MST
MONTEREY-SALINAS TRANSIT

Business Plan
and
Short Range Transit Plan

FY 2006 through FY 2008

June 2005

(Adopted as Modified October 2005)

Monterey-Salinas Transit
One Ryan Ranch Road
Monterey, California 93940
1-888-MST-BUS1

Monterey-Salinas Transit

Board of Directors

Chairman Fernando Armenta, County of Monterey
Vice-Chairman Thomas Mancini, City of Seaside
Ron Schenk, City of Pacific Grove
Sergio Sanchez, City of Salinas
Michael Cunningham, City of Carmel-by-the-Sea
Kristin Clark, City of Del Rey Oaks
Gary Wilmot, City of Marina
Libby Downey, City of Monterey
Maria Orozco, City of Gonzales (Ex-Officio)

Carl G. Sedoryk, Acting General Manager/CEO

Table of Contents

List of Exhibits

Exhibit

This page left blank.

Executive Summary

This business plan is Monterey-Salinas Transit's (MST) primary planning document. The plan describes public transit's role in the community, including its achievements, services operated, important issues, solution strategies, and financial plans.

Transit Provides Value to the Community. Public transit is part of the fabric of the community and a critical element in our overall transportation system. Transit increases mobility for tens of thousands of commuters and visitors, thereby reducing traffic congestion, air pollution, and energy consumption. Additionally, thousands of senior citizens, disabled individuals, and people living below the poverty level rely on transit as a vital link connecting them to jobs, shopping, education, health care, and the American society in general. Research shows that businesses benefit as well, with a $32 million increase in business sales for each $10 million in transit-operations spending.

MST Responds to the Community and Increases Ridership. MST uses a variety of information sources to determine the kinds of services provided, including customer and stakeholder surveys, citizen committees, customer comments, and public meetings and hearings. From this comes a clear expectation of what transit service is needed. Based on this input, major changes were made in July 1999. These changes proved very successful, with a 21 percent increase in ridership during the subsequent two years. Today, MST carries approximately 4.7 million passengers a year, using 78 transit buses, 6 historically-themed trolley buses, 11 minibuses, and 26 paratransit vans, 4 paratransit minivans and 2 paratransit sedans.

MST Business Plan Supports "Total Quality." In 1997, the MST Board of Directors adopted the Malcolm Baldrige National Quality Award criteria as its business model. The business plan is based on this quality model and on MST's mission of "leading, advocating, and delivering quality public transportation." The mission is implemented through four key business drivers:

1. Increase customer satisfaction
2. Strengthen employee development and satisfaction
3. Enhance support by MST members and other stakeholders
4. Operate safely, effectively, and efficiently

Improvements Are Needed to Meet Current Demand. Needed improvements include making the system more productive, with more-direct routing, added frequency, improved on-time performance, easy and fast transfer connections, less overcrowding, and increased service hours.

Expansion is Needed to Meet Future Demand. Five-year growth patterns show large percentage increases in Marina and Salinas and South Monterey County. Increased connectivity is needed between the fixed-route service, the DART system, and visitor /special event service.

Major Issues. The following three issues are fundamental policy questions and challenges that affect the accomplishment of MST's mission:

1. **Will cities and county foster transit-friendly land-use planning?** Increasing population growth and difficult-to-serve land-use patterns have contributed to inefficient and costly transit routing, unserved areas, and increased traffic congestion. Development needs to be better coordinated with existing and future transit services. Such development will help build ridership and achieve operating efficiencies.

2. **How will MST Successfully Meet the Challenges of Adequately Serving the Redeveloping Areas of the Former Fort Ord?** In the eleven years since its closing in 1994, the former Fort Ord still remains vastly underdeveloped. Several large=scale residential and mixed-use developments are working their ways through the entitlement and permitting processes and are nearing construction. MST will need to radically reconfigure its route network serving this area in order to meet the transportation needs of the new residents and businesses.

3. **How will the state and federal governments and the community back additional funding to satisfy current and future demand?** MST faces a major capital and operating funding shortfall of $100 million over the next five years. Federal funding has remained in limbo for nearly two years as of this writing because Congress has not passed a transportation authorization bill. MST's funding is stuck at FY 2004 levels while its costs – fuel, insurance, labor – are at FY 2006 prices. For the last several years, the state has been withholding Proposition 42 funds from transportation in an attempt to balance the budget. In all, over $5 billion in state transportation money has been diverted

to the general fund. Counties and municipalities have been feeling the pinch, too, as the state withholds local sales tax money that should go to local government. To satisfy current and future demand, MST needs an adequate and predictable local and regional funding source.

Strategic Goals. The following strategic goals are the basis for developing specific annual objectives to be achieved each year of this business plan:

1. Conduct business within approved budget and performance indicators.

2. Comply with local, state, and federal laws including regulations related to safety, hazardous materials, and grants management.

3. Adopt and execute state and federal legislative programs.

4. Begin construction of the Marina Transit Station.

5. Continue to pursue funding and begin development of the Fort Ord Operations and Fueling Facility.

6. Review MST Mission and modify as appropriate.

7. Maintain and strengthen and validate Key Business Drivers in support of MST Business Model and Mission.

8. Participate in community outreach and provide public information regarding the local sales tax ballot measure to support public transportation.

9. Continue implementation and planning of Intelligent Transportation Systems.

10. Complete takeover of Clean Air Refueling Station (CARS); complete upgrades.

11. Develop fleet replacement and fueling plan.

12. Conduct system, financial and governance analysis of service extensions outside of existing service area.

Catalytic Leadership. MST will continue to listen to the community and to lead in and advocate quality for public transportation. The trend of increased ridership and more regional service will continue as long as land-use planning is friendly to transit and funding is available.

Exhibit ES-1
Mission Statement

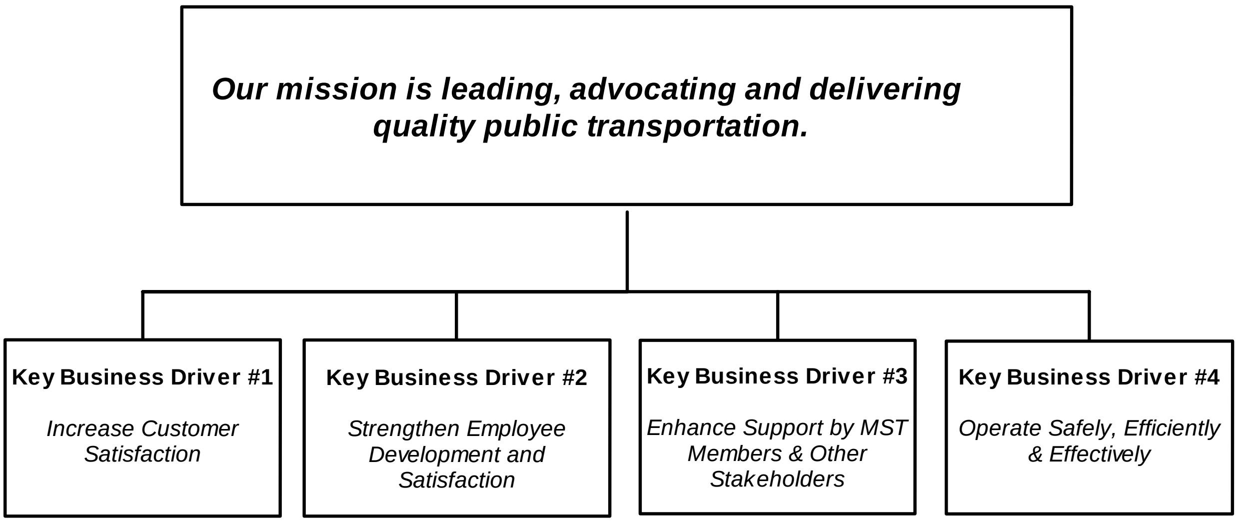
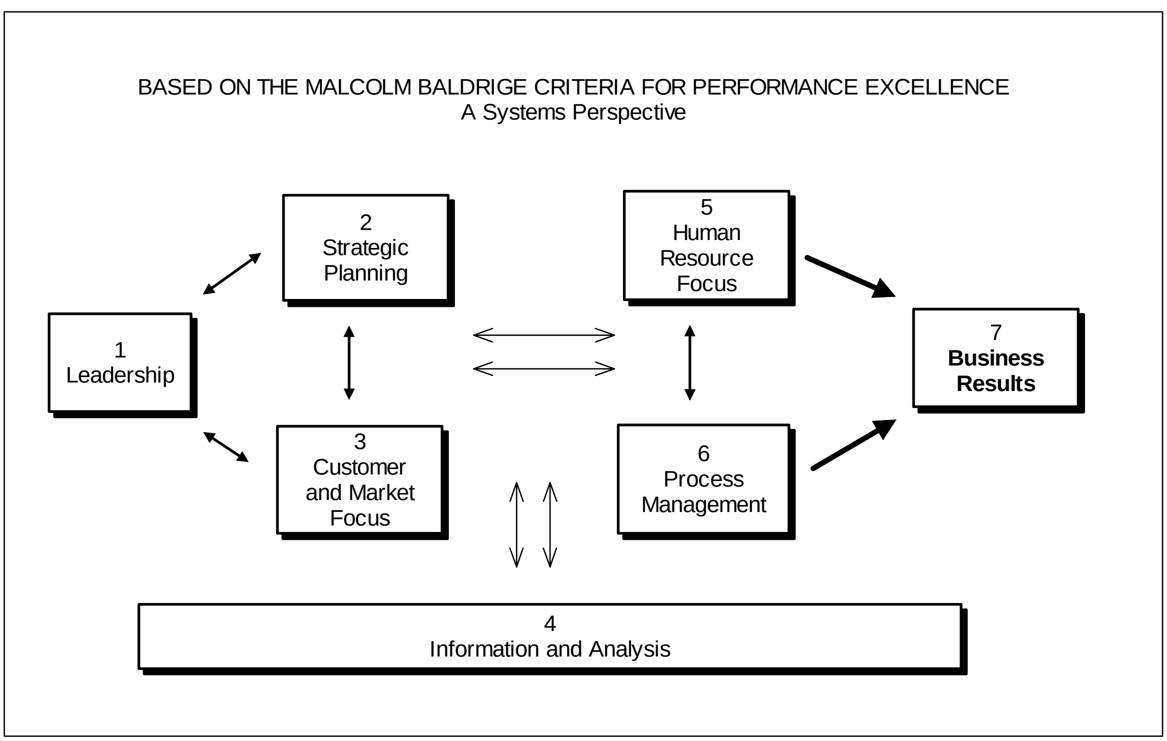


Exhibit ES-2
MST Business Model



I. INTRODUCTION

Monterey-Salinas Transit (MST) carries nearly 4.7 million passengers a year in Monterey County, using 78 transit buses, 6 historically-themed trolley buses, 11 minibuses, 26 paratransit vans, 4 paratransit minivans and 2 paratransit sedans. MST serves 14 municipalities in three counties and nearly 10 additional communities in the unincorporated areas of Monterey County. The cities of Monterey and Salinas act as major transit hubs. A board of directors governs MST and is appointed by the eight members of the Joint Powers Agency.

Purpose of Business Plan

The aim of the MST business plan is to strengthen the transportation system for our community. Transit is part of the fabric of the community and a critical element in the overall transportation system. Transit increases mobility for tens of thousands of commuters and visitors, thereby reducing traffic congestion, air pollution, and energy consumption. Additionally, thousands of senior citizens, disabled individuals, and people living below the poverty level rely on transit as a vital link connecting them to jobs, shopping, education, health care, and the American society, in general.

Furthermore, according to research conducted by the American Public Transit Association, each dollar invested in transit adds value to the economy; for example, 475 jobs are created for each $10 million invested in transit capital projects, and over 570 jobs are created for each $10 million invested in transit operations. Businesses benefit as well, with a $32 million increase in business sales for each $10 million in transit operations spending. This business plan calls for at least $100 million (FY 2006 dollars) to be spent by MST during the next five years on operations and capital projects.

The business plan sets the direction, establishes expectations, and defines actions. Preparation of the business plan helps MST and the community deal with changing circumstances and enhances MST's ability to think and act strategically. Raising and resolving important issues is at the heart of this strategic planning effort (see Section

VI—Major Issues). The intent of strategic planning and the resulting business plan is to meet and exceed community and customer expectations.

