**

Check #	Date	Company	Description	Amount	Voids
136125	11/1/2024	CATERING CONNECTION	VETERAN'S DAY EVENT	5,185.89	V
136201	11/15/2024	ABC BUS COMPANIES INC	BUS PARTS	611.29	
136202	11/15/2024	AT&T MOBILITY-CC	TAP2PAY COMMUNICATIONS	981.83	
136203	11/15/2024	AMERICAN MOVING PARTS LLC	BUS PARTS	969.44	
136204	11/15/2024	HENRY ANDREWS	RETIREE HEALTH REIMBURSEMENT	285.00	
136205	11/15/2024	ALPHA CARD SYSTEMS LLC	OFFICE EQUIPMENT	2,485.17	
136206	11/15/2024	ASBURY ENVIRONMENTAL SERVI	WASTE OIL RECYCLER	102.00	
136207	11/15/2024	AUTOZONE STORES LLC	BUS/SERVICE VEHICLE PARTS	101.85	
136208	11/15/2024	JAMES BRACKETT	RETIREE HEALTH REIMBURSEMENT	168.00	
136209	11/15/2024	KARL BRETZ	RETIREE HEALTH REIMBURSEMENT	285.00	
136210	11/15/2024	ARTHUR BURNS	RETIREE HEALTH REIMBURSEMENT	562.00	
136211	11/15/2024	ROBERT BURNHAM	RETIREE HEALTH REIMBURSEMENT	285.00	
136212	11/15/2024	RICARDO CABRERA	RETIREE HEALTH REIMBURSEMENT	450.00	
136213	11/15/2024	CALIFORNIA ELECTRIC SUPPLY IN	SHOP/B&G SUPPLIES	35.80	
136214	11/15/2024	MIKE CARDONA	RETIREE HEALTH REIMBURSEMENT	150.00	
136215	11/15/2024	STAN CISOWSKI	RETIREE HEALTH REIMBURSEMENT	168.00	
136216	11/15/2024	COMMUNITY RADIO INC.	GIBRALTAR SITE RENTAL	311.64	
136217	11/15/2024	COX COMMUNICATIONS CORP.	INTERNET & CABLE TV	678.34	
136218	11/15/2024	CUMMINS SALES & SERVICE DBA	BUS PARTS & REPAIRS	4,992.32	
136219	11/15/2024	NANCY CURTIS	RETIREE HEALTH REIMBURSEMENT	285.00	
136220	11/15/2024	CROSSLINE SUPPLY LLC	BUS PARTS	204.46	
136221	11/15/2024	COUNTY OF S.B.PUBLIC WORKS D	WASTE DISPOSAL	40.00	
136222	11/15/2024	ALLIANT POWER DBA	BUS PARTS	694.62	
136223	11/15/2024	DIVERSIFIED TRANSPORTATION S	FREIGHT CHARGES	195.18	
136224	11/15/2024	EASY LIFT TRANSPORTATION INC	MONTHLY ADA SUBSIDY	97,459.89	
136225	11/15/2024	EVERSHADE LLC DBA	STEAM CLEANING TC/EXPRESS ZON	3,150.00	
136226	11/15/2024	GILLIG LLC	BUS PARTS	4,102.14	
136227	11/15/2024	GARY GLEASON	RETIREE HEALTH REIMBURSEMENT	247.95	
136228	11/15/2024	GRAPHICINK	PRINTING SERVICES	411.08	
136229	11/15/2024	JILL GRISHAM	RETIREE HEALTH REIMBURSEMENT	285.00	
136230	11/15/2024	GOLETA SANITRY DISTRICT	UTILITIES	75.00	
136231	11/15/2024	JIM HAGGERTY	RETIREE HEALTH REIMBURSEMENT	285.00	
136232	11/15/2024	ALI HABIBI	RETIREE HEALTH REIMBURSEMENT	168.00	
136233	11/15/2024	RICHARD HARRIGAN	RETIREE HEALTH REIMBURSEMENT	189.00	
136234	11/15/2024	ROBERT HARTMAN JR.	RETIREE HEALTH REIMBURSEMENT	570.00	
136235	11/15/2024	HOME IMPROVEMENT CTR.	SHOP/B&G SUPPLIES	185.06	
136236	11/15/2024	INTELLICORP RECORD INC.	PRE-EMPLOYMENT CHECK	149.80	
136237	11/15/2024	JANEK CORP	BUS PARTS	675.00	

