

### **III. PERFORMANCE—FIXED-ROUTE SYSTEM**

This section of the business plan provides an evaluation of how well the Monterey-Salinas Transit (MST) organization described in Section II is meeting community and customer expectations and government mandates. This section reviews ridership trends and other performance indicators.

#### **A. Ridership Performance Measures**

Ridership is a key measure of MST's success because it is similar to sales in the private sector. It is not exactly the same, however, because public transit provides lifeline service to some areas, even though it is not always cost-effective. The MST Board of Directors balances the objective of operating as an efficient private enterprise with the objective of supporting disadvantaged sectors of the community. Total-system ridership and ridership by line are discussed below.

##### **1. Total Customer Boardings**

Total Customer Boardings (ridership) by month for fiscal years (FY) 2002, 2003, and 2004 is shown in Exhibit III-1. After increasing 20.9% from FY 1999 to FY 2001, ridership decreased slightly by 1.51% over the next three years. This earlier increase in ridership was largely attributed to increased population in the Salinas area, new job growth, and an increase in traffic congestion. A major service realignment in FY 1999 deployed service in such a way as to capture this rise in population, resulting in a ridership increase much greater than the population increase. Due to the economic downturn following the slowdown in the technology sector that affected the entire California economy, coupled with the nationwide decline in tourism as a result of the September 11, 2001, terrorist attacks, ridership did not continue to climb over the last three years. Preliminary ridership figures for 2005 show a change in this trend, with boardings beginning to pick up along with the measured local and national economic recovery. In FY 2005 and 2006, MST is conducting a comprehensive evaluation of its route network, which may result in increased ridership as transit lines are realigned to better serve current population and workplace patterns.

Exhibit III-1  
MST Total-System Ridership

<b>Month</b>	<b>FY 2002</b>	<b>FY2003</b>	<b>FY2004</b>	<b>% Change</b>
July	456,107	457,536	452,369	-1.13%
Aug	479,475	473,473	451,633	-4.67%
Sep	412,133	395,106	404,074	2.27%
Oct	430,264	409,659	409,117	-0.13%
Nov	372,003	358,348	343,694	-4.09%
Dec	345,845	328,949	337,428	2.58%
Jan	352,147	338,773	326,289	-3.69%
Feb	344,331	339,100	320,722	-5.42%
Mar	376,841	383,847	388,566	1.23%
Apr	386,788	374,545	380,102	1.48%
May	405,045	418,255	397,295	-5.01%
Jun	400,913	417,656	413,269	-1.05%
<b>TOTAL</b>	<b>4,761,882</b>	<b>4,695,517</b>	<b>4,624,588</b>	<b>-1.51%</b>

For fiscal year 2004, MST carried the following average numbers of passengers:

- 14,255 passengers per weekday
- 11,650 passengers each Saturday
- 7,189 passengers each Sunday
- 90,112 passengers each week

## 2. Ridership per Vehicle Revenue Hour

Until January of 2005, line performance was monitored using data collected daily by electronic fareboxes aboard each bus. In this manner, data could be collected on virtually all the trips operated throughout the year. Beginning in 2005, MST coach operators began using the Seimens TransitMaster ACS system to tally boardings. This system now allows tracking of ridership not only by line and by trip as before, but also by stop. The additional ridership-by-stop data will facilitate and improve MST's planning processes through more detailed and precise analysis.