Relationship of Business Plan to Federal and State Transportation Plans

The MST business plan is incorporated biennially into the Metropolitan Transportation Improvement Program (MTIP) managed by the Association of Monterey Bay Area Governments (AMBAG). The MTIP covers the three counties (Monterey, Santa Cruz, San Benito) administered by AMBAG, which is designated as the federal metropolitan planning organization.

Federal Transit Administration (FTA) regulations encourage preparation of a short-range transit plan to assist planning and to document the support basis for the use of federal funds. The MST business plan satisfies this goal. AMBAG forwards the MST business plan to the FTA via Caltrans (California Department of Transportation).

The MST business plan is also incorporated biennially into the regional transportation improvement program (RTIP) managed by the Transportation Agency for Monterey County (TAMC). The RTIP is a programming document that identifies the projects that will receive funding in the state transportation improvement program. TAMC is the designated state regional transportation planning agency.

Process to Develop the Business Plan

Community and customer expectations drive the planning effort. Expectations are identified through regular surveys of stakeholders (e.g., government jurisdictions served by MST, business organizations, nonriders), customers (e.g., riders, employers), and employees. Expectations are also obtained from citizen-advisory committees, MST's comment-management system, public hearings, and community meetings.

The MST business plan is a result of contributions and ideas of stakeholders, customers, and MST staff. It recognizes the MST Board of Directors' priorities as stated in the MST mission, core values, and four key business drivers (see Section II—System Description), as well as the requirements to set performance goals and measure progress.

The planning team consists of MST staff and the planning and operations committee of the MST Board of Directors. This team reaffirms the MST mission statement, defines objectives, and develops strategies to achieve the objectives, including supporting financial plans. A draft business plan is presented to the full board of directors and then to the public for comment. After a formal public hearing, the board considers adopting the plan.

Organization of the Business Plan

This business plan describes community and customer expectations. It reports how successful MST is in meeting these expectations and what is needed for improvement. The plan then provides three-year financial plans to implement these improvements and lists those improvements that cannot be implemented due to constrained funding. The sections of the plan are summarized below:

Section I—Introduction.

Section II—System Description. Describes community and customer transit needs and government mandates are described, and MST's organizational structure is highlighted as it strives to meet these needs and mandates.

Section III—Performance of Fixed-Route System. Describes how successful the organization depicted in Section II is at meeting community and customer needs.

Section IV—Performance of MST RIDES ADA paratransit program. Describes how successful the organization depicted in Section II is at meeting community and customer paratransit needs.

Section V—System Needs and Improvements. Describes what improvements are needed to increase performance to meet community and customer needs. It includes lists of unfunded operating and capital requirements.

Section VI—Major Issues. Frames issues that need to be addressed in order to achieve the improvements described in Section V.

Section VII—Strategies for Fiscal Years 2005, 2006, and 2007. Describes plans to accomplish the improvements listed in Section V.

Section VIII—Transportation Improvement Plan. Describes the financial resources available to accomplish the strategies listed in Section VII.

Schedule for Future Updates

The business plan and the associated financial plans (i.e., transportation improvement plans) are reviewed and updated annually. The business plan is formally reviewed and fully updated biennially.

MST aims to think and act strategically at all times, not just once a year. The business plan, therefore, remains open to unforeseen opportunities.

II. SYSTEM DESCRIPTION

This section describes community/customer needs and government mandates and how MST is organized to meet these requirements.

A. History

The first transportation service in Monterey County was rail. Southern Pacific built the Monterey Branch line between Castroville and Asilomar to link San Francisco with the Del Monte Hotel and Pebble Beach. The first local public transportation service was the Monterey and Pacific Grove Railway, which began operations as a horse car line on August 5, 1891. In 1912, streetcar service began between Monterey and Del Monte Heights (now Seaside). Meanwhile, in Salinas a streetcar ran between Spreckles, Alisal, and downtown.

Motorbus service first appeared in 1918 with the formation of the Monterey-Carmel Bus Line. In 1922, Bay Rapid Transit began operations and steadily expanded, with ridership peaking during World War II. By 1972, it was apparent that Bay Rapid Transit, like many other private bus companies, would be unable to operate without a subsidy. Therefore, local cities formed a joint-powers agency to provide bus service using funds generated from a recently enacted state sales tax for transportation. Monterey Peninsula Transit began operating public transit service in 1973. In 1976, the City of Salinas began operating the Salinas Transit System after the privately operated Salinas City Lines ceased operations.

MST was formed in 1981 when Monterey Peninsula Transit absorbed the Salinas Transit System. The City of Salinas became a member of the Monterey Peninsula Transit joint-powers agency. The board of directors has a representative from each of the eight member jurisdictions as well as an ex-offico member from Gonzales and governs the agency and appoints the General Manager/CEO.

A more detailed account of the colorful history of public transportation in Monterey County is presented in Appendix C.

B. Community and Customer Expectations and Government Mandates

The intents of strategic planning, and the resulting business plan, are to meet and exceed community and customer expectations and to comply with government mandates. This subsection describes what people expect of MST, and these expectations drive the rest of this business plan. The community and customer expectations which follow show first what sources of information MST uses to identify public expectations, then describe the community and customers served, and finally, list their expectations.

1. Community Expectations

Sources of Information Regarding Community Expectations. MST uses several sources to determine community expectations:

- Census 2000 data <http://quickfacts.census.gov/qfd/states/06/06053.html>
- State and regional transportation planning documents
- Monterey County data <http://www.co.monterey.ca.us/gpu/countyfacts/index.html>
- Stakeholders survey (public service agencies and jurisdictions)
- Public meetings on transportation needs
- General and specific plan update meetings and documents
- Advisory and technical organizations

Description of the Community. The community that Monterey-Salinas Transit serves is a semi-urban area with a large diversity of interests and socio-economic characteristics. The following demographic profiles of each city in MST's service area provide snapshots of current conditions as well as historical data to show general trends and growth patterns. MST utilizes population, employment and land-use data to derive much of its planning and service delivery.

In 2000, the total population in Monterey County was 401,312 and is expected to increase by 50 percent to 602,731 by 2030. The highest population growth over the next five to 25 years is anticipated to occur in Marina and the Salinas Valley, as shown in the Exhibit II-15 below.

Exhibit II-15
Monterey County Population Forecast

Jurisdiction	2000	2005	2010	2015	2020	2025	2030
Carmel	4,081	4,095	3,947	3,924	3,900	3,923	3,945
Del Rey Oaks	1,650	1,652	1,594	1,586	1,577	1,586	1,594
Gonzales	7,525	9,229	12,463	14,627	16,791	22,968	29,145
Greenfield	12,583	15,097	18,627	21,570	24,512	27,183	29,854
King City	11,094	12,885	15,484	17,433	19,381	21,371	23,360
Marina	19,163	23,172	30,567	32,465	34,362	34,860	35,357
Monterey	29,674	29,863	28,824	28,653	28,481	28,648	28,815
Pacific Grove	15,522	15,586	15,046	14,963	14,880	14,976	15,073
Salinas	143,776	146,687	165,141	174,787	184,434	198,749	213,063
Sand City	261	384	370	368	365	367	369
Seaside	33,097	34,221	34,886	34,871	34,855	35,002	35,148
Soledad	22,634	29,647	32,413	35,938	39,463	45,549	51,634
Unincorporated	100,252	110,083	105,485	114,776	124,067	129,721	135,375
County Total	401,312	432,600	464,847	495,961	527,069	564,903	602,731

Source: 2004 AMBAG Regional Population and Regional Forecast for Monterey, San Benito, and Santa Cruz Counties.

Employment is centered around three primary industries: agriculture, tourism, and now to a lesser degree, the military. An up and coming industry, education, has supplanted the military as the major job generator. A significant factor affecting population and employment in Monterey County is the reuse of the former Fort Ord, where 18,000 new jobs are expected to be generated by year 2015. In 1997, the Association of Monterey Bay Area Governments (AMBAG) projected that the number of jobs countywide will increase from 146,220 in 1995 to 199,939 in 2020, an increase of over 25 percent during the 20-year period. As shown in Exhibit II-16 below, the services sector will see the greatest employment increase (61 percent) followed by the nondurable manufacture (47 percent) and retail trade (46 percent) sectors.

Exhibit II-16
2020 Forecast of Employment by Sector of the Economy for Monterey County

Industry	2000	2005	2010	2015	2020	Increase in Jobs
Retail	34,638	35,555	36,722	38,056	39,390	13.72%
Service	73593	80666	87,804	95,479	103,154	40.17%
Industrial	50,503	53,667	57,201	60,644	64,087	26.90%
Government	35,041	38,532	42,442	47,703	52,963	51.15%
Farm	18,712	20,075	20,933	21,348	21,763	16.31%
Construction	9,954	10,477	11,023	11,524	12,024	20.80%
TOTAL JOBS	222,441	238,972	256,125	274,754	293,381	31.89%

Source: 2004 AMBAG Regional Population and Regional Forecast for Monterey, San Benito, and Santa Cruz Counties.

Another significant factor is the population and job growth in Silicon Valley, particularly in southern Santa Clara Valley. Despite the recent economic downturn in the year 2000, the proposed Coyote Valley development will continue to fuel growth and the need for improved transportation and transit services. The placement and movement of the people coming into and operating within the region pose a huge transportation challenge, one that will be affected by land-use patterns, which is discussed in later chapters.

Exhibit II-17 depicts the growth in population and housing units from 1990 to 2000, demonstrating the dramatic increases in the Salinas Valley. MST is responding to these impacts with service realignment (the 1999 Service Improvement Plan, the 2005 Salinas Area Service Analysis and the 2006 Peninsula Area Service Study) and continuing to increase service hours and add new lines where possible. The growth in southern Monterey County cities is being addressed with increased service to Chualar, Gonzales, Soledad, Greenfield, and King City.

Exhibit II-17
Census 1990 and 2000: Comparison of Total Population and Total Housing Units

AMBAG REGION

Area	Total Population 1990	Total Population 2000	Numeric Change	Percent Change	Total Housing Units 1990	Total Housing Units 2000	Numeric Change	Percent Change
Carmel	4,239	4,081	-158	-3.8	3,324	3,334	10	0.3
Del Rey Oaks	1,661	1,650	-11	-0.7	733	727	-6	-0.8
Gonzales	4,660	7,525	2,865	61.5	1,222	1,724	502	41.1
Greenfield	7,464	12,583	5,119	68.6	1,926	2,726	800	41.5
King City	7,634	11,094	3,460	45.3	2,444	2,822	378	15.5
Marina	26,436	25,101	-1,335	-5.0	8,261	8,537	276	3.3
Monterey	31,954	29,674	-2,280	-7.1	13,497	13,382	-115	-0.9
Pacific Grove	16,117	15,522	-595	-3.7	7,916	8,032	116	1.5
Salinas	108,777	151,060	42,283	38.9	34,577	39,659	5,082	14.7
Sand City	192	261	69	35.9	86	87	1	1.2
Seaside	38,901	31,696	-7,205	-18.5	11,238	11,005	-233	-2.1
Soledad	7,146	11,263	4,117	57.6	1,650	2,534	884	53.6
Unincorp Monterey County	94,254	100,252	5,998	6.4	34,350	37,139	2,789	8.1
Soledad Prisons Population*	6,223	N/A		N/A	-	-	-	-
Monterey County Total	**355,660**	**401,762**	**46,102**	**13.0**	**121,224**	**131,708**	**10,484**	**8.6**
AMBAG REGION TOTAL	**622,091**	**710,598**	**88,507**	**14.2**	**225,332**	**247,080**	**21,748**	**9.7**

*Subject to change by the U.S. Census pending further review.

Sources: U.S. Census Bureau 1990; Summary File 1. U.S. Census Bureau Census 2000: Profile of General Demographic Characteristics; May 2001.