Check #	Date	Company	Description	Amount	Voids
136238	11/15/2024	JAVIER JIMENEZ	RETIREE HEALTH REIMBURSEMENT	336.00	
136239	11/15/2024	LOUIS JONES	RETIREE HEALTH REIMBURSEMENT	97.50	
136240	11/15/2024	LANSPEED DBA	IT SERVICES	7,037.02	
136241	11/15/2024	LENZ PEST CONTROL INC	FUMIGATION SERVICES	76.00	
136242	11/15/2024	MC CORMIX CORP. (OIL)	LUBRICANTS	6,704.51	
136243	11/15/2024	MC CORMIX CORP. (GAS)	FUEL-SERVICE VEHICLES	1,023.72	
136244	11/15/2024	MERRIMAC ENERGY GROUP	RENEWABLE DIESEL FUEL	45,021.94	
136245	11/15/2024	MCMASTER-CARR SUPPLY CO.	SHOP/B&G SUPPLIES	176.01	
136246	11/15/2024	MISSION LINEN SUPPLY INC	UNIFORM & LINEN SERVICE	24.74	
136247	11/15/2024	MOHAWK MFG. AND SUPPLY CO.	BUS PARTS	272.42	
136248	11/15/2024	MOUNTAIN SPRING WATER	SHOP & OFFICE SUPPLIES	1,321.00	
136249	11/15/2024	WILLIAM MORRIS	RETIREE HEALTH REIMBURSEMENT	285.00	
136250	11/15/2024	MUNOZ JANITORIAL	JANITORIAL/DISINFECTANT SERVIC	7,800.00	
136251	11/15/2024	NETWRIX CORPORATION	ONLINE SOFTWARE SERVICE	2,661.90	
136252	11/15/2024	NFI PARTS DBA	BUS PARTS	1,776.76	
136253	11/15/2024	O'REILLY AUTO PARTS DBA	BUS/SERVICE VEHICLE PARTS	105.01	
136254	11/15/2024	CARLOS ORNELAS	RETIREE HEALTH REIMBURSEMENT	285.00	
136255	11/15/2024	LUIGI OTTIERI	RETIREE HEALTH REIMBURSEMENT	285.00	
136256	11/15/2024	RALPH'S GROCERY	SAFETY AWARDS	6,392.30	
136257	11/15/2024	REPUBLIC ELEVATOR INC	ELEVATOR MAINTENANCE	198.82	
136258	11/15/2024	AL ROMERO SR.	RETIREE HEALTH REIMBURSEMENT	52.50	
136259	11/15/2024	SAFETY-KLEEN CORPORATION	SHOP EQUIPMENT MAINTENANCE	549.03	
136260	11/15/2024	SANSUM CLINIC	MEDICAL EXAMS	2,451.00	
136261	11/15/2024	SB INDEPENDENT INC.	MEDIA AD	547.00	
136262	11/15/2024	SILVAS OIL CO. INC.	LUBRICANTS	2,197.81	
136263	11/15/2024	SPECIAL DISTRICT RISK MGMT	HEALTH INSURANCE	94,894.93	
136264	11/15/2024	SM TIRE CORP.	BUS TIRE MOUNTING	205.00	
136265	11/15/2024	SOAP MAN DISTRIBUTIN DBA	BUS CLEANING SUPPLIES	240.12	
136266	11/15/2024	ROBIN SORIA	RETIREE HEALTH REIMBURSEMENT	708.00	
136267	11/15/2024	STANTEC ARCHITECTURE INC.	FACILITIES A&E SERVICES	9,682.45	
136268	11/15/2024	STAPLES CONTRACT & COMMERC	OFFICE SUPPLIES	384.89	
136269	11/15/2024	TDS SERVICE CORP. DBA TRANSIT	BUS PARTS REPAIRS	645.00	
136270	11/15/2024	TEAMSTERS MISC SECURITY TRU	UNION MEDICAL INSURANCE	223,641.00	
136271	11/15/2024	TEAMSTERS PENSION TRUST	UNION PENSION	94,168.55	
136272	11/15/2024	TEAMSTERS UNION LOCAL NO. 18	UNION DUES	11,729.57	
136273	11/15/2024	J.C.M. AND ASSOCIATES INC.	UNIFORMS	995.42	
136274	11/15/2024	VALLEY POWER SYSTEMS INC	BUS PARTS	266.90	
136275	11/15/2024	JOHN J. VASQUEZ	RETIREE HEALTH REIMBURSEMENT	285.00	
136276	11/15/2024	VERIZON WIRELESS	WIRELESS PHONES & AIM CELLULA	1,379.77	
136277	11/15/2024	DANIEL WALKER	RETIREE HEALTH REIMBURSEMENT	251.77	
136278	11/15/2024	WAXIE SANITARY SUPPLY DBA	JANITORIAL SUPPLIES	467.60	

Check #	Date	Company	Description	Amount	Voids
136279	11/15/2024	WURTH USA WEST INC.	SHOP SUPPLIES	1,162.59	
136280	11/15/2024	ALEXANDER YOUNG	RETIREE HEALTH REIMBURSEMENT	264.77	
136281	11/20/2024	ABC BUS COMPANIES INC	BUS PARTS	393.13	
136282	11/20/2024	ASBURY ENVIRONMENTAL SERVI	WASTE OIL RECYCLER	102.00	
136283	11/20/2024	BAY ALARM COMPANY INC	ALARM CONTRACT	141.40	
136284	11/20/2024	BYD MOTORS LLC	CAPITAL LEASE PAYMENT	31,625.22	
136285	11/20/2024	CATERING CONNECTION	VETERAN'S DAY EVENT	4,688.71	
136286	11/20/2024	CUMMINS SALES & SERVICE DBA	BUS PARTS & REPAIRS	4,492.73	
136287	11/20/2024	DENMUN OFFICE SOLUTIONS DBA	IT CONTRACT SERVICES	8,170.00	
136288	11/20/2024	EAST PENN MANUFACTURING CO	BUS PARTS	955.38	
136289	11/20/2024	FAST UNDERCAR DBA	EV BUS PARTS	42.47	
136290	11/20/2024	FRASER GAUGE	BUS PARTS	894.99	
136291	11/20/2024	FRONTIER CALIFORNIA INC.	TELEPHONE/RADIO SERVICE	150.00	
136292	11/20/2024	GIBBS INTERNATIONAL INC	BUS PARTS	1,587.30	
136293	11/20/2024	GILLIG LLC	BUS PARTS	1,921.97	
136294	11/20/2024	GOODYEAR TIRE & RUBBER CO	BUS TIRE LEASE	13,586.98	
136295	11/20/2024	HOME IMPROVEMENT CTR.	SHOP/B&G SUPPLIES	7.93	
136296	11/20/2024	HR AUTOGLASS DBA	BUS PARTS/REPAIRS	300.00	
136297	11/20/2024	IMPULSE ADVANCED COMMUNIC	INTERNET	500.00	
136298	11/20/2024	KITCHELL CEM INC.	CONSTRUCTION MANAGEMENT SER	35,315.37	
136299	11/20/2024	KENT AUTOMOTIVE DBA	SHOP SUPPLIES	983.21	
136300	11/20/2024	MERRIMAC ENERGY GROUP	RENEWABLE DIESEL FUEL	22,825.24	
136301	11/20/2024	MCMaster-CARR SUPPLY CO.	SHOP/B&G SUPPLIES	30.80	
136302	11/20/2024	MISSION LINEN SUPPLY INC	UNIFORM & LINEN SERVICE	981.21	
136303	11/20/2024	MOHAWK MFG. AND SUPPLY CO.	BUS PARTS	47.63	
136304	11/20/2024	NATIONAL INTERSTATE INS INC.	LIABILITY INSURANCE	77,911.48	
136305	11/20/2024	NEWEGG BUSINESS INC	IT EQUIPMENT & SUPPLIES	387.10	
136306	11/20/2024	NFI PARTS DBA	BUS PARTS	190.55	
136307	11/20/2024	PETTY CASH- STEVE HAHN	MISC SHOP NEEDS	51.05	
136308	11/20/2024	SMITTY'S TOWING SERVICE DBA	TOWING SERVICES	960.00	
136309	11/20/2024	SM TIRE CORP.	BUS TIRE MOUNTING	279.50	
136310	11/20/2024	SO. CAL. EDISON CO.	UTILITIES	14,191.18	
136311	11/20/2024	SOCALGAS	UTILITIES	453.42	
136312	11/20/2024	SPECIALTY TOOL & BOLT LTD	SHOP SUPPLIES	1,211.14	
136313	11/20/2024	SPORTWORKS GLOBAL LLC	BIKE RACK PARTS	25.33	
136314	11/20/2024	SB CITY OF-REFUSE & WATER	UTILITIES	874.57	
136315	11/20/2024	VALLEY POWER SYSTEMS INC	BUS PARTS	19,291.36	
136316	11/20/2024	WAXIE SANITARY SUPPLY DBA	JANITORIAL SUPPLIES	968.26	
136317	11/20/2024	WHITE ASSOCIATES DBA	BUS PARTS & REPAIRS	3,300.00	

