

V. SYSTEM NEEDS AND IMPROVEMENTS

This section discusses needs and improvements for operations, facilities/equipment and customer service, and provides rationale for project priorities for the next five years. Funding is limited, and operating and capital projects may have high priority but remain unfunded or only partially funded.

A. Fixed-Route Operations

In 1999, after two years of analysis, MST staff, in conjunction with Nelson\Nygaard Consulting Associates (San Francisco), developed the Service Improvement Plan. The SIP was a major bus routing realignment and solved a plethora of operational concerns. The resulting implementation was titled *The New Line-Up* and increased ridership by over 20 percent in the two years following its introduction. The following major improvements were made and continue to be monitored for further refinements:

- Increasing Safety – removed routing on Highway 101.
- Increasing Route Frequency – more key commute routes such as Line 9/10 in Monterey/Seaside; Line 20 Monterey/Marina/Salinas; and Line 41 in Salinas on East Alisal.
- Adding New Lines and Route Expansion – more coverage in Northridge/Westridge Shopping Centers, Creekbridge, Ryan Ranch Business Park, East Salinas, Natividad Medical Center, and Gonzales.
- More Direct Routing – in cities of Marina, Watsonville, and East Salinas.
- Maintaining Coverage – in local Neighborhoods using DART dial-a-ride service.
- Special Services – maintaining *The WAVE* and adding service to local/regional events.
- Express Service – faster service on North Fremont to Monterey and Seaside.

After initial gains were realized after implementation of the SIP, ridership has since been stagnant due to, in part, a downturn in the local and national economy as well as lower tourism activity after the terrorist attacks of September 11, 2001. An ongoing transportation funding crisis at the state level, coupled with the inability of Congress to pass long-term transportation legislation since September of 2003, has left MST's budget in a precarious situation. Federal operating dollars have been withheld and state support has similarly been underfunded. At the same time, fuel, liability insurance, and labor costs—much of which are beyond the control of MST – have increased markedly. Still, in this environment of fiscal uncertainty, MST has been able to expand service through limited-term state and federal grant funding. These include:

- South County Connection (Line 23 Salinas-King City) – MST now operates seven days a week along the Highway 101 corridor serving the communities of Chualar, Gonzales, Soledad, Greenfield and King City. Now funded through a TAMC M.O.U., this service originated through a combination of CMAQ, Air District, and JARC grants as well as LTF monies from Monterey County and each of the South County municipalities.
- Caltrain Fastrack (Line 25 Monterey-Gilroy and Line 26 Salinas-Gilroy) – Since September of 2002, MST has operated these two commuter oriented lines to connect Monterey and Salinas with the southern terminus of the Caltrain.
- Express Service (Line 11 Edgewater-Carmel Express) – This highly utilized service offers faster and more direct travel from Seaside to Carmel via North Fremont and Highway One without having to transfer at the Monterey Transit Plaza.
- Expanded DART Service (Line 18 North County DART) – In July of 2002, a North County DART zone was established to serve the communities of Castroville, Prunedale, Moro Cojo, Oak Hills, Monte Del Lago and Aromas. This service was funded with a JARC grant and local dollars from the Monterey County Department of Social Services.
- Service to Pebble Beach (Line 53 Pebble Beach-South County Express) – In September of 2004, MST inaugurated direct service between the South County communities and the Monterey Peninsula without having to transfer in Salinas. Funded in part by a FTA 5311(f) grant, this express service reduced travel time by as much as 90 minutes each direction. In addition, through a cooperative endeavor between MST and the Pebble

Beach Company, daily service was inaugurated into the Del Monte Forest on this line serving the Inn at Spanish Bay and the world famous Lodge at Pebble Beach.

- Holiday Service – In FY 2005, MST was able to rearrange its holiday schedules to provide life-line service on six routes on Thanksgiving, Christmas and New Year’s Day. In previous years, MST had not operated on these three days. Funding for the new holiday service was arranged by operating a Sunday Schedule on Christmas Eve and New Year’s Eve instead of a weekday schedule.
- Expanded Visitor-Oriented Service (MST Trolley, Pacific Grove Trolley and AT&T Pro-Am golf tournament service) – With the purchase of six new trolley’s MST’s visitor-serving operations are more popular than ever and have expanded to include once again a Pacific Grove summer-time trolley. In addition, MST carried approximately 5,000 passengers to Pebble Beach via supplemental service on Line 53 over the four-day world-famous golf tournament.

Over the same period, MST’s core service has been reduced by over 12% since 2001:

- September 2002 – Elimination of three Line 10 Fremont-Ord Grove Express trips and selected evening trips on Line 9 Fremont-Hilby, Line 27 Monterey-Watsonville, Line 42 Natividad and Line 44 Westridge; elimination of approximately three months of service on Line 22 Big Sur during April, May, September and October.
- August 2003 – Reduced frequency on Line 1 Asilomar, Line 2 Pacific Grove, Line 27 Monterey-Watsonville, Line 42 Natividad and Line 43 Memorial Hospital; elimination of evening trips on Line 1 Asilomar and Line 29 Northridge as well as mid-day trips on Line 21 Monterey-Salinas via Highway 68; discontinuation of Line 18 North County DART.
- September 2004 – Reduced frequency on Line 3 Skyline DART and Line 8 Seaside-Del Rey Oaks DART during mid-day hours and on Lines 16 and 17 Edgewater-Marina on weekends; elimination of select afternoon trips on Line 10 Fremont-Ord Grove, Line 20 Monterey-Salinas and Line 21 Monterey-Salinas via Highway 68 as well as service after 7:00 pm on Line 43 Memorial Hospital, Line 44 Westridge and Line 46 Natividad.

Unless new sources of operations funding are identified (i.e., local sales tax for transportation), MST will be forced to continue trimming its core services during FY 2006 and beyond.

B. Fixed-Route Needs and Improvements for FY 2006-2010

Many of the system operation and capital improvements identified below are important needs that do not have funding sources during the next five years. These are described at the end of this section as “Unfunded Operating and Capital Requirements” and are listed in Exhibits V-1 and V-2. Section VII – Strategies provides several approaches for MST to secure funding for these improvements.