Also impacting transit ridership is the growth in Latino population shown in Exhibit II-18 as increasing from 33.6% in 1990 to 46.8 % in 2000 in Monterey County. A significant portion of whom are recent immigrants to the U.S., Latinos tend to use transit at a higher percentage than other ethnic groups. Higher concentration of Latinos in the East Salinas area are evident in the continuing expansion of service in the East Alisal corridor and planning for more service increases and realignment in FY 2007 in South County.

Exhibit II-18
U.S. Census 1990 and 2000: AMBAG Region

U.S. CENSUS 1990 & 2000: AMBAG REGION
Percent of Total Population That Is Latino or Hispanic

Area	1990 % Latino or Hispanic of Total Population	2000 % Latino or Hispanic of Total Population
Carmel-by-the-Sea	3.1%	2.9%
Del Rey Oaks	6.5%	6.6%
Gonzales	82.1%	86.0%
Greenfield	77.2%	87.9%
King City	66.7%	80.4%
Marina	10.7%	23.2%
Monterey	7.8%	10.9%
Pacific Grove	6.0%	7.1%
Salinas	50.6%	64.1%
Sand City	30.7%	27.6%
Seaside	28.9%	34.5%
Soledad	89.4%	86.8%
Monterey County	**33.6%**	**46.8%**
Regional	**29.4%**	**39.7%**
California	**25.8%**	**32.4%**
National	**9.0%**	**12.5%**

Sources: PL-94-171 Redistricting Data Summary File, US Bureau of the Census; April 2001.
General Population and Housing Characteristics: 1990; US Bureau of the Census; 1991.

U.S. CENSUS 1990 & 2000: AMBAG REGION
Hispanic or Latino Population Totals and Percent Change

Area	1990 Latino or Hispanic Population	2000 Latino or Hispanic Population	Percent Change
Carmel-by-the-Sea	132	120	-9.1
Del Rey Oaks	108	109	0.9
Gonzales	3,828	6,474	69.1
Greenfield	5,763	11,055	91.8
King City	5,091	8,922	75.3
Marina	2,837	5,822	105.2
Monterey	2,495	3,222	29.1
Pacific Grove	967	1,108	14.6
Salinas	55,084	96,880	75.9
Sand City	59	72	22.0
Seaside	6,787	10,929	61.0
Soledad	6,394	9,779	52.9
Monterey County	**119,570**	**187,969**	**57.2**
Regional	**183,167**	**281,971**	**53.9**
California	**7,687,938**	**10,966,556**	**42.6**
National	**22,354,059**	**35,305,818**	**57.9**

Sources: PL-94-171 Redistricting Data Summary File, US Bureau of the Census; April 2001.
General Population and Housing Characteristics: 1990; US Bureau of the Census; 1991.

Community Expectations. Public participation through committees and workshops and input from local agencies shape community needs, needs that are then expressed in the regional transportation plan (RTP). MST participated in the preparation of the 2005 RTP by the Transportation Agency for Monterey County (TAMC). The following needs are projected over the next 25 years:

- Provide mobility and access though a multimodal transportation system.
- Promote effective land use, improved congestion management, and increased air quality, thereby enhancing the livability of local communities.

- Promote alternative transportation, like bus, rail, bicycling, and walking.
- Enhance safety, efficiency, and the natural and social environments.
- Continually seek new funding and make the most efficient use of limited transportation and transit financial resources.
- Solicit broad public input in developing regional and local transportation plans, projects, and funding possibilities.
- Provide an integrated and Americans with Disabilities Act (ADA)-compliant transportation system that is responsive to the special needs of all seniors and Persons with disabilities.

The RTP notes that funding is one of the key issues to address in order to solve problems of exponentially increasing traffic congestion, degradation of roadways, lack of frequent and broad bus transit services, limited roadway capacity, and lack of improvements for bikeway, sidewalk, pedestrian, rail, and bus facilities. Some of the RTP project goals include the following:

- Safety and operational improvements to high-priority corridors along State Routes 1, 68, 156, 183, and U.S. 101.
- Rehabilitation, maintenance, and enhancement of local major transportation corridors to manage traffic congestion and increase multimodal access, thus improving service level standards.
- Operational and safety improvements to major arterial roads, including bicycle, pedestrian, and transit facilities, to better accommodate all modes of travel.
- Expanded bus and intercity/commuter rail transit services and facilities with additional express and commuting routes linking to major employment centers.
- Providing access through affordable transportation.
- Supporting transit- and pedestrian-oriented development.

Land Use and Transit. Effective land-use planning is a priority goal for building the state's future transportation system, according to the Governor’s Office for Planning and the Department of Transportation’s recent statewide program developing the 2025 Transportation

Plan. Locally, MST has participated in the general plan updates for the cities of Marina, Salinas, and Monterey, as well as for Monterey County, and is aware of where new growth is being planned. MST will continue to monitor and provide comments where appropriate during general plan updates throughout its service area.

In public meetings and workshops, the community is clear in wanting to provide for more compact development that will help to reduce vehicle trips and promote more use of bus and rail transit, plus encourage pedestrians and bicycle use. MST is directly involved in these meetings and uses this information in developing this business plan.

Population growth impacts from both native births and in-migration from southern Santa Clara County and beyond are of genuine concern to local residents, planners, policy-makers, and MST. The expansion of undefined city edges in the form of large-scale subdivisions and shopping malls has worsened traffic and has caused a loss of city centers and community identity. These issues and MST's responses are addressed in sections VI. Major Issues and VII. Strategies. MST is also assisting local community policy with their general plan updates as listed below.

The local community general plan updates are using new phrases such as *Smart Growth; Town-Centered Development; New Urbanism;* and *Transit-Oriented Development*. The objectives of these planning principles are to locate more transit in high-density clusters, corridors and activity centers and to expand development within existing transit routes. These principles also create a more walkable and pedestrian oriented community, which promotes more livable neighborhoods. The following are some of the principles that MST is endorsing in updating their planning goals and policies:

- Mixed-use developments with sites coordinated with each other, rather than in isolation.
- Town centers with defined town edges and open-space buffers.
- Less automobile-dependent patterns for travel to work, shopping, and play.
- Pedestrian activity encouraged by easy walking access to work, shopping, and recreational activities.

- Transit-oriented developments—intensify mixed land-use and higher-population densities to encourage transit and rail use with easy connections and less commute travel.
- In-fill development to increase population density and mixed use.
- Easy and safe approaches to urban uses by walking, biking, or transit.
- Parking and traffic designs that maintain distance from pedestrians but ease access, especially to persons with disabilities.
- Zoning and tax laws encouraging the above activities.
- Highway-capacity projects to support existing land uses and promote high-speed transit and high-occupancy lane uses.

2. Customer Expectations

Sources of Information Regarding Customer Expectations. In addition to the data from the sources listed in Section 1, MST uses a variety of information sources to determine the kind of services it will plan and provide for customers. MST uses information to provide for on-the-spot adjustments and for use with the MST Service Evaluation and Analysis Team (the SEAT), an interdepartmental planning group, to make long-term route and schedule corrections several times a year.

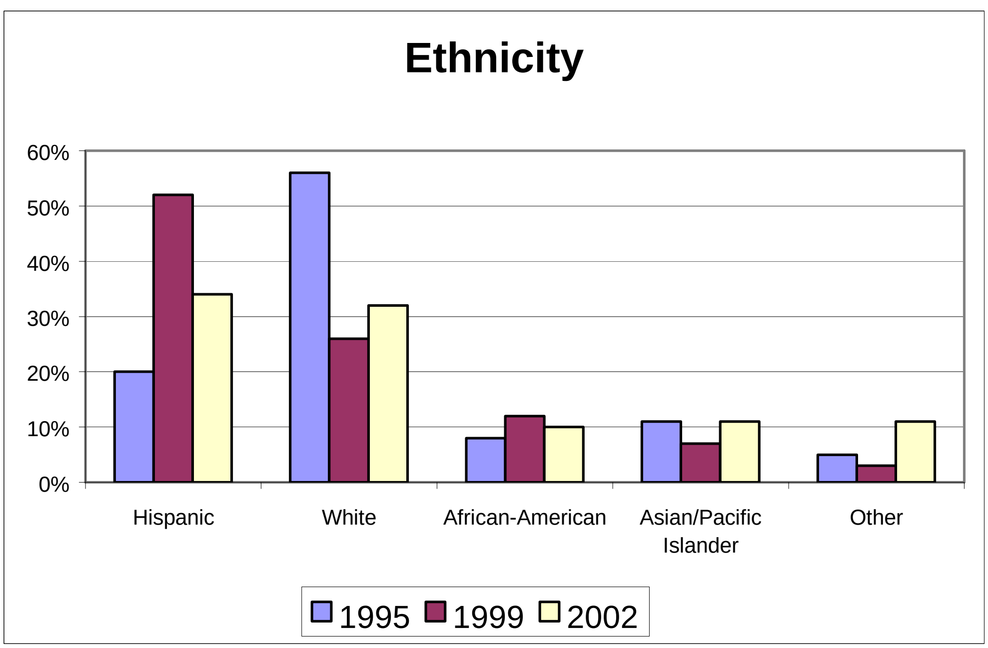
Customer feedback is received daily from on-board comment cards, phone calls, e-mail, letters, and *MST Online*. A new computerized customer-comment management system keeps track of customer comments to ensure timely follow-up. MST also collects driver comments and suggestions, daily ridership counts, and timing-point measurements, as well as locations of delays, overcrowding, and missed transfer connections. A variety of customer and non-customer surveys are conducted annually with results reported to MST staff and the board of directors for appropriate action. Furthermore, MST receives information from customers through committees, such as the MST RIDES Advisory Committee (RAC), Social Services Technical Advisory Committee (SSTAC), Marina Transit Station Advisory Committee (MTSAC), and Joint Labor Management Committee (JLMC), as well as through MST public hearings on service changes, fare increases, and this business plan.

Description of Our Customers. An in-person survey of 228 MST passengers was conducted between April 5 and May 8, 2002. The purpose of the survey was to develop a profile of riders, rate satisfaction with MST service, and identify changes or improvements that would encourage increased usage. MST passengers have the following characteristics:

- Ride an average of 5.0 trips per week with 37% taking five or more trips
- 17% are new riders (less than one year) and 57% have used MST for three or more years
- 84% ride because they do not have a car available
- 56% do not have a car in their household
- 35% are traveling to work
- 46% are between the ages of 25 and 44
- 9% are college graduates
- 91% have household incomes of less than $40,000
- 23% are primarily Spanish speaking.

The results of the April/May 2002 demographic study describing MST customers are compared with the results of the June 1999 survey on Exhibits II-19a-d.

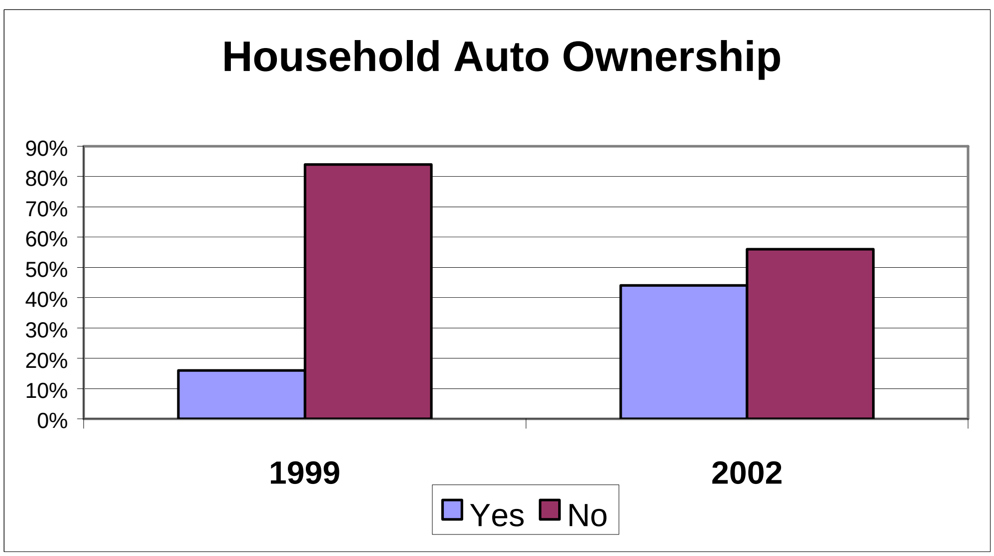
Exhibit II-19a
MST Customer Survey Results -- Ethnicity



Between 1995 and 2002, clear fluctuations in the ethnicity of MST's passengers were reported. The Hispanic/White mix nearly reversed between 1995 and 1999. However, by 2002, these classifications came into equilibrium at a third of total ridership each. Interestingly, 23% of respondents were identified as "non-English-Spanish speaking" and had to take the survey in Spanish rather than English. African American and Asian/Pacific Islanders each comprise approximately a tenth of MST's ridership.

