

WELCOME



2018 Public Transportation &
Universities Conference

Welcome



- ▶ Donna Lind
 - METRO Board Member
 - Councilperson, City of Scotts Valley

Scotts Valley, California



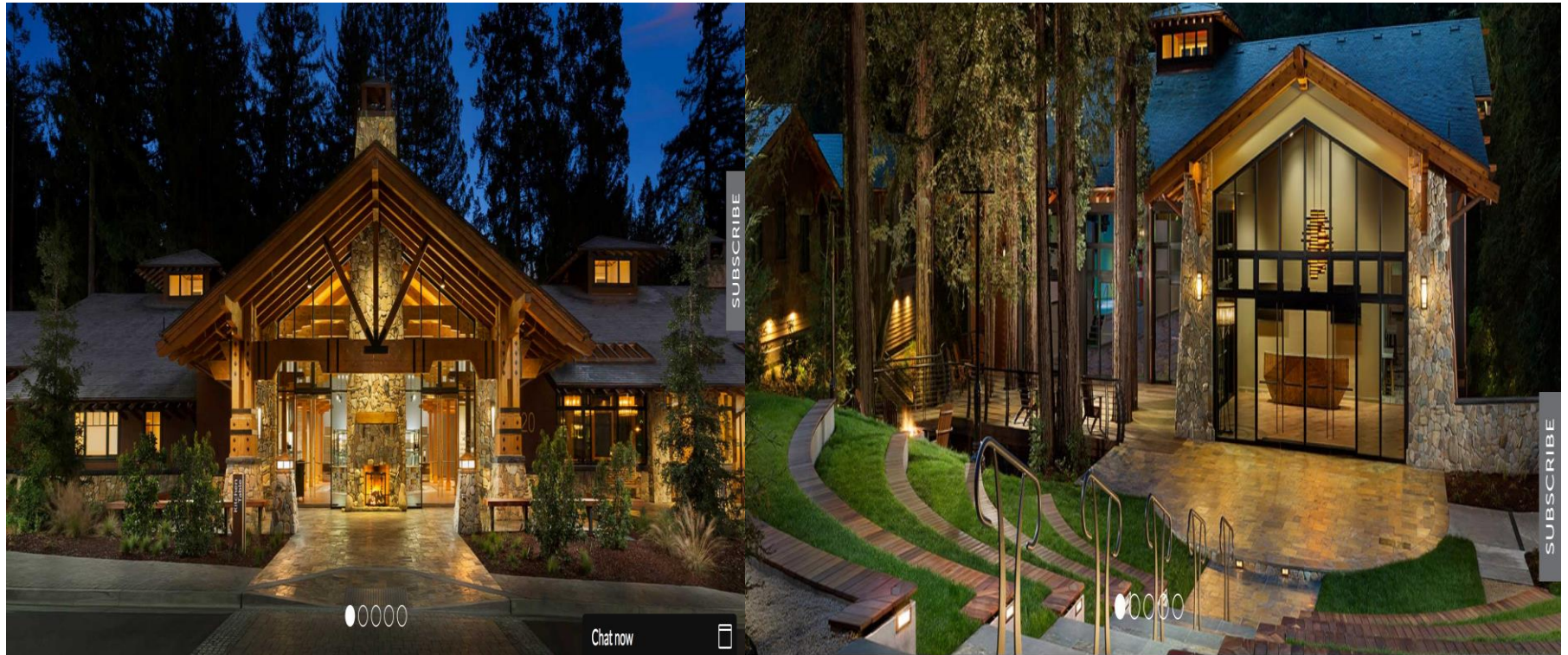
Donna Lind, Scotts Valley

- ▶ Path to METRO Board of Directors
 - Transit insights
- ▶ History of Scotts Valley – Incorporated 1966



Donna Lind, Scotts Valley

- ▶ 1440 Multiversity – Conference/Retreat Facility



Donna Lind, Scotts Valley

- ▶ **Scotts Valley City Vision**
 - Town Center proposed next to Transit Center
 - Parking challenges
 - Challenges for future retail development
 - Increased housing?
- ▶ **Scotts Valley transportation issues**
 - Highway 17 and Highway 1 congestion

Scotts Valley “Cavallaro” Transit Center



▶ Bus station

- 18 outbound/24 inbound daily Hwy 17 Express trips connect with local service (Route #35)

▶ Park-and-ride facility

- 200 spaces
 - Issue of private high-tech commuter buses using parking spaces intended for Hwy 17 Express riders

**Andrew Johnson –
Chair APTA Small Operations
Committee, Chief Operating Officer,
Champaign– Urbana Mass Transit
District**

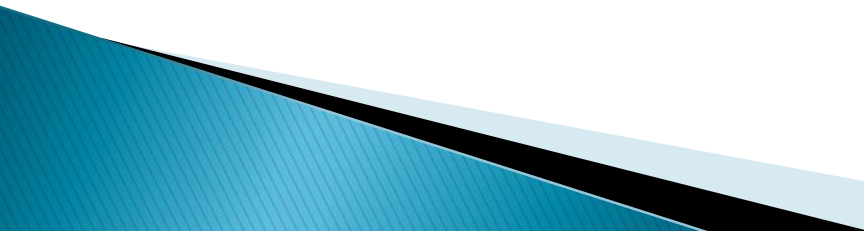


Bruce McPherson



- ▶ Board Chair, Santa Cruz Metropolitan Transit District (METRO)

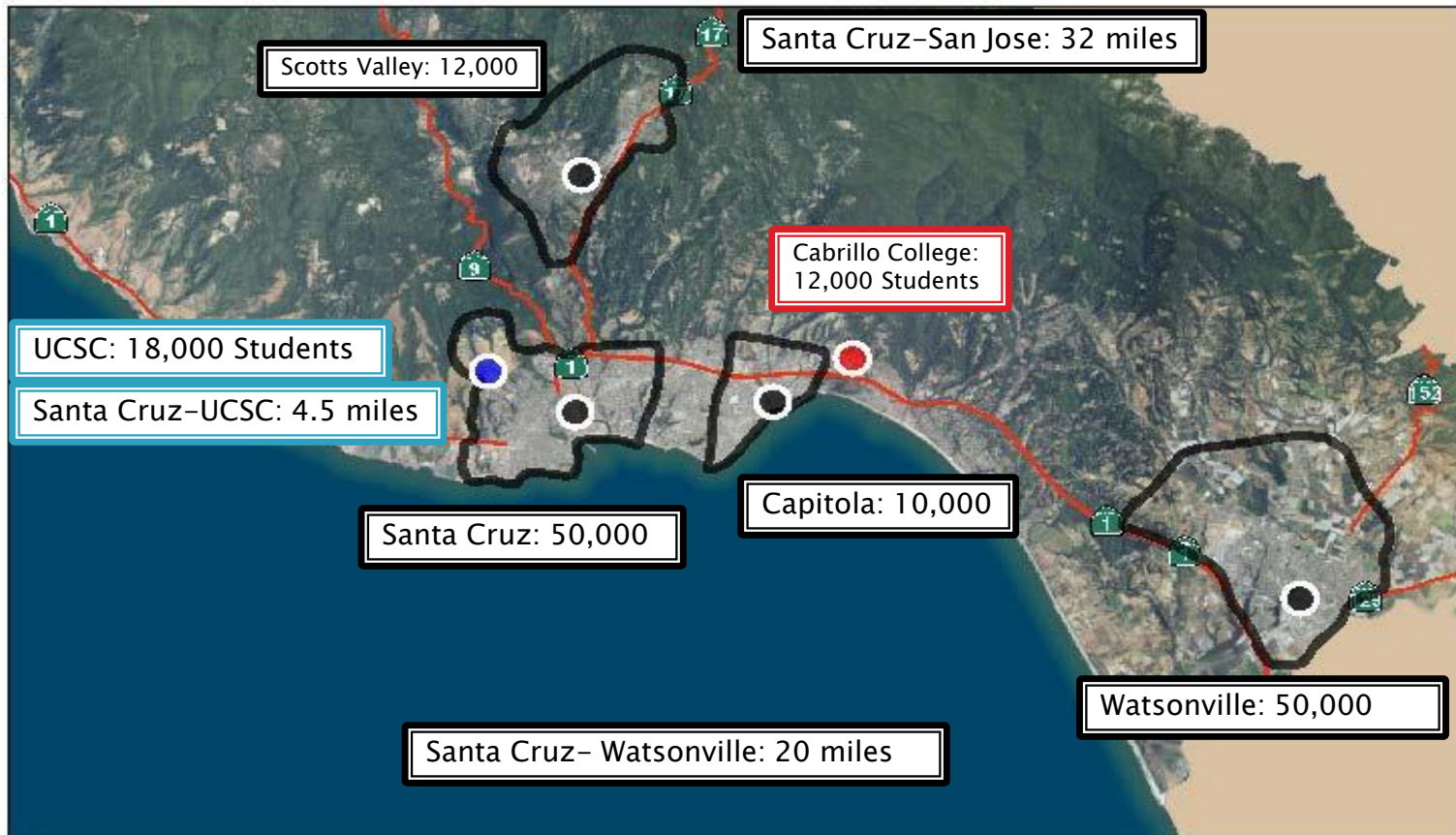
Bruce McPherson, METRO Board Chair

- ▶ Santa Cruz County Board of Supervisors since 2012
 - ▶ Fifth District
 - ▶ Fourth Generation Santa Cruz Native
 - ▶ Reporter & then editor at family newspaper – The Sentinel
 - ▶ California State Assembly 1993 – 1996
 - ▶ California State Senate 1996 – 2004
 - ▶ Secretary of State 2005
- 

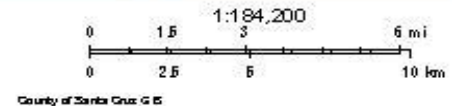
METRO FY17 Transit Facts

- ▶ \$50 Million annual operating budget
- ▶ 100 fixed route buses
- ▶ 2.9 million annual revenue miles
- ▶ 209,000 annual revenue hours
- ▶ 5 million annual boardings
 - Over 50% are UCSC boardings
 - 6 UCSC routes total only 25% of operating hours
 - Highest per trip boardings due to “loop” service
 - Cabrillo – 300,000 annual boardings

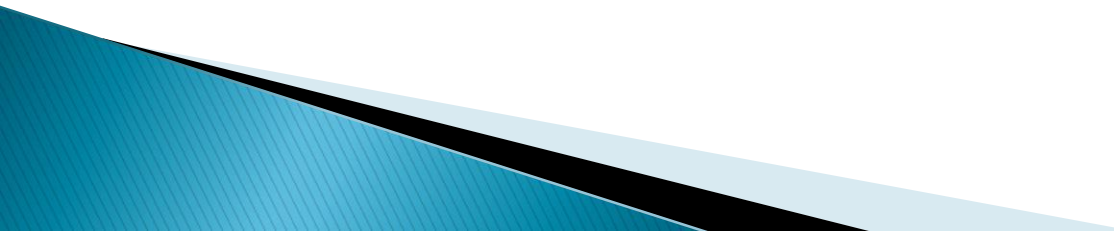
Santa Cruz County Population: 260,000



June 18, 2018



Bruce McPherson, METRO Board Chair

- ▶ Challenges of Urban/Rural Bus Operation
 - ▶ Much of District 5 is rural
 - ▶ Challenges to get kids to school
 - ▶ Funding county road repairs
 - ▶ Low density, but they still need service – both fixed-route & paratransit
 - ▶ Narrow roads
 - ▶ Mountain roads
- 

Bruce McPherson, METRO Board Chair

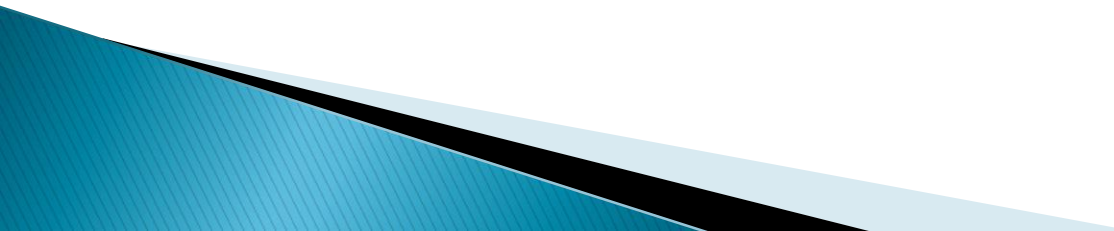


Alex Clifford

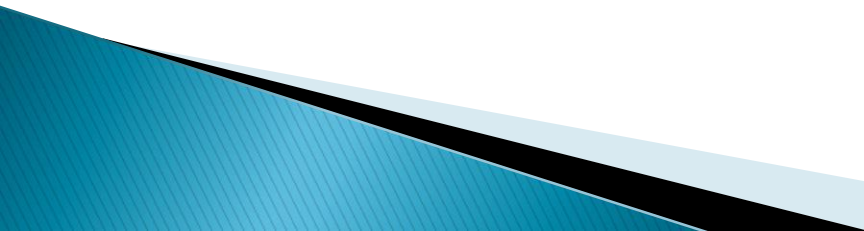


- ▶ CEO/General Manager
Santa Cruz Metropolitan Transit District
(METRO)

Alex Clifford

- ▶ 27 years in transit – Policy & Admin.
 - ▶ Bus & Rail
 - ▶ Large transit agency
 - ▶ Small transit agency
 - ▶ Transit challenges in smaller college cities
- 

2014 Structural Deficit

- ▶ \$6.3M – \$48.4M budget
 - ▶ FY15 & FY16 – The Road to Recovery
 - Board Workshops
 - Administrative Belt Tightening & Efficiencies
 - COA – 19% Service reduction
 - Retirement Incentive
 - Union Concessions
 - Local Sales Tax Measure – Measure D
 - Partnerships with UCSC & Cabrillo College
- 

Challenges – 2017, 2018 & Beyond

- ▶ Vehicle Replacement – 62 buses & 6 paratransit (\$40 – \$70M)
- ▶ Staff Recruitment and Retention
- ▶ METRO/UCSC/Cabrillo Challenges
 - UCSC: largest share of system ridership
 - Growing and changing travel patterns
 - Cabrillo: limited resources to support transit service
 - Service vital to their students' ability to attend college
 - Important service on one of our primary commuter corridor, Watsonville to Santa Cruz

Other Strategic Challenges

- ▶ **Intelligent Transportation**
 - AVL & APCs
 - Complete camera installation
 - Changing environment of fare collection
- ▶ **Alternative Service Models**
 - Transportation Network Companies (TNCs)
 - Sunday, 3:45pm Paul Davis – Lyft
 - On-Demand/Micro-Transit
- ▶ **Funding**
 - Operating
 - Capital
 - Declining ridership
- ▶ **Facilities**
 - Downtown Santa Cruz Pacific Station
 - New home for paratransit

Alice Malmberg



- ▶ Vice President of Internal Affairs, UCSC Undergraduate Student Union Assembly

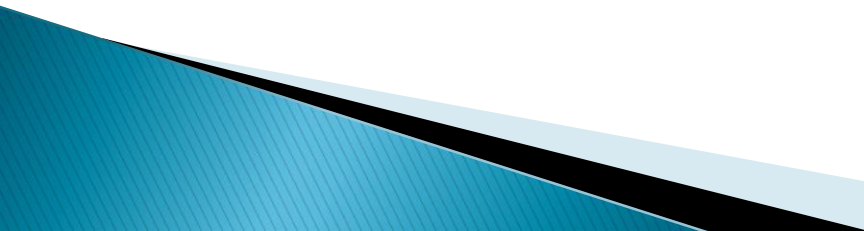
Santa Cruz METRO, UCSC and Cabrillo Community College Story



UCSC



History of METRO

- ▶ 1967 – METRO established by state legislature
 - ▶ 1968 – Funding created with property taxes
 - ▶ 1971 – Consolidated local private/municipal bus companies and purchased first buses
 - ▶ 1972 – UCSC/METRO – first service contract
 - ▶ 1978 – METRO switched from property tax to half-cent sales tax for local funding
 - ▶ 1978 – UCSC created their on-campus transit service, Transportation and Parking Services (TAPS)
 - ▶ 1989 – Earthquake – Hwy 17 service established
- 