The projects that have funding sources for the next five years are listed in the Transportation Improvement Plans in Sections VII and VIII. These Transportation Improvement Plans form the basis for MST’s portion of the Metropolitan Transportation Improvement Plan that both AMBAG and Caltrans require.

MST is promoting the following service change improvements, based on community and customer expectations described in Section II, during the next three years. These improvements are organized by various criteria, which are used by MST staff and its Board of Directors to meet community need.

Promote Safety. Safety is MST’s number one goal – for its customers, coach operators, and the community it serves. While MST’s previous safety strategies focused on reducing overcrowded trips to improve safety, the focus has now been shifted to identifying hazards along the streets and roadways MST vehicles operate. Since the terrorist attacks of September 11, 2001, MST has also been comprehensively reviewing and upgrading its procedures and security measures. The following list represents the focus for MST for operational conditions to continue to ensure safety.

- Utilize information gained from the Accident Review Task Force’s line-by-line analysis of hazardous operating conditions in modifying routes and schedules. Line 2

Pacific Grove has been targeted for rerouting off of the dangerously narrow Lighthouse Avenue corridor. Service to Carmel High School on Line 4 Carmel Rancho will be discontinued to allow more running time during congested morning and afternoon peak periods.

- Improve passenger loading and reduce overcrowding, especially on the East Alisal corridor by operating Line 42 East Alisal on Sundays and rerouting Line 45 East Market-Creekbridge to East Alisal Street to provide express service.
- Improve run time on key routes such as Line 9 Fremont-Hilby, Line 10 Fremont-Ord Grove, Line 20 Monterey-Salinas, and Lines 41/42 East Alisal by adjusting schedules to compensate for increasing traffic congestion, road construction, and increasing passenger loading. Additionally, MST is exploring using advanced farebox technology on some routes, which can speed passenger loading and thereby improve run-time.

Maximize Resources. All service needs and improvements need to be assessed in light of available financial, equipment, and staffing resources. It is also necessary to determine the most appropriate level of service and type of equipment for the customers and community. MST is one of the few transit agencies in California that does not have a local, dedicated, secure source of transportation funding, such as sales tax in Santa Cruz County or Santa Clara County. As such, MST must look at more stringent operational measures to meet its fiduciary responsibilities for realigning, streamlining and improving transit efficiencies. The following are services that should be studied for possible consolidation and streamlining modifications:

- *3 Skyline DART, 8 Seaside-Del Rey Oaks DART* – This on-demand subscription service is designed to serve low-density and typically low ridership areas. During morning and afternoon rush hours, the service is well utilized. Mid-day, there is not enough demand for two vehicles for both zones, but more than enough for one vehicle. A realignment of these two DART zones needs to be conducted with improving connections for highest use and connection. One proposed solution

- involves combining the two zones into a single “Monterey Peninsula DART,” adding the Garden Road corridor (including the Monterey Peninsula Airport) to the service area, and deploying another vehicle during mid-day hours.
- *Improving Lines 41/42 East Alisal* – Expanding ridership in this area and on current Line 41 East Alisal-Northridge and Line 42 East Alisal-Westridge is overtaxing MST resources and ability to deliver the highest quality service. MST has added additional buses on this route; however, passenger loadings and traffic congestion require additional service. As a part of the FY 2005 Salinas Area Service Analysis, this corridor was studied. Near-term solutions proposed include operating Line 42 on Sunday and rerouting Line 45 onto Alisal Street to provide express service through the corridor. In anticipation of higher ridership from a rebounding local economy, MST and Santa Cruz METRO are pursuing an AB2766 Air District grant to fund an inter-county and intra-county Bus Rapid Transit (BRT) Study. Anticipated for FY 2006, the East Alisal corridor will be examined as a candidate for BRT as a part of this project.
 - *Carmel Corridor* – Patterns of ridership for Lines 4 Carmel Rancho and 5 Carmel Rancho into and within Carmel need to be reviewed for possible realignment using different service plan and equipment. To that end, MST has submitted an AB2766 Air District grant proposal to fund a Monterey Peninsula Service Analysis study.
 - *Marina Corridor* – With the new Marina Transit Station, reuse at the former Fort Ord, and the campus of CSUMB, patterns of growth and community need to be reviewed to determine the most appropriate level and type of service. To that end, MST has submitted an AB2766 Air District grant proposal to fund a Monterey Peninsula Service Analysis study.
 - *Visitor Services* – MST, the City of Monterey, and the Monterey Bay Aquarium have developed a long-term financing strategy that has lead to more predictable and expanded funding for the MST Trolley services. With the addition of 29 days of

service during FY 2005 for Thanksgiving weekend, Christmas/New Year's, Presidents Day weekend and Spring Break/Easter, the Trolley has proven that demand also exists during non-summer time periods. As the visitor economy rebounds and the Aquarium continues expanding and improving its programs and exhibits, the need for year-round Trolley service is becoming clear. In addition, MST would like to secure long-term agreements with the City of Pacific Grove/Pacific Grove Chamber of Commerce and other municipalities that request enhanced visitor services. However, MST is currently limited by its supply of six trolley vehicles. Also, MST is exploring partnerships with local vintners and growers to coordinate transportation of visitors to local wineries and tasting rooms along existing MST bus routes.

- *Unproductive Lines* – There are several lines that fall well below MST standards as shown earlier in Section III-System Performance, and are considered “coverage” routes. MST acknowledges that low-density neighborhood lines will not generate high ridership but still require some service. However, the level and type of service may be modified to more appropriately allocate resources to the highest need while continuing lifeline service. Additional strategies such as contracting service to MV Transportation may make maintaining these lines more fiscally acceptable.

Improve System Performance/Customer Service. This includes making the system more productive with more direct routing, adding frequency, improving on-time performance, easy and fast transfer connections, improving bus loads, decreasing overcrowding, and increasing service hours. (Costs are estimates using FY 2006 dollars.)