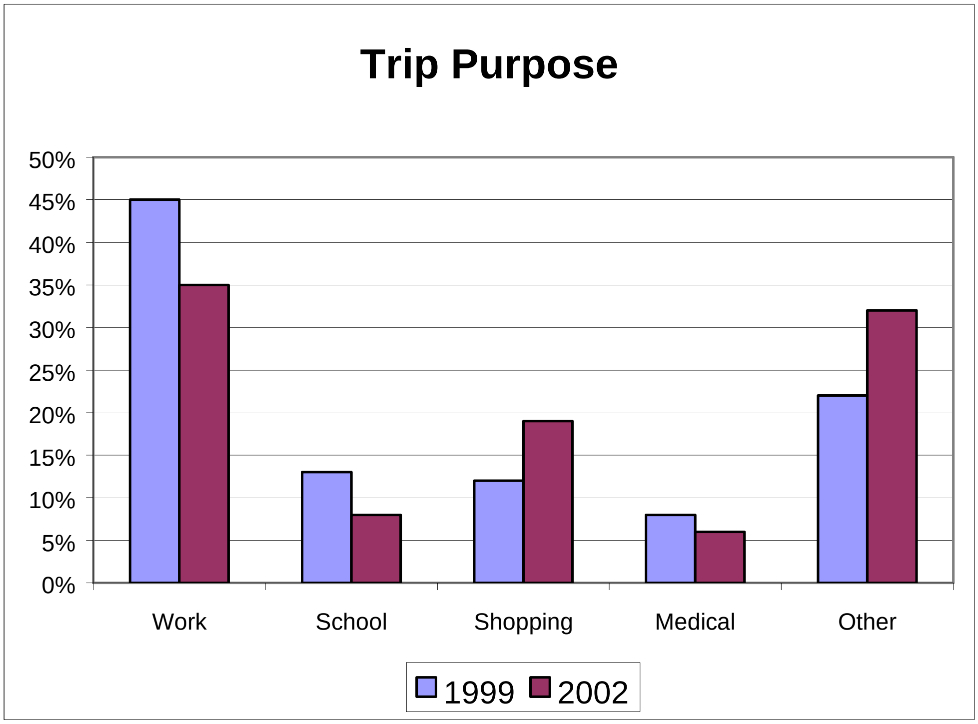
Exhibit II-19b indicates a significant shift in auto ownership among MST passengers over the short duration of 3 years. By 2002, 44% of MST passengers had access to an automobile in their households, nearly triple the rate of just 3 years earlier. The fact that 84% polled in 2002 responded that they either have no car or the car in the household was unavailable indicates that the majority of riders are still transit dependent for some if not all of their daily trips. Despite this jump in auto ownership, MST was able to still grow ridership from 3.9 million in 1999 to 4.8 million in 2002. The increase in auto ownership can be partially attributed to the recent promotions for 0% financing on new cars, low-cost leasing options, easy credit availability and factory/dealer incentives. In the face of auto-ownership being financially accessible to an ever-increasing number of individuals, MST has not experienced a significant loss in ridership between 2001 and 2004.

Exhibit II-19b
MST Customer Survey Results – Auto Ownership



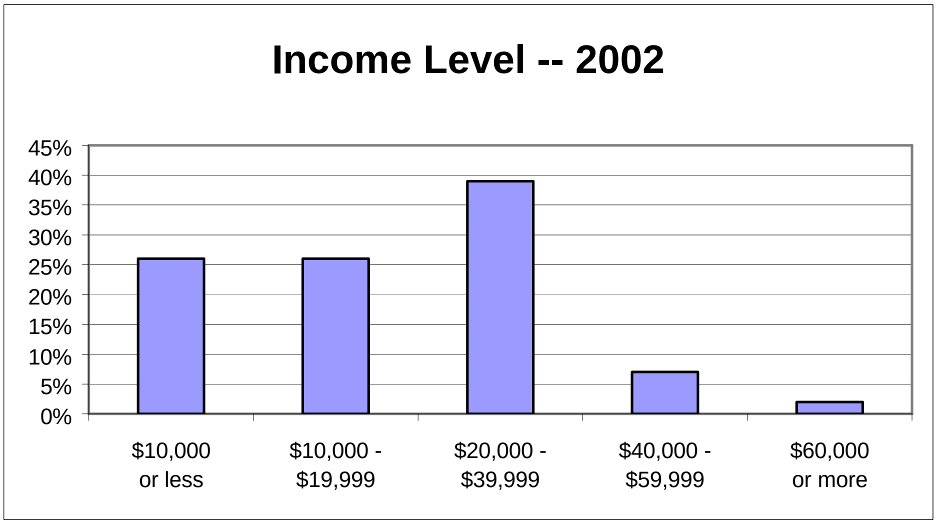
As shown in Exhibit II-19c, the purpose of passengers' trips changed markedly between 1999 and 2002. Where work and school once made up over half of all trips, passengers are utilizing MST increasingly for more leisurely activities such as shopping, visiting friends and relatives, and recreation.

Exhibit II-19c
MST Customer Survey Results – Trip Purpose



The use of transit and the potential to use transit are closely related to income in the MST service area. On average, MST riders tend to earn less than others in the area, with approximately half earning less than $20,000 per year, as indicated in Exhibit II-19d on the following page. Nine out of 10 MST passengers have an annual income of less than the Monterey County median household income level of $48,305 (1999). Still, over a third of respondents said they had access to the Internet.

Exhibit II-19d
MST Customer Survey Results – Income Level



Customer Expectations. The following is a summary of customer expectations from the 2002 Business Plan that were to be addressed during the 3-year period of the plan. Progress to meeting these expectations is noted and expectations for the next 3 years are indicated.

City of Salinas (FY 2002 through FY 2004): Severe local, state and federal funding shortages restricted MST's ability to meet many customer expectations.

- More capacity and frequency in East Salinas: None due to budget constraints.
- More capacity and frequency to Northridge: Less evening service on Line 29 due to budget constraints. Extension of Line 23 to Northridge planned in FY 2004 and implemented in FY 2005.
- Provide additional service along Main Street, Abbott, and Market Street to support higher densities due to in-fill development: Service reduced on Main, Abbott and Market Street due to budget constraints
- Plan for expansion to growth areas on Boronda Road, Airport Business Park, and Salinas Intermodal Station: MST has been participating in TAMC's Salinas Intermodal Station project development team and conducted the Salinas Area Service Analysis, which recommended expansion to growth areas throughout the city.

- Provide service to connect with Caltrain: Line 26 Salinas-Gilroy Fastrack service to the Gilroy Caltrain Station was implemented in FY 2003. However, this service will be discontinued in FY 2006 due to the expiration of three-year grants that currently fund this service.
- Provide service to North Salinas Park & Ride locations: No North Salinas Park & Ride locations were identified or provided.

City of Salinas (FY 2005 through FY 2008): The Salinas Area Service Analysis was completed in the spring of 2005. If appropriate, the recommendations outlined in the study will be implemented over the next 3 fiscal years. New and/or expanded services in Salinas are dependent upon the provision of additional funding sources for transit operations.

City of Marina (FY 2002 through FY 2004): Severe local, state and federal funding shortages restricted MST's ability to meet many customer expectations. Additional state and federal regulatory difficulties limited the amount of redevelopment that has occurred on the former Fort Ord (South Marina).

- Expand service to housing areas and activity centers at California State University Monterey Bay and the University of California MBEST Center. Some of these educational centers may include job training centers and business incubators: No expansion of service occurred due to funding constraints.
- Plan for Armstrong Ranch service within clustered, village-type transit-oriented development: Planning documents for Armstrong Ranch were not released until after FY 2004.
- Utilize new Marina Transit Station as transit exchange for service to CSUMB, Salinas, the Monterey Peninsula, and points north: Phase 1 of the Marina Transit Station was implemented. Phase 2 was delayed due to unexpectedly long negotiations with the City of Marina.

City of Marina (FY 2005 through FY 2008): Plan for service new developments, including University Villages, Marina Heights, Cypress Knolls and Armstrong Ranch;

participate with TAMC in designing the intermodal transit station along Highway 1 and the east/west transit corridor; work with the City of Marina to develop Phases 2 and 3 of the Marina Transit Station. New and/or expanded services in Marina are dependent upon the provision of additional funding sources for transit operations.

City of Monterey (FY 2002 through FY 2004): Severe local, state and federal funding shortages restricted MST's ability to meet many customer expectations for new/expanded services.

- Continue and expand The WAVE (MST Trolley): A new 10-year partnership with the City of Monterey and the Monterey Bay Aquarium, MST was able to purchase four new historically themed trolley-buses to operate on the WAVE route. The new trolley-buses were operational at the end of FY 2004.
- More frequency to Carmel and to Seaside: The new Line 11 Edgewater-Carmel Express was introduced at the end of FY 2004 and provides better service from North Monterey to Carmel and Seaside. Line 11 ranks at the top of MST's bus lines in terms of productivity.
- Better neighborhood connections with DART: No new DART service was added due to budget constraints.
- Provide improved connections to its employment centers from outlying residential areas: Funds were secured, a route was identified and a schedule developed for the new Line 53 Pebble Beach-South County Express, which was designed to connect outlying residential areas with the hospitality job market on the Monterey Peninsula.

City of Monterey (FY 2005 through FY 2008): Expand MST Trolley service beyond the summer season; implement Line 53; add trips to Lines 11 and 53 where appropriate. New and/or expanded services in Monterey are dependent upon the provision of additional funding sources for transit operations.

City of Carmel (FY 2002 through 2004): Severe local, state and federal funding shortages restricted MST's ability to meet many customer expectations for new/expanded services.

- Provide smaller buses where possible: MST primarily operates its smaller 31-foot and 35-foot vehicles in Carmel.
- Develop a route connecting Carmel with Pacific Grove: Preliminary planning was undertaken; however, funds were not made available to go forward with this initiative.

City of Carmel (FY 2005 through 2008): Continue planning with the Carmel business community and city staff for a Carmel Trolley. New and/or expanded services in Carmel are dependent upon the provision of additional funding sources for transit operations.

City of Pacific Grove (FY 2002 through 2004): At the beginning of FY 2002, the Presidio of Monterey was closed to all through traffic, adversely impacting MST's ability to serve the area. Service was rerouted and reduced on Line 2 Pacific Grove. Severe local, state and federal funding shortages restricted MST's ability to meet many customer expectations for new/expanded services.

- Provide smaller buses where possible: MST primarily operates its smaller 35-foot vehicles in Pacific Grove.
- Develop a route connecting Carmel with Pacific Grove: Preliminary planning was undertaken; however, funds were not made available to go forward with this initiative.

City of Pacific Grove (FY 2005 through 2008): A Pacific Grove Trolley was introduced at the beginning of FY 2005; continue working with the Pacific Grove Chamber of Commerce and city staff to ensure the longevity of this project; explore the possibility of reopening the Presidio to transit bus service as a part of a larger evaluation of service in the area. New and/or expanded services in Pacific Grove are dependent upon the provision of additional funding sources for transit operations.

Regional/North County (FY 2002 through FY 2004): In July 2002, Line 18 North County DART was implemented serving parts of Castroville, Prunedale, Moro Cojo, Monte Del Lago, Oak Hills and Aromas; however, service was discontinued due to extremely low ridership. Severe local, state and federal funding shortages restricted MST's ability to meet many customer expectations for new/expanded services.

- Expand into Aromas and Prunedale, with local connections to Castroville and Pajaro: DART 18 was introduced and then discontinued due to low ridership.
- Add new regional connections to Salinas, Gilroy, and potentially, San Jose: Line 25 Monterey-Gilroy and Line 26 Salinas-Gilroy were implemented in September of 2002 and provide connections to the Caltrain which serves Bay Area communities between San Jose and San Francisco.