Check #	Date	Company	Description	Amount	Voids
				901,884.79	
			Current Cash Report Voided Checks:	0.00	
			Prior Cash Report Voided Checks:	5,185.89	
			Grand Total:	\$896,698.90	

**Santa Barbara Metropolitan Transit District
Cash Receipts of Accounts Receivable**

Date	Company	Description	Amount
11/12/2024	Arraiga Construction Inc.	Advertising on Buses	350.00
11/14/2024	SB Rescue Mission	Advertising on Buses	3,780.00
11/14/2024	Womens Economic Ventures	Advertising on Buses	293.00
11/15/2024	Brown Parker & DeMarinis Adv	Advertising on Buses	3,955.50
11/20/2024	City of SB Creeks Division	Advertising on Buses	300.00
11/20/2024	City of SB Creeks Division	Advertising on Buses	300.00
11/20/2024	Department of Rehabilitation	Passes/Passports Sales	416.00
11/20/2024	Moonlight Graphics/Mktg	Advertising on Buses	5,364.00
11/20/2024	UCSB - Parking Services-7001	Passes/Passports Sales	3,924.00
Total Accounts Receivable Paid During Period			\$18,682.50

Santa Barbara Metropolitan Transit District
Cash Report
Board Meeting of January 7, 2025
For the Period November 23, 2024 through December 6, 2024

MONEY MARKET

Beginning Balance November 23, 2024 **\$2,292,021.54**

Accounts Receivable	1,693,030.48	
Passenger Fares	72,064.89	
Measure A Transfer	15,750.77	
Miscellaneous Income	626.37	
Total Deposits	1,781,472.51	

Workers' Compensation	81.02	
Bank & Credit Card Fees	(1,457.65)	
Miscellaneous Transfers	(8,343.76)	
401(k)/Pension Transfer	(38,177.21)	
Payroll Taxes	(176,130.24)	
Accounts Payable	(235,040.45)	
Payroll	(418,983.06)	
Total Disbursements	(878,051.35)	

Ending Balance **\$3,195,442.70**

CASH INVESTMENTS

LAIF Account	\$6,346,197.49	
Money Market Account	3,195,442.70	

Total Cash Balance **\$9,541,640.19**

SELF INSURED LIABILITY ACCOUNTS

WC / Liability Reserves	(\$3,441,833.83)	
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Working Capital **\$6,099,806.36**

**Santa Barbara Metropolitan Transit District
Accounts Payable**

Check #	Date	Company	Description	Amount	Voids
135081	12/6/2024	ALIGNMENT TEST		0.00	V
135082	12/6/2024	ALIGNMENT TEST		0.00	V
135175	6/14/2024	JERRY NAMBA CH 7 TRUSTEE FOR	PUBLIC NOTICE ADS	70.00	V
136318	11/27/2024	AMERICAN MOVING PARTS LLC	BUS PARTS	245.56	
136319	11/27/2024	ASBURY ENVIRONMENTAL SERVI	WASTE OIL RECYCLER	287.00	
136320	11/27/2024	AUTOZONE STORES LLC	BUS/SERVICE VEHICLE PARTS	39.42	
136321	11/27/2024	RIDE COACH & BUS DBA	BUS PARTS	1,080.43	
136322	11/27/2024	CAPITOL HARDWARE & BUILDING	B&G SUPPLIES	77.41	
136323	11/27/2024	CELTIS VENTURES INC.	MARKETING SERVICES	3,468.00	
136324	11/27/2024	CINTAS CORPORATION	SAFETY SUPPLIES	363.98	
136325	11/27/2024	CPS HR CONSULTING DBA	CONSULTING SERVICES	7,341.30	
136326	11/27/2024	CROCKER REFRIGERATION & AIR	HVAC MAINTENANCE	375.00	
136327	11/27/2024	CUMMINS SALES & SERVICE DBA	BUS PARTS & REPAIRS	2,177.04	
136328	11/27/2024	ALLIANT POWER DBA	BUS PARTS	2,922.66	
136329	11/27/2024	DOCUPRODUCTS CORPORATION	COPIER MAINTENANCE/SUPPLIES	238.84	
136330	11/27/2024	FRONTIER CALIFORNIA INC.	TELEPHONE/RADIO SERVICE	1,179.07	
136331	11/27/2024	GIBBS INTERNATIONAL INC	BUS PARTS	812.30	
136332	11/27/2024	GILLIG LLC	BUS PARTS	2,946.57	
136333	11/27/2024	SB SOUTH COAST CHAMBER OF C	MEMBERSHIP / MEETINGS	1,400.00	
136334	11/27/2024	HOME IMPROVEMENT CTR.	SHOP/B&G SUPPLIES	174.79	
136335	11/27/2024	LARRY'S 8 DAY AUTO PARTS	SHOP SUPPLIES	101.79	
136336	11/27/2024	LENZ PEST CONTROL INC	FUMIGATION SERVICES	76.00	
136337	11/27/2024	LITTLEPAY INC	TAP2PAY	689.42	
136338	11/27/2024	MARTIN AUTO COLOR INC	SHOP SUPPLIES	294.89	
136339	11/27/2024	MC CORMIX CORP. (OIL)	LUBRICANTS	5,083.79	
136340	11/27/2024	MC CORMIX CORP. (GAS)	FUEL-SERVICE VEHICLES	788.41	
136341	11/27/2024	MERRIMAC ENERGY GROUP	RENEWABLE DIESEL FUEL	44,885.18	
136342	11/27/2024	MCMASTER-CARR SUPPLY CO.	BUS PARTS	30.80	
136343	11/27/2024	MISSION LINEN SUPPLY INC	UNIFORM & LINEN SERVICE	34.22	
136344	11/27/2024	MOHAWK MFG. AND SUPPLY CO.	BUS PARTS	1,436.16	
136345	11/27/2024	NATIONAL DRIVE	PAYROLL DEDUCTION	27.00	
136346	11/27/2024	NFI PARTS DBA	BUS PARTS	2,305.68	
136347	11/27/2024	PREVOST CAR (US) INC.	BUS/SERVICE VEHICLE PARTS	1,151.21	
136348	11/27/2024	O'REILLY AUTO PARTS DBA	SHOP SUPPLIES	132.75	
136349	11/27/2024	SILVAS OIL CO. INC.	LUBRICANTS	1,068.89	
136350	11/27/2024	SMART & FINAL	EE RELATIONS	141.77	
136351	11/27/2024	SOAP MAN DISTRIBUTIN DBA	BUS CLEANING SUPPLIES	79.33	
136352	11/27/2024	SOCALGAS	UTILITIES	15.68	