Orientation: UC Santa Cruz

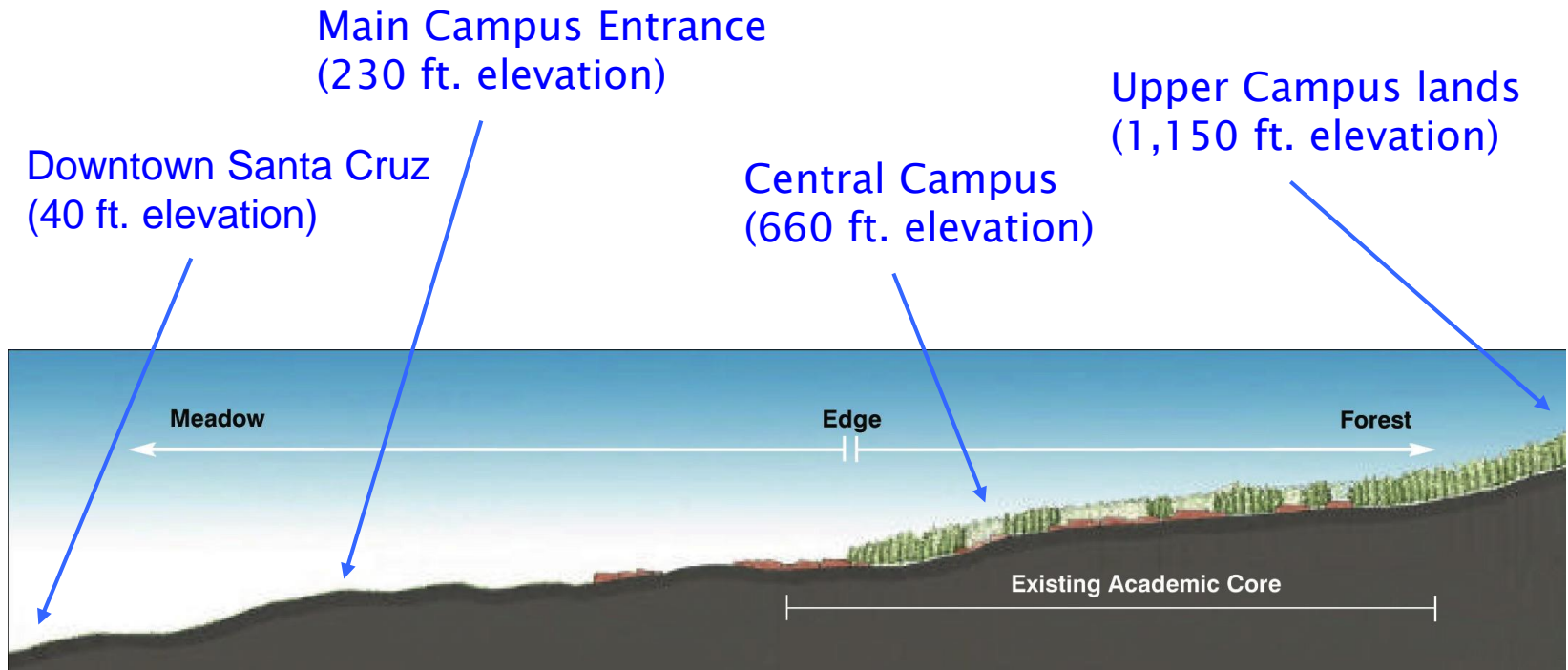
- Perched on the side of Ben Lomond Mountain, overlooking Santa Cruz and Monterey Bay
- Redwood and oak forests to the north, rolling grasslands to the south
- 2,020 acres, only 450 acres developed
- 1 mile from Main Entrance to Central Campus
- Bounded on three sides by State and City parks



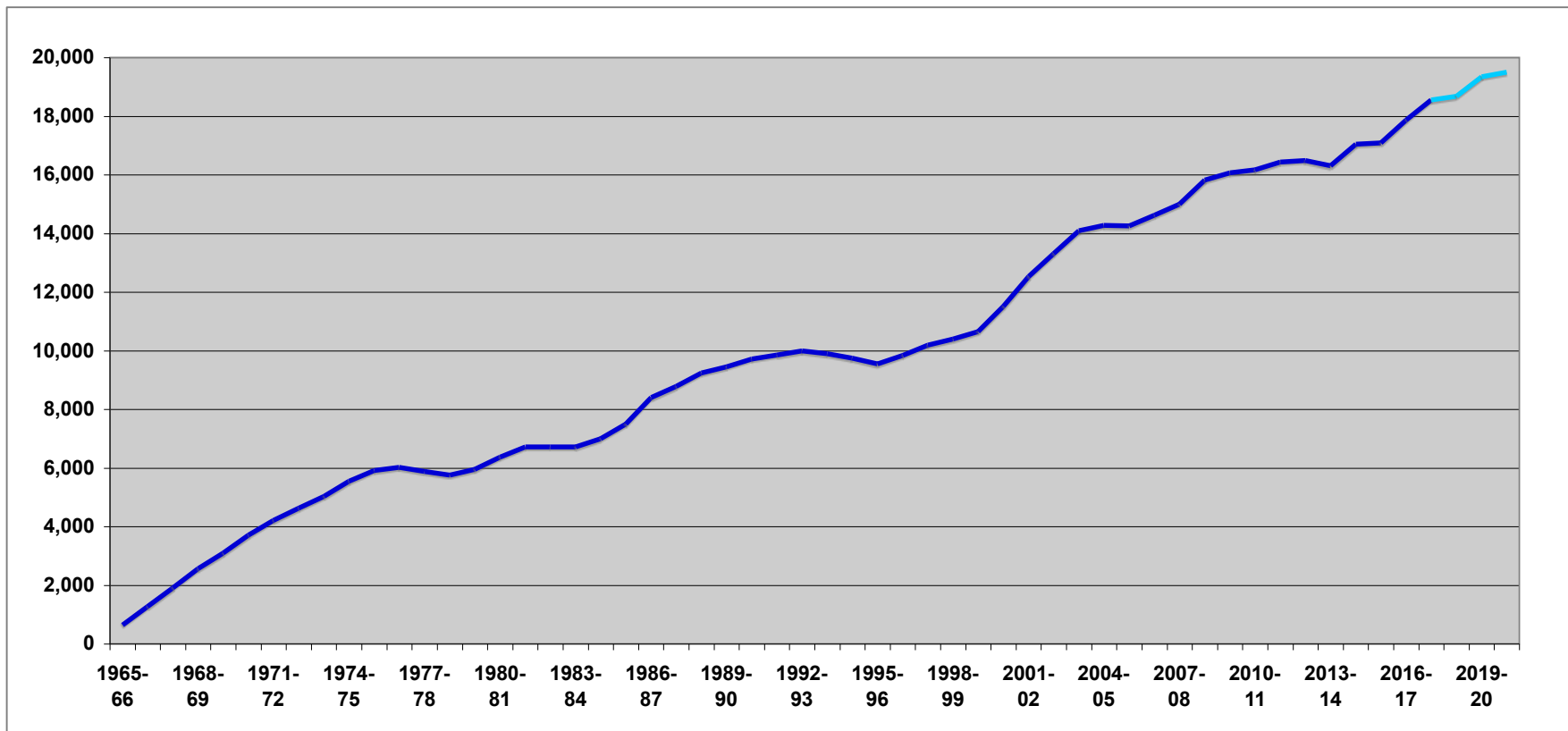


Topography

UCSC is located on a hillside above coastal Santa Cruz...

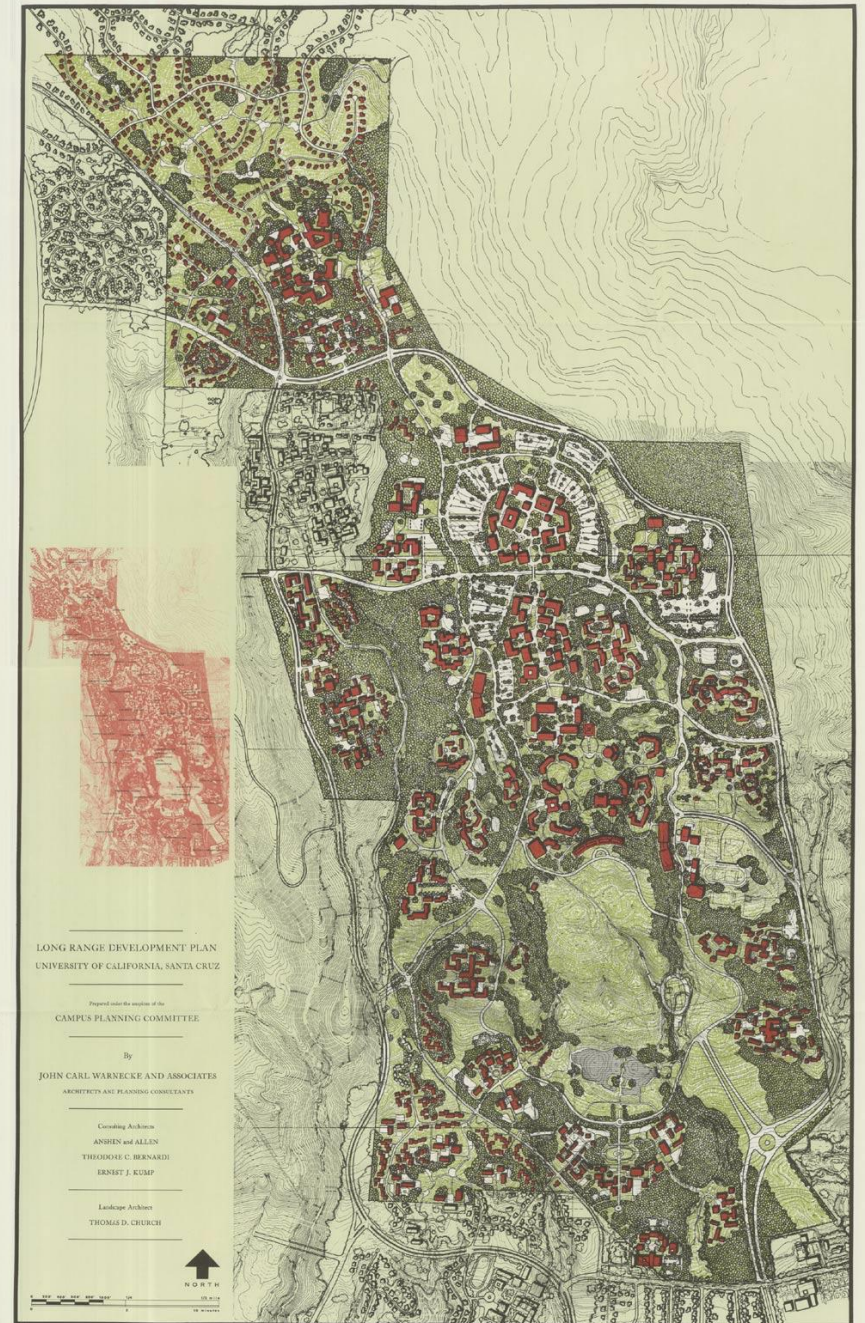


UCSC Three-Quarter Average Headcount Enrollment



1963 Long Range Development Plan

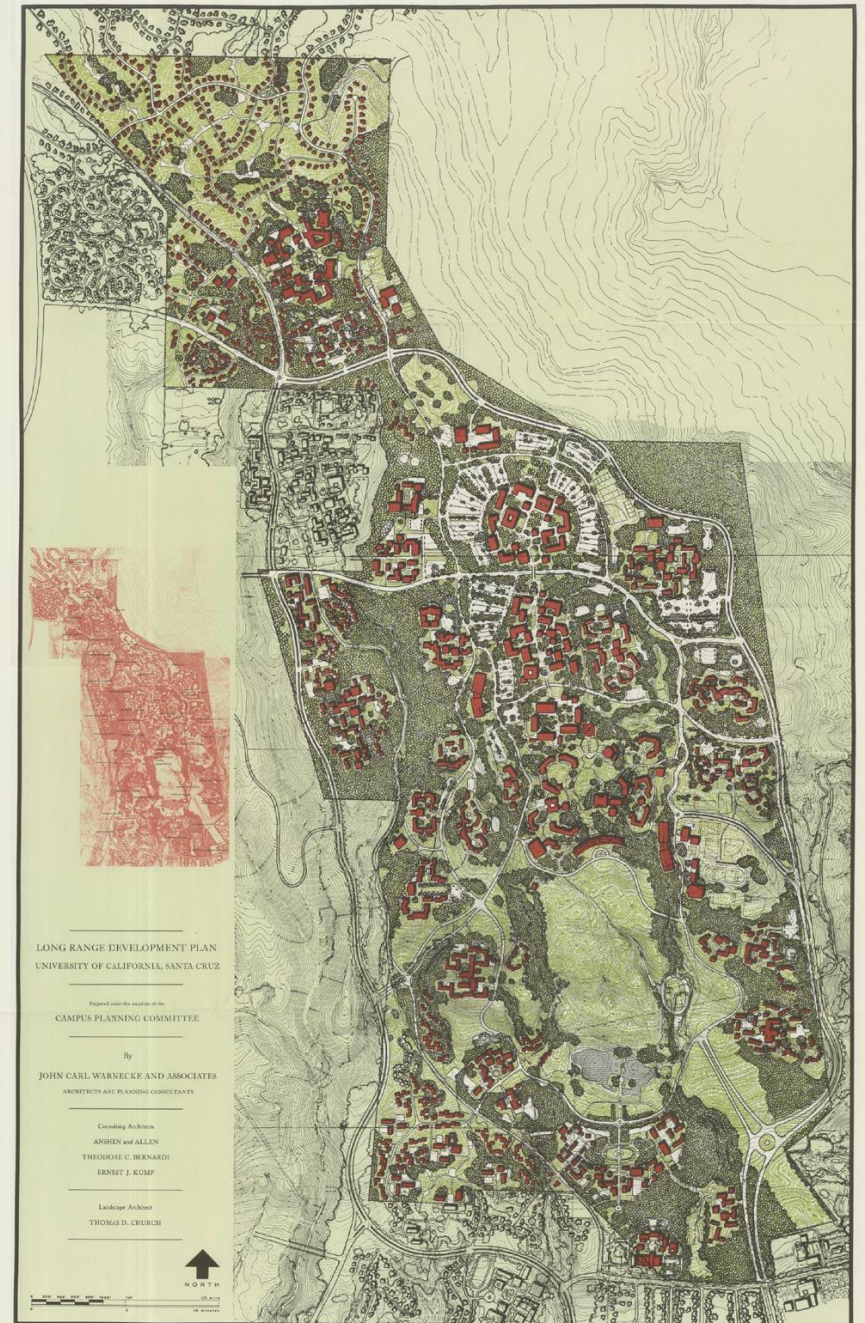
- 20 residential colleges (“Oxbridge”)
- 10 professional schools
- 27,500 students
- 50% of total student enrollment housed on-campus
- 13,750 parking spaces by 1990 — about one parking space for every two students
- “Parking will be placed where reasonable walks are possible to destination points, but so located that the center of the campus is primarily pedestrian”



1963 Long Range Development Plan

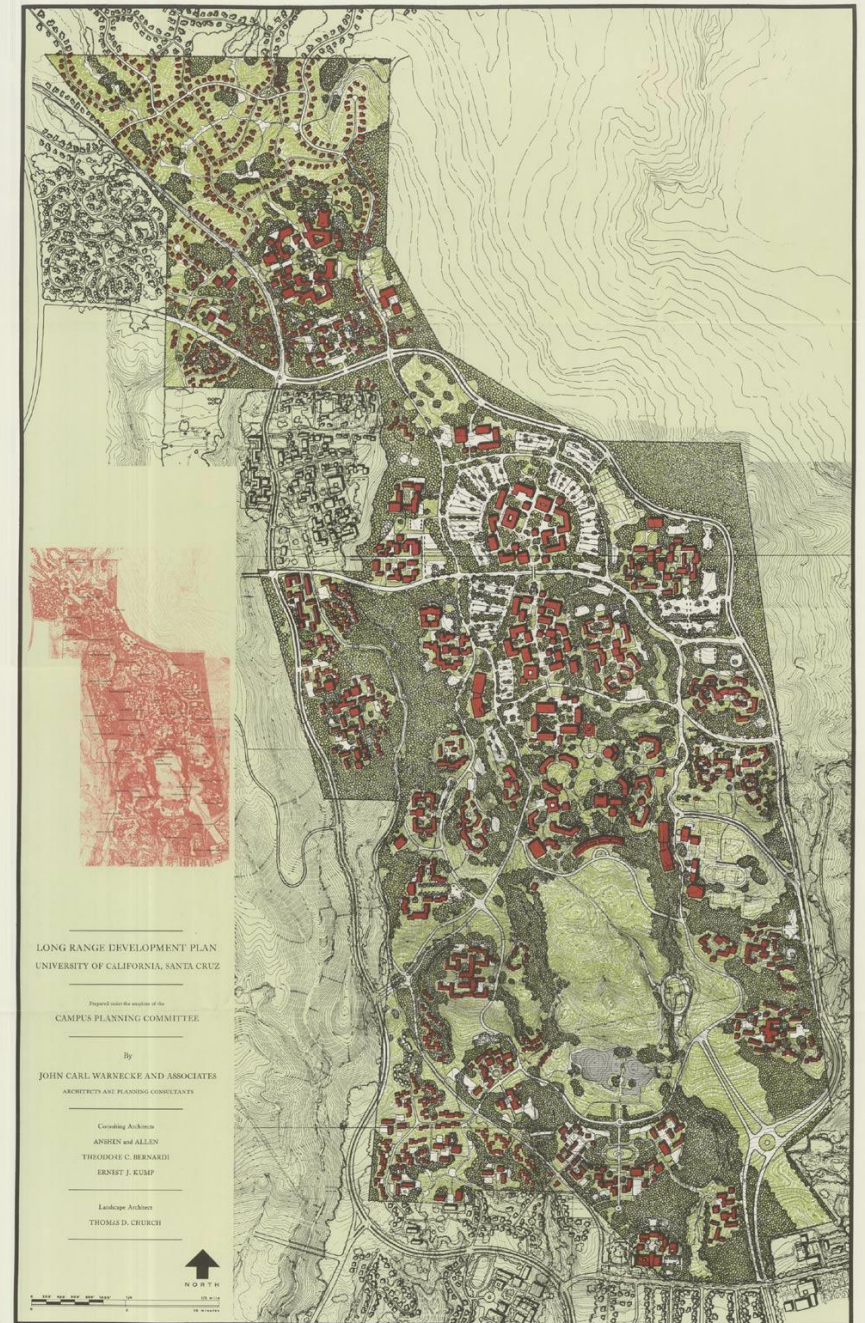
“We have tried to plan ahead with as much precision as possible, but the future is dimly seen at best, and changes undoubtedly will be made from time to time. We think the plan has elements of flexibility that will make it possible to adapt to changed conditions and to further refinement of program as better methods of imparting instruction are discovered.”