- *Line 9 Fremont-Hilby, 10 Fremont-Ord Grove* – Increase capacity and frequency to every 10 minutes at peak times. [Cost: 6 additional buses in the rotation/6 hours/6 days \$881,712]
- *Line 11 Edgewater-Carmel Express* – Add two additional morning and two additional afternoon trips. [Cost: 1 additional bus in the rotation/4 hours/7days \$127,400]

- *Line 20 Monterey-Salinas* – Increase capacity and frequency to every 15 minutes at peak times with some express trips. [Cost: 4 additional buses in rotation/8 hours/6days \$783,744]
- *Line 20 Monterey-Salinas* – Increase frequency to every 30 minutes on Sundays. [Cost: 2 additional buses in rotation/10 hours/1 day \$81,640]
- *Line 23 Salinas-King City* – Increase frequency to hourly seven days a week and increase span of service to midnight. [Cost: 44 additional revenue hours per day/7 days \$1,257,256]
- *Lines 41/42 East Alisal* – Increase capacity and frequency to every 10 minutes at peak times Monday through Saturday. [Cost: 6 additional buses in rotation/8 hours/6 days \$1,175,616]
- *Line 42 East Alisal-Westridge* – Operate on Sundays. [Cost: 2 additional buses in rotation/8 hours/1 day \$65,312]
- *Line 45 East Market-Creekbridge* – Reduce headway from 90 minutes to 30 minutes. [Cost: 2 additional buses in rotation/10 hours/6 days \$489,840]
- *Owl Service* – Introduce hourly all-night owl service on selected lines between Community Hospital of the Monterey Peninsula and Natividad Hospital via downtown Monterey, Edgewater Transit Exchange, Marina Transit Center and the Salinas Transit Center. [Cost: 2 additional buses in rotation/5 hours/6 days plus one communications center employee on duty 4.5 hours/6 days \$294,920]
- *Service Hours and Frequencies* -- There are several lines that have seen service hours cut over the last three years that could benefit by restoring some of those lost hours:

Line 1 Asilomar, Line 2 Pacific Grove, and Lines 16/17 Edgewater-Marina. [Cost: 6 additional buses in the rotation/8 hours/6 days \$1,175,616]

Service Expansion/Increasing Ridership. This area covers both adjusting or adding service to increase ridership and to anticipate new growth areas that will need bus transit service in the coming years.

- *Growth Areas of Marina and vicinity* – Areas of South Marina and North Marina will see huge increases in activity with University Villages, Marina Heights, Cypress Knolls, Marina Station, East Garrison, CSUMB and other new areas slated for development. Over 16,000 new housing units are currently allowed under the Fort Ord Base Reuse Plan. New lines and extensions/rerouting of existing lines is anticipated in this area.

- *Salinas* – The largest concentration of MST passengers can be found in East Salinas, while residential and commercial development keeps pushing farther east outside of MST’s current service area. To meet this need, MST is proposing a new line traveling as far east as Boronda Road and Williams Road and connecting East Salinas to the Salinas Airport Business Park, the One-Stop Career Center and the other social service agencies located in this area. While JARC grant funding is being pursued for this service, a long-term funding mechanism must be secured. The new Boronda Crossing shopping center at the northwest edge of Salinas will be served by extending Line 44 beyond Westridge on Davis and Boronda Roads and ending at Northridge Mall. Beyond the five-year planning horizon, huge swaths of land on Salinas’ northeast border are slated for annexation and development. As plans are designed for these new residential and commercial areas, MST will strongly encourage transit-friendly layouts so that it may effectively serve these locations.

- *North Monterey County* – Thought to have been a high priority in FY 2002, service to this area did not generate the ridership expected. Line 18 North County DART was discontinued just over a year after it was introduced due to lack of interest from local

residents. New development in Castroville, Prunedale, and Pajaro will continue to be monitored to gauge demand for new MST services. If the enormous Rancho San Juan development goes forward, expanded/new service will be required north of Salinas.

- *South Monterey County* – A focus of growth in Monterey County has been directed to the five Salinas Valley communities along Highway 101 – Chualar, Gonzales, Soledad, Greenfield, and King City. Funding from grants has provided much of the revenue to operate Line 23 Salinas-King City and Line 53 Pebble Beach-South County Express. However, these communities will need to provide long-term funding assurances (i.e., Local Transportation Funds) to continue this service and to add any additional service. MST projects that there will be both a need for increased inter-city service using Line 23 along the 101 corridor as well as additional circulatory routes within each of the communities. Five-year population growth projections show increases throughout this area (see Exhibit II-15).

- *Santa Cruz County* – Watsonville continues to be a high-growth area in Santa Cruz County both in terms of population and ridership on Santa Cruz METRO. In that regard, MST and METRO will be jointly studying the demand for and feasibility of a Bus Rapid Transit (BRT) line between downtown Monterey and downtown Santa Cruz.

- *CalTrain Connection & Santa Clara County* – MST's three-year CalTrain Connection (Lines 25/26) demonstration project expires in the beginning of FY 2006. Subsequently, traveling regularly on public transportation between Monterey County and the Santa Clara Valley will be nearly impossible. MST has attempted to find other sources of funding to maintain the connection between the two counties and the Caltrain, including changing current California law that prohibits AMTRAK Thruway buses from partnering with public transit agencies. Until service is implemented through TAMC's Monterey Peninsula Fixed-Guideway and/or the Commuter Rail

Extension to Monterey County programs, MST will continue to seek non-traditional sources of funding to restore service between Monterey County and the Bay Area.

- “*Connectivity*” – Along with the DART service supplementing fixed-route service and services for tourist and special events, there may be extra needs to provide improved direct connections from residential areas to employment and activity centers. With fuel prices increasing, MST has begun to get specific requests for peak hour employment center-based transit. In that regard, two new bus lines are in the planning stages that will connect East Salinas and Peninsula residential areas with the growing Salinas Airport Business Park. MST will continue to be receptive to community demands for this type of service and attempt to secure JARC and other grant funds to make these services financially feasible. Additionally, Hartnell College has requested that MST extend Lines 41/42 East Alisal to campus, which would enable direct access for students from East Salinas.