Check #	Date	Company	Description	Amount	Voids
136353	11/27/2024	SB CITY OF-REFUSE & WATER	UTILITIES	1,912.50	
136354	11/27/2024	TEAMSTERS UNION LOCAL NO. 18	UNION DUES	800.00	
136355	11/27/2024	TRACE3 LLC	IT SERVICES	5,049.26	
136356	11/27/2024	UNITED PARCEL SERVICE INC	FREIGHT CHARGES	444.67	
136357	11/27/2024	UNITED WAY OF SB	PAYROLL DEDUCTION	45.00	
136358	11/27/2024	VALLEY POWER SYSTEMS INC	BUS PARTS	5.05	
136359	11/27/2024	VASQUEZ & COMPANY LLP	ANNUAL AUDIT	15,700.00	
136360	11/27/2024	VEHICLE MAINTENANCE PROGRA	BUS PARTS	2,152.42	
136361	11/27/2024	WAXIE SANITARY SUPPLY DBA	JANITORIAL SUPPLIES	2,802.09	
136362	11/27/2024	WHITE ASSOCIATES DBA	BUS PARTS & REPAIRS	3,300.00	
136363	11/27/2024	WHITE ROCK SECURITY GROUP L	ESET SECURITY SOFTWARE LICENS	667.80	
136364	11/27/2024	YACO SCHOLARSHIP FUND	PAYROLL DEDUCTION	50.00	V
136365	11/27/2024	YACO SCHOLARSHIP FUND	PAYROLL DEDUCTION	50.00	
136366	11/27/2024	FRONTIER CALIFORNIA INC.	TELEPHONE/RADIO SERVICE	1,257.06	
136367	12/6/2024	ALIGNMENT TEST		0.00	V
136368	12/6/2024	ALIGNMENT TEST		0.00	V
136369	12/6/2024	ALIGNMENT TEST		0.00	V
136370	12/6/2024	ALIGNMENT TEST		0.00	V
136371	12/6/2024	ABC BUS COMPANIES INC	BUS PARTS	373.82	
136372	12/6/2024	AMERICAN MOVING PARTS LLC	BUS PARTS	1,498.33	
136373	12/6/2024	RIDE COACH & BUS DBA	BUS PARTS	9,404.47	
136374	12/6/2024	CALIFORNIA ELECTRIC SUPPLY IN	SHOP/B&G SUPPLIES	287.75	
136375	12/6/2024	CALIFORNIA SPECIAL DISTRICTS	ANNUAL MEMBERSHIP DUES	2,300.00	
136376	12/6/2024	CALIFORNIA TRANSIT ASSOCIATI	ANNUAL MEMBERSHIP DUES	13,000.00	
136377	12/6/2024	COX COMMUNICATIONS CORP.	INTERNET & CABLE TV	520.76	
136378	12/6/2024	CURVATURE DBA	IT EQUIPMENT	2,397.94	
136379	12/6/2024	ALLIANT POWER DBA	BUS PARTS	457.51	
136380	12/6/2024	EMERGENCY DRAIN SERVICES DB	DRAIN SERVICES	742.93	
136381	12/6/2024	FAUVER LARGE ARCHBALD&SPR	LEGAL COUNSEL	7,115.95	
136382	12/6/2024	FEDEX DBA	FREIGHT CHARGES	14.45	
136383	12/6/2024	GILLIG LLC	BUS PARTS	1,791.16	
136384	12/6/2024	GUARDIAN-APPLETON (DENTAL I	DENTAL INSURANCE	6,438.97	
136385	12/6/2024	GUARDIAN-APPLETON (LIFE INS)	LIFE INSURANCE	1,195.92	
136386	12/6/2024	HOME IMPROVEMENT CTR.	SHOP/B&G SUPPLIES	35.72	
136387	12/6/2024	IMPULSE ADVANCED COMMUNIC	INTERNET	500.00	
136388	12/6/2024	JOHNSON CONTROLS FIRE PROTE	FIRE ALARM SERVICES	900.00	
136389	12/6/2024	MARTIN AUTO COLOR INC	SHOP SUPPLIES	82.67	
136390	12/6/2024	MC CORMIX CORP. (OIL)	LUBRICANTS	3,463.11	
136391	12/6/2024	MILPAS RENTAL INC.	EQUIPMENT RENTAL	285.00	
136392	12/6/2024	MISSION LINEN SUPPLY INC	UNIFORM & LINEN SERVICE	356.21	
136393	12/6/2024	MOUNTAIN SPRING WATER	SHOP & OFFICE SUPPLIES	1,154.75	