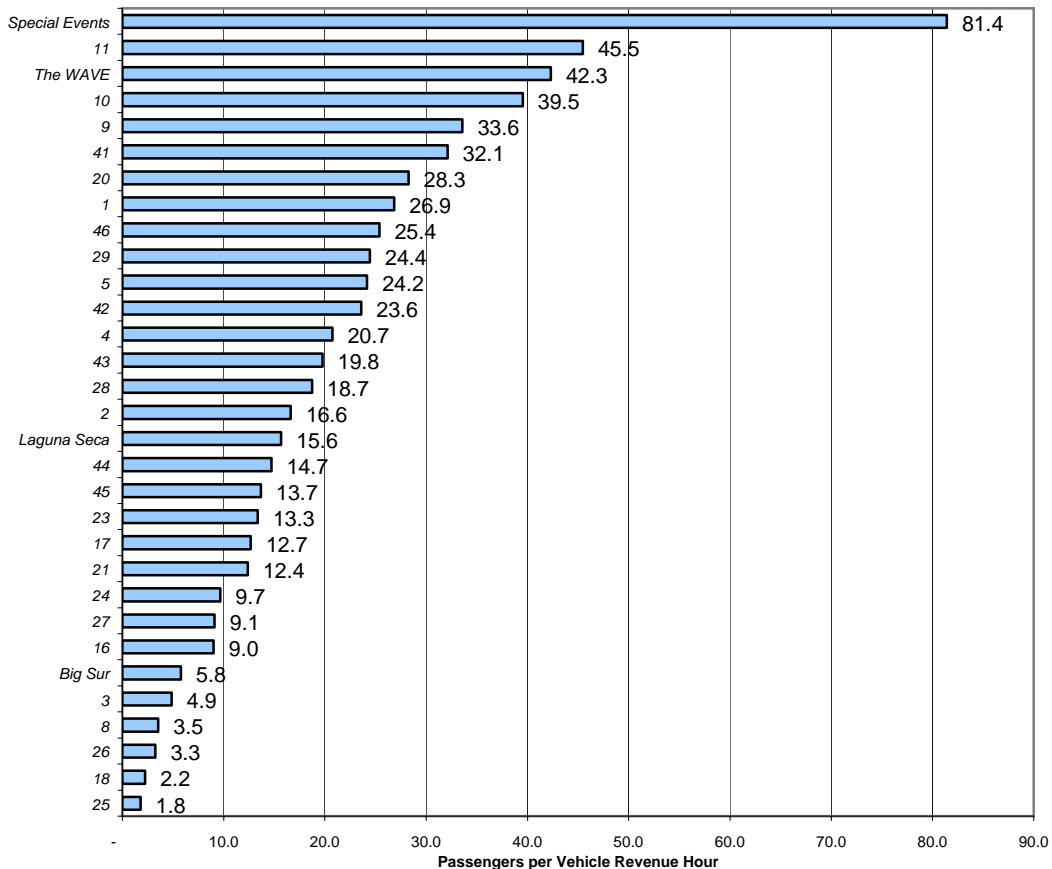
MST uses "passengers per vehicle-revenue hour" as the service-effectiveness measure of performance for each bus line. A high number of passengers per vehicle-revenue hour indicates that the line is consistently carrying a significant number of passengers. In addition, it may

indicate that additional service frequency on the line should be provided. Conversely, a low number of passengers per revenue-vehicle hour indicates that the service is not attracting enough riders to justify the level of service that is being provided.

Exhibit III-2 below compares transit-line performance based on passengers per vehicle-revenue hour. Systemwide passengers per vehicle revenue hour increased from 22.2 in FY 2000 to 23.4 in FY 2004 to 24.6 for the first 6 months of FY 2005. This was primarily accomplished by reductions in service and a 67% jump in ridership on the MST Trolley/WAVE route. The average passengers per vehicle revenue hour for FY 2004 by day of the week is shown below:

- Weekday 24.1
- Saturday 23.6
- Sunday 26.0

Exhibit III-2  
System-wide Fixed-Route Performance by Line for FY 2004



Different geographic regions in the MST service area have different levels of service frequency, which affects overall performance. Levels of service were defined in Section II—System Description and are summarized below in Exhibit III-3.