Respond to Community Transportation Requests. Community requests for change or increase in service need to be weighted against available resource needs of the overall system productivity and the greatest need.

- *Rerouting* – MST attempts to be responsive to community requests for rerouting lines. However, in general, only those changes that would benefit the majority of the riding public while maintaining safe operations will be supported by MST staff. In December of 2004, MST rerouted Line 20 Monterey-Salinas from small, neighborhood streets in the City of Marina back onto Del Monte Boulevard and Reservation Road. This improved MST’s on-time performance on its major east-west trunk line by 12 percentage points. Since the change, Line 20 has been running on schedule over 80% of the time – at or near MST’s system-wide goal. In FY 2006, MST will experiment with “detour on request” service on evening Line 20 buses through the Preston Park neighborhood, which is home to a significant number of transit-dependent individuals, many of whom are trying to overcome the challenges of mental illness through education, training and employment. Because transit

service on Line 17 ends shortly after 6pm in this neighborhood, Line 20 passengers may ask the coach operator to detour off the main Reservation Road route through the Preston Park loop. MST is implementing this solution as a way to serve this area when demand is there, but to not inconvenience other passengers on trips when demand is not there.

- *Unmet Transit Needs and Requests Unable to Meet with Existing Resources* – Numerous requests have been received for the following services and were listed in the 1999 SRTP as Unfunded Requirements. Those items that have been accomplished are noted. However the remainder are not being currently considered in this three-year SRTP cycle due to potentially low ridership and priority of other needs, based on MST criteria. If additional funds become available after meeting the current 2006 unfunded operating requirements, then these will be considered by the MST Board.
 - *Las Palmas and Highway 68 Corridor communities* – No action
 - *Pebble Beach/Spanish Bay* – Completed with grant funding
 - *Josselyn Canyon with Fisherman’s Flats and Deer Flats* – No action
 - *Monterey Peninsula Airport and Laguna Seca on Sundays* – No action
 - *Direct Service between Pacific Grove and Carmel* – No action
 - *Direct Service Carmel Valley to Salinas* – No action
 - *Additional weekend, evening, or Sunday service* – Completed with LTF/5311(f) funding
 - *Additional service to redevelopment areas of Fort Ord* – Redevelopment of Fort Ord has been limited to date; this will be accomplished as new residential and commercial areas are opened.
 - *Pajaro Valley local service* – No Action
 - *Restore service Thanksgiving, Christmas, New Year’s Day* – Completed

C. MST RIDES - Paratransit Needs and Improvements

The Americans with Disabilities Act requires MST to provide paratransit service to qualified transit-dependent users who are not able to use regular fixed-route service. The MST RIDES Paratransit Program is in compliance with those ADA requirements. A client re-certification process completed in February of 2005 has reduced the number of RIDES-eligible individuals by 71%, thereby reversing what was seen as the uncontrollable growth of the program until FY 2003. Transfer of the operating contract from Pro-Trans to MV Transportation in July of 2004 has further reduced costs while achieving a zero-denial rate for trip requests. However, the contractor is continuing to struggle to meet its passenger per hour efficiency targets. The addition of mobile data terminals in 2005 will assist in more efficiently scheduling trips.

MST RIDES program ridership has decreased by over 40 percent since FY 2001, while vehicle hours have decreased by 24 percent. In order to help supplement the demand for paratransit service, MST had made use of local taxis in the past to help supplement demand for this service. Under the former RIDES contracted operator, the use of independent taxis comprised between 20 and 25% of all trips. MV has since reduced that percentage to single digits since taking over the contract. It has also found that it can more efficiently provide the service with two sedans to augment the fleet of paratransit vans rather than reimburse for taxi trips.

MST also operates Special Transportation (ST) service on behalf of the county for persons living in areas outside of the ADA-required zone (up to $\frac{3}{4}$ of a mile from any MST bus line). The North County zone covers 86 square miles of Monterey County north of Salinas, while the South County zone spans an extra quarter mile beyond the $\frac{3}{4}$ of a mile zone straddling Highway 101 between Salinas and King City, and then for a two-mile wide corridor along Highway 101 between King City and Bradley. Before 2005, RIDES ST passengers were permitted to use the service for only medical and social service-related trips. As of the beginning of this year, all trips were deemed eligible, allowing greater mobility and independence for persons with disabilities in these areas.

Paratransit Advanced Communication System. A replacement and upgrade to the basic two-way radio system for the MST RIDES program was studied to improve the efficiency of communications and facilitate real-time scheduling. While the upgrade to the two-way radio system was deemed unnecessary, the Mobile Data Terminals (which include text-messaging capabilities) and Computer Aided Dispatch and Automated Vehicle Location (CAD/AVL) functions were purchased and installed. Estimated at \$900,000 in 2002, the project was delivered in 2005 for less than \$250,000.

Vehicle Replacement. MST continues to purchase new RIDES vehicles, with ten deployed between 2001 and 2004 and another five being introduced to service in 2005. Still, with many 1997 paratransit vans still in service, MST will continue to purchase new vehicles as money becomes available through the FTA 5310 competitive program, which pays for 80% of capital costs for vehicle purchases.

D. Unfunded Operating Needs and Improvements

While progress has been made in meeting customer needs as described above, there are still unfunded operating requirements. These are listed below by the criteria category.

Promote Safety. Safety considerations are funded as needed and there are considerable homeland security-related safety projects unfunded. See capital improvements for additional facilities, equipments, and other safety improvements planned.

Maximize Resources. In order to meet the needs listed above for streamlining and consolidating line and routings, a Monterey Peninsula Service Analysis to complement the just completed Salinas Area Service Analysis, is needed and is only partially funded. The project will include modifications and adjustment in routing, frequencies, and service types for key commute and unproductive lines. MST and Santa Cruz Metro have a yet to be funded grant request for a Bus Rapid Transit study, which will examine inter- and intra-county corridors for possible implementation of BRT technology.