Check #	Date	Company	Description	Amount	Voids
136394	12/6/2024	MULLEN & HENZELL	CALLE REAL PROJECT SERVICES	7,857.25	
136395	12/6/2024	MUNOZ JANITORIAL	JANITORIAL/DISINFECTANT SERVIC	7,800.00	
136396	12/6/2024	NEWEGG BUSINESS INC	IT EQUIPMENT & SUPPLIES	5.00	
136397	12/6/2024	NFI PARTS DBA	BUS PARTS	178.25	
136398	12/6/2024	PREVOST CAR (US) INC.	BUS/SERVICE VEHICLE PARTS	151.38	
136399	12/6/2024	SANSUM CLINIC	MEDICAL EXAMS	163.00	
136400	12/6/2024	SB LOCKSMITHS INC	B&G REPAIR & SUPPLIES	164.91	
136401	12/6/2024	SILVAS OIL CO. INC.	LUBRICANTS	303.49	
136402	12/6/2024	SO. CAL. EDISON CO.	UTILITIES	7,648.72	
136403	12/6/2024	STAPLES CONTRACT & COMMERC	OFFICE SUPPLIES	308.05	
136404	12/6/2024	SB CITY OF-REFUSE & WATER	UTILITIES	2,322.66	
136405	12/6/2024	TDS SERVICE CORP. DBA TRANSIT	BUS PARTS REPAIRS	678.50	
136406	12/6/2024	TOTAL COMMUNICATIONS SOLUT	ZOOM PHONE	12,213.90	
136407	12/6/2024	U.S. BANK CORP. PAYMENT SYST	CREDIT CARD PURCHASES	20,504.34	
136408	12/6/2024	VENTURA COUNTY OVERHEAD D	B&G REPAIRS & SUPPLIES	225.00	
136409	12/6/2024	VERIZON WIRELESS	WIRELESS PHONES & AIM CELLULA	2,515.38	
136410	12/6/2024	WAXIE SANITARY SUPPLY DBA	JANITORIAL SUPPLIES	25.01	
				235,160.45	
				Current Cash Report Voided Checks:	120.00
				Prior Cash Report Voided Checks:	0.00
				Grand Total:	\$235,040.45

**Santa Barbara Metropolitan Transit District
Cash Receipts of Accounts Receivable**

Date	Company	Description	Amount
12/2/2024	Interface Children & Family Service	Advertising on Buses	500.00
12/2/2024	Wells Marketing, LLC	Advertising on Buses	1,958.40
12/2/2024	Wells Marketing, LLC	Advertising on Buses	5,359.50
12/4/2024	Local Transportation Fund	SB 325 - Nov 2024	957,485.41
12/4/2024	Measure A, Section 3 LSTI	Measure A Funds - Nov 2024	283,524.34
12/4/2024	SBCC - Contract Fares	Contract Fares - Fall Sept 2024	77,328.00
12/4/2024	SBCC - Contract Fares	Contract Fares - Fall Oct 2024	77,328.00
12/4/2024	SBCC - Contract Fares	Contract Fares - Fall Nov 2024	77,328.00
12/4/2024	SBCC - Contract Fares	Contract Fares - Fall Dec 2024	77,328.00
12/4/2024	SBCC - Contract Fares	Contract Fares - Summer 2024	89,194.00
12/6/2024	S.B.C.A.G.	TIRCP Reimbursement	45,696.83
Total Accounts Receivable Paid During Period			\$1,693,030.48



BOARD OF DIRECTORS REPORT

MEETING DATE: JANUARY 7, 2025 AGENDA ITEM #: 8

TYPE: ACTION ITEM

PREPARED BY: CLERK OF THE BOARD/EXECUTIVE ASSISTANT STEVE MAAS

REVIEWED BY: GENERAL MANAGER JERRY ESTRADA

SUBJECT: DRAFT STRATEGIC PLAN: 2025 - 2029

RECOMMENDATION:

Staff recommends that the Board of Directors review and consider adoption of MTD’s draft updated Strategic Plan, with any modifications requested by the Board. Alternatively, the Board may direct staff to return at a later date with requested revisions to the draft updated Strategic Plan.

DISCUSSION:

Process

MTD’s Board adopted the Strategic Plan: 2016 – 2021 in December 2015, following an extensive outreach process that included workshops with partner agencies and community groups. The resulting Strategic Plan has served the District well, and staff believes it is not necessary to conduct an extensive outreach process for this update.

MTD’s Short Range Transit Plan (SRTP), “MTD Moves Ahead,” was adopted by the Board in November 2022. Development of the SRTP included an extensive outreach process with partner agencies and community groups. The SRTP outreach began with a virtual listening session to elicit information on which transit trade-offs the attendees favored. The listening session was followed by a community survey that provided insight into rider and non-rider transportation choices, service preferences, and support for potential transit priority treatments. Next, a survey of bus operators revealed that the operators generally felt that safety, security, and reliability were the most important factors.

The outreach process next included meetings with regional partners and stakeholders, including the Santa Barbara County Association of Governments, the University of California at Santa Barbara, Santa Barbara County, the cities of Santa Barbara, Goleta, and Carpinteria, and Easy Lift Transportation (MTD’s Americans with Disabilities Act paratransit provider). These meetings revealed a variety of issues, including growth and housing

pressures, the importance of multimodal transportation, the significance of service along the area's key transportation corridors, and the possibility of transit signal priority implementation. Following this data gathering phase, the focus of SRTP outreach next turned to the presentation of draft transit service concepts. These concepts were presented at numerous "pop-ups" at bus stops and other locations, and another survey was conducted to receive feedback on the concepts. Information from the pop-ups and survey was integrated into the final service plan that was included in the SRTP. The SRTP also includes a detailed analysis of MTD's current and forecasted future financial outlook. The attached draft updated Strategic Plan has been developed with input received during the SRTP development process and input from MTD staff.