Exhibit III-3  
Levels of Service Categories

Service	Frequency	Characteristics
Neighborhood / DART	60 minutes	Connects low-density residential areas with trunk service or transit centers
Local	30 minutes	Connects residential areas with major traffic generators and transit centers.
Primary	15 minutes	Connects major traffic generators and transit centers during peak periods. Frequencies less than 15 minutes operated during peak hours as needed.
Regional	30 - 60 minutes	Connects urban areas and outlying rural areas with major traffic generators.
Special	Seasonal service or service for special events. Frequency and routing determined by demand.	

Whereas Exhibit III-2 ranked line performance, Exhibit III-4, below, lists line performance within categories of levels of service.

Exhibit III-4  
Line Performance Within Levels of Service Categories for FY 2004

**Primary Routes**

Line	Line No	Ridership	VRHrs	Pax/Hr	% Riders	% Hrs
1 Asilomar	1	233,345	8689:35:00	26.85	5.0%	4.4%
9 Fremont-Hilby	9	396,215	11801:20:00	33.57	8.6%	6.0%
10 Fremont-Ord Grove	10	556,903	14085:13:00	39.54	12.0%	7.1%
41 East Alisal - Northridge	41	1,074,923	33479:01:00	32.11	23.2%	17.0%
42 East Alisal - Westridge	42	19,181	813:25:00	23.58	0.4%	0.4%
<b>Total</b>		<b>2,280,566</b>	<b>68868:34:00</b>	<b>32.11</b>	<b>49.3%</b>	<b>34.9%</b>

**Neighborhood Routes**

Line		Ridership	VRHrs	Pax/Hr	% Riders	% Hrs
2 Pacific Grove	2	83,630	5034:22:00	16.61	1.8%	2.6%
16 Edgewater-Marina	16	50,470	5608:44:00	9.00	1.1%	2.8%
17 Edgewater-Marina	17	80,079	6327:14:00	12.66	1.7%	3.2%
45 East Market-Creekbridge	45	45,721	3341:25:00	13.68	1.0%	1.7%
<b>Total</b>		<b>259,899</b>	<b>20311:45:00</b>	<b>12.66</b>	<b>5.6%</b>	<b>10.3%</b>

**Local Routes**

Line		Ridership	VRHrs	Pax/Hr	% Riders	% Hrs
4 Carmel Rancho	4	158,999	7666:41:00	20.74	3.4%	3.9%
5 Carmel Rancho	5	153,371	6347:01:00	24.16	3.3%	3.2%
11 Carmel-Edgewater	11	3,803	83:36:00	45.49	0.1%	0.0%
43 Memorial Hospital	43	72,434	3665:42:00	19.76	1.6%	1.9%
44 Westridge	44	52,376	3555:44:00	14.73	1.1%	1.8%
46 Natividad	46	57,760	2273:51:00	25.40	1.2%	1.2%
<b>Total</b>		<b>498,743</b>	<b>983</b>	<b>19.76</b>	<b>10.8%</b>	<b>12.0%</b>

**Regional Routes**

Line		Ridership	VRHrs	Pax/Hr	% Riders	% Hrs
20 Monterey-Salinas	20	627,080	22194:17:00	28.25	13.6%	11.2%
21 Monterey-Salinas	21	66,042	5339:29:00	12.37	1.4%	2.7%
23 Salinas-King City	23	64,990	4868:42:00	13.35	1.4%	2.5%
24 Carmel Valley-Carmel Rancho	24	53,672	5550:58:00	9.67	1.2%	2.8%
25 Monterey-Gilroy	25	3,422	1889:09:00	1.81	0.1%	1.0%
26 Salinas-Gilroy	26	9,361	2869:48:00	3.26	0.2%	1.5%
27 Watsonville-Monterey	27	39,731	4364:05:00	9.10	0.9%	2.2%
28 Watsonville-Salinas	28	161,296	8606:15:00	18.74	3.5%	4.4%
29 Watsonville-Salinas	29	400,435	16383:53:00	24.44	8.7%	8.3%
<b>Total</b>		<b>1,426,030</b>	<b>3,003</b>	<b>18.74</b>	<b>30.8%</b>	<b>36.5%</b>