Improve System Performance/Customer Service. Several costs are associated with improving operations, which involve more service hours in peak time for Line 9 Fremont-Hilby, Line 10 Fremont-Ord Grove, Line 20 Monterey-Salinas, and Lines 41/42 East Alisal (peak time and Sundays). The Salinas Area Service Analysis highlighted over \$500,000 in annual service improvements that are needed today or in the near future. Improved linkages, routings and frequencies on lines like the Line 29 Northridge, Lines 41/42 East Alisal, Line 44 Westridge, and Line 45 East Market/Creekbridge in Salinas may be needed to support population growth and to help reduce traffic congestion. Service hours and frequencies will be increased as fiscal policies permit.

Increase Ridership. Over the last three years, new services to north Monterey County and to Santa Clara County have generated some new ridership, but have failed to meet levels that would warrant using LTF money to provide long-term funding. For this reason, they are being discontinued. MST's service to south Monterey County has seen tremendous ridership – enough to require these communities to provide long-term funding commitments through diversion of LTF money to MST. These are important support services for commuters going to and from work as well as for residents of these areas going about their everyday lives. Additional service to Marina and Salinas to connect to newly planned growth areas are also projected, but at this time do not have secured funding sources. Until these new funding sources are identified, MST will have to maximize the utility of its existing lines and vehicles in order to increase ridership.

Respond to Community Transportation Requests. Through the unmet needs process, Sunday Service on Line 23 was designated an unmet need in FY 2004. This fixed-route service was implemented in September of 2004, which also allowed South County RIDES clients to make trips on Sundays for the first time. The programming of additional funds for community requests will be analyzed on a case-by-case basis as a result of the Monterey County unmet transit needs hearing process, except for those already mentioned in this plan.

Unfunded operating requirements are shown in Exhibit V-1 and total \$51.4 million over the next five years.

Exhibit V-1
 Unfunded Operating Requirements FY 2006 –2010

Service Needs and Improvements	FY06 Annual Cost*	Five Year Total 2006-10	Vehicles Utilized**
Safety	0	0	--
Maximize Resources			
Monterey Peninsula Service Analysis	\$70,000	\$70,000	0
Monterey/Santa Cruz BRT Study	\$80,000	\$80,000	0
Improve System Performance and Customer Service (Operating \$ Only)			
Lines 9 &10 Fremont-Hilby/Ord Grove	\$881,712	\$4,408,560	6
Line 11 Edgewater-Carmel Express	\$127,400	\$637,000	1
Line 20 Monterey-Salinas (Mon. – Sat.)	\$783,744	\$3,918,720	4
Line 20 Monterey-Salinas (Sun.)	\$81,640	\$408,200	2
Line 23 Salinas-King City	\$1,257,256	\$6,286,280	0
Lines 41/42 East Alisal (Mon. – Sat.)	\$1,175,616	\$5,878,080	6
Line 42 East Alisal (Sun.)	\$65,312	\$326,560	2
Line 45 East Market-Creekbridge	\$489,840	\$2,449,200	2
Owl Service	\$294,920	\$1,474,600	2
Service Hours and Frequencies	\$1,175,616	\$5,878,080	6
Service Expansion/Increasing Ridership			
Line 48 East Salinas-Airport Business Ctr.	\$152,400	\$762,000	1
Line 54 Monterey-Airport Business Ctr.	\$22,410	\$112,050	1
South County DARTs	\$229,200	\$1,146,000	6
Growth Area of Marina and vicinity	\$873,600	\$4,368,000	2
Growth Area of Salinas and vicinity	\$156,000	\$780,000	1
North Monterey County	\$327,600	\$1,638,000	1
South Monterey County	\$327,600	\$1,638,000	1
CalTrain & Santa Clara/San Benito County “Connectivity”	\$731,536	\$3,657,680	4
Carmel Valley Grape Express	\$359,295	\$1,796,475	2
Carmel Valley Grape Express	\$174,240	\$871,200	1
MST Trolley (Monterey year round)	\$391,275	\$1,956,375	4
Carmel Trolley (Seasonal)	\$81,600	\$408,000	1
Del Monte Center Trolley (Seasonal)	\$81,600	\$408,000	1
Total Operating Costs	\$10,391,412	\$51,357,060	57

* Operating costs are calculated in 2006 dollars @\$78.50/bus hour for MST operations and \$60.00/bus hour for MV operations.

** Of the 57 vehicles identified, 40 buses, 6 vans and 3 trolleys must be acquired to meet peak pull-out and maintain a 20% spare ratio.

E. Unfunded Capital Needs and Improvements

In addition to the unfunded operating requirements discussed above, MST has a substantial number of unfunded capital requirements. In some cases, the lack of these capital improvements prohibits MST from providing service to portions of the community. Other unfunded capital projects would allow MST to improve productivity, which in turn could result in the additional resources to provide transit services.

A brief description of MST's unfunded capital improvement projects for the years covered by the Transportation Improvement Program (FY 2006 through FY 2010) is provided below, and detailed in Exhibit V-2. Costs are estimated using FY 2005 dollars.

1. Highlights of Capital Requirements

FY 2006

- **Marina Transit Station..** This will act as a key hub for MST's high frequency and direct transit lines. The transit station will link directly with the California State University at Monterey Bay, residential and commercial development for Marina and Seaside at the former Fort Ord, and Watsonville, Salinas and the Monterey Peninsula. Land has been acquired in Marina for construction of a Transit Station. Estimated cost to design and build the facility is \$8,454,932. There is presently a shortfall of \$2,639,171.

- **Facility Security Upgrades.** Existing operating divisions in Monterey and Salinas require significant upgrades to enhance security of personnel and equipment. Automated entry gates, security cameras and other surveillance equipment, as well as employee and visitor access systems, are essential to provide a safer, more secure operating environment. There are currently \$500,000 of unfunded employee and customer security enhancements identified.