— Chancellor Dean McHenry



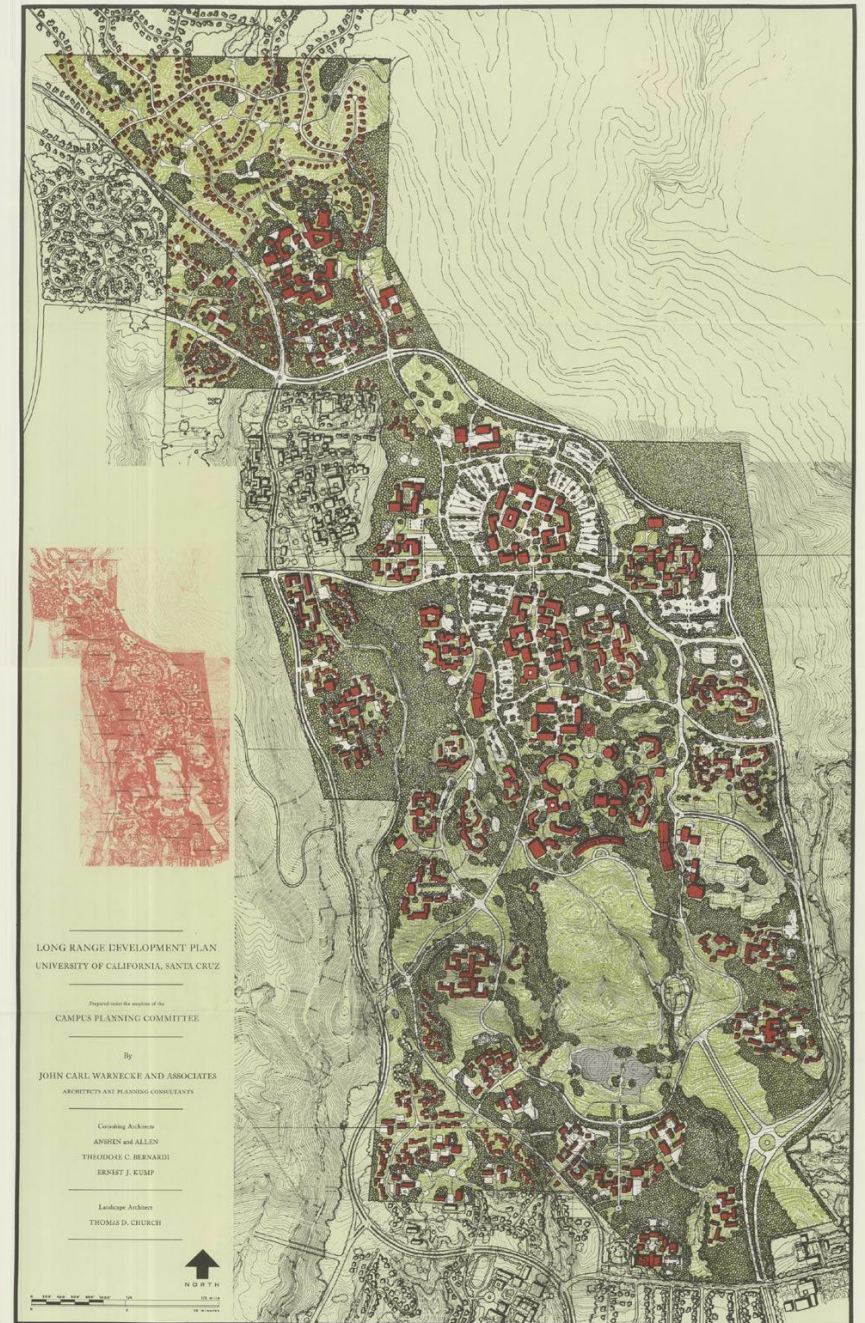
1963 Long Range Development Plan

“It is strongly recommended that a transit system be instituted, to traverse the inner loop of the campus road system, and to connect the campus with the City of Santa Cruz. Such a transit system, to be used by students, staff, and service personnel as well as visitors, will be necessary in order to minimize use of individual automobiles and allow the campus roads to remain relatively narrow thoroughfares. It may at times require subsidy, and may call for unusual vehicles such as **micro-buses**.”



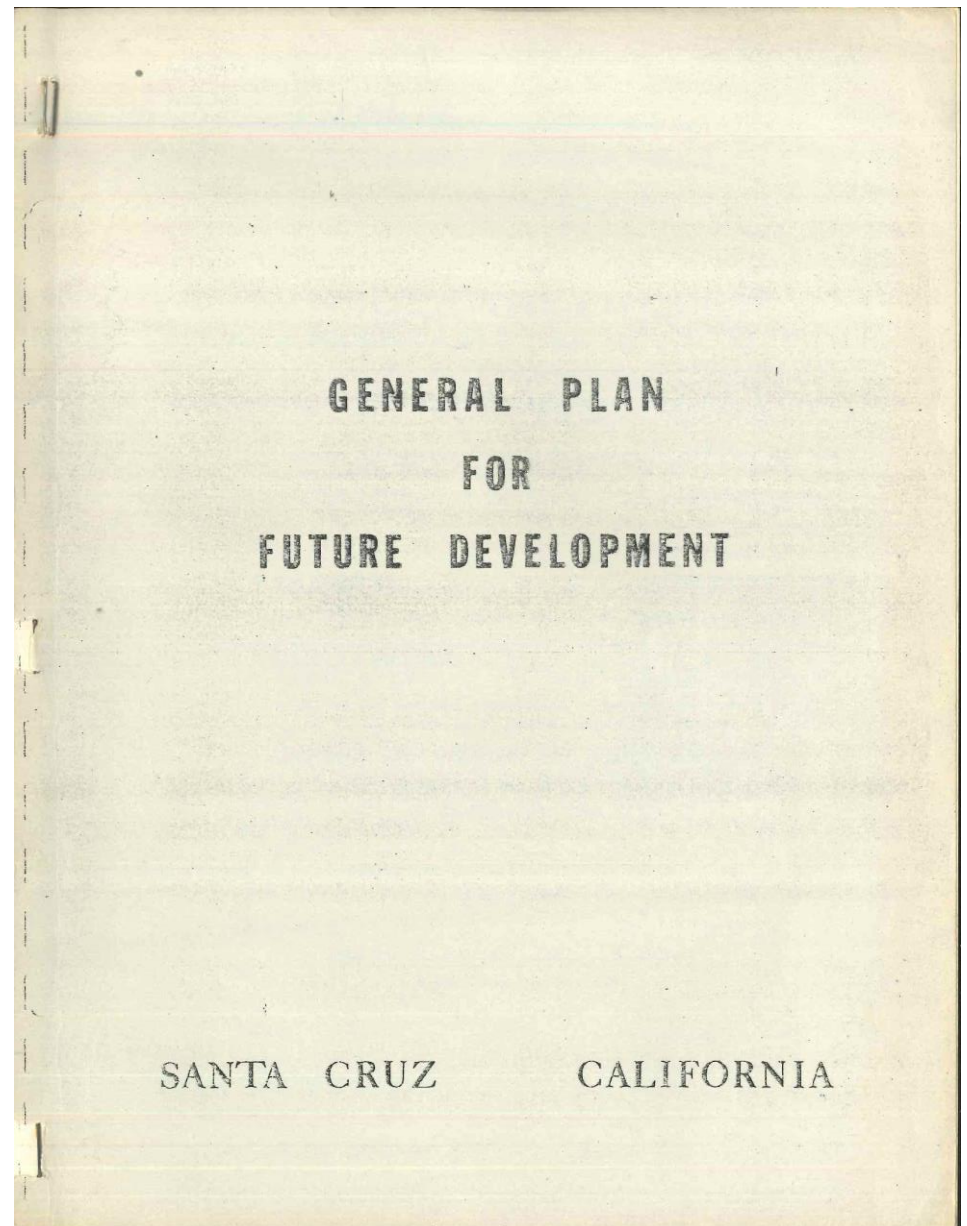
1963 Long Range Development Plan

“These assumptions imply that transit service approximating that of other University of California campuses will be developed as the campus population grows, in accordance with the recommendations of the City, County, and University Planners.”



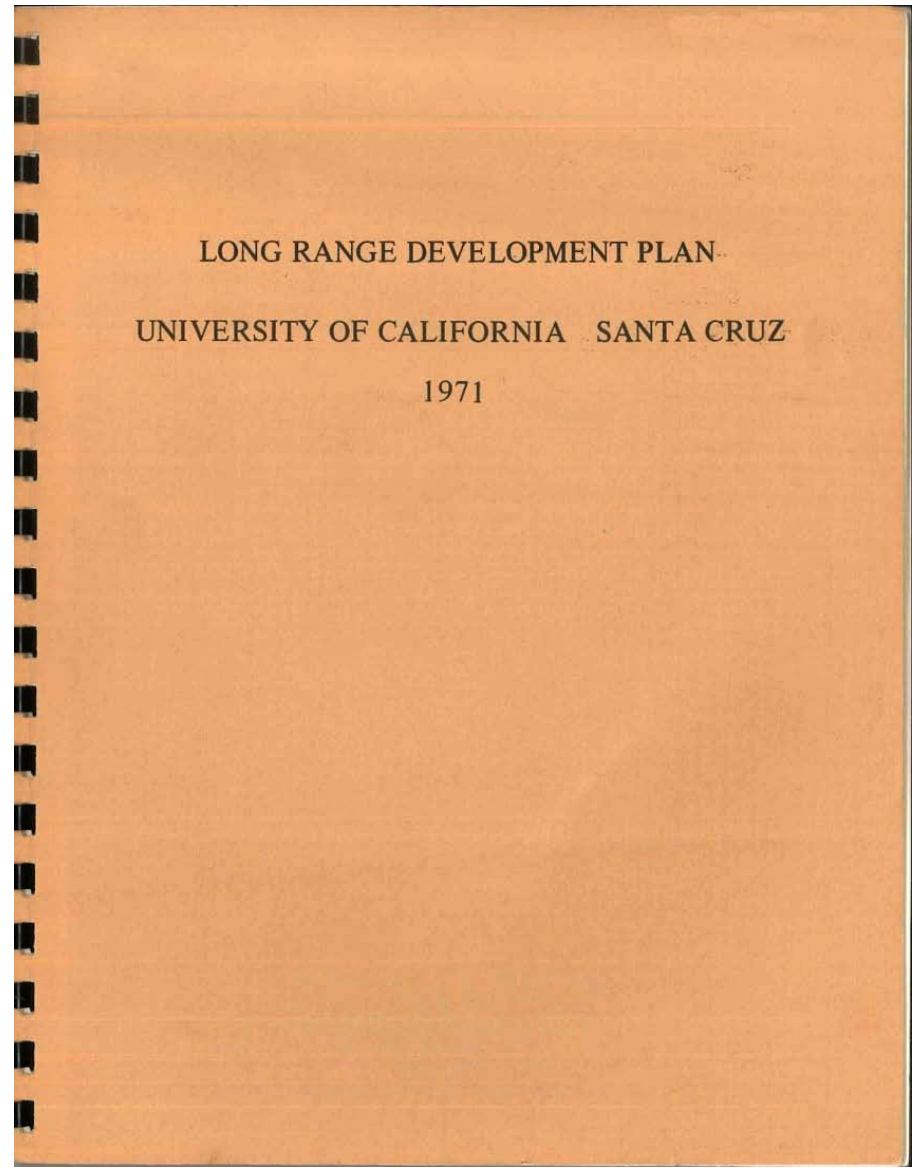
1964 General Plan for City of Santa Cruz

- Low-density “suburbs” on properties adjoining UCSC campus (now State and City parks)
- Population of 100,000 residents (now ~60,000)
- A major freeway through the west side of town, and nuclear power plant in Davenport (not so much...)



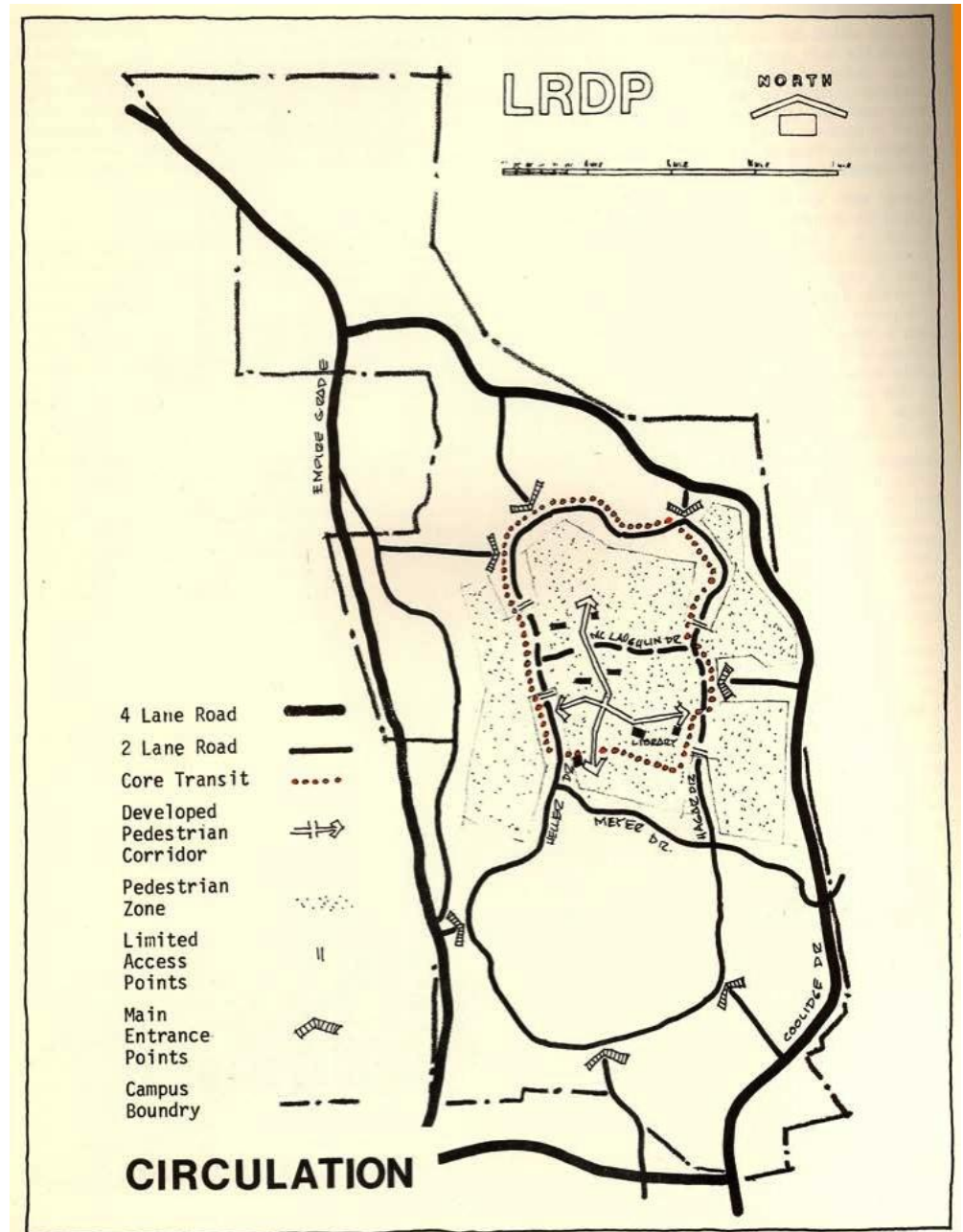
1971 Long Range Development Plan

- 27,500 => **12,500** students
- 13,750 => **10,800** parking spaces

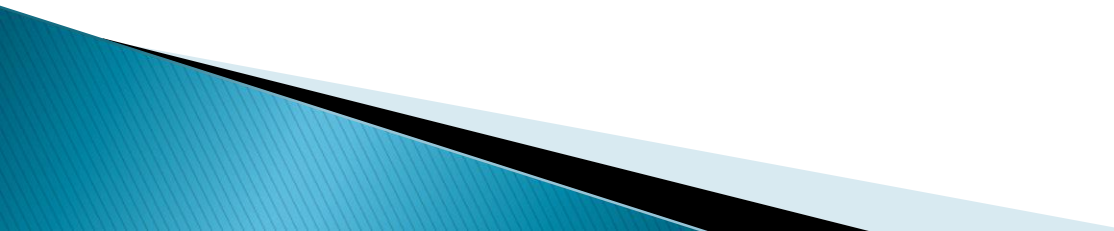


1971 Long Range Development Plan

“An integral part of the plan to create a large pedestrian precinct and limit private vehicular movement within the central campus is the development of a transit system along a core ring with possible north and south feeders. This system, specified in recent circulation studies and included in the major capital improvement program for the campus, may be automated and contained in its own right of way. With this network, college will be linked to college and reasonably rapid movement between colleges and facilities in the academic core will be ensured.”