**DART**

Line		Ridership	VRHrs	Pax/Hr	% Riders	% Hrs
3 Skyline DART	3	16,956	3476:37:00	4.88	0.4%	1.8%
8 Seaside-Del Rey Oaks DART	8	17,580	4973:12:00	3.53	0.4%	2.5%
18 North County DART	18	1,256	559:00:00	2.25	0.0%	0.3%
<b>Total</b>		<b>35,792</b>	<b>9008:49:00</b>	<b>3.53</b>	<b>0.8%</b>	<b>4.6%</b>

**Seasonal / Special Events  
Routes**

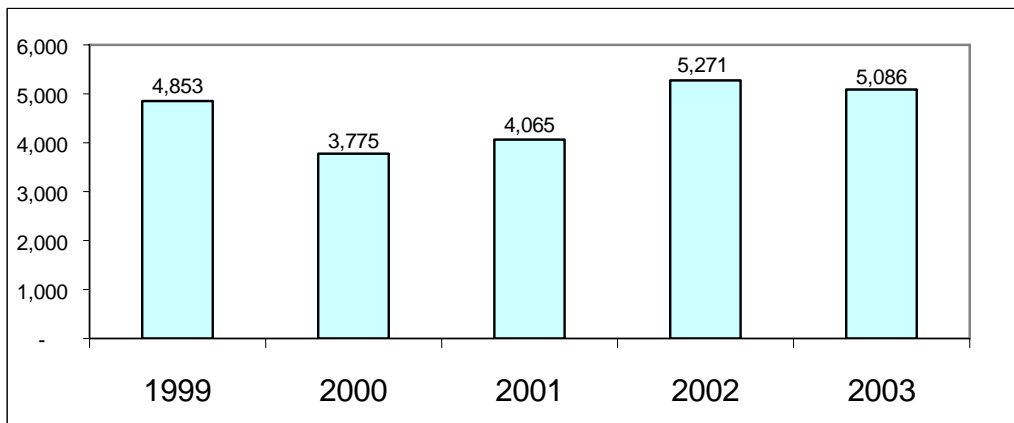
Line		Ridership	VRHrs	Pax/Hr	% Riders	% Hrs
MST Trolley The WAVE	50	112,080	2648:14:00	42.32	2.4%	1.3%
37, 38, 39 Laguna Seca	39	4,069	260:01:00	15.65	0.1%	0.1%
22 Big Sur	22	3,543	612:28:00	5.78	0.1%	0.3%
Special Events	99	3,842	47:12:00	81.40	0.1%	0.0%
<b>Total</b>		<b>123,534</b>	<b>3567:55:00</b>	<b>5.78</b>	<b>2.7%</b>	<b>1.8%</b>

### 3. Utilization

Under-utilized lines are identified using passengers per vehicle-revenue hour. During 1998, all lines in the MST system were analyzed, and new routings and timed transfer points were developed to increase frequency and direct routing for faster and more reliable performance. In 2003 and 2004, under-utilized lines were targeted for service reductions. A subsequent comprehensive analysis of routes and schedules in Salinas was undertaken in FY 2005, followed by a study of the Peninsula planned for FY 2006. Based on these documents, new route and scheduling changes will be proposed for FYs 2006-2007 in order to maximize utility of MST's vehicles and meet demand where it exists most.