The staff presentation will include a discussion of action items from the current plan that have been completed or are in process. The presentation will also include discussions of the recommended values, strategic priorities, and action items included in the proposed updated Strategic Plan.

The Board is asked to provide their input at this meeting. If the Board wishes, the Draft Strategic Plan could be adopted at this meeting, with any changes requested by the Board included. Alternatively, the Board could request staff to return at a future meeting with a revised Draft Strategic Plan.

Accomplishments

Many of the Action Items included in the previously adopted "Strategic Plan: 2016 – 2021" have been completed, and others are in progress. These are discussed below, and summarized in an attachment.

On-Time Performance: MTD has implemented on-time performance tracking through the automatic vehicle location (AVL) system, and the information is incorporated into the scheduling process. Staff continues to utilize the AVL data to adjust route timing as appropriate to improve on-time performance and adequate traffic management. This also supports efforts to encourage mode shift to transit. MTD implemented software to improve the tracking of customer complaints and compliments, including those related to on-time performance. Following the service reductions necessitated by the COVID-19 pandemic, MTD has focused on restoration of service, rather than expansion. MTD has also established new positions, with a focus on safety-related positions as required under the recent FTA Public Transportation Agency Safety Plan (PTASP) regulation.

Because action items related to on-time performance have been incorporated into other strategic priorities, "On-Time Performance" is no longer listed as a stand-alone priority in the draft updated Strategic Plan.

Fleet, Facilities, & Technology (Formerly Facility Improvements): MTD has completed the Transit Center renovation, the Facilities Master Plan, and the Fleet Renewal Campaign to rehabilitate older diesel and hybrid buses so they can continue in operation during the zero-emission bus transition. MTD has been awarded state and federal competitive funding for 18

BOARD OF DIRECTORS REPORT

additional 40-ft. electric buses, and expects to receive all of these buses in two years. MTD has also secured funding for the Terminal 2 Phase 2 operations and maintenance project, which will result in greenhouse gas emission reductions by supporting operational needs in the Goleta area and provide additional maintenance bays and bus storage space as identified in the Facilities Master Plan. Several projects funded by the California Transit and Intercity Rail Capital Program (TIRCP) are underway, including transit signal priority, Haley Street improvements at Terminal 1, and three-position bus racks on MTD buses.

Long-Term Service & Operations Planning (Formerly Long-Term Service Planning): MTD has completed a “Public Transit Agency Safety Plan” (PTASP) and a “Transit Asset Management Plan” (TAM Plan) as required by the Federal Transit Administration (FTA). MTD has also completed a “Zero-Emission Bus Rollout Plan” as required by the California Innovative Clean Transit regulation, and a California Energy Commission (CEC) “Blueprint for Medium- and Heavy-Duty Zero-Emission Vehicle Infrastructure” report. As discussed above, MTD completed the “MTD Moves Ahead” updated Short Range Transit Plan (SRTP), which includes a discussion of service coverage compared to ridership demand. Staff participates as a member of SBCAG advisory committees and in other meetings to keep informed of South Coast build-out potential and changing demographics. Staff also coordinates with SBCAG to proactively address upcoming work on the ongoing Highway 101 widening project related to bus routes affected by that project.

High-Quality Customer Experience (Formerly Customer Satisfaction): MTD has completed its website enhancements, replaced the 1990s Nova bus fleet, and implemented integration of UCSB and SBCC student identification cards into the existing farebox system. The implementation of an open-loop contactless fare payment system in partnership with the California Integrated Travel Project (Cal-ITP) is underway. Bus shelters have been installed in the “Express Zone” on Chapala Street near the Transit Center, satisfying long-standing customer requests, and the bus stops serving the airport have been rehabilitated. All new buses procured by MTD now come with air conditioning, and MTD has installed driver compartment AC in many of its older buses. MTD has installed security cameras on buses and in its facilities, and implemented a real-time information system. MTD completed development of a Marketing and Communications Plan. Elements of that Plan include the bus fleet rebranding, which is nearly complete, and the upcoming bus stop signage rebranding, for which the solicitation documents have been issued.

Workforce Recruitment & Retention (Formerly Workforce Recruitment): MTD has completed a Compensation and Classification Study and largely completed its organizational assessment and management reorganization. Staff has resumed publication of “The Express Line,” MTD’s monthly e-newsletter. Staff have also implemented several strategies to recruit and retain employees, as detailed under “Recommendations” below. The Human Resources team continues to attend activities such as job fairs. Management continues to encourage and support employee professional and leadership development.

Financial Resilience (Formerly Financial Stability): MTD has funded an adequate contribution towards prefunding its Other Postemployment Benefits (OPEB) Trust for retiree health insurance reimbursements. MTD’s budget development process includes annual updates to

the 5-year financial plan. Management continues to work with employee groups. Staff continues to research methods to replace the annual \$3.0 million in Small Transit Intensive Cities (STIC) FTA funding that was lost to MTD due to the transition of the Santa Barbara urbanized area to a “large UZA” with a population exceeding 200,000 persons. Negotiations continue on the Calle Real housing project, for a future new revenue stream.

Fare & Service Equity (Formerly Balanced Fare Structure): Fare structure adjustments are proposed for 2025. Following adoption of an adjustment, staff will work with UCSB and SBCC students to adjust MTD’s portion of the student registration fee accordingly.

Future Fuel Path: The Board adopted a goal of 2030 for full fleet transition to zero-emission buses, and the state mandate is 2040. Upon implementation of the planned contingency fleet, 60% of the active buses will be diesel, 23% will be zero-emission, and 17% will hybrid. Funding has been secured that should result in 60% of the fleet being comprised of zero-emission or hybrid buses within two years.

Because the ongoing transition to zero-emission buses has been incorporated into MTD’s daily activities, “Future Fuel Path” is no longer incorporated into the draft Strategic Plan as a priority.

Recommendations

Values

The proposed “Values” section of the Draft Strategic Plan incorporates rewording of the values from the current Strategic Plan, without significantly changing the importance of those values:

- Safety- & Security-Minded
- Responsible Steward of Public Funds
- Trusted & Reliable Service Provider
- Excellent Partner & Collaborator
- Customer-Centered Focus
- Committed to Innovation
- Engaged in the Community

Staff believes that the proposed rewording of the values accurately reflects the intent of the Board and MTD’s authorizing legislation.