Regional/North County (FY 2005 through FY 2008): Funding for Lines 25 and 26 runs out in September of 2005. Continue exploring other funding sources to maintain the FastTrack service to the Caltrain. New and/or expanded services in the North County region are dependent upon the provision of additional funding sources for transit operations.

Regional/South County (FY 2002 through FY 2004): The fast-growing south Monterey County cities of Gonzales, Soledad, Greenfield and King City proved to be an excellent market for public transportation. Line 23 Salinas-King City is one of MST's most popular lines, with vehicles operating at capacity on many trips. Federal grant funding was obtained for express service between South County and the Monterey Peninsula. Sunday service on Line 23 was declared an unmet transit need in FY 2004.

- Expansion of service is being considered as far south as King City, beyond the current MST service area to Gonzales: Service was extended to King City in May of 2002 via Line 23 Salinas-King City.
- South County cities are considering meeting unmet needs with long-term funding to leverage and extend current grants: Additional Air District grants were

obtained by Monterey County and the South County cities to continue funding this service.

Regional/South County (FY 2005 through FY 2008): In September of 2004, Line 23 began Sunday operation and Line 53 Monterey Peninsula-South County Express was introduced for a one-year demonstration project. Funding for two more year of Line 53 service was secured. MST will continue to work with the public and private sectors to ensure long-term funding of these services. New and/or expanded services in the South County region are dependent upon the provision of additional funding sources for transit operations.

Service Operations/Primary Routes (FY 2002 through FY 2004): Severe local, state and federal funding shortages restricted MST's ability to meet many customer expectations for new/expanded services. MST had to cut approximately 6% of its core services over this period due to budgetary concerns.

- Continue to improve both on-time and passenger-load performances in the peak commute hours: On time performance is being tracked by MST's Siemens TransitMaster Advanced Communications System (ACS).

- Improve transfer connections: With each schedule adjustment, MST staff has attempted to improve transfer connections at its major and minor transit facilities.

- Maintain and monitor needs for late-night and Sunday service: While these needs were identified, especially on Lines 20 and 41, funds were not available to provide additional Sunday and late night service. Sunday service on Line 23 was declared an unmet transit need in FY 2004, forcing the South County cities and the County of Monterey to identify new funding sources for this expansion.

Service Operations/Primary Routes (FY 2005 through FY 2008): After an absence of a decade, MST has re-introduced service on Thanksgiving Day, Christmas Day and New Year's Day on selected primary routes, including Lines 1, 5, 9, 10, 20 and 41. Tracking of ridership, including passenger-load performance, by MST's TransitMaster ACS system began in January of 2005. New and/or expanded services on primary routes are dependent upon the provision of additional funding sources for transit operations.

Service Operations/Local (FY 2002 through FY 2004): Severe local, state and federal funding shortages restricted MST's ability to meet many customer expectations for new/expanded services. MST had to cut approximately 6% of its core services over this period due to budgetary concerns.

- Expand connection ability to activity centers: Line 2 was rerouted to service the Monterey Bay Aquarium, Cannery Row and Nob Hill Supermarket; Line 11 was introduced to connect Marina, Seaside and North Monterey with employment centers in downtown Carmel-by-the-Sea.
- Increase ridership coverage: From the beginning of FY 2002 through the end of FY 2004, ridership was down on Lines 2, 4 ,5, 42/46, 43, and 44. Ridership was up on lines 16, 17 and 45.
- Maintain and monitor needs for late-night and Sunday service: Funds were not available to provide additional Sunday and late night service.

Service Operations/Local Routes (FY 2005 through FY 2008): New and/or expanded services on local routes are dependent upon the provision of additional funding sources for transit operations.

3. Government Mandates

Monterey-Salinas Transit, along with other public transit agencies, operates in a tightly regulated environment that requires compliance with an increasing number of complex regulations in order to ensure its ability to provide service to the community. These mandates are in addition to those health, safety, environmental, and employment regulations with which most businesses must comply. While MST is mandated to comply with these requirements, no additional funding resources are made available from the regulatory authorities to assist in meeting these mandates. As a result, MST is required to absorb the costs of the unfunded mandates through a combination of increasing operating efficiency, raising fares, decreasing service costs, or deferring investments in capital projects.

The Federal Transit Administration (FTA) requires compliance with a variety of statutory and administrative requirements for FTA-funded projects. These requirements cover a wide variety of areas, including dictating how employees will be randomly selected for drug and alcohol testing, ensuring MST procurements meet federal civil rights goals, and requiring that operating and customer facilities and services meet the requirements set forth in the Americans with Disabilities Act of 1990.

MST, as a recipient of California Transportation Development Act (TDA) funds, is required to comply with a variety of TDA requirements for efficiency, economy, and effectiveness of operations. MST is required to maintain optimal levels for operating costs, total passengers served, vehicle service hours and miles, total employees, and fare revenue. In order to continue receiving funds, TDA requires that MST recover a minimum percentage of operating costs for services from passenger fares. As MST's costs had been rising faster than revenue from passenger fares in recent years, TAMC lowered the fare-box recovery ration requirement in May of 2004 from 28.7% to 15%. Additionally, in order to receive State Transit Assistance (STA) operating funds, the increase in MST's cost per vehicle hour must be less than the increase in the consumer price index (CPI). Because MST's costs have risen faster than the CPI increase, these STA funds can only be used for capital projects.

In 1999, the California Air Resources Board (CARB) mandated public transportation providers to achieve lower emission levels of particulate matter and other pollutants through the use of new technologies and alternative fuels. In February of 2001, the MST Board of Directors chose to follow the clean-diesel path over Compressed Natural Gas. Since then, MST has purchased a total of 40 new clean-diesel public transit buses and six trolley buses. Additional CARB mandates that take effect in 2007 require modifications to 42 vehicles in MST's fleet. Funding has been identified to complete these upgrades, which are currently underway.

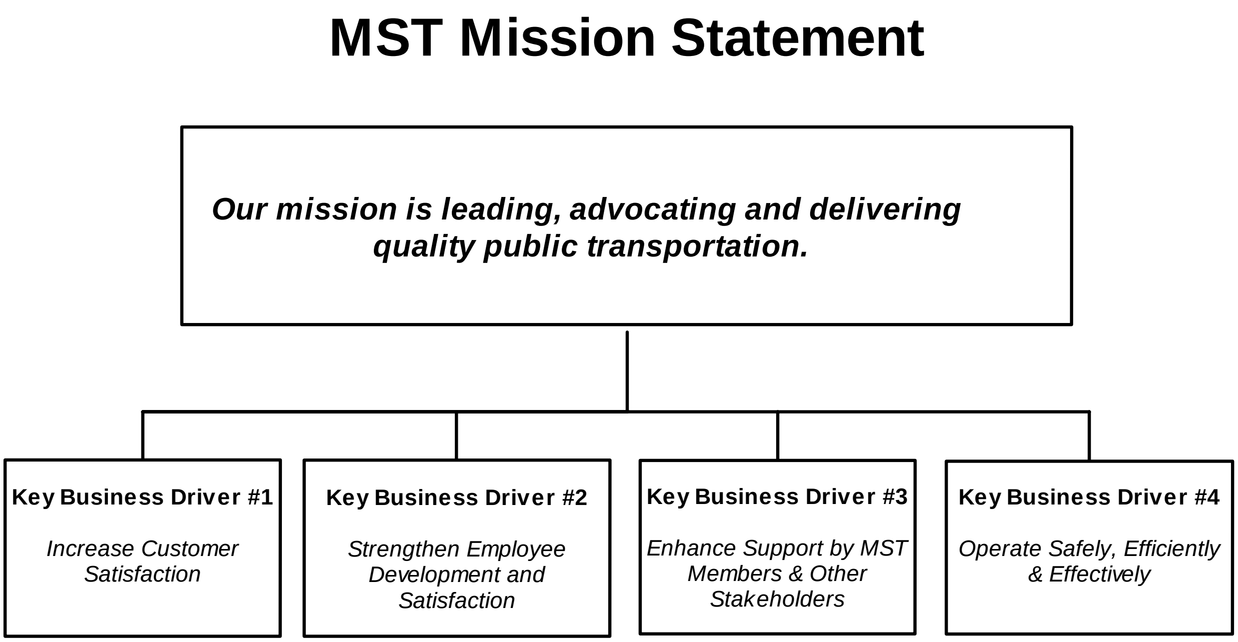
C. Mission, Key Business Drivers, and Performance Measures

MST's mission and key business drivers are designed to meet community and customer expectations and government mandates described in Section B above. Performance measures are metrics to monitor achievement of the mission and key business drivers. Actual performance is presented in Sections III and IV.

1. Mission/Values

To implement this mission and to meet the expectations of our customers, our employees, and the community, MST uses a business-type model that identifies four key business drivers.

Exhibit II-20
MST Mission Statement



2. Key Business Drivers

Key business drivers are performance areas critical to the survival and success of MST and are derived from MST's mission. In 1996, a team of managers and union leaders developed the key business drivers that are shown in Exhibit II-20 above. These Key Business Drivers were subsequently adopted by the Board of Directors. Each key business driver is supported by a performance measurement that is designed to monitor and provide feedback on progress towards targets in each specific performance area. The supporting performance measures for each key business driver and the targeted standards of performance for each are as follows:

1. Increase Customer Satisfaction

a. 82% or more of customers delivered on time and safely

b. 1.4 or more compliments per 100,000 passengers

c. 4.9 or fewer complaints per 100,000 passengers

2. Strengthen Employee Development and Satisfaction

a. 75% or greater employee satisfaction level with work environment

b. 75% or greater employee satisfaction level with training and development activities

3. Enhance Support by MST Members and Other Stakeholders

a. 75% or greater stakeholder satisfaction with MST performance

4. Operate Safely, Effectively, and Efficiently

a. 2.7 or fewer accidents per 100,000 miles of service

b. $79.19 or less cost per vehicle revenue hour (FY 2005 dollars)

c. 1,000 or more vehicle revenue hours per employee

d. 25 or more passengers per vehicle revenue hour

e. Cost per passenger equal to or less than $3.28 (FY 2005 dollars)

f. Farebox revenue equal to or greater than 15%

Each year, MST updates the key business drivers and their measures and targets. Annual organizational objectives and annual individual action plans for staff members are based on the key business drivers. Achieving objectives related to these drivers and exceeding expectations are the basis for performance pay for nonunion employees. The key business drivers, performance measures, and action plans combine to form a simple, but detailed, framework that is designed to both express performance expectations and actively monitor progress towards the achievement of organizational objectives.

Performance measures associated with these key business drivers for fiscal year 2005 are described in Section III, subsection B.

D. Types of Service

MST services are designed to meet community needs and customer requirements within funding constraints and land-use constraints. This subsection describes transit services, including a general-system map.

1. General Description of Transit Services

MST operates local service and regional service, connected by a series of transit centers with timed connections to speed travel and provide quick and easy transfers. Regional service connects major urban areas such as Monterey and Salinas, as well as connecting with the Santa Cruz Metropolitan Transit District transit center in Watsonville and Caltrain and Santa Clara Valley Transportation Authority buses in Gilroy. Additionally, MST provides special event and visitor services. MST utilizes a fleet of buses, minibuses and trolley buses described in Appendix A, and is supported by vehicles listed in Appendix B.

Levels of Service. Demand for MST's service varies throughout the geographic area, as well as by the day of the week and the time of day.

Different geographic regions in the MST service area have different frequency levels of service. Local/feeder streets will have different service compared to trunk lines for major streets and highways. Exhibit II-21 lists the category of service and the level of service in terms of frequency, equipment operated, and line numbers.

Demand for MST's services also varies by the day of the week. Accordingly, service levels are adjusted to ensure that appropriate service is provided during each time period. A brief description of the various service levels provided by MST is provided below:

- **Weekday Service**. The majority of MST's services are provided Monday through Friday between the hours of 6:00 a.m. and 7:00 p.m.

- **Evening Service**. MST provides service after 7:00 p.m. on eight lines. Evening service is operated Monday through Saturday.