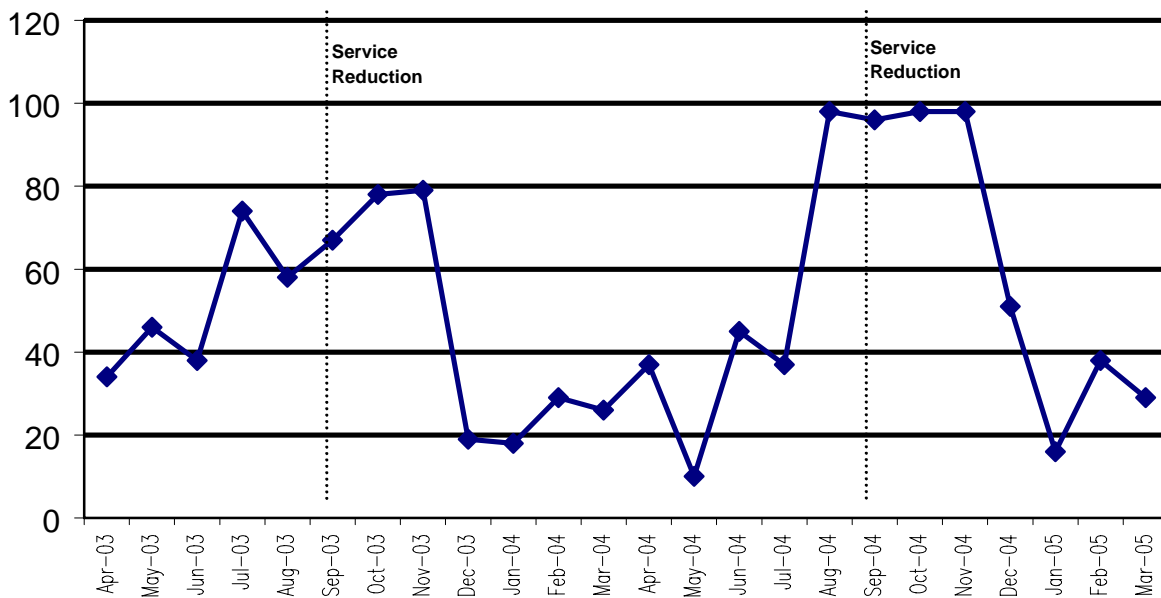
Delayed trips are tracked on a monthly basis. Over the course of FY 1999 to 2003, Exhibit III-5 shows that delayed trips have fluctuated to a degree; however, measured as a percent of actual trips made, approximately one percent of all trips had been subject to delays. In FY 2004, MST began using a new system of quantifying delayed trips using the Siemens TransitMaster Advanced Communications System (ACS). With a more ambitious on-time performance goal of not more than 3 minutes late that is measured at every timepoint instead of a per-trip basis, MST buses were running on time 74.13% of the time in FY 2004. MST has set an on-time performance goal of 82%. Through March of FY 2005, MST's highest monthly figure has been 81.12% set in January. Ongoing Caltrans construction projects in Salinas make achieving this goal a challenge.

Exhibit III-5  
Delayed Trips for FY 1999 - FY 2003



Overcrowded lines (i.e., over-utilized lines with more than 10 standees) are also monitored, as too many people on a bus can cause delays in boarding and deboarding. Exhibit III-6 shows overcrowded trips increasing as service cuts were implemented in the fall of 2003 and again in the fall of 2004. After a few months, passengers redistribute themselves on earlier or later buses where excess capacity existed. While FY 2000 and 2001 saw approximately 100 overcrowded trips each month, by FY 2004 the monthly average had decreased to 42.5.

Exhibit III-6  
Overcrowded Trips for April 2003-March 2005



## B. Service Delivery Performance Measures

Performance measures seek to translate the MST mission into a simple, focused set of measurements that communicate the meaning and method of achieving the mission and strategies. Four key business drivers are derived from the mission statement, and supporting them is a measurement system of 60 performance measures. Each key business driver that is regularly reported to the board of directors has a key performance measure. These measures are listed below in Exhibit III-7, and their performance results are shown in Appendix D.