Strategic Priorities

Staff recommends the following six “Strategic Priorities” for the updated Strategic Plan:

- Fleet, Facilities & Technology
- Long-Term Service & Operations Planning
- High-Quality Customer Experience
- Workforce Recruitment & Retention
- Financial Resilience
- Fare & Service Equity

The six proposed priorities are similar to six of the eight priorities in the existing Strategic Plan. As discussed above, the other two previous priorities (“On-Time Performance” and “Future Fuel Path”) have been incorporated into the six priorities listed above.

Action Items

The proposed “Action Items” for each proposed strategic priority are listed below. Many of the proposed action items are ongoing from the current Strategic Plan. In other cases, action items from the previous plan that have been completed are proposed for removal, and several new action items are proposed for inclusion:

- Fleet, Facilities & Technology
 - Continue implementation of Zero-Emission Bus Rollout Plan & Transit Asset Management Plan
 - Increase space for bus storage, offices & maintenance facilities
 - Build new Terminal 2 Operations & Maintenance Facility
 - Continue improvements to MTD Transit Center & Terminal 1
 - Develop plan to relocate employee parking from T1 & T2 bus yards
 - Continue to upgrade MTD’s information technology systems
 - Modernize MTD’s business applications
 - Ensure MTD network security
- Long-Term Service & Operations Planning
 - Continue implementation of safety measures for passengers & employees
 - Work with partner agencies to ensure adequate traffic & right-of-way management
 - Support mode shift to reduce traffic congestion
 - Analyze South Coast build-out potential based on land-use plans
 - Work with agency partners to coordinate plans & services
 - Analyze the expected effects of changing demographics
- High-Quality Customer Experience
 - Continue to enhance the passenger experience
 - Continue to improve bus stops
 - Continue to enhance real-time information & passenger communications regarding on-time performance and service reliability
 - Implement transit priority projects
 - Expand standards & training for customer service excellence
 - Build on software solutions for resolution of concerns & complaints
 - Continue implementation of MTD’s marketing & communications plan

- Workforce Recruitment & Retention
 - Continue to develop recruitment strategies to restore the workforce to support reliable service delivery
 - Align training needs with community college course offerings
 - Offer competitive compensation & benefit programs
 - Promote MTD's reputation as a great place to work
 - Encourage & support employee professional development
 - Enhance internal communications & employee engagement
 - Define & recruit new positions to keep pace with new technology
- Financial Resilience
 - Develop new revenue streams
 - Advocate for new FTA funding program for agencies serving medium-sized UZAs
 - Continue to work in partnership with employee labor groups
 - Continue to update and enhance five-year financial plan
 - Increase MTD's participation in policy discussions
 - Explore potential ballot initiative
- Fare & Service Equity
 - Design and deliver service that balances coverage and ridership in an equitable manner
 - Ensure positive & negative impacts of major service & fare changes are equitably distributed
 - Continue contactless fare payment system implementation with fare capping & reduced fare provisions

ATTACHMENTS

- Adopted Strategic Plan: 2016 – 2021
- Strategic Plan Accomplishments: 2018 - 2024
- Draft Strategic Plan: 2025 – 2029



STRATEGIC PLAN: 2016 - 2021

VISION & MISSION

The vision of MTD is that public transit within the District should be so available and attractive that use of an automobile is a choice, not a necessity.

The mission of MTD is to enhance the mobility of South Coast residents, commuters, and visitors by offering safe, appealing, equitable, environmentally responsible, and fiscally sound transit service.

STRATEGIC PRIORITIES

On-Time Performance*	Facility Improvements*	Long-Term Service Planning*	Customer Satisfaction*	Balanced Fare Structure	Financial Stability	Workforce Recruitment	Future Fuel Path
<p>Deploy new tech tools for operations and customer service</p> <p>Set schedules that take into account changing road conditions</p> <p>Work with partner agencies to ensure adequate traffic management</p> <p>Support mode shift to reduce traffic congestion</p> <p>Establish new operational positions within MTD</p> <p>Expand service as feasible</p> <p>Recognize that on-time performance affects customer satisfaction</p>	<p>Increase space for bus storage, offices and maintenance facilities</p> <p>Replace or expand MTD Transit Center</p> <p>Develop a facility master plan</p>	<p>Analyze South Coast build-out potential based on general and specific plans</p> <p>Flesh out a long-term (30 year) plan for MTD service</p> <p>Work with agency partners to coordinate plans and services</p> <p>Increase MTD's participation in policy discussions</p> <p>Define levels of service (coverage vs. ridership)</p> <p>Analyze the expected effects of changing demographics</p>	<p>Implement an MTD communications plan</p> <p>Improve bus stops</p> <p>Promote employee transit incentive programs</p> <p>Expand service as feasible</p> <p>Enhance employee customer service training & practices</p> <p>Enhance the passenger experience (e.g., A/C, Wi-Fi)</p> <p>Implement "smart card" technology</p> <p>Implement security camera and real-time information system</p>	<p>Maintain special pass program fees consistent with general fare policy</p>	<p>Develop new revenue streams (e.g., Calle Real property)</p> <p>Continue to work in partnership with employee labor groups</p> <p>Update and enhance 5-year financial plan</p>	<p>Address housing needs</p> <p>Expand participation in activities such as job fairs, etc.</p> <p>Align training needs with community college course offerings</p> <p>Offer competitive compensation</p> <p>Promote MTD reputation as a great place to work</p> <p>Encourage & support employee professional & leadership development</p> <p>Enhance employee health & wellness programs</p> <p>Enhance employee communications</p>	<p>Participate in proof-of-concept demonstrations for electric buses</p> <p>Implement renewable energy systems where feasible and cost-effective</p>

- Well-Run & Respected
- Pleasant Customer Experience
- Professional Employees
- Technical Expertise
- Responsible With Public Funds
- Community & Local Agency Support

*These are the top four strategic priorities, as determined by the MTD Board of Directors. Source: Santa Barbara Metropolitan Transit District (www.sbmtd.gov)

Strategic Plan Accomplishments 2018-2024

On-time Performance - Completed

MTD has successfully implemented the components of the AVL system required to track on time performance of our buses. Furthermore, the related information derived from the system is now an ongoing input of our scheduling process.