Exhibit II-21

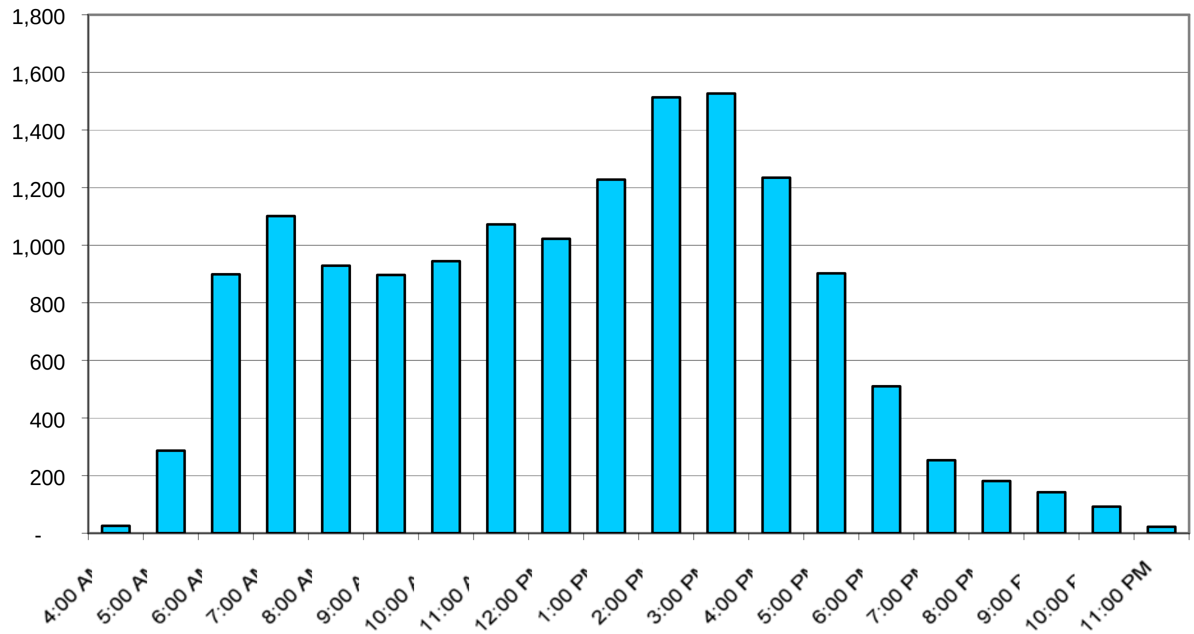
- **Saturday Service**. Due to lower transit demand associated with a reduction in the normal commute-to-work travel pattern, fewer routes operate on Saturdays. Routes primarily oriented to large employment centers, with the exception of the hospitality industry, do not operate on Saturday or Sunday.

- **Sunday and Holiday Service**. On Sundays and holidays, MST serves residential and downtown areas with approximately 50 percent of weekday service. No evening service is provided on Sunday. Beginning in FY 2005, there is now limited service on the three major annual holidays –Thanksgiving Day, and Christmas Day and New Year's Day – that previously had no service.

- **Special Services**. Monterey-Salinas Transit operates several seasonal and special service routes. Line 22-Big Sur and the MST Trolley (The WAVE – Waterfront Area Visitor Express) operate daily during the tourist season (May through September). Additionally, MST operates the Pacific Grove Trolley along the waterfront between the Aquarium and downtown Pacific Grove from July through September. New for FY 2005, the MST Trolley also operates during Thanksgiving, Christmas/New Year's, President's Day Weekend and Easter/Spring Break holiday periods. Lines 36, 37, 38, and 39 to Laguna Seca provide scheduled service during special events, which draw a large number of visitors to Monterey County. MST also provides supplemental service in support of large community events, including First Night Monterey, the California International Airshow, and the AT&T Pebble Beach National Pro-Am golf tournament.

Demand for MST's services also varies by time of day. Exhibit II-22 below shows average ridership in the month of May during FY 2004. Peak ridership occurred in the afternoon between 2:00 p.m. and 4:00 p.m. Typically, transit ridership peaks in the morning between 7:00 a.m. and 9:00 a.m. and again in the afternoon between 4:00 p.m. and 6:00 p.m., corresponding to the peak home-based work-commute periods. The earlier afternoon peak was due to work trips by the unusually high percentage of hospitality industry workers in the MST service area, supplemented by high mid-day ridership along Line 41 East Alisal-Northridge and Line 42 East Alisal-Westridge in Salinas. Additionally, college, elementary, and secondary school students rode during this period. Therefore, ridership at the usual 5:00 p.m. to 6:00 p.m. peak was lower than would be expected. The 11:00 a.m.–1:00 p.m. time frame received high use by the large number of seniors who live in Monterey County.

Exhibit II-22
Average Weekday Boarding by Time of Day—May 2004



2. Fixed-Route Lines

In 1999, MST implemented a system-wide realignment of service. Fixed-route lines now focus on areas with high employment and residential concentrations, as well as major shopping and service corridors and centers. The new service alignment improves connections for commuters by providing higher-frequency and more direct routing, while still providing coverage to small neighborhoods and outlying areas. As a result, MST ridership increased approximately 20 percent over the two years immediately following the service realignment. Social equity is a major benefit of this improved service, in that improved transportation increases opportunities for work, as well as supporting the needs of families, seniors, and those with physical challenges. The MST system map is shown in Exhibit II-23 on the next page.

Exhibit II-23
MST System Map

MAP

3. Special Transit Services

To meet the growing needs of the community, MST provides a variety of specialized and customer-oriented services.

MST RIDES Paratransit Services. The MST RIDES program provides curb-to-curb paratransit transportation services within ¾ mile on either side of MST fixed-route lines serving individuals with disabilities who cannot use regular fixed-route service. Service is provided in the Monterey Peninsula and Salinas urban areas, as well as in the rural areas of North County, along the Highway 68 corridor, and along the Highway 101 corridor from Salinas to King City. The MST RIDES Program also offers a reimbursed taxi program, as well as out-of-county transportation to specialized medical appointments twice each month for persons with disabilities. Twenty-six lift-equipped paratransit vans are assigned to the MST RIDES program with an additional four minivans and two sedans for passengers who do not need the vehicle-mounted lift.

Under a contractual arrangement with the County of Monterey, the MST RIDES ST (Special Transit) program serves individuals who live beyond the ¾-mile zone in communities in northern Monterey County as well in areas between ¾ of a mile and 1 mile of Highway 101 between Salinas and King City. Beyond King City, the RIDES ST program is available to anyone living within a mile of Highway 101 as far south as San Ardo, San Lucas, and Bradley. Because fixed-route transit services are not provided in the rural areas of north Monterey County and extreme southern Monterey County, complementary paratransit services, as defined by the ADA, are not required. Monterey County retains policy control for MST RIDES ST services provided to and from these rural areas. Currently, the RIDES ST service is limited to persons who are referred to the program by healthcare professionals and social service providers. While this service had traditionally been for medical trips only, the MST Board of Directors has approved the expansion of the RIDES ST service to all trips, medical and non-medical alike. This RIDES ST enhancement began in September of 2004 and is funded by the County of Monterey.

DART. DART is a demand-responsive neighborhood-based service that provides lifeline service to low-density areas. DART is a dial-up service that provides customized and individualized pick-up service, connecting customers directly to their destinations, in addition to meeting timed connections at the transit-exchange centers. DART uses smaller vehicles to serve these low-ridership areas and runs on a flexible route that allows overall service hours to be reduced without eliminating service.

Jobs Access — Welfare to Work. Work is the most popular destination for MST passengers. MST is providing fixed-route service to support job access and skill development programs. This service assists those with special needs as well as provides access to rural communities in south Monterey County.

The MST Trolley – The new MST Trolley operates on the Waterfront Area Visitor Express (The WAVE) route from downtown Monterey along Cannery Row, providing residents and visitors with convenient connections to parking lots and transit centers. The service runs from Memorial Day to Labor Day. In FY 2005, MST is operating the MST Trolley for the first time on Thanksgiving weekend, during the week between Christmas and New Years, over the three-day President's Day weekend, and for two weeks surrounding Easter to accommodate spring break visitors. The purchase of the trolley vehicles was made possible through a public/private partnership with the City of Monterey, the Monterey Bay Aquarium, the Federal Transit Administration and Municipal Services Group, a public sector financing specialist.

Big Sur. MST operates summer seasonal service along the coast highway, providing one of the most spectacular public transportation journeys in America. In FY 2005, MST is adjusting the schedule of this unique transit line in order to provide more convenient operations for day trippers from the Monterey Peninsula.

Special events. Monterey-Salinas Transit is a partner and supporter of a number of major special and annual community events including First Night Monterey, the California International Air Show, the AT&T Pro-Am Golf Tournament at Pebble Beach, Laguna Seca Raceway, KCBA/KION Kidfest, and other community-supported efforts. MST also sponsors events designed to help market alternative transportation and assists the community in the event of extraordinary community situations, such as the emergency evacuation of residents during the 1997–98 floods.

Amtrak and CalTrain connections. Monterey-Salinas Transit provides service from Salinas Transit Center to the Amtrak *Coast Starlight* at the Salinas Intermodal Station. FastTrack service on Lines 25 and 26 provide bus connections to the Caltrain commuter railroad at the Gilroy intermodal station. Since 2002, a Congestion Mitigation Air Quality (CMAQ) grant and an AB2766 Air District grant have funded service from both Monterey and Salinas Transit Centers in the morning and evening commute hours to three of four CalTrain trips departing Gilroy north to the Bay Area. These CalTrain connections serve all transit centers and exchanges in Monterey, Sand City, Marina, and Salinas, as well as Castroville, Northridge Mall, and the Park & Ride lot in Prunedale. CalTrain also makes connections in San Jose for the Amtrak Capital Corridor and at Millbrae for the San Francisco Airport. CMAQ funding for this service will end in September of 2005. At this time, no additional funds have been identified to continue this service beyond that time until commuter rail service is extended to Salinas, currently scheduled for 2009. Once the Caltrain has been extended to Salinas, MST will provide bus feeder service to those trains at the future Salinas Intermodal Center.

4. Fare Structure

Exhibit II-24 summarizes the fare structure for FY 2005.

Exhibit II-24
MST Fare Structure for FY 2005

Type	Cash	Day Pass	Day Pass	20-Ticket Book	Monthly Pass	Monthly Pass
	One-way per Zone	Single Zone	All Zones		Single Zone	All Zones
Regular	$1.75	$3.50	$7.00	$35.00	$53.00	$106.00
Discount*	$0.85	$1.75	$3.50	$17.00	$26.00	$53.00

**Discount fare is available to individuals 5-18 years old, seniors 65 and older, and individuals with disabilities.*

In response to increased fuel, insurance and labor costs and reduced funding from the state and federal transportation budgets, MST is required to raise fares and reduce service in order to balance its Fiscal Year 2006 budget. The proposed MST fare structure for FY 2006 is presented in Exhibit II-25:

Exhibit II-25
MST Fare Structure for FY 2006

Type	Cash	Day Pass	Day Pass	20-Ticket Book	Monthly Pass	Monthly Pass
	One-way per Zone	Single Zone	All Zones		Single Zone	All Zones
Regular	$2.00	$4.50	$9.00	$40.00	$60.00	$122.00
Discount*	$1.00	$2.25	$4.50	$20.00	$30.00	$61.00

**Discount fare is available to individuals 5-18 years old, seniors 65 and older, and individuals with disabilities.*

E. Capital Facilities

1. Operations Facilities

Monterey-Salinas Transit owns two operations facilities, the Thomas D. Albert Operations Facility in Monterey, and the Clarence "Jack" Wright, Jr. Operations Facility in Salinas. MST's administrative offices, communications center, as well as Monterey Peninsula operations and maintenance departments are located at the Albert Division on Ryan Ranch Road in Monterey. The Wright Division in Salinas houses maintenance and operations facilities for Salinas area services, the offices of MST's training staff and a training classroom. In addition, the Wright Division provides a backup communications center location.

MST has outgrown its facilities, especially at the Albert Division in Monterey. To support the growth in ridership, MST has increased both the number of employees and the size of the bus fleet. The ability to support the increasing number of passengers will require the identification, funding, and construction of new facilities.