Exhibit III-7  
Key Business Drivers for Fixed-Route

<p><i>1. Increase Customer Satisfaction</i></p> <ul style="list-style-type: none"> <li>• Percent of customers delivered safely and on time</li> <li>• Compliments/100,000 miles</li> <li>• Complaints/100,000 miles</li> </ul>	<p><i>2. Strengthen Employee Developments and Satisfaction</i></p> <ul style="list-style-type: none"> <li>• Employee satisfaction with work environment</li> <li>• Employee satisfaction with development activities</li> </ul>
<p><i>3. Enhance Support by MST Members and Other Stakeholders</i></p> <ul style="list-style-type: none"> <li>• Stakeholder satisfaction with MST performance</li> </ul>	<p><i>4. Operate Safely, Effectively, and Efficiently</i></p> <ul style="list-style-type: none"> <li>• Accidents/100,000 Miles</li> <li>• Cost/vehicle revenue hour</li> <li>• Vehicle revenue hours/employee</li> <li>• Passengers/vehicle revenue hour</li> <li>• Cost/passenger</li> <li>• Passenger revenue as a percent of cost (farebox-recovery ratio)</li> </ul>

Some of the remaining supporting performance measures that are regularly monitored by MST staff fall into four categories: efficiency, service effectiveness, cost effectiveness, and service quality. The measures are listed below in Exhibit III-8, and their performance results are shown in Appendix E.

Exhibit III-8  
Efficiency, Effectiveness, and Service Quality Measures

<p><i>Efficiency</i></p> <ul style="list-style-type: none"> <li>• Expense/Hour</li> <li>• Expense/Mile</li> <li>• Hours/Employee</li> <li>• Maintenance Cost/Mile</li> </ul>	<p><i>Cost Effectiveness</i></p> <ul style="list-style-type: none"> <li>• Revenue/Expense (Farebox Recovery Ratio)</li> <li>• Revenue/Passenger</li> <li>• Expense/Passenger</li> </ul>
<p><i>Service Effectiveness</i></p> <ul style="list-style-type: none"> <li>• Passengers/Mile</li> <li>• Passengers/Hour</li> <li>• Revenue/Mile</li> <li>• Revenue/Hour</li> </ul>	<p><i>Service Quality</i></p> <ul style="list-style-type: none"> <li>• Miles/Road Call</li> <li>• Accidents/100,000 Miles</li> <li>• Compliments/100,000 Passengers</li> <li>• Complaints/100,000 Passengers</li> </ul>

## **C. Special Services Performance**

MST operates several special services that supplement regular services. Some of these services, such as The MST Trolley (formerly the WAVE) and lines 36, 37, 38, 39-Laguna Seca, are designed to meet the needs of visitors. These special services are discussed in more detail below.

### **1. The MST Trolley (WAVE—Waterfront Visitors Express)**

Formerly known as the Waterfront Area Visitors Express (WAVE), this service was re-christened as the MST Trolley with the purchase and operation of new American Heritage Streetcar trolley buses for the 2004 summer season. 2005 marks the 14<sup>th</sup> season that MST has provided this service that offers visitors and locals an enjoyable and easy way to get around the waterfront and downtown Monterey. The free service runs from the Monterey Bay Aquarium to downtown Monterey with stops at Cannery Row, Fisherman’s Wharf, Monterey Conference Center and many other locations in between. The service runs every 10-12 minutes and stops at the Monterey Transit Plaza, offering connections to all MST’s other lines.