- **North Salinas/East Salinas Transit Center.** North Salinas and East Salinas are Monterey County's fastest growing areas with new residential and commercial activity. These centers will assist with the integration of MST's new lines in Salinas, and throughout the South County, which provide higher frequency and more direct routing. This will facilitate direct cross-county transit to jobs, health care, education, residential, and commercial activities.

- **Bus Stop Improvements.** In 2003-2004, approximately \$500,000 in bus shelters and benches were purchased and installed to improve passenger amenities at bus stops. An estimated \$1.5 million in additional improvements, including ADA access improvement at existing and new bus stops, is still needed.

- **Bus Purchase Payments.** In 2002-2003, MST acquired 40 new heavy-duty transit buses and 6 trolley vehicles. Because this purchase was financed over the course of 10 years, MST must make payments of \$950,000 every six months. The unfunded cost is \$1.9 million for FY 2006.

- **Bus Replacement.** MST must acquire 4 new 900-series vans to replace vehicles introduced into operation in 1999 that will reach the end of their 200,000-mile recommended life-span in FY 2006. Continuing to operate older equipment requires more significant maintenance investment. MST's short-term service strategies involve utilizing these smaller vehicles that are operated by a private contractor for routes with low ridership potential.

FY 2007

- **Bus Replacement.** MST must acquire 9 new buses to replace CNG buses introduced into operation in 1997 that reach the end of their 10-year recommended life-span in 2007. Continuing to operate older equipment requires more significant maintenance investment. MST is currently evaluating alternative fuel technologies to ensure that the most appropriate vehicles are purchased.

- **Intelligent Transportation Systems.** Additional funds are necessary to fully develop MST's Intelligent Transportation Systems (ITS) to aid in system management, upgrades, service planning and provide additional customer amenities. ITS features that have been implemented or are currently funded include: TransitMaster Advanced Communications System (AVL); next bus schedule information at transit centers; Internet trip planning capabilities; radio coverage improvements; and expanded in-vehicle annunciators and displays for ADA. Unfunded items include automatic passenger counters, "smart-card" fareboxes, and a new phone system. Estimated unfunded cost is \$2.65 million.
- **Bus Purchase Payments.** In 2002-2003, MST acquired 40 new heavy-duty transit buses and 6 trolley vehicles. Because this purchase was financed over the course of 10 years, MST must make payments of \$950,000 every six months. The unfunded cost is \$1.9 million for FY 2007.

FY 2008

- **Bus Replacement.** MST has 8 CNG buses purchased in 1996 that will reach the end of their 12-year recommended life-span in 2008. Depending upon MST's level of service and the total number of transit buses required to meet pull-out in FY 2008, MST may replace some, all or none of these vehicles.
- **Bus Purchase Payments.** In 2002-2003, MST acquired 40 new heavy-duty transit buses and 6 trolley vehicles. Because this purchase was financed over the course of 10 years, MST must make payments of \$950,000 every six months. The unfunded cost is \$1.9 million for FY 2008.

FY 2009

- **RIDES Paratransit Vehicle Replacement.** Approximately half of MST's paratransit fleet will have to be replaced by 2009. The estimated cost to purchase seventeen units is \$1.36 million over the next three years.

- **Intermodal Transportation Center.** The center will be at the heart of University Villages currently under development on the former Fort Ord in south Marina. MST is investigating the possibility of doing a “land-swap” with the developers of University Villages, which could involve trading its public benefit parcel near the intersection of 1st Avenue and 5th Street for a site adjacent to the 8th Street overpass of Highway 1. This more northerly location is more centrally located to dense residential and commercial uses as well as to the proposed location of TAMC’s Fixed Guideway (rail and/or BRT) station. The 8th Street alignment also marks the beginning of the east-west transportation corridor that has been reserved through the former Fort Ord. MST anticipates using this corridor and its connection to Intergarrison Road and Davis Road as a new Marina to Salinas connection served by BRT or express buses.
- **Bus Purchase Payments.** In 2002-2003, MST acquired 40 new heavy-duty transit buses and 6 trolley vehicles. Because this purchase was financed over the course of 10 years, MST must make payments of \$950,000 every six months. The unfunded cost is \$1.9 million for FY 2009.

FY 2010

- **Monterey Bay Operations and Fueling Facility.** This facility will serve as the operations, maintenance, and administration support center and will be located on 17.5 acres at the former Fort Ord Army base. MST has outgrown both its operating divisions in Monterey and Salinas. Fleet expansion to meet growing community needs requires upgraded maintenance, operations, and administrative facilities to provide adequate support. Estimated cost to design and construct the facility is \$28 million.
- **Bus Purchase Payments.** In 2002-2003, MST acquired 40 new heavy-duty transit buses and 6 trolley vehicles. Because this purchase was financed over the course of 10 years, MST must make payments of \$950,000 every six months. The unfunded cost is \$1.9 million for FY 2010.

- **Support Vehicles Replacement.** By 2010, 32 support vehicles will need replacement. These vehicles include vans to transport coach operators to and from relief points, administrative staff cars, supervisor jeeps and maintenance trucks. The unfunded cost is \$960,000.

Exhibit V-2
 Unfunded Fixed-Route Bus Capital Requirements
 (In \$1,000 of dollars)

UNFUNDED MST CAPITAL REQUIREMENTS					
	FY05	FY06	FY07	FY08	FY09
	-----	-----	-----	-----	-----
* FY 2005 Unfunded Requirements					
Bus Stop Shelters		250	350	350	200
Bus Stop Benches		50	50	50	50
Security Upgrades		500			
Replace revenue collection system	1500				
*FY 2006 Unfunded Requirements					
Marina Transit Station		2639			
Replace Support Vehicles		660			
Safety/Security/Customer Enhancements		125	50	50	50
Maint. Tools & Shop Equipment		82	50	50	50
Misc. Bldg. & Ground Equipment		50	50	50	50
Replace 5 RIDES MiniBuses		300			
* FY 2007 Unfunded Requirements					
Monterey Bay Operations Facility			27532		
Lease Installment Payments				154	1640
Replace 8 Buses			2800		
* FY 2008 Unfunded Requirements					
Replace 9 Buses				3150	
* FY 2009 Unfunded Requirements					
TOTALS	1500	4656	30882	3854	2040
TOTAL OF 5 -YEAR UNFUNDED CAPITAL REQUIREMENTS					42932

2. Fleet Replacement

In 2002, MST possessed a rapidly aging fleet with 38 of 76 vehicles (50%) averaging 16 years in age and over one million miles each. As a result MST faced increased maintenance costs, service disruptions due to mechanical failures, and an inability to meet stringent California Air Resources Board (CARB) requirements set to go into place January 2004. With only \$5 million of capital funds available for new bus purchase, MST did not have the money on hand to replace vehicles that would be rendered obsolete by the CARB requirements.