Fleet & Facility Improvements

Transit Center Renovation	Completed
Facilities Master Plan	Completed
Terminal 1 Fleet Infrastructure Improvements (Main Canopy) an SCE Charge Ready Heavy-Duty project	Completed
Terminal 2, Phase 1 Construction	In progress
40' Battery-electric Buses (9) New Flyer	Completed
40' Battery-electric Buses (8) Gillig	In progress
40' Battery-electric Buses (2) Gillig	In progress
Terminal 2, Phase 2 Construction (New building, garage, canopies and microgrid)	Funding secured

Nextwave Fleet & Facilities Projects - TIRCP Cycle 5 Award

a) Transit Signal Priority Software	In progress
b) Terminal 1 Haley Street Facility Improvements PS&E - Bus charging	In progress
c) Bus Shelter Project (Chapala Street)	Completed
d) Terminal 2, Phase 2 PS&E	In progress
e) 40' Battery-electric Buses (8) Gillig	On order
f) Battery-electric Ford Transit Vans for Microtransit Service	On order
g) Three-position Bike Racks	In progress

Customer Satisfaction

Website Enhancements	Completed
Replace 1990's Nova Fleet - Buses from San Mateo Regional Transit District.	Completed
Fleet Renewal Project (Diesel fleet)	Completed
UCSB & SBCC Student Identification Card Integration (GFI System)	Completed
Open Loop Contactless Payment System	In progress
Rebranding of Bus Stop Signage	Solicitation documents are nearly complete

Long-term Planning

Address Hwy 101 Project Service Impact	Line 21 suspended and hours reallocated to Line 20. Caltrans funded temporary peak-hour service between Carpinteria / East SB / SBCC (19x)
California Energy Commission Blueprint for MD/HD Infrastructure Deployment	Completed
Zero-Emission Bus Roll Out Plan	Completed
Short Range Transit Plan	Completed
Transit Asset Management Plan - New FTA Requirement	Transit Asset Management plan developed and successfully adopted by the Board
Public Transit Agency Safety Plan - New FTA Requirement	Plan adopted, staff trained, positions created, implementation ongoing

Balanced Fare Structure

Maintain Student Bus Pass Program Fees Consistent with General Fare Policy	In progress
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Unfunded Liabilities

OPEB Trust for Retiree Health Insurance Reimbursements	Additional contribution made, funded amount is reasonable
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Workforce Recruitment & Development

Management Reorganization	Organizational assessment completed and implementation largely completed
Compensation and Classification Study	Completed

Future Fuel Path

Board adopted Goal of 2030 for full fleet transition, State Mandate is 2040	60% of the active fleet is diesel, 23% zero-emission and 17% hybrid. Funding has been secured that will result in 60% of the fleet being comprised of zero-emission and hybrid buses within two years.
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DRAFT STRATEGIC PLAN: 2025 - 2029

VISION & MISSION

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The mission of MTD is to enhance the mobility of South Coast residents, commuters, and visitors by offering safe, appealing, equitable, environmentally responsible, and fiscally sound transit service.

STRATEGIC PRIORITIES

- Safety- & Security-Minded
- Responsible Steward of Public Funds
- Customer-Centered Focus
- Committed to Innovation
- Trusted & Reliable Service Provider
- Excellent Partner & Collaborator
- Engaged in the Community

ACTION ITEMS

Fleet, Facilities & Technology	Long-Term Service & Operations Planning	High-Quality Customer Experience	Workforce Recruitment & Retention	Financial Resilience	Fare & Service Equity
<p>Continue implementation of Zero-Emission Bus Rollout Plan & Transit Asset Management Plan</p> <p>Increase space for bus storage, offices & maintenance facilities</p> <p>Build new Terminal 2 Operations & Maintenance Facility</p> <p>Continue improvements to MTD Transit Center & Terminal 1</p> <p>Develop plan to relocate employee parking from Terminal 1 & Terminal 2 bus yards</p> <p>Continue to upgrade MTD's information technology systems</p> <p>Modernize MTD's business applications</p> <p>Ensure MTD network security</p>	<p>Continue implementation of safety measures for passengers & employees as outlined in the Public Transportation Agency Safety Plan</p> <p>Work with agency partners to ensure adequate traffic & right-of-way management</p> <p>Support mode shift to reduce traffic congestion</p> <p>Analyze South Coast build-out potential based on land-use plans</p> <p>Work with agency partners to coordinate plans & services</p> <p>Analyze the expected effects of changing demographics</p>	<p>Continue to enhance the passenger experience</p> <p>Continue to improve bus stops</p> <p>Continue to enhance real-time information & passenger communications regarding on-time performance and service reliability</p> <p>Implement transit priority projects</p> <p>Expand standards & training for customer service excellence</p> <p>Build on software solutions for resolution of concerns & complaints</p> <p>Continue implementation of MTD's marketing & communications plan</p>	<p>Continue to develop recruitment strategies to restore the workforce to support reliable service delivery</p> <p>Align training needs with community college course offerings</p> <p>Offer competitive compensation & benefit programs</p> <p>Promote MTD's reputation as a great place to work</p> <p>Encourage & support employee professional development</p> <p>Enhance internal communications & employee engagement</p> <p>Define & recruit new positions to keep pace with new technology</p>	<p>Develop new revenue streams</p> <p>Advocate for new FTA funding program for agencies serving medium-sized UZAs</p> <p>Continue to work in partnership with employee labor groups</p> <p>Continue to update and enhance five-year financial plan</p> <p>Explore potential ballot initiative</p> <p>Increase MTD's participation in policy discussions</p>	<p>Design and deliver service that balances coverage and ridership in an equitable manner</p> <p>Ensure positive & negative impacts of fare changes & major service changes are equitably distributed</p> <p>Continue contactless fare payment system implementation with fare capping & reduced fare provisions</p>