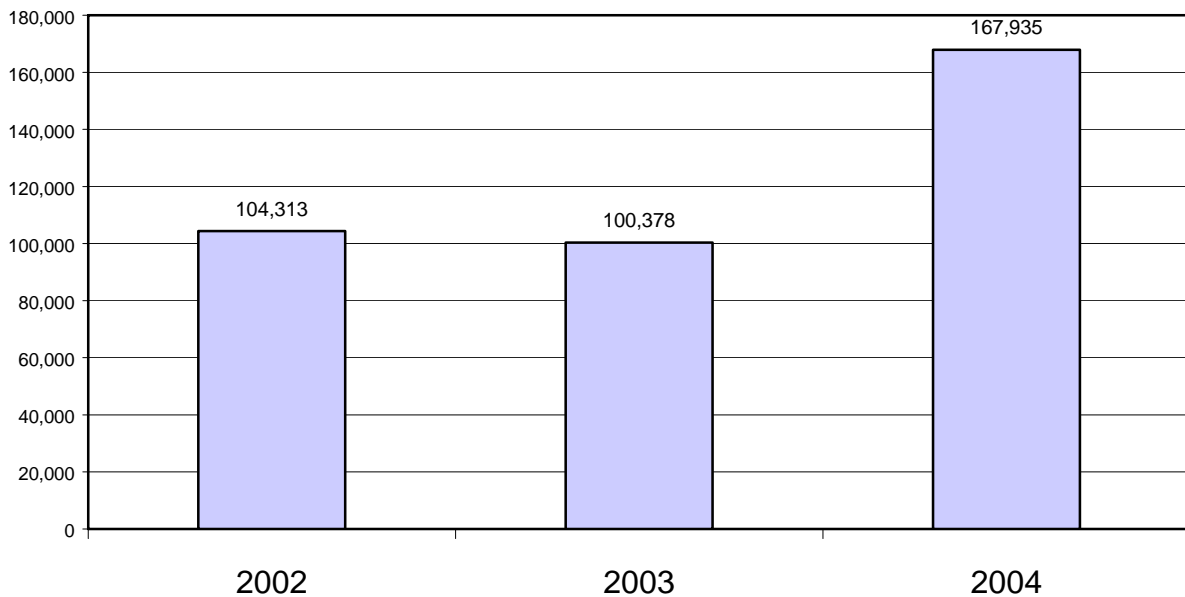
In 2003, MST secured a ten-year contract with the City of Monterey – and their funding partner, the Monterey Bay Aquarium – to fund the operation of this service on a long-term basis. As a part of this contract, the City of Monterey also funded the 20% local match for the purchase of four of MST’s fleet of six trolleys. This innovative financing arrangement allows the cost of the trolleys to be spread over a ten-year period and took advantage of 80% federal capital grant funding for the rolling stock. From Memorial Day weekend to Labor Day, 167,395 passengers rode the MST Trolley, a 67% increase from the 2003 season. Productivity (measured in passengers per hour) also jumped over 60% on this route. As the summer proceeded, ridership on the new MST Trolley kept growing, with the highest daily figures recorded on the last day of service – Labor Day – when over 7,000 passengers were carried with a productivity measured at 85 passengers per hour.

Near the end of the season, an on-board passenger survey was conducted. Beyond the high ratings – 97.8% to 100% scores were received for driver courtesy, safety, route convenience

and bus cleanliness – was the introduction of customers to public transportation. Of the 55% of passengers who did not regularly use public transportation, 71.4% agreed that they would try using public transportation as a result of their experience on the MST Trolley. Not only did the MST Trolley serve its purpose in transporting people, it served as a “transit ambassador,” making non-traditional riders aware of the benefits and possibilities of public transit.

Given the enormous success of the MST Trolley program, service was provided for the first time during Thanksgiving, Christmas/New Year’s, President’s Day Weekend and Easter/Spring Break (FY 2005) with great success. Responding to the record crowds on the MST Trolley this past summer, the City of Pacific Grove and the Pacific Grove Chamber of Commerce also contracted with MST to provide a trolley service of their own between the Aquarium and downtown Pacific Grove from July 4<sup>th</sup> weekend through Labor Day.

Exhibit III -9  
Ridership on The MST Trolley (WAVE)



<b>Ridership on the MST Trolley (WAVE)</b>						
	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Total</b>
Summer 2002	5,050	21,446	36,410	37,723	3,684	104,313
Summer 2003	7,923	23,350	35,671	32,694	740	100,378
Summer 2004	6,714	36,261	56,186	59,127	9,647	167,935

The future of the MST Trolley program is characterized by not enough equipment for demand from the public and MST's member jurisdictions. For summer of 2005, all six trolleys will be utilized for the Monterey and Pacific Grove routes. Del Monte Center, the New Monterey Business Association (Lighthouse Avenue), Downtown Salinas and Carmel have all made serious requests for trolley service. Other communities in MST's service area have also made inquiries regarding the trolleys. Unfortunately, MST only has six vehicles at this time and will be considering the purchase of additional trolley vehicles in the future.