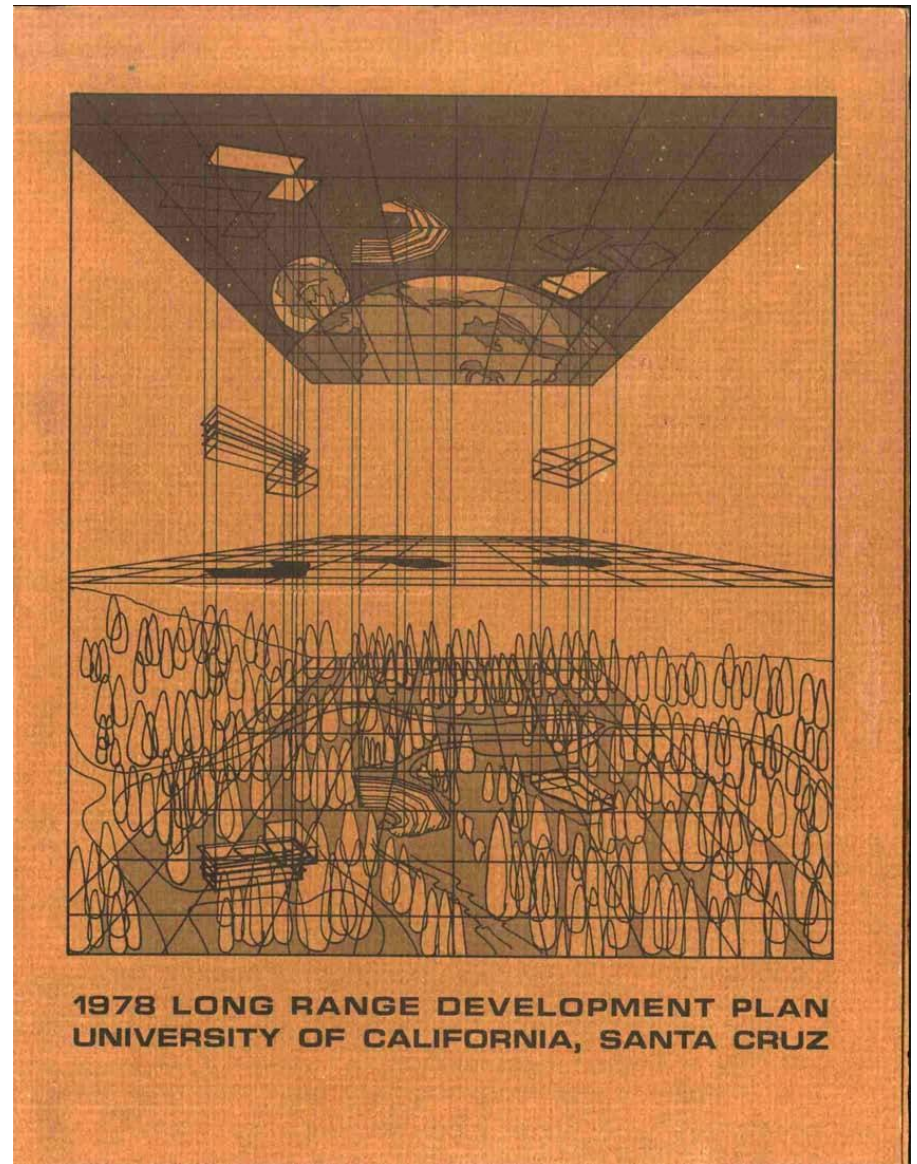


UCSC Student Transit Fee

- ▶ Proposed a \$3.50/quarter student fee
 - ▶ Would provide UCSC students fare-free boarding of any Metro service operating in Santa Cruz County
 - ▶ Approved and implemented Fall 1972
 - ▶ Fee increased to \$5.00/quarter in Fall 1976
- 

1978 Long Range Development Plan

- 27,500=> 12,500=> **7,500** students
- 13,750=> 10,800=> **4,200** parking spaces
- Enrollment growth stalled
- Proposition 13 reduced property tax rates on homes, businesses and farms — with resulting reductions in State funding of public schools

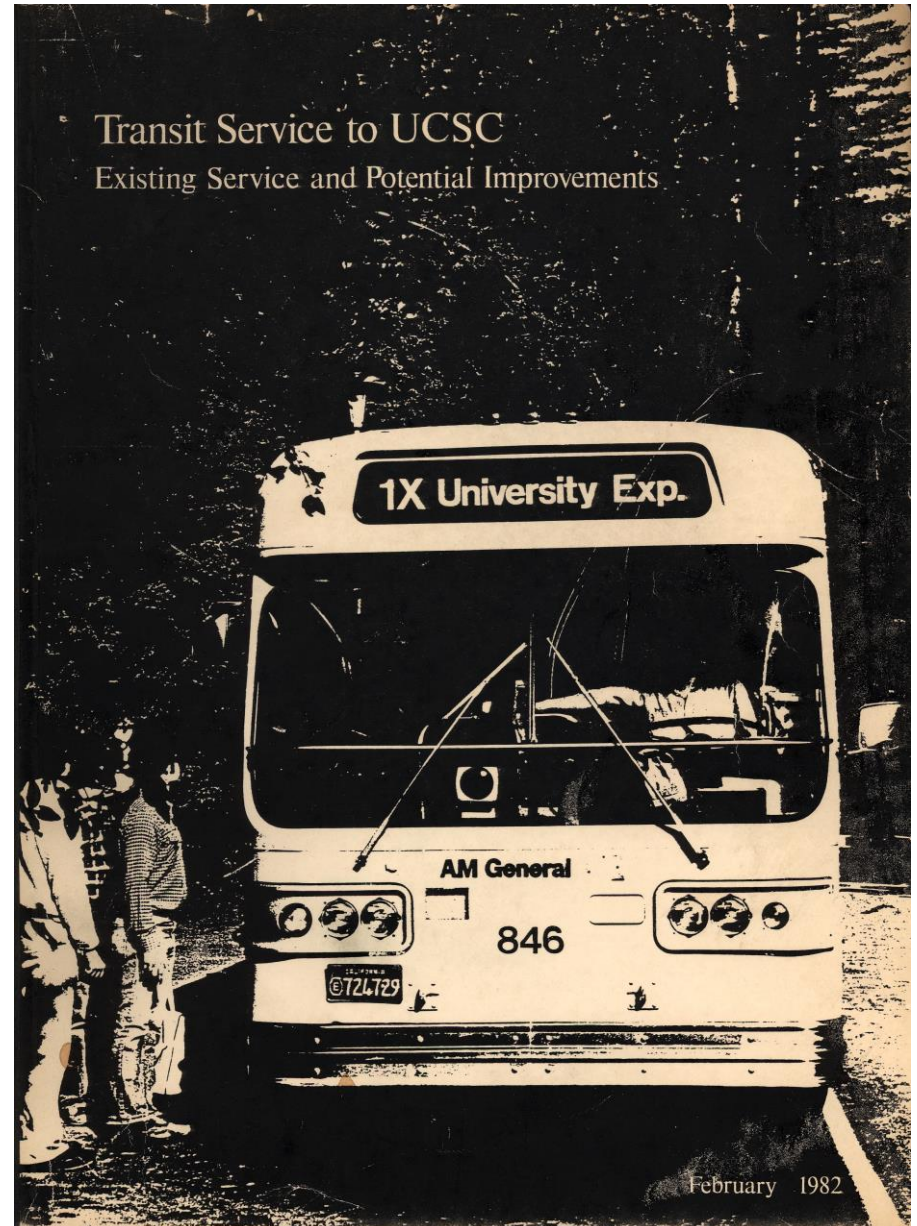


1982 Transit Services

“SCMTD service may be increased to fill the demand to new and underserved areas of student residence and any other area which represents significant demand for service.”

“While students are using transit in very higher numbers (45% in 1976), incentives to increase this to 60% will be implemented.”

“Staff and faculty have generally shunned the use of transit alternatives (8% in 1976).”





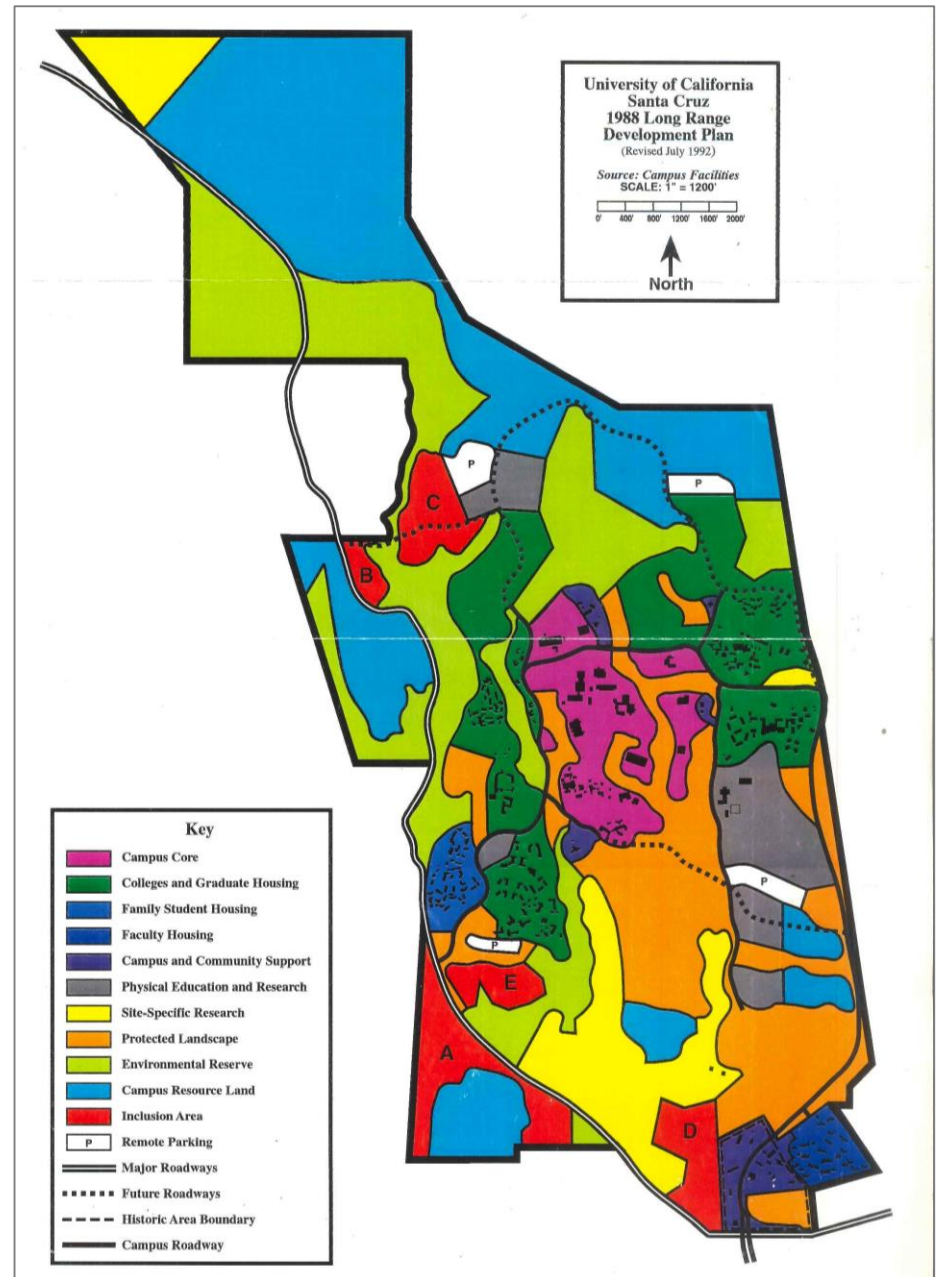
1982 Transit Services

- 15-minute headways weekdays 6:30am-7:45pm
- 30-minute headways weekends and weekdays 7:45pm-11:15pm
- 60-minute headways evenings 11:15pm-12:15am
- UCSC students account for 22% of the total SCMTD ridership during the school term.
- 67% of riders on UCSC routes use the bus 5-6 days/week.
- UCSC operates two mini-buses on 15-minute headways weekdays from 7:50am-5:45pm.



1988 Long Range Development Plan

- Up to 15,000 students
- 8,200 parking spaces
- Expand on-campus transit operations
- House a greater percentage of student enrollment on-campus



Transit Service Enhancements 1990–2005

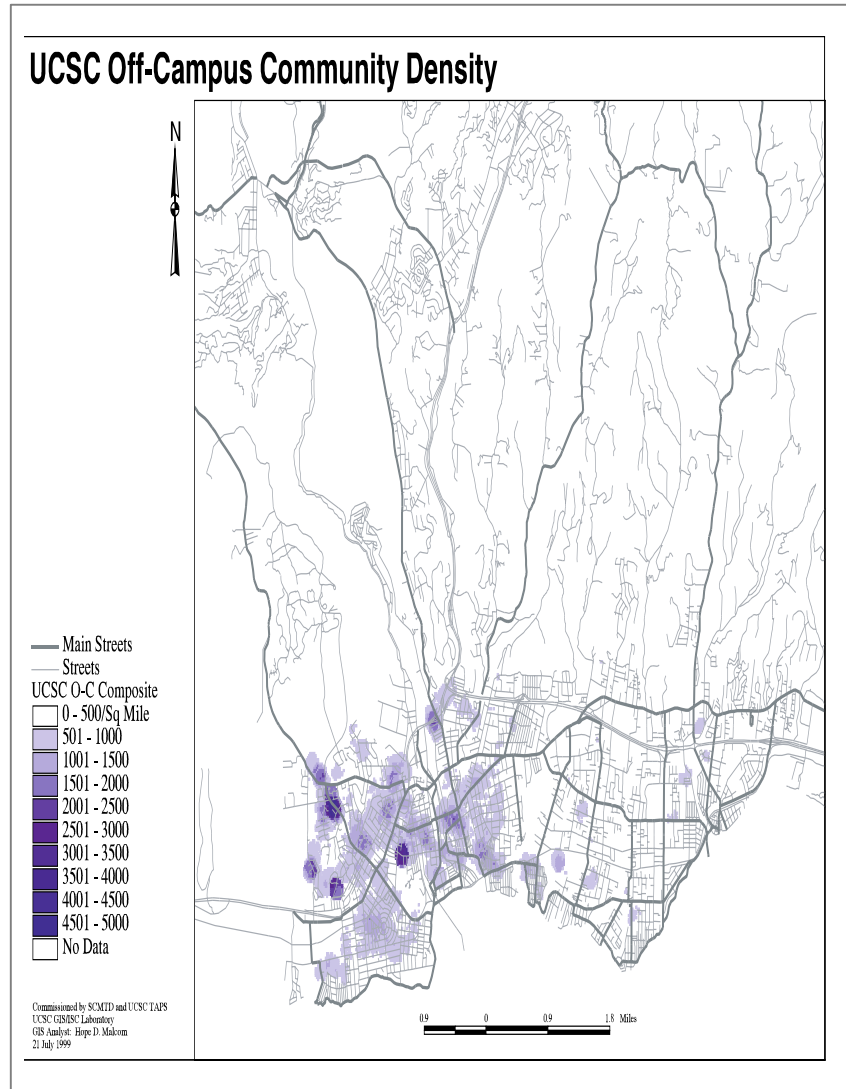
- **Winter 1990:** Non-voting UCSC “ex officio” position created on the Metro Board of Directors.
- **Spring 2000:** UCSC TAPS launches the Bike Shuttle Program transporting 16 bikes & passengers uphill to campus weekdays.
- **Fall 2002:** Metro launches late-night “Night Owl” service between downtown Santa Cruz and the UCSC campus weeknights until 1:50am and weekends until 2:55am.
- **2003-04 academic year:** UCSC begins operating 35-foot “transit” buses on Campus Transit routes, resulting in a 23.4% ridership increase to 2.102 million passengers.