In Monterey, additional employee parking is being addressed by leasing space from the City of Monterey adjacent to and east of the Albert Division. This provides parking for 30 additional employee vehicles. The number of ADA-accessible parking spaces has been increased as well at the existing visitor/employee parking lot.

A short-term solution for increasing available office space has been undertaken through the lease of a temporary office trailer at the Albert Division. However, for the long-term, construction of a new Monterey Bay Operations and Fueling Facility on the former Fort Ord and passenger facilities is required. In January of 2003, MST received a quitclaim deed from the United States Department of the Army for three parcels on the former Fort Ord Military Reservation. The federal land transfer represents a portion of the seven parcels MST has requested, which will total approximately 53 acres when the remaining four parcels are conveyed. The Monterey Bay Operations and Fueling Facility will occupy approximately 16 acres, with over 25 additional adjacent acres for a training facility, park & ride lot, or other use.

2. Transit Centers

Monterey-Salinas Transit operates from three bus transit centers: 1) the Jules Simoneau Plaza (Monterey Transit Plaza), a transfer center for all routes serving the Monterey Peninsula; 2) the Salinas Transit Center, serving Salinas routes; and 3) the Watsonville Transit Center. At these locations, buses are scheduled to allow for timed transfers between routes. MST also serves the Gilroy Intermodal Station, where passengers can transfer to the Caltrain as well as VTA buses.

The Jules Simoneau Plaza (Monterey Transit Plaza) occupies a triangular city park formed by the intersection of Munras, Pearl, and Tyler Streets in downtown Monterey. The plaza can accommodate a total of nine buses simultaneously and operates over capacity.

The Salinas Transit Center, located between Salinas and Lincoln Streets in the 100 block of Oldtown Salinas, was constructed in April 1989. The Transit Center operates on a pulse schedule every fifteen minutes from eight departure gates to allow transfers between Salinas and inter-city routes. Restroom facilities and additional passenger shelters were added to the Center in July 1991. Currently operating at capacity, upgrades to the station, including the addition of a ninth gate, are planned for 2005.

The Watsonville Transit Center is the transfer point between Monterey-Salinas Transit and the Santa Cruz Metropolitan Transit District. Opened in the fall of 1995, this transit center is located at the corner of West Beach and Rodriguez streets.

3. Transit Exchanges

MST operates from a transit exchange in Sand City and from one in Marina. Transit exchanges provide passenger amenities such as benches, shelters, and information signage.

The Edgewater Transit Exchange in Sand City has passenger amenities including benches, shelters, and information signage. It currently operates beyond its original design capacity and is inadequate to meet future needs.

Formerly located on Seacrest Avenue, the Marina Transit Exchange was relocated to MST property at the corner of Reservation Road and Deforest Road in late 2001. In FY 2001 MST acquired 3.2 acres at this intersection in the City of Marina for construction of the Marina Transit Station. This facility will ultimately include gates for 8 buses, restroom facilities, employee work areas, a customer service office, passenger waiting areas, and transit-related commercial activities. A portion of this site has been set aside for transit oriented development – commercial uses on the first floor with residential apartments on the upper floor(s). Extended negotiations with the City of Marina have delayed the approval and construction of this facility. MST hopes to have these differences resolved in 2005, paving the way for completion of the facility by 2007.

4. Bus Stop Signs, Shelters, and Benches

MST has nearly 1,300 bus stops of which 99 percent are marked with signs.[1] Bus stops may have additional amenities such as route and schedule information cases, benches or shelters for passenger comfort and safety.

Posting route maps and schedule information at bus stops requires a substantial amount of hardware and staff hours to keep them current. MST displays detailed schedule information in weatherproof plastic and steel cases at about 100 bus stops.

The MST key business drivers for Customer Satisfaction guide the placement of passenger benches and shelters. In 2004, MST ended its relationship with a shelter contractor that provided shelters with advertising. MST replaced these old shelters with new, modern, models. Due to budget constraints, every location where there had been a shelter did not receive a new one. As funds become available, additional shelters will be installed. Private parties, such as businesses or shopping centers, also own and maintain passenger-waiting shelters and/or benches. In addition, MST has approximately 350 benches placed throughout the service area.

[1] Benches or landmarks designate some stops (e.g., on line 22-Big Sur). Additionally, at any given time, a small number of stops are not marked due to the theft or vandalism of signs, or the removal of a sign as a part of public works projects.

5. Revenue Vehicles

MST maintains an active fleet of 84 buses for fixed route service. Since June of 2000, MST has placed into service 46 new clean-diesel powered buses – replacing 38 obsolete buses and adding 8 more 40-foot suburban coaches for expanded long-distance service to the outlying areas of the service area, including south Monterey County. Included in this purchase were six historically-themed trolley-style vehicles. The new buses are more fuel efficient, reduce emissions and are less expensive to run. The purchase of both smaller 35-foot buses and larger 40-foot buses provides MST the flexibility to meet the unique needs of each community it serves. CNG-powered buses now account for 20% of the MST bus fleet; however, these vehicles are more expensive to maintain and will be at the end of their FTA-recommended 10-year and 12-year life cycles in 2007 and 2008. A roster of current MST buses is provided in Appendix D.

F. Governance and Organizational Structure

This subsection describes how MST is governed and organized to meet community needs and customer requirements. Monterey-Salinas Transit was formed in 1981, when the Salinas Transit System (operated by the City of Salinas from 1976 until 1981) merged with Monterey Peninsula Transit. The board of directors renamed the system Monterey-Salinas Transit. Current members of the MST joint-powers agency include the cities of Carmel, Del Rey Oaks, Marina, Monterey, Pacific Grove, Salinas, and Seaside, as well as the County of Monterey. In 2004, the City of Gonzales was invited to sit on the MST Board as an ex-officio member.

Each member jurisdiction provides MST with its share of local transportation funds (LTF), which are derived from the ¼ cent of sales tax for public transit provided by the state Transportation Development Act (TDA). MST uses these LTF funds as well as federal funding and passenger fares to provide public transportation service to each member jurisdiction. MST also offers service to Watsonville in Santa Cruz County, Gilroy in Santa Clara County, and provides service by contract to Sand City, Gonzales, Soledad, Greenfield and King City as well as to the unincorporated community of Chualar.

A board of directors with a representative from each member jurisdiction governs the agency and appoints the General Manager/CEO. The General Manager/CEO oversees a staff of 214, who are organized into three divisions:

Division	Responsibilities
Transportation	• Delivery transportation services • Trains, schedules, and supervises coach operators • Manages contract services • 125 employees
Maintenance	• Purchases and constructs new vehicles and facilities • Maintains vehicles and facilities • Cleans and services vehicles • Maintains parts inventory • Administers procurement and contract files • 35 employees
Administration	• Performs the functions of financial management • Provides customer information, planning, marketing, human resources, information technology, and risk management • Related activities to support ongoing operations • 54 employees

G. Coordination with Other Organizations

Coordination with other organizations is vital to providing catalytic leadership in advocating and delivering quality public transportation. Membership in various organizations helps MST anticipate public concern about transit service. Local organizations composed of MST customers include a social-service advisory committee and a paratransit rider committee representing the disabled, chambers of commerce representing employers, and visitor and convention bureaus and hospitality associations representing the tourist industry. Broader organizations include California Association for Coordinate Transportation (CalACT), the California Transit Association (CTA), and the national American Public Transit Association (APTA). Other organizations include:

1. MST Member Jurisdictions

MST works with member cities and the county of Monterey to ensure that transit services are meeting the needs of the local communities. In addition, MST supports and encourages transit-friendly designs in new developments.

Vehicle trip reduction is a major focus for MST and the Association of Monterey Bay Area Governments (AMBAG). Many Monterey County jurisdictions have instituted voluntary trip-reduction ordinances, which provide guidelines for transit, pedestrian, bicycle access and amenities to be included within new developments and during special events. To assist with implementation of trip reduction, MST has prepared *Designing for Transit: A Manual for Integrating Public Transportation and Land Use in Monterey County*.

2. AMBAG

AMBAG is the designated Metropolitan Planning Organization (MPO) for the Monterey Bay Region. AMBAG oversees assignment and use of federal funds for transportation planning projects. AMBAG, at its discretion, passes a portion of its federal metropolitan-transit planning funding to MST for work in support of the AMBAG Overall Work Program and the continuing, cooperative, and comprehensive transportation-planning process.

Specific projects for which AMBAG has provided funding to MST include preparation of the SRTP and the market segmentation study, development of *Designing for Transit*, Fort Ord planning, the 1999 service improvement plan, the MST planning and marketing professional development (intern) program, the Salinas Area Service Analysis study, and planning efforts for a proposed Carmel Trolley. MST follows AMBAG's specifications for the planning products and transportation improvements, which result from expenditure of these funds.

3. TAMC

The Transportation Agency for Monterey County (TAMC) serves as the congestion management agency and the regional transportation-planning agency for Monterey County. MST coordinates with TAMC to evaluate traffic impact and mitigation for new developments and special events that fall under the provision of the congestion management program. MST also works with TAMC on the transit component of trip-reduction efforts. In addition, MST is working closely with TAMC to return rail service to Monterey County. TAMC acts as coordinator for MST's contractual service to operate in the South County communities. MST is an ex-officio member of TAMC and participates in all TAMC board meetings and several committees and other activities.

The TAMC *Technical Advisory Committee* (TAC) provides technical recommendations to the TAMC Board of Directors and staff. Key responsibilities of the TAC include evaluating and ranking eligible transportation projects to be funded with federal funds under the State Transportation Improvement Plan (STIP), Congestion Mitigation Air Quality (CMAQ), Regional Surface Transportation Plan (RSTP), and Transportation Enhancement Act (TEA) programs.

The *Social Services Transportation Advisory Council* (SSTAC) of TAMC is the primary method of involving the public with the implementation of ADA complementary paratransit service. Members of this committee include representatives from several social services agencies in Monterey County and persons with various types of disabilities who use the services provided by MST, including fixed-route transit and the MST RIDES Paratransit Program.

MST staff also participates in the TAMC *Rail Policy Committee*, assisting in coordinating new rail service planned for Monterey County as described earlier in this section.

4. FORA

The Fort Ord Reuse Authority (FORA) is a joint-powers authority designated to carry out the plan for the reuse of Fort Ord. MST is an ex-officio member of FORA and participates in FORA board meetings. In addition, MST staff participates on the FORA administrative and capital improvement program committees. A detailed discussion of the challenges for the reuse and redevelopment of the former Fort Ord is provided in Section VI.

5. Santa Cruz METRO

In the fall of 1989, MST and the Santa Cruz Metropolitan Transit District (Santa Cruz Metro) signed a memorandum of understanding in which both agencies would provide coordinated and efficient transit service for the residents, workers, and visitors of Watsonville and the Pajaro Valley. This agreement allows both MST and SCMTD to provide service to Pajaro, which complements each system and minimizes competition between them. MST Courtesy Cards, which allow elderly and disabled passengers a reduced fare are honored on SCMTD buses, and vice-versa. In addition, MST will accept an SCMTD senior fare-paying passenger under the regular reciprocal-fare arrangement, although SCMTD's minimum senior age is less than MST's. Also, MST transfers are honored on SCMTD’s buses from Watsonville as far as the Santa Cruz Metro Center.

Both MST and SCMTD assist in directing passengers to the appropriate transit system by providing either a contact phone number or schedule information. This effort is current and ongoing. MST's Rider's Guide includes information on SCMTD connecting routes in Watsonville. In addition, MST’s website shares a server with that of SCMTD.

6. Caltrans

Caltrans has programmed street widening, freeway construction on new alignments, signal installation, intersection improvements and construction of new interchanges for State highways 1, 68, 218, and 156, as well as U.S. 101. MST operates on each of these roadways and works with Caltrans to include transit-related highway improvements on each of these projects. Many of these projects have encountered delays due to the ongoing state budget crisis. SCMTD.

7. Public Citizenship with Community Interests

MST addresses the impact of its service on the needs of Monterey County citizens by conducting informal community meetings and formal public hearings. Additionally, MST participates in governmental and public meetings to seek opportunities to support public policy. MST also runs supplemental service on existing lines to community events and assists in evacuations during disasters such as earthquakes, fires, or floods.