MST sought an innovative way to solve this problem by looking to public-private partnerships with private sector financing, bus manufacturing companies, Federal Transit Administration (FTA) and MST stakeholder jurisdictions. As a result MST was able to enter into a \$19 million financing plan with Municipal Services Group (MSG) of Denver, CO. to finance the purchase of 38 replacement vehicles as well as eight expansion vehicles for new services. Additionally, as part of this procurement, MST was able to find a funding partner with the City of Monterey which committed to a 10-year operating agreement with MST for the seasonal Waterfront Area Visitors Express (The WAVE) and provided the local 20% match of \$288,000 towards the \$1.4 M required to purchase four trolley style vehicles to be used on this line.

By taking advantage of a joint procurement with Central Contra Costa County Transit Authority and the Central Oklahoma Transportation and Parking Authority, MST was able to have 22 of the 46 vehicles purchased and delivered in less than one year from the purchase agreement date with the remaining vehicles delivered within 16 months. This allowed the MST fleet to meet the new CARB requirements. To accomplish this transaction, MST staff was required to negotiate with FTA, MSG, Gillig Corporation, and Optima Bus. As a result MST has been able to reduce its operating and maintenance costs by 64% over the vehicles replaced, and provide more reliable service by increasing miles traveled between mechanical breakdowns by 100%. Furthermore, MST was able to provide more seating and a greater variety of vehicles to be used throughout its service area, while producing fewer emissions and complying with state mandates. As a result of the fleet replacement initiative, the average age of MST's rolling stock dropped by over 5 years from 9.6 years to 4.5 years.

Reduced costs from lower maintenance and better fuel economy, combined with avoiding inflationary costs of delaying the procurement until sufficient cash was on-hand, are likely to offset the low interest costs of 4.64%. The project is expected to pay for itself within the first five years resulting in a cumulative savings of over \$3M in federal, state, and local funds over the life of the vehicles.

The Federal Transit Administration requires that the bus spare ratio (number of spare buses as a percent of the number of peak demand buses) be 20 percent or less. MST's current spare ratio is 27 percent. If some of the additional services outlined in Exhibit V-1 are implemented during the next five years, MST will meet the FTA spare ratio limit. If new money becomes available to fund services that would require more than six buses, MST would consider acquiring additional rolling stock.

Vans in paratransit service under the RIDES program are being replaced. Federal Section 5310 (previously Section 16) funds and Local Transportation Funds are programmed to replace up to five vans each year.

3. Facilities Replacement

The Albert Division in Monterey continues to operate at a level beyond its intended use. Efforts to expand usable office space include the leasing of a modular facility, doubling up of occupants in some offices, and the construction of new office space at the Clarence "Jack" Wright Division in Salinas.

Bus and employee parking at the Albert Division in Monterey has been temporarily addressed through the lease of land from the City of Monterey. Construction of additional employee parking on this lot allows full utilization of space inside the bus yard for bus parking only on most days. Because visitor parking remains limited to three spaces, the bus yard continues to be used for automobile parking during Board Meetings, staff training, and other such gatherings. Capacity for parking buses at the two operating divisions is:

- Albert Division (Monterey): 46
- Wright Division (Salinas): 31

The long-term solution to this overcrowding remains development of the Monterey Bay Operations and Fueling Facility on the former Fort Ord. The facility will provide space for maintenance and fueling of fixed-route buses and support vehicles. It will also provide space for operations and administrative functions. A 13.15-acre parcel at the corner of 7th Avenue and Gigling Road has been deeded to MST as a public benefit conveyance for this consolidated operations, maintenance and administrative facility. A second smaller parcel measuring 2.79 acres is still in the process of being transferred. MST's efforts to obtain land through the public benefit conveyance process are described in the discussion of Fort Ord below. The estimated cost of construction at the time of move-in to the facility is estimated at \$28 million. Funding has not been identified.

4. Former Fort Ord Land Acquisition and Reuse

In 1991, the Secretary of Defense announced the closure of Fort Ord and the community began the planning process for the reuse of the base. In May 1994, the Fort Ord Reuse Authority (FORA) was created. FORA is responsible for planning for and implementing the reuse of Fort Ord. Monterey-Salinas Transit serves as an ex-officio member of the FORA Board of Directors and participates in the FORA planning process.

The Fort Ord Reuse Plan was adopted in June 1997 and indicates that within the next twenty years the following development will occur at Fort Ord:

- 3.8 million square feet of light industrial/business park space will be developed
- 12,000 residential units will be occupied through reuse of existing housing stock and construction of new housing
- 785,000 square feet of retail space will be constructed
- Approximately 18,000 new jobs will be created
- CSUMB will have up to 15,000 students enrolled

The reuse of Fort Ord will change the transportation patterns throughout Northern Monterey County and place new demands on the region's transportation infrastructure and services. Transit can play a significant role as part of the Fort Ord and regional transportation system. MST is working with FORA and MST member jurisdictions on two major transit issues: first, the provision of adequate levels for transit service within Fort Ord, and second, the acquisition of land for transportation facilities at Fort Ord.