GIS Analysis: Route 20

Summer 1999:
GIS analysis
reveals 758 UCSC
commuters
residing within ¼
mile of proposed
Western Drive
route.

Metro creates new
**Route 22 UCSC
Western service** -
which exceeds
average PSH
within four weeks
of implementation.

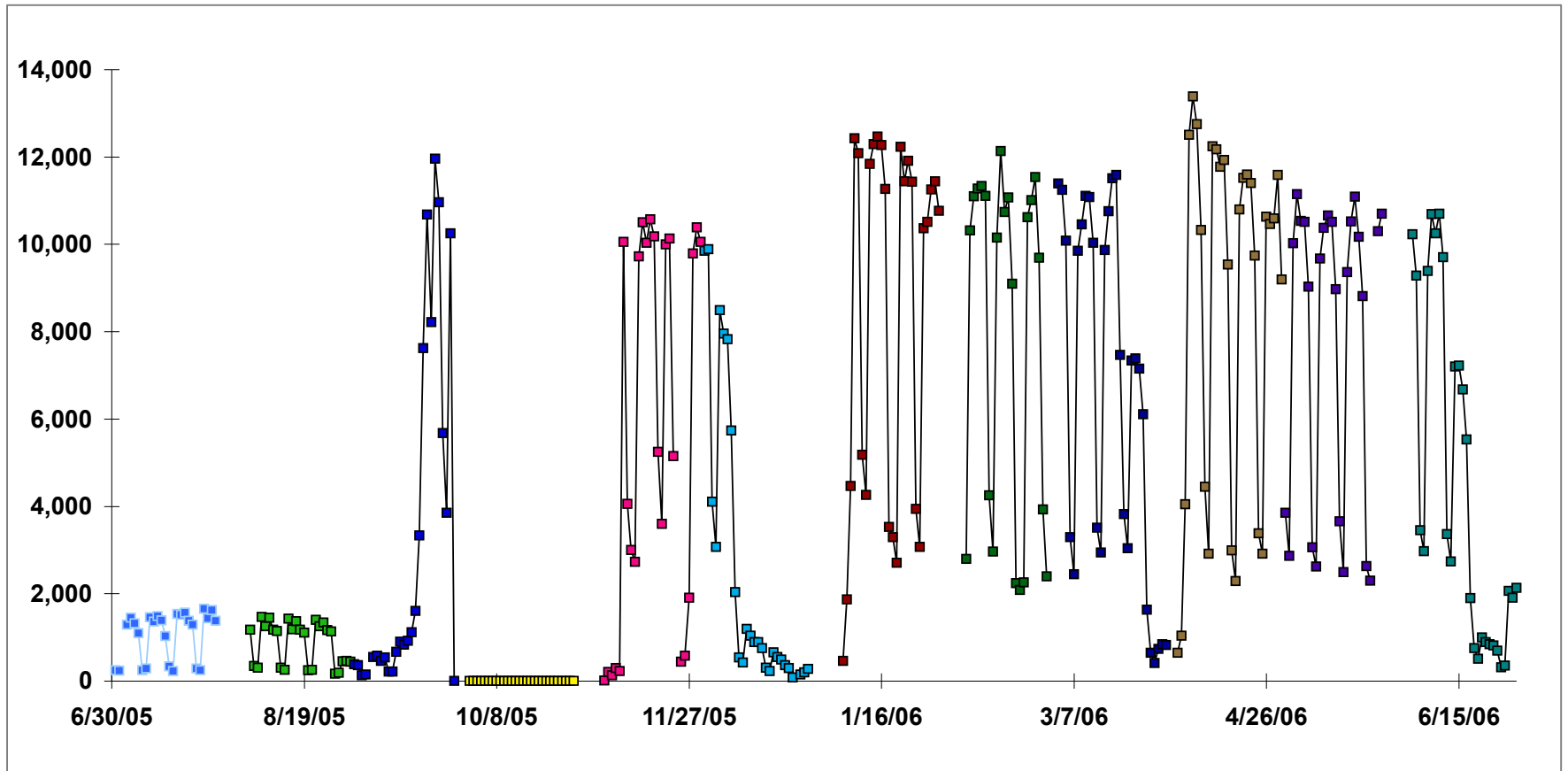


UCSC's Metro Service Contract

- ▶ Boardings by UCSC students and employees are recorded for every Metro route and trip within Santa Cruz County
- ▶ UCSC was invoiced monthly for total number of boardings:
 - Fall 2003 rate: **85.3¢**/boarding
 - Annual CPI adjustment to the rate
 - Fall 2015 rate: **\$1.393**/boarding
 - 2015-16 cost: \$3.694 million

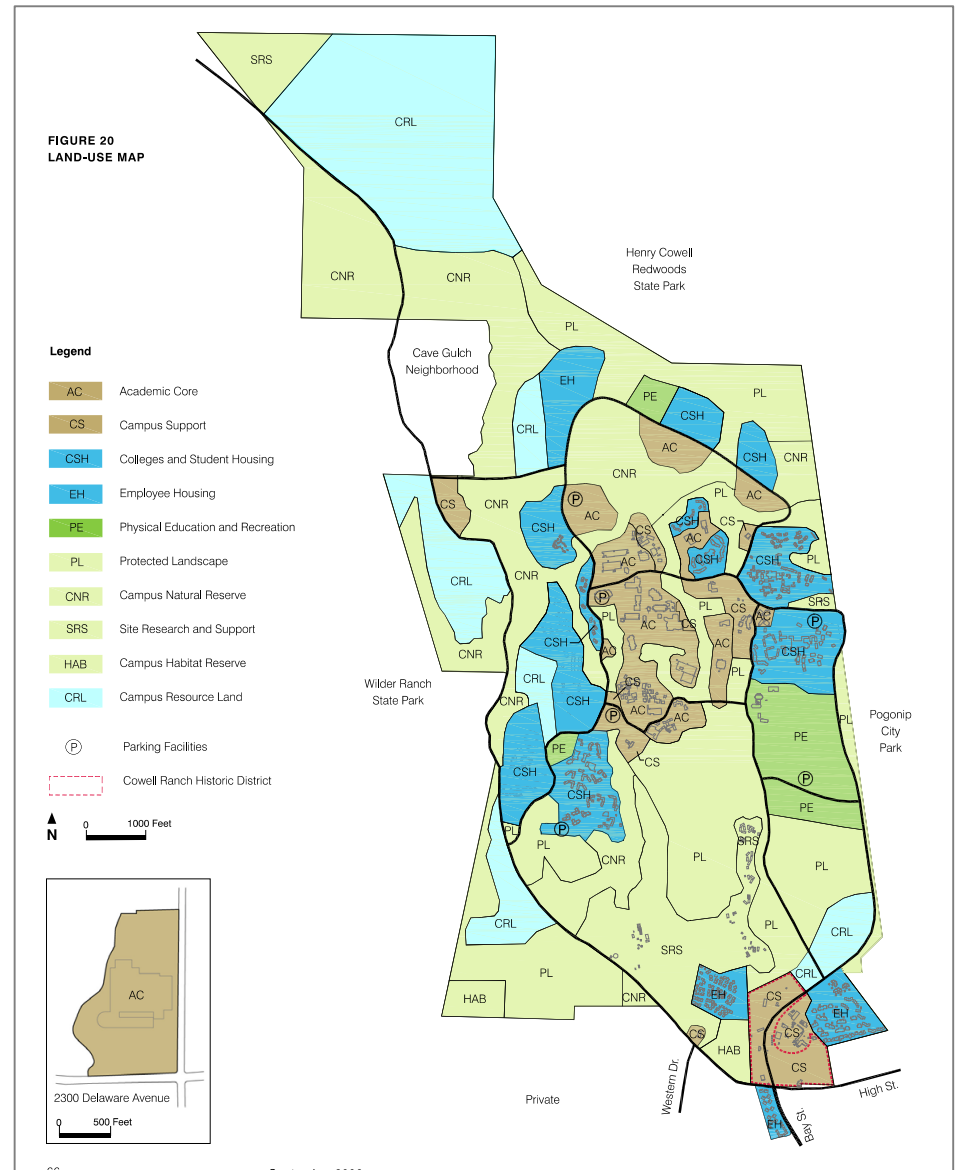


35-Day Metro Strike, Fall 2005



2005 Long Range Development Plan

- Up to 19,500 students, of which 15% are graduate students
- Up to 5,100 faculty and staff
- 7,100 parking spaces
- Community concerns about housing impacts, water demand, and traffic congestion

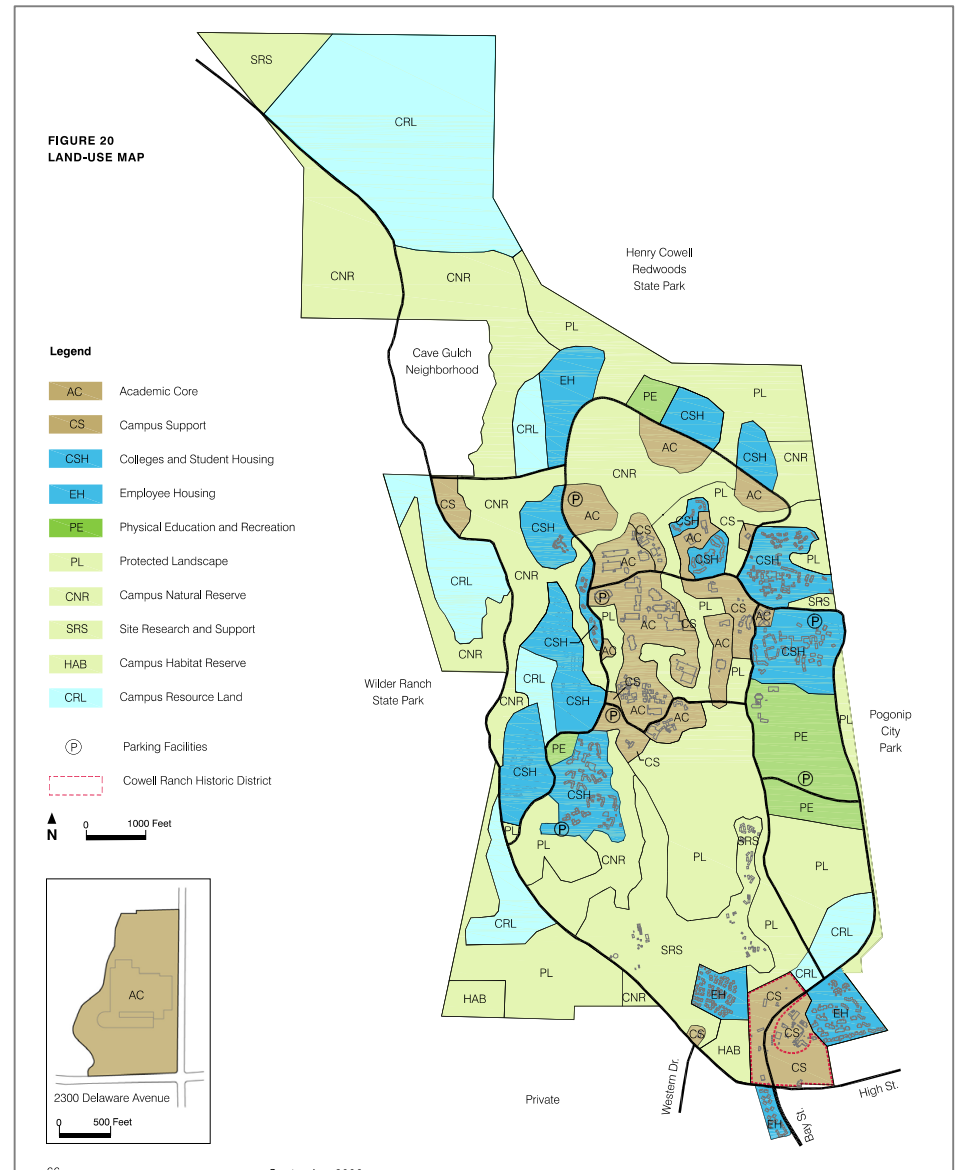


Comprehensive Settlement Agreement (CSA)

Lawsuits brought against UCSC by the City, County and several neighborhood groups concerning the 2005 LRDP and associated Environmental Impact Report (EIR)

Court directed parties to negotiate a settlement that addressed impacts of campus growth on the community

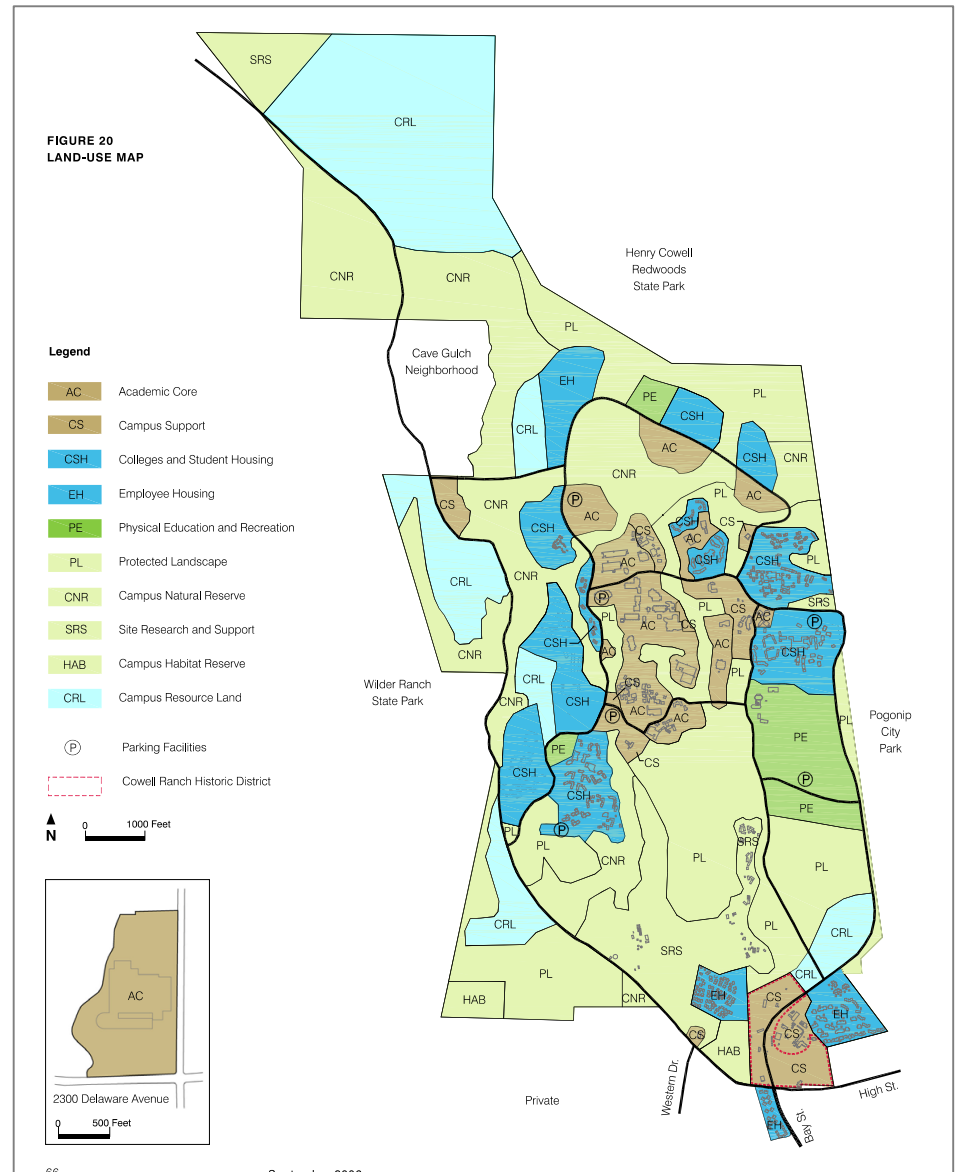
Legal obligations apply “for as long as the 2005 LRDP is in effect”



Comprehensive Settlement Agreement (CSA)

Three Big Issues:

- Housing impacts
- Water impacts
- **Traffic impacts**
 - 28,700 ADT “trip cap”
 - Traffic Impact Fee (TIF) of **\$1.427M** paid for forecast additional 3,900 ADT
 - Additional TIF payments for new/planned development at 2300 Delaware and Coastal Science Campus locations
 - UCSC, City and Metro work to “enhance transit service”

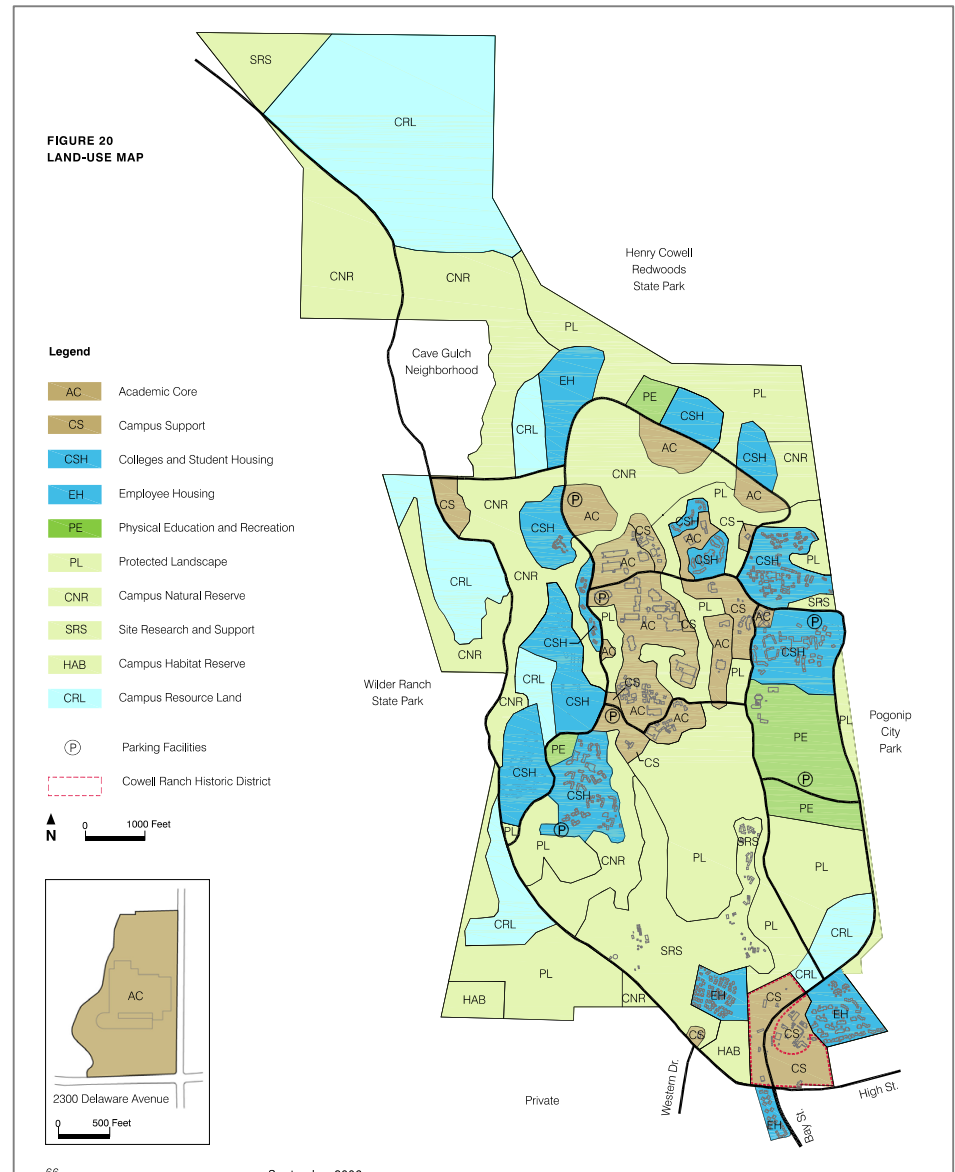


Comprehensive Settlement Agreement (CSA)

Completion of University Assistance Measures (UAMs) from the 1988 LRDP (road widening, road resurfacing, and intersection signalization)

Shared funding commitments include:

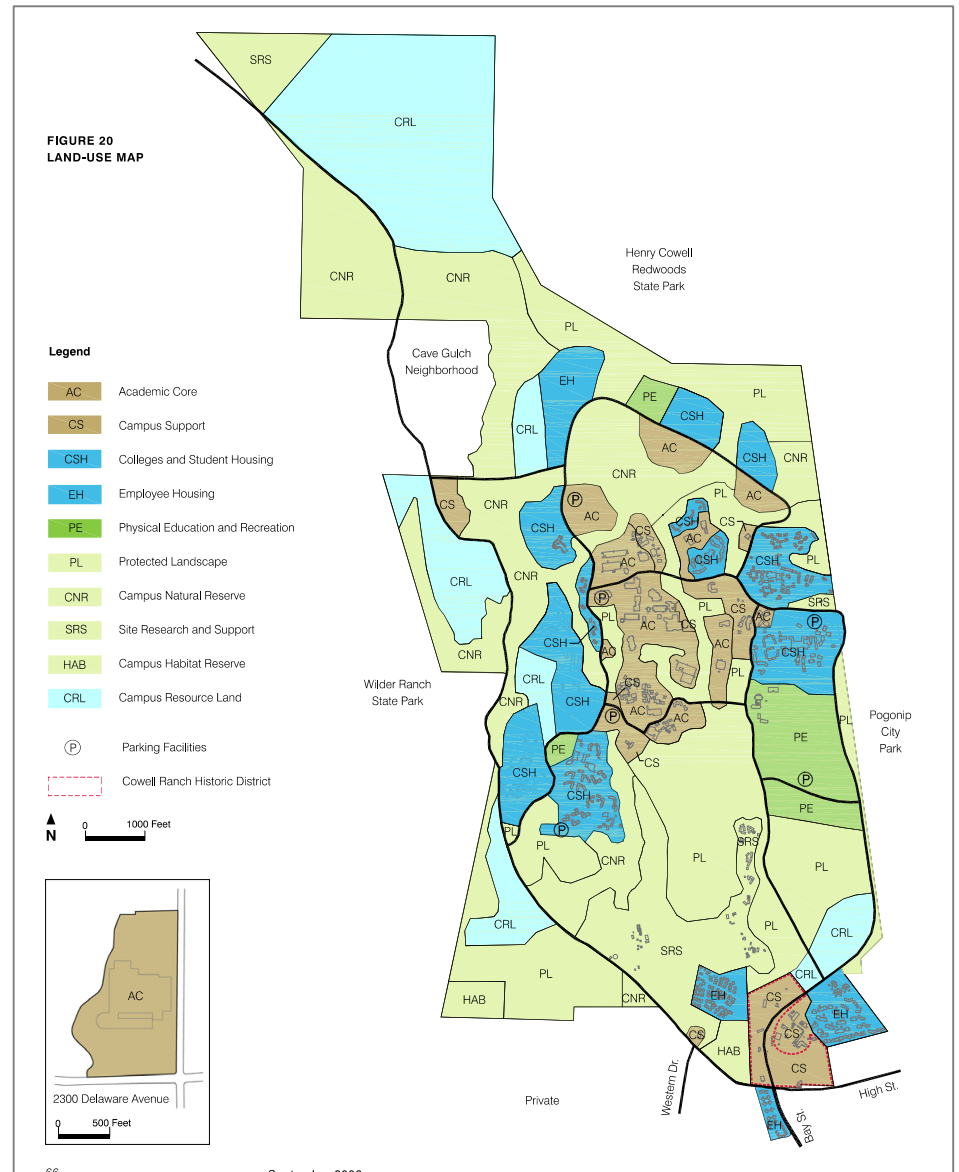
- **\$500k** from City and UCSC for transportation improvements not included in the City's TIF program
- **\$50k** from City and UCSC for studies of "public transportation system capable of reducing the use of City streets and traffic congestion on City streets."



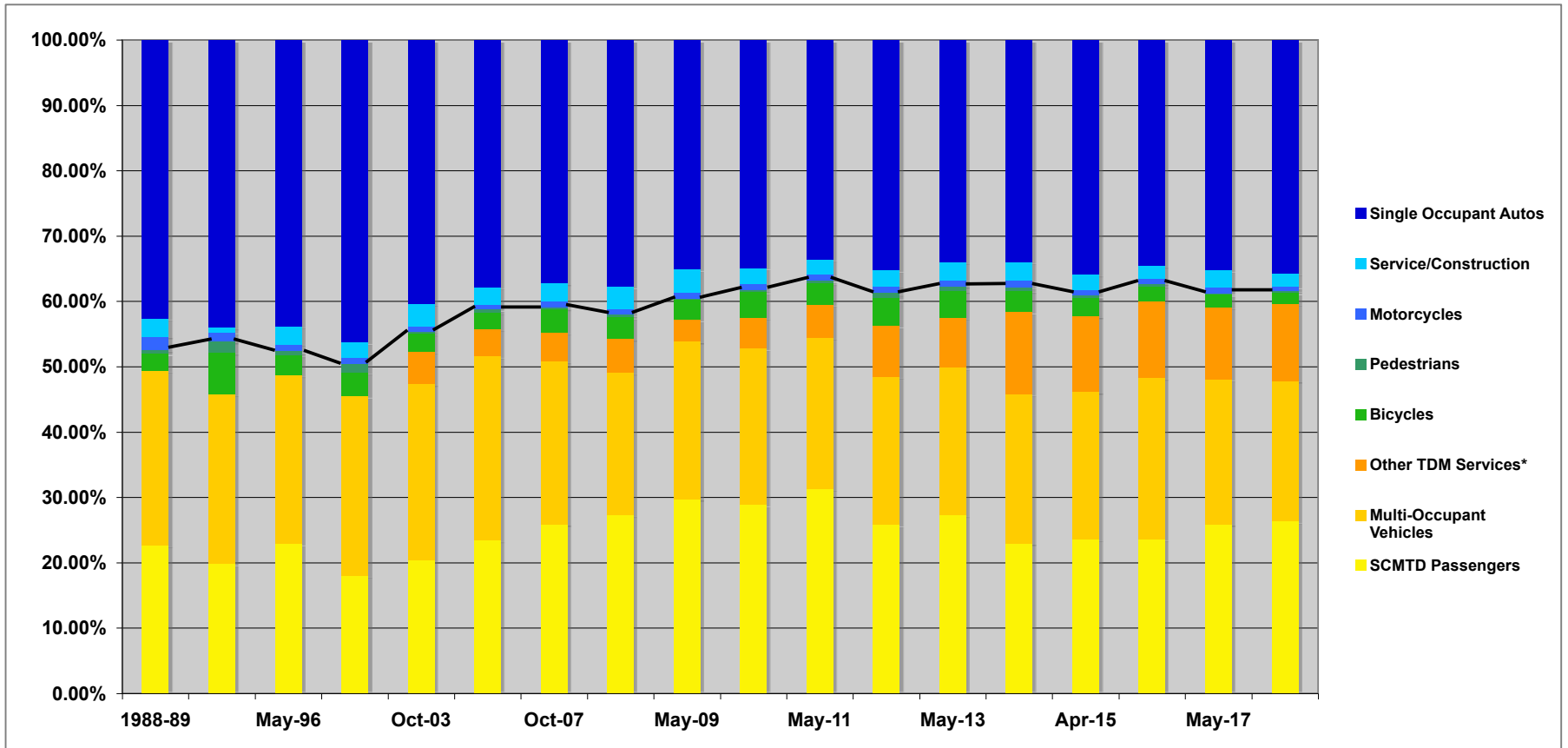
Comprehensive Settlement Agreement (CSA)

Requirements of the “trip cap” might be reduced or suspended if:

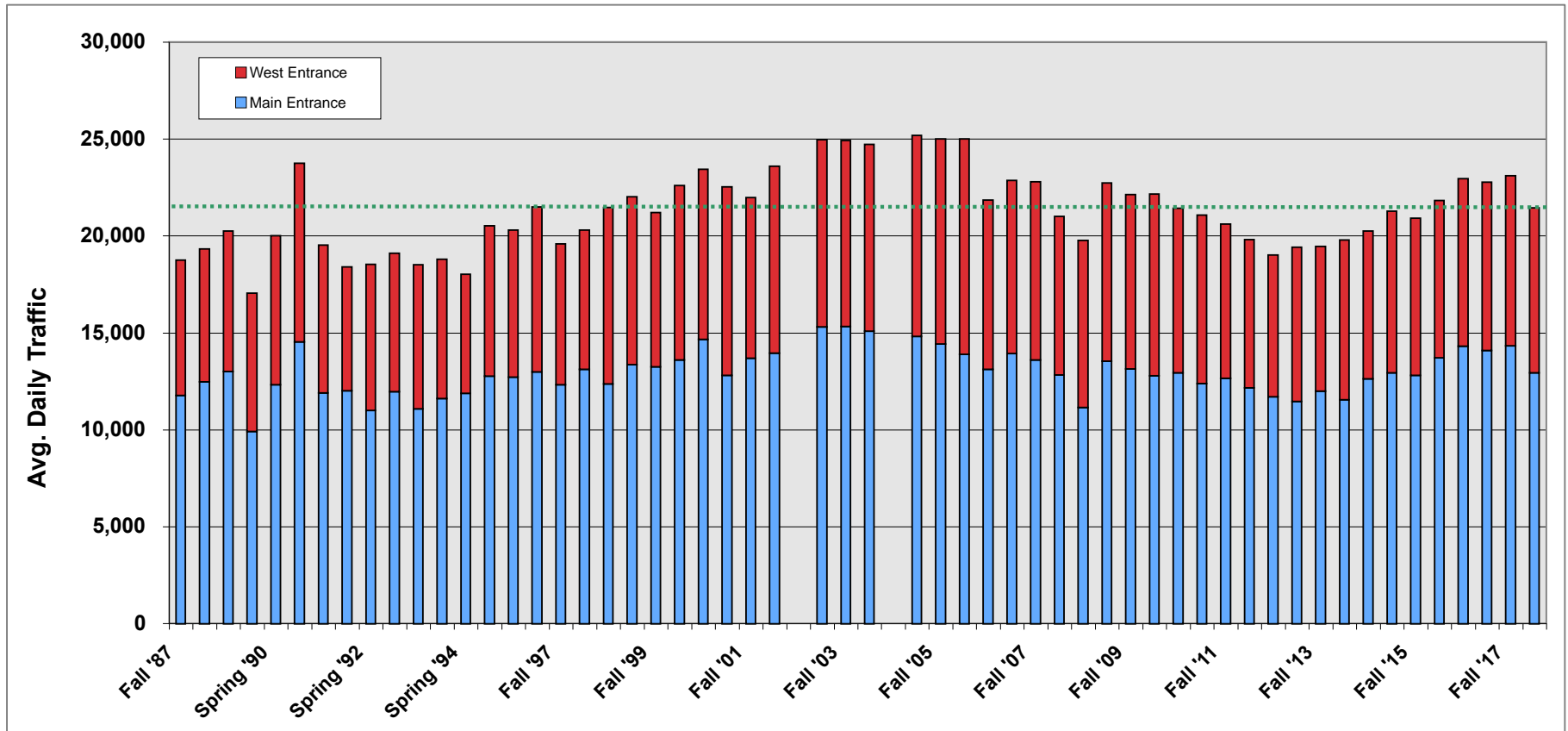
- Metro service levels are reduced below 2007-08 conditions, or
- Metro transit service to the main campus does not increase in proportion to campus population growth such that it accommodates at least 25% of UCSC “mode split”



UCSC Mode Split



Campus Traffic Volume Trends



Campus traffic volumes have dropped 11% since 2005–06 while enrollment grew by 30%

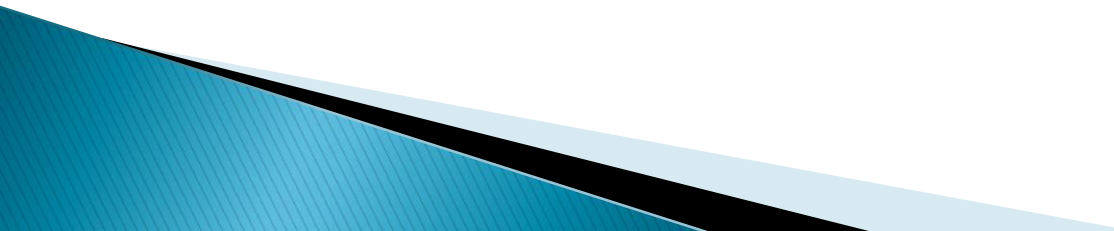
Other Transit Service Changes

- **Fall 2007:** Metro introduced Route 27X providing “limited express” service to UCSC. Operated school term through Spring 2010 when service hours were reallocated to higher-demand routes.
- **Fall 2011:** Night Owl operation shifts from Metro to UCSC, prompting expanded supervisory staffing.
- **Fall 2011:** Metro implements service reductions to select routes, including UCSC. Most cuts were restored in 2012.