## **2. Laguna Seca**

The Laguna Seca Recreation Area is a county park located on Highway 68, west of Laureles Grade, between Salinas and Monterey. Laguna Seca includes 542 acres, and many annual events are held at the park. The park also is home to the famous Laguna Seca Raceway.

Highway 68 is a two-lane roadway, which becomes easily congested when special events are held at Laguna Seca. Furthermore, auto parking at the park is somewhat limited. In order to mitigate the traffic caused by special events, MST operates lines 36, 37, 38, and 39 to Laguna Seca. These lines provide service to Laguna Seca Park from both the Monterey Peninsula and Salinas.

Lines 36, 37, 38, and 39 operate during major events held at the Laguna Seca Raceway. Ticket holders for the races or special events are provided with free transit service by showing their tickets when boarding any MST bus line for the day of the event. In addition, these lines also provide transportation to the park for raceway employees and volunteers. MST also has operated lines 36, 37, 38, and 39 during the Laguna Seca Days festival, Spirit West Coast concerts, and the Cherries Jubilee event.

## **3. Community Events**

MST continues to meet community needs by providing supplemental service on some lines for special local community events. Service to the annual First Night in Monterey on New Year's Eve, for example, is provided through supplemental service on line 4-Carmel Rancho

between Del Monte Center and the Monterey Transit Plaza. MST also operates supplemental service on Line 53-Pebble Beach Express and Line 10 Fremont-Ord Grove to accommodate the thousands of visitors that descend on the Monterey Peninsula for the world-famous AT&T Pro-Am golf tournament. Additional supplemental service is provided to the California International Airshow and Big Sur Marathon. The use of supplemental service allows the general public to continue riding at regular fares, while event ticket holders ride at no cost, with the event sponsor funding the cost of the additional service.

## **D. Charter Service**

MST is virtually prohibited from offering charter services unless private companies do not want to operate the service. However, MST management continues to lobby the Federal Transit Administration and the Congress to allow changes in the legislation to meet community needs during special events.

## **E. ADA Compliance**

The Americans with Disabilities Act of 1990 (ADA) prohibits discrimination against individuals with disabilities in employment, public and private facilities, and in public transportation. Reasonable accommodations must be provided for disabled persons.

The ADA requires public transit operators to make the following accommodations:

- ❑ Improve access on fixed-route coaches purchased or remanufactured after August 1990 through installation of specific equipment
- ❑ Upgrade bus stops for disabled access
- ❑ Provide complementary paratransit service for those who are unable to use a bus or who are unable to travel to a bus stop

All requirements of the ADA were implemented in January 1997.

The ADA has had a limited impact on MST's fixed-route service. Prior to the adoption of the ADA, MST began purchasing lift-equipped buses and provided accommodations to persons with disabilities who could utilize the fixed-route system. According to the provisions of the ADA,

the equipment required on fixed-route buses includes wheelchair lifts with two handrails and lighting, wheelchair locks, shoulder harnesses for wheelchair user, priority-seating signs, stop-request devices, and internal/external public address systems. MST's entire fleet meets or exceeds the requirements of the ADA.

After increasing steadily during the 1990's, the number of participants in the MST RIDES program has dropped substantially thanks to an extensive systemwide recertification process in an effort to ensure paratransit service is available for eligible ADA clients, while containing program costs. This process was completed in FY 2005 and resulted in no complaints from previously enrolled RIDES clients who were dropped from the system. Since hiring a new contractor in July of 2004 to operate RIDES, MST has achieved its goal of a zero-denial trip request for next-day service pick-up. MST continues to meet all ADA requirements with its RIDES program as it is currently configured.

This page left blank.