Since the opening of the CSUMB campus in 1996 and activities with the University of California Santa Cruz Monterey Bay Education, Science and Technology Center at the new Marina Municipal Airport, population levels and job growth began to recover from the devastation that the base closure brought to the Peninsula. CSUMB students, faculty, and staff are now occupying former military housing and a new dormitory opened in 2004. Other older military residential areas are being renovated or are planned for extensive rehabilitation and new housing. New social service agencies are opening, primarily due to the McKinney Act provisions. This allows land/property transfer from the Army to homeless and social service agencies before other local agencies or jurisdictions. Transit demand is increasing, however, and efficient service delivery is difficult due to the scattered land use pattern on the former military base.

Transit Planning at Fort Ord. Given the significant number of people that will require transportation to and from Fort Ord as reuse occurs, transit can and should be an important component of this transportation system. The Fort Ord Reuse Plan includes the following transit objectives:

- Provide convenient and comprehensive bus service .
- Promote passenger rail service for the transportation needs of Fort Ord and the region.
- Promote intermodal transportation improvements for the former Fort Ord and the region.

Supporting these objectives are policies, which require the land use jurisdictions with lands located at Fort Ord to coordinate with MST to develop bus routes and facilities. Furthermore, the reuse plan promotes the creation of pedestrian- and transit-oriented communities, particularly at new residential subdivisions and commercial areas.

The Business and Operations Plan, which is an appendix to the Fort Ord Reuse Plan, describes how capital improvements will be provided and how public services will be funded. The Public Facilities Implementation Plan, which is one component of the Business and Operations Plan, calls for the development of the following MST facilities: the Fort Ord Intermodal Transportation Center, Operation and Maintenance facilities, two Park & Ride Facilities, and acquisition of 12 buses. These capital improvements will be provided during the next twenty years. The Public Services Plan, which also is part of the Business and Operations Plan, describes how public services will be funded. Unfortunately, this plan fails to address how transit-operating costs for service at Fort Ord will be funded.

Currently, MST's lines 16-Edgewater/Marina, and 17-Edgewater/Marina provide service to Fort Ord. These lines originate at the Edgewater Transit Exchange in Sand City and continue through Fort Ord on their way to Marina. These lines currently serve the residential areas along General Jim Moore Boulevard, the Commissary and PX, the VA Clinic and the CSUMB campus. Line 17 serves the first area that has been redeveloped – Seaside Highlands, a residential subdivision located at the southerly portion of the base. As condition of approval, the city of Seaside required the project developer to install bus turn-outs and shelters along Coe Avenue adjacent to the neighborhood. Line 20 Salinas-Monterey provides service between Salinas and the Monterey Peninsula and travels along Reservation Road through Fort Ord. However, this line does not serve any of the areas that are targeted for reuse. Additional transit planning matters on the former Fort Ord are discussed in greater detail in Chapter VI – Major Issues.

Transit Facilities at the Former Fort Ord. MST is seeking the conveyance of two sets of properties at Fort Ord through the Public Benefit Conveyance (PBC) process. The first set of properties includes three intermodal transportation facilities. The second set of properties

will be used for a MST operations and maintenance facility. Four of the seven parcels have already been transferred, while the other three are still being processed by the federal government.

- **Intermodal Transportation Center and Park and Ride Facilities.** In July 1995, the MST Board of Directors authorized staff to request the conveyance of property for an Intermodal Transportation Center and two Park & Ride Transfer Facilities. Appendix H shows the general location of these facilities, as well as the specific locations of the Intermodal Transportation Center, the Park & Ride Facility #1 at 12th Street and Imjin Road, and the Park & Ride Facility #2 at 8th Ave. and 12th Street. In addition, MST is working with TAMC on the possible development of new inter-city fixed-guideway (rail or BRT) transportation facility along the Monterey Branch Line rail corridor with a stop near the 8th Street overpass of Highway One.
- **MST Operations & Maintenance Facility.** As noted above, MST also is working to secure land through public benefit conveyance for an Operations & Maintenance Facility at Fort Ord. The parcel for the facility is bounded by Col. Owen Durham Road to the north, Gigling Road to the south, 7th Avenue on the west, and 8th Avenue on the east. MST also is asking for the conveyance of building 4448, which is located at the Southwest corner of Col. Owen Durham Street and 7th Ave. This building could be used for administrative support activities or training.

With the land for the intermodal transportation facilities and the MST operations and maintenance facility, MST will receive approximately fifty acres of land through the PBC process. In addition, a 100-foot wide right of way has been reserved as a transportation corridor running east-west through the former Fort Ord along the 8th Street corridor connecting to Intergarrison Road. This right-of-way has the potential to meet MST's long-term transportation needs as a way of traveling between Monterey and Salinas without having to travel through downtown Marina via congested Reservation Road and Blanco Road.

Current Status of Fort Ord Land Parcels Transfer. MST continues to work on acquiring surplus federal land at the former Fort Ord military base. In 1997 and 1998 MST completed several administrative reviews and application revisions to the Federal Highway Administration (FHWA), the U. S. Army Corps of Engineers (Corps), the Fort Ord Reuse Authority (FORA), and the California Department of Transportation (Caltrans). Through the efforts of Caltrans, MST was nominated (along with Monterey County) to take title of these parcels for transportation-related purposes. Title conveyance by Quick Claim Deed is being facilitated by FHWA, at the request of the Federal Transit Administration (FTA), through FHWA's Federal Land Transfer process.

In October 1998, the FHWA Region Nine Office determined that the MST's request for Public Benefit Conveyance of four land parcel right-of-ways is "reasonably necessary for the Federal-aid project" (Federal-Aid # FTORD-5944 (042)).

In January 1999 MST received word that the FHWA would provide land transfer authority for these parcels for the proposed land use and facility structures. The Army Corps is now proceeding with land transfer through the FHWA to MST, as required by federal regulations governing FTA and FHWA land acquisitions. In 2003 MST received title to some of these land parcels and has begun studies for land use and environmental analysis, design parameters, and identifying and securing of funding sources. The remaining three properties are still in the process of being transferred.

The land transfer process has been delayed in recent years due to U.S Army's recently added responsibility under the California Environmental Response, Compensation, and Liability Act (CERLA) for cleanup of ordinance and explosives and controversy surrounding the Army's approach to meeting those responsibilities.