- **Fall 2015:** UCSC requested 4 “supplemental” trips per Saturday and Sunday to accommodate afternoon demand by residential students.

METRO Structural Deficit Challenge 2014



METRO 2012 – Today

▶ Post Recession

- Local sales tax revenue shrank during recession
- Combined 13% service cut in FY2010 and FY2011
- All service reductions reintroduced in FY2012
- 2014 Structural Deficit – one-year reserve left
- 2015–16 Comprehensive Operational Analysis
 - 19% service reduction (708 to 620 daily trips)
 - 8% ridership lost one year later

Comprehensive Operational Analysis

- **2015-16:** Metro develops plan for 19% reduction in daily system-wide trips, including significant reductions to UCSC service levels.
- **2015-16:** UCSC develops plan to modify class schedule to add one instructional period each Monday and Wednesday.
- **Summer 2016:** UCSC negotiates to “buy back” service that Metro would have eliminated — saving \$600,000 in service and 5 bus operator positions.
- **Fall 2016:** New Metro service schedule implemented with new UCSC class schedule.



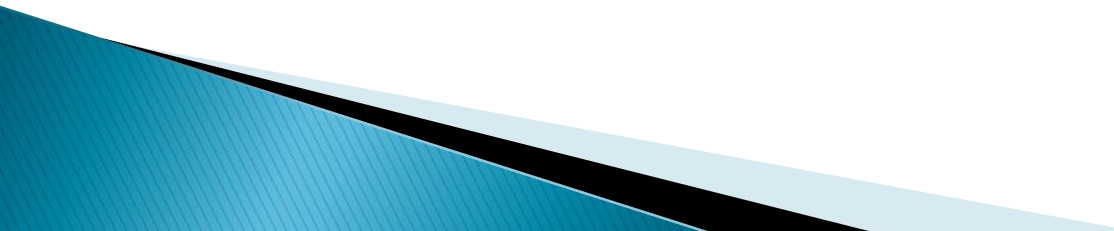
Comprehensive Operational Analysis

MARKET ASSESSMENT
JANUARY 2016

PREPARED BY:

 **TMD**
TRANSPORTATION
MANAGEMENT &
DESIGN, INC.

METRO Steps to Address Structural Deficit

- ▶ METRO in 2014
 - Structural deficit
 - ▶ FY15–16 Steps taken to address structural deficit
 - Administrative belt tightening
 - **Service reduction**
 - Retirement Incentive
 - FY17 budget assumed passage of pending local transportation sales tax measure
- 

Cabrillo Role in Balancing FY17 Budget

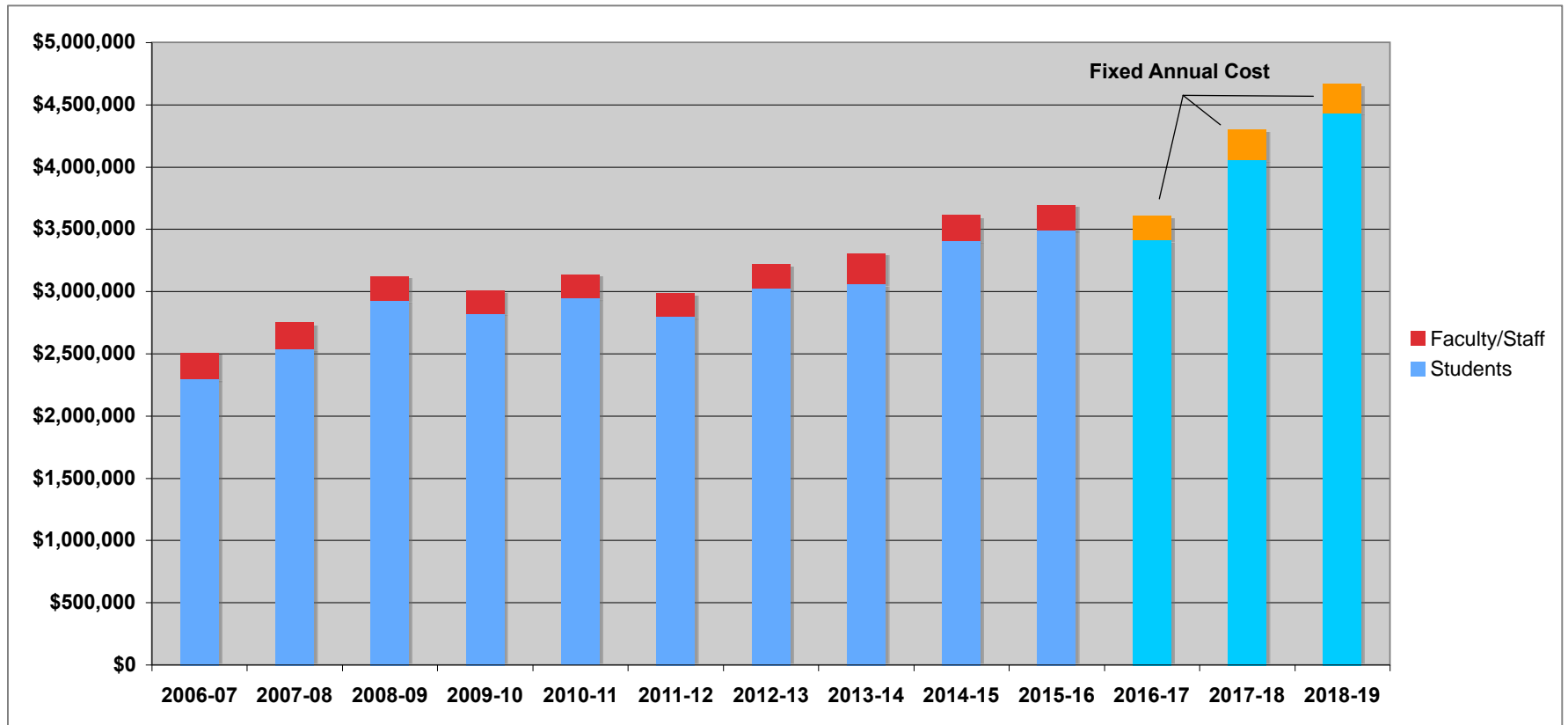
- ▶ 12,000 students
 - Significant lower income students
 - Low cost transportation key to staying in school
- ▶ Cabrillo introduced student bus pass program
 - 2016 Student election passed with 53%
 - Purchased almost \$1 million in service and saved 8 bus operator positions
 - 2017 second student election passed with 78%
 - Voter turnout doubled over 2016

Revised Metro Service Contract

- Both UCSC and Metro shared uncertainty over the ridership-based cost model when:
 - COA resulted in 19% service reductions throughout County
 - UCSC paid to restore cuts to routes serving the campus
 - UCSC changed its longstanding class schedule
- Negotiated a “fixed annual cost” contract in 2016-17
 - UCSC’s cost: \$3.607 million
 - Comparable rate: **\$1.459/boarding**

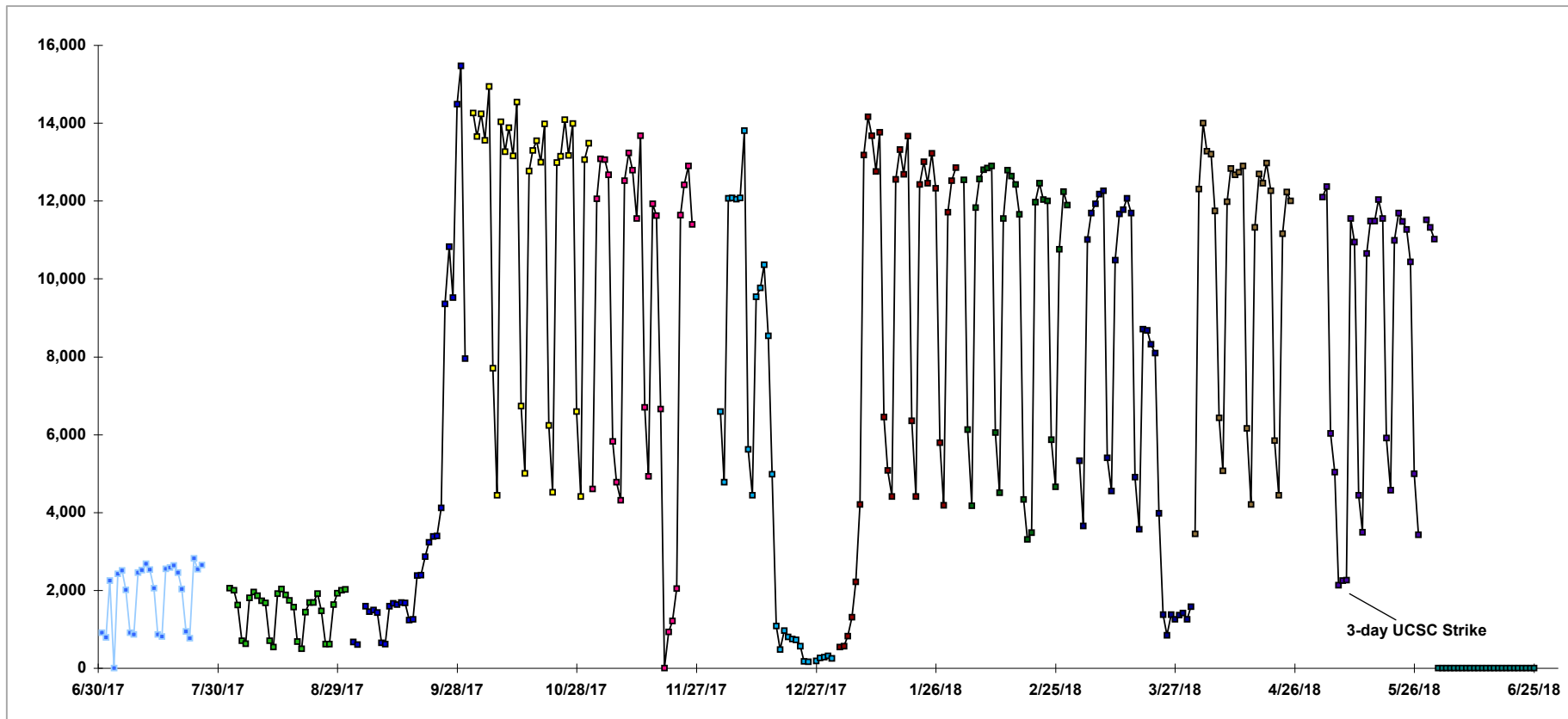


UCSC's Annual Metro Costs

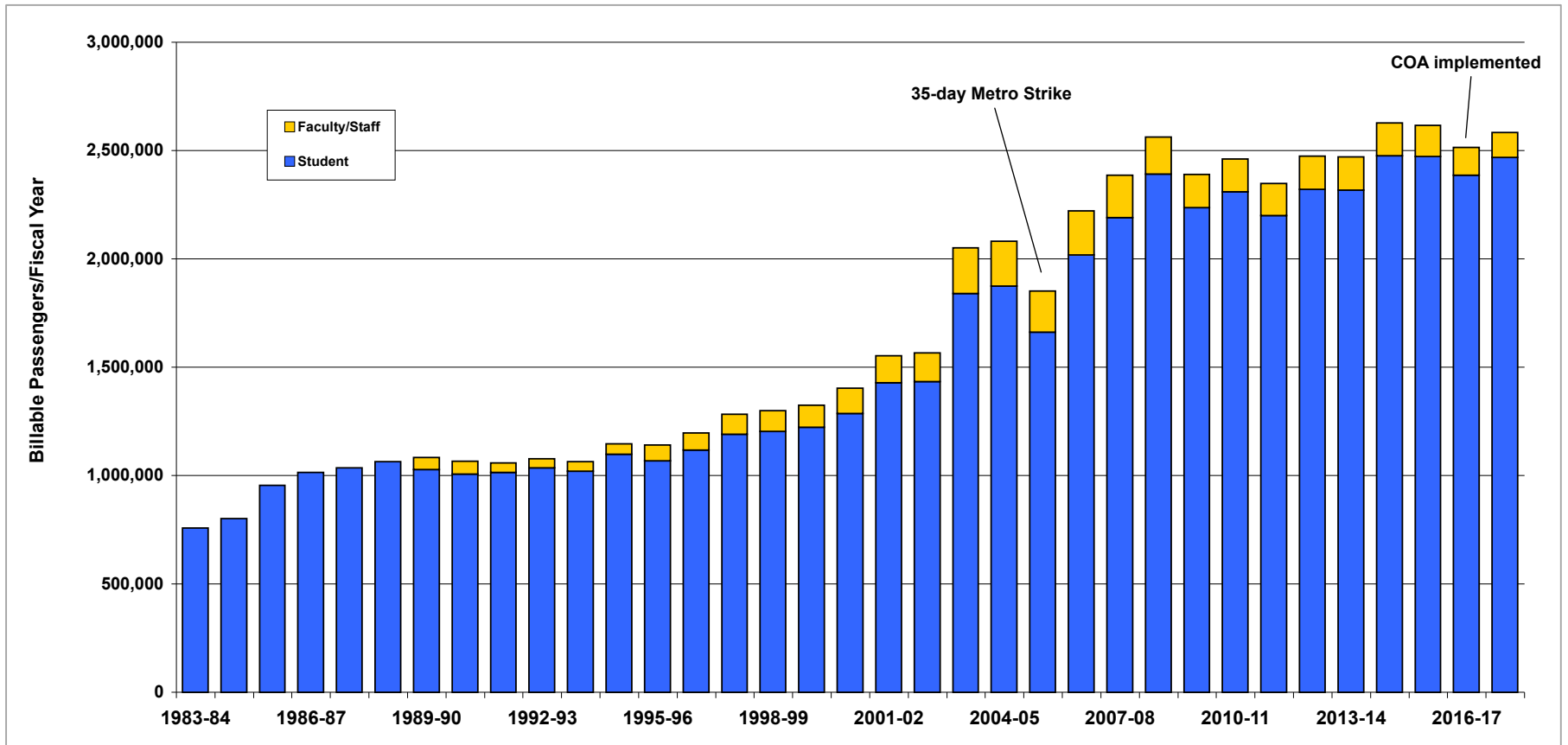


The shift from cost-per-boarding billing to negotiated fixed amount occurred in 2016-17

UCSC Daily Metro Boardings, 2017-18



UCSC's Annual Metro Boardings, 1983 - 2018



Articulated Bus Demo Project



Jonathan Gonzalez ▸ Official Group of UCSC Students
Yesterday · 🌐

Is this the future?

👍 Like 💬 Comment

👍 🤔 You, Melissa Ott and 687 others

View previous comments 6 of 52

 **Dianna Kwan** Erica IT'S THE BUS
Like · Reply · 16 hrs
↳ 4 Replies · 10 hrs

 **Lara Loesel** Kaylene Militante, Gerali Diaz
Like · Reply · 15 hrs
↳ 1 Reply

 **Bill Wolverton** Back in the day we had an open-air, Disney people-mover type shuttle constantly circulating. It was a powered shuttle towing an unpowered one. It was yellow. We called it the slug.
Like · Reply · 2 · 15 hrs

 **Leanna Wei** Tracy Nguyen
Like · Reply · 13 hrs

 **Lacey Elizabeth Carlson** I rode this on the 20 route and sat in the stretchy part and it was definitely the highlight of my day
Like · Reply · 2 · 12 hrs

 **Cameron Schaefer** Banal question, but does it carry any bikes?
Like · Reply · 3 hrs

📷 😊



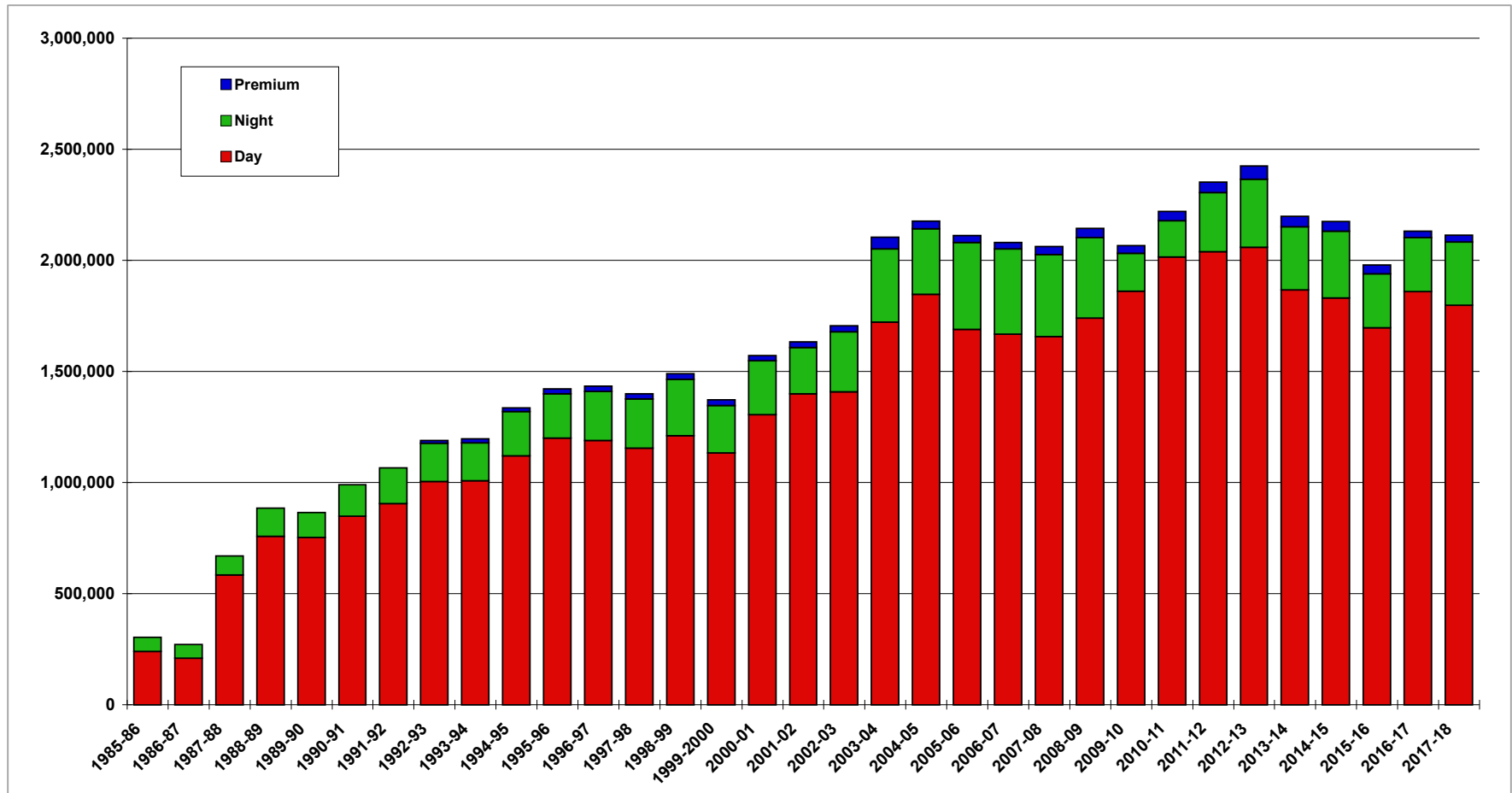
Real-time tracking of Campus Transit shuttles is available at slugroute.com, via the Slug Route iPhone app or Slug Stop Android app



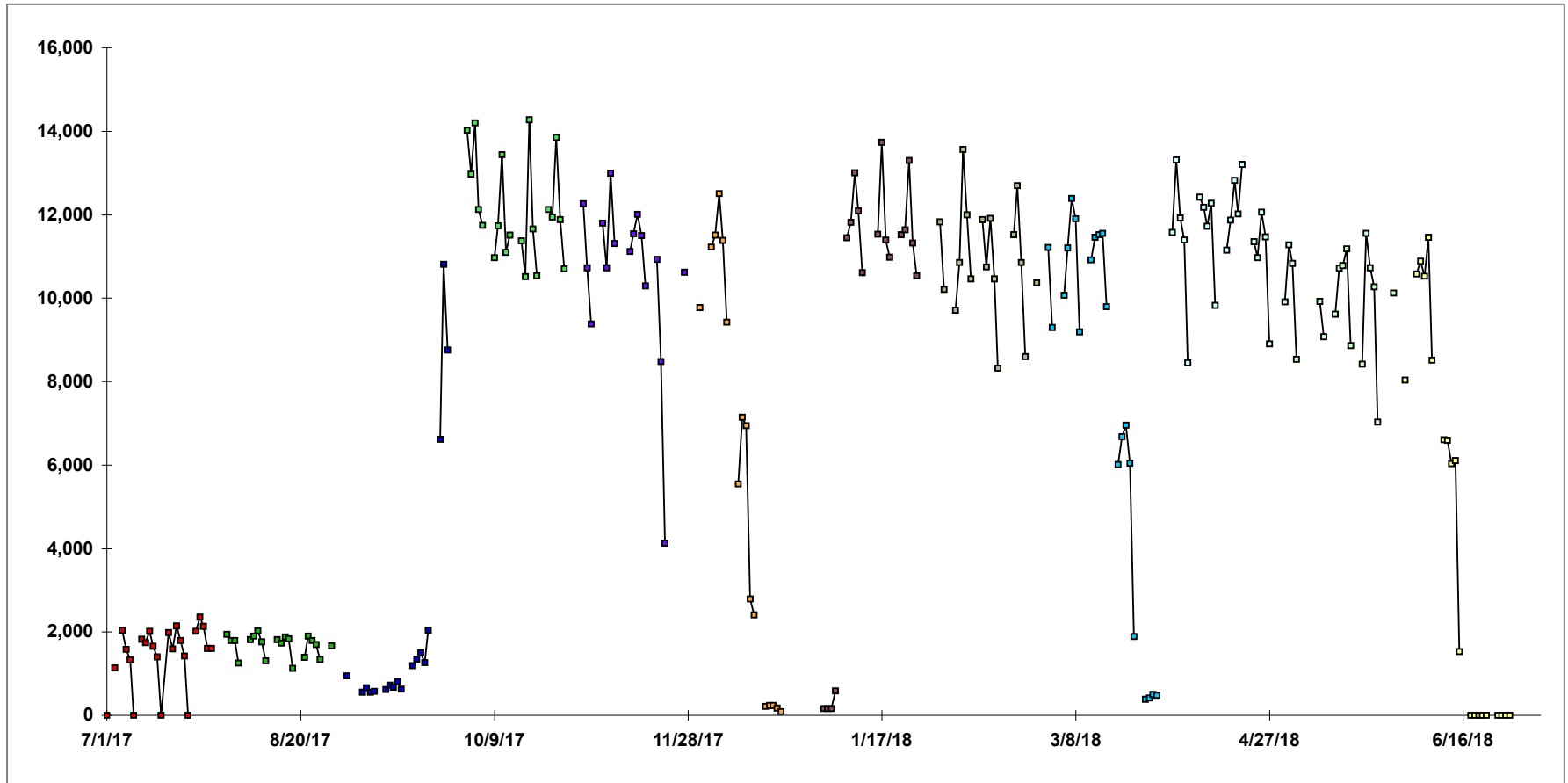
2018 Transit Services

- Loop Route: 10-minute headways weekdays 7:25am-11:30pm
- Upper Campus: 15-minute headways weekdays 7:30am-7:45pm
- Night Core: 30-minute headways 7:00pm-12:00am
- Night Loops: 10-20 minute headways weekends 6:30pm-12am
- 35-bus fleet includes:
 - 17 35' Gilligs (1993)
 - 6 30' Gilligs (2002)
 - 10 "cutaways" for Bike Shuttle, Charter, Night Core
 - 2 40' Gilligs (1993)

Campus Transit Annual Boardings, 1985 - 2018

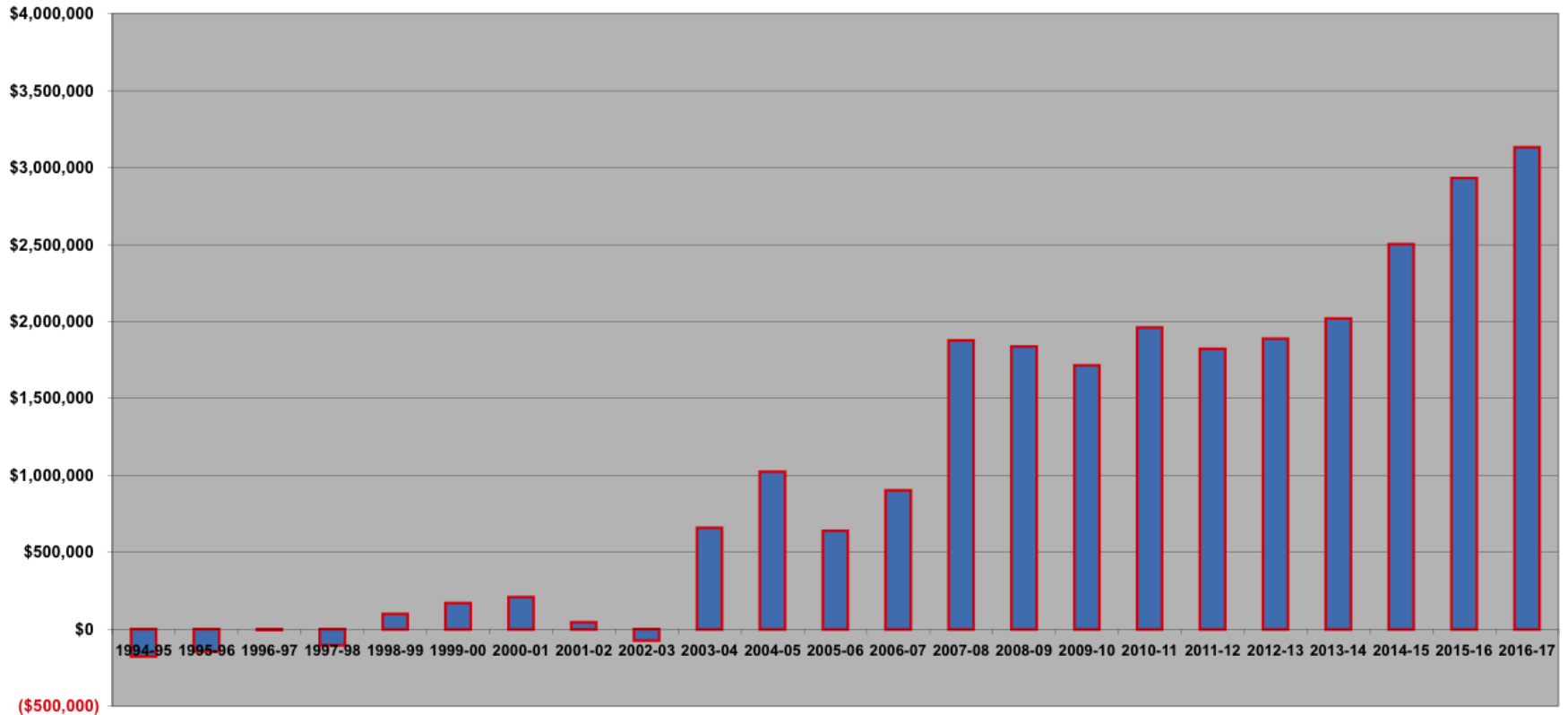


UCSC Day Shuttle Daily Boardings, 2017-18

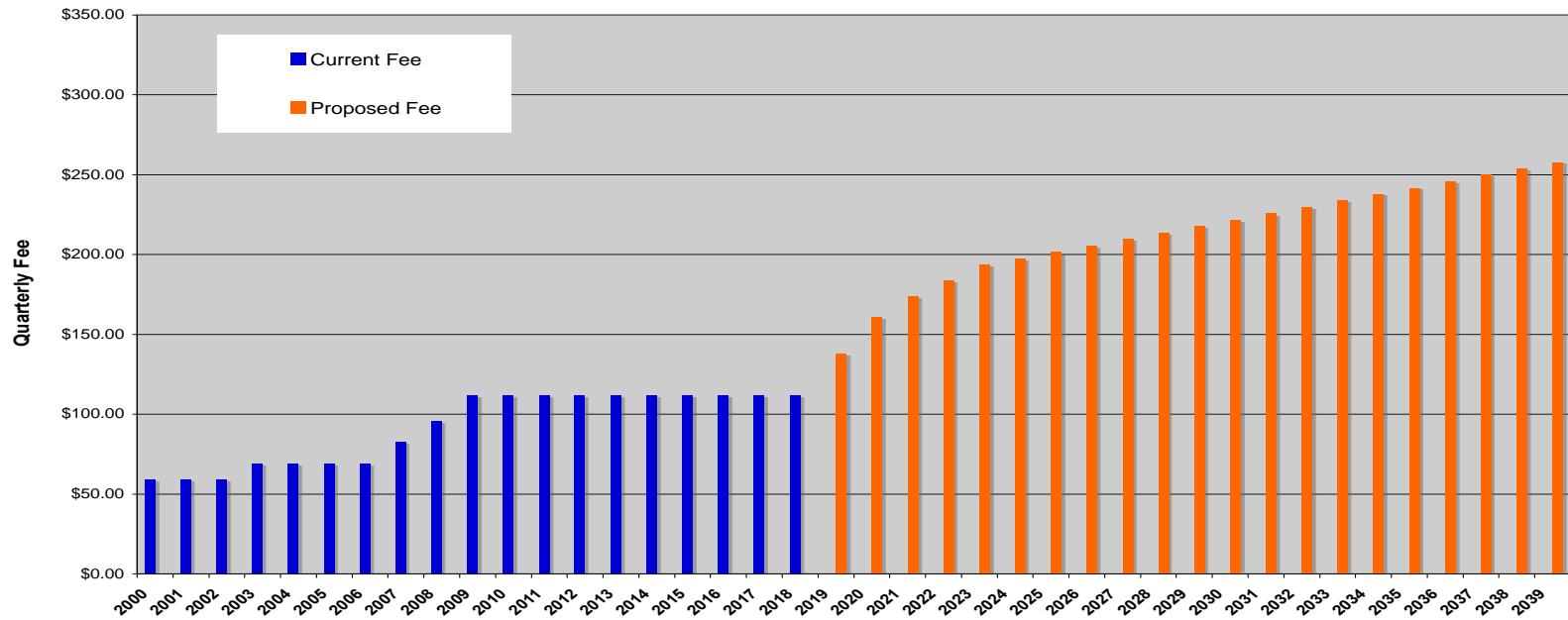


UCSC Transit Budget Deficit

Cumulative Campus Transit Account Deficit,
FY1995 through FY2017



Measure 69: Student Transit Fee



- \$111.66/student per quarter with \$101 to TAPS and \$10.66 “Return to Aid”
- Fee has remained the same since Fall 2008, despite rising operating expenses and Metro contract costs
- Last successful Transit Fee increase was approved in Spring 2006

•Measure 69:

- Increase quarterly fee by \$82 over five years
- Then increase each year by \$4 in lieu of CPI
- Total fee increase would “sunset” in Fall 2039
- Passage requires $\geq 25\%$ voter turnout and $\geq 66\%$ favorable vote

•The actual vote was only 55.5% in favor and only 21.78% voter turnout.

•Measure 69 did not pass.

Planning for 2018–19

Next Steps:

- Maintain current level of Metro service—including three articulated buses—during 2018-19 academic year.
- Suspend the Night Owl service due to low ridership (Lyft/Uber preferred).
- Consolidate the fixed-route Night Core routes into an on-demand service.
- Consider reducing service levels on the Loops or Upper Campus routes.
- Consider pursuing another Fee Measure on the Spring 2019 Student Ballot.




2020 LRDP: Planning to 2040

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LONG RANGE DEVELOPMENT PLAN

LRDP home About Who is involved? Past LRDP Resources Events

Try the new online mapping tool
Discover where development is most feasible on the campus and share your feedback



Important Dates

MAR 5	Community Forum at Hotel Paradox
MAR 6	Community Forum at the Watsonville Civic Plaza building
MAR 8	Community Forum at Mid County Senior Center

Directions and other information about Community Forums

Did you know?

UC Santa Cruz houses 53% of its students

Get more facts and figures. [Download our Community Minded brochure.](#)

Quick Links

- LRDP committee charge letter (PDF)
- Overview: Looking toward 2040—Long Range Development Plan 2020 (PDF)
- What is an LRDP? (video)
- How can I participate? (video)
- Comprehensive settlement agreement
- Coastal LRDP
- Visioning Activity
- Contact us at lrp@ucsc.edu
- You can also get updates by email.

- Proposed enrollment envelope of 28,000 students
- Increased percentage of students (& staff & faculty?) housed on-campus?
- Higher-density use of campus lands?
- New funding models (Public Private Partnership, “P3”)
- Impact of new technologies:
 - Electric Vehicles
 - Autonomous Vehicles
 - X-share: bikes, scooters
 - Distance Learning using AR/VR

Future UCSC/Cabrillo Issues

- ▶ UCSC
 - Enrollment growth
 - Student residential location pattern changes
 - Impact of TNCs on fixed-route ridership
- ▶ Cabrillo
 - Enrollment levels
 - Impact of economy on enrollment
 - Ability to fund growing service costs

Q & A



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