MST supports communities by contributing staff time and/or buses to Holiday Food Banks, Relay for Life, El Dia de La Familia, Rebuild Together, Clean Air Month, and the United Way. Additionally, the leadership climate at MST fosters individual participation in the community. For example, staff members participate in city planning commissions, college teaching, school boards, church groups, and charitable and non-profit organizations. To help ensure ethical conduct as required by law, MST subscribes to the California fair political practices guidance and requires that board members and key staff file an annual statement of economic interest.

MST conducts an active recycling program and an alternate-transportation program using vanpools and bicycles. Both these programs have received awards from the City of Salinas and from the Association of Monterey Bay Area Governments.

For many years, MST has endorsed “green technology.” In the 1990s MST provided an 18-month test bed for an electric bus, reporting performance results to the transit industry. MST’s entire fleet meets or exceeds all state and federal environmental laws. In addition, compressed natural gas (CNG) powers 17 buses and nine support vehicles. Bus-washing facilities at both operating divisions recycle bus-wash water and use reverse-osmosis water-treatment systems to further minimize use of clean water. MST has replaced underground fuel storage tanks with “double-wall” tanks and detection systems that monitor and contain any fuel and/or oil leakage. Future bus procurements will evaluate new hybrid engine technology, furthering MST’s environmental goals.

H. MST Business Model

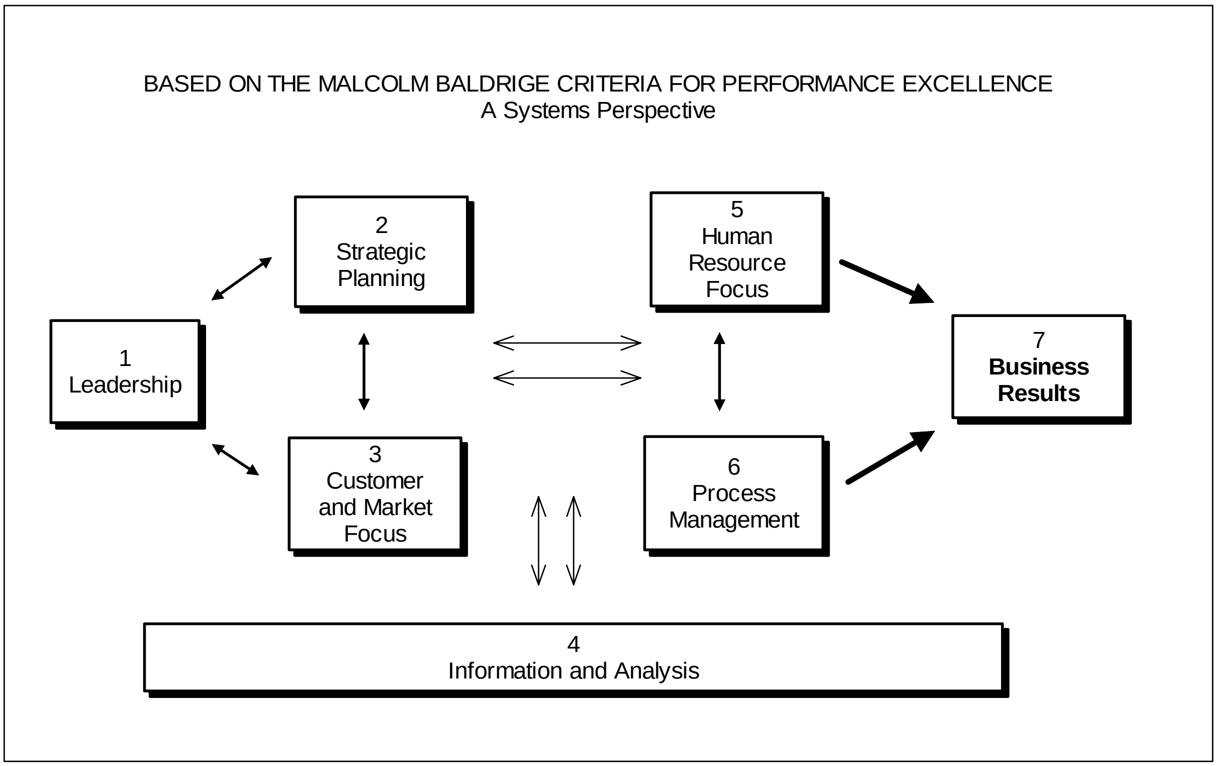
Monterey-Salinas Transit uses a total-quality approach to improving organizational performance. In 1997, MST adopted the Malcolm Baldrige National Quality Award criteria as its business model, along with the key business drivers listed in Exhibit II-20. A schematic of the MST Business Model is provided in Exhibit II-26.

The Baldrige core values inspired MST’s core values that are listed in Section II-C. Baldrige award criteria provide direction for change and a checklist of action items. The major categories of criteria are adopted as MST’s business model and are listed below:

1. Leadership
2. Strategic planning
3. Customer and market focus
4. Information and analysis
5. Human resource focus
6. Process management
7. Business results

The Baldrige Award criteria are the most generally accepted definition of quality in organizations. These criteria provide a model for organizational leadership that includes strategic leadership, such as defining the mission of MST and developing strategies and structures to achieve them, and operational leadership, such as ensuring that processes are effectively carried out on a day-to-day basis. In 1998, MST applied for and won the California Governor's Quality Commitment Award.

Exhibit II-26
MST Business Model



The Baldrige model has helped change MST's focus from vehicles to people – customers and employees. In 1998, for example, MST listened to customers through focus groups and 30 community meetings. MST listened to employees through a new joint labor-management committee and through coach operator participation in the planning team and performance-review team. Out of this listening came a clear expectation of what transit service was needed. Based on these needs, major changes were made and implemented in July 1999. These changes proved very successful, with a 23 percent increase in ridership during the next two years. MST has continued soliciting community input through periodic passenger and non-passenger surveys.

In conjunction with the 2004/2005 Salinas Area Service Analysis, MST conducted a survey of over 1,300 passengers on nine bus lines in Salinas. A stakeholder survey was undertaken in the winter of 2004/2005, to be followed by passenger and non-passenger surveys in the summer of 2005.

Managing MST like a business is what most voters and elected officials expect. Although there are fundamental differences between public transit and private business, MST is able to adopt most of the practices that successful businesses use. The political aspect of public sector management, however, is not recognized in the Baldrige criteria for businesses. For example, in the public sector, community and government coalitions frequently need to be formed before action can be taken. Thus, catalytic leadership is needed to coordinate various interest groups. To assist in this effort, issues need to be clearly outlined in order for elected officials and the community to consider them and take action. (See Section VI for MST's major issues.)

Quality is such an important strategic variable that its costs cannot be ignored. Costs incurred by MST to secure better quality can be grouped into two categories: (1) the price of meeting customer expectations, including costs of ensuring good quality and costs of monitoring quality and (2) the price of not meeting customer expectations, including internal failures such as rework, and external failures that directly affect customers. MST focuses on improving quality, rather than accounting separately for quality costs. Thus, nonfinancial output performance measures of quality are emphasized. This focus is sufficient to provide the incentive to move forward with continuous improvement and to see the results.

MST uses a "plan-do-check-act" approach to continuously improve within the seven categories listed above. Together, they result in MST's business excellence roadmap, shown on the following page in Exhibit II-27.

Exhibit II-27
MST Business Excellence Roadmap

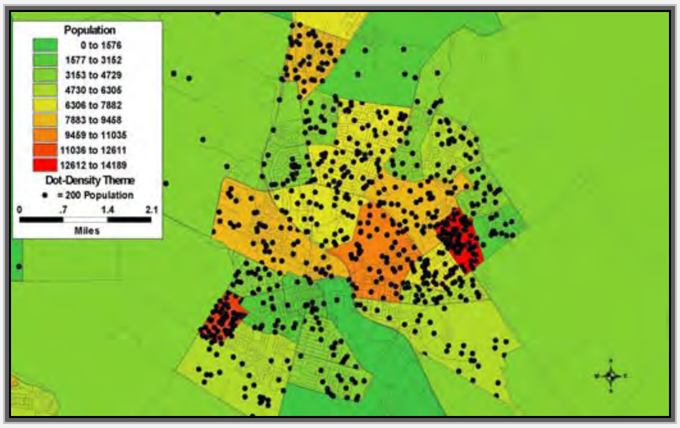
Business Model	Plan (Approach)	Do (Deployment)	Check (Results)	Act (Improvement)
1. Leadership	Mission, values, key business drivers	Communicate mission, values and key business drivers	Performance evaluations	Development plan
2. Strategic Planning	Business plan, Marketing plan	Align departments	Quarterly review of progress of plan to Board of Directors	Take corrective action, annual TIP update and biennial business plan update
3. Customer and Market Focus	Community, customer requirements; customer satisfaction and relationship management	Customer advisory groups (SSTAC, MST RIDES)	Bi-annual customer and stakeholder survey; customer comment management system	Review and update marketing plan annually and prepare corrective action
4. Information and Analysis	Track information that supports MST's key business drivers; ensure accurate, timely, and actionable information	Monitor key processes	Report results monthly to staff and quarterly to Board of Directors	Review Information Systems approaches and systems improvement
5. Human Resource Development and Management	Job design, compensation, recognition, development	Training and development, succession planning	Annual employee satisfaction survey; training results	Corrective action
6. Process Management	MST key business processes are: • Service design • Service delivery • Customer comments • Bus maintenance	MST teams: • SEAT • SASA (Salinas Area Service Analysis) committee • ARTF (Accident Review Task Force)	Monthly performance reports; triennial federal and state reviews	Teams review opportunities for improvement
7. Results	Annual targets are set by Board of Directors	Report quarterly results	Monthly and quarterly reviews	Continuous improvement

This page left blank.

[SCROLL DOWN TO PAGE 3 FOR FIGURES II-1 THROUGH II-14]

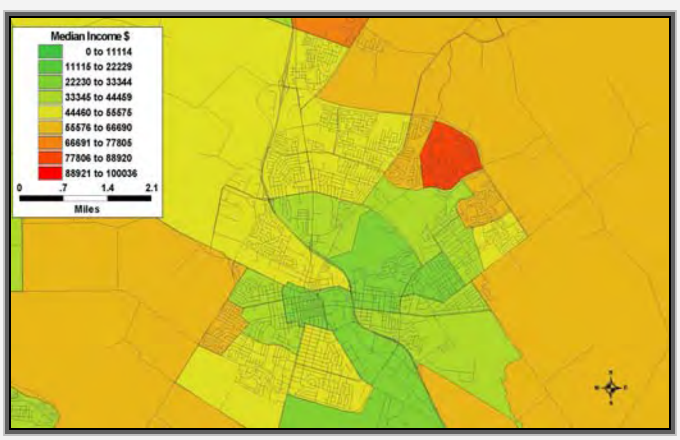
Figure II-1 Salinas, California

Population



Percent Minority

Median Household Income



Source: U.S. Census Bureau, Census 1990 & 2000; CA Department of Transportation 2004

U.S. Census	**2000**	**1990**
Total Population	150,724	108,777
Latino Population	64.4 %	50.0 %
Housing Units	39,612	34,577
Households	38,151	33,518
Median Gross Rent (monthly)	$ 725	$ 580
Median Household Income	$ 43,720	$ 31,271
Per Capita Income	$ 14,495	$ 11,351
Persons Below Poverty Level	15.7 %	15.6 %

Private Vehicle Occupancy	**2000**	**1990**
Drove Alone	67.8 %	70.3 %
2 persons	13.5 %	13.1 %
3 persons	4.4 %	3.4 %
4 persons	2.4 %	2.2 %
5 or 6 persons	1.9 %	1.1 %
7 or more persons	1.2 %	0.2 %

Vehicle per Occupied Housing Unit	**2000**	**1990**
No Vehicles	8.3 %	7.1 %
1 vehicle	33.4 %	35.4 %
2 vehicles	39.5 %	39.6 %
3 vehicles	12.7 %	12.5 %
4 vehicles	4.1 %	4.1 %
5 or more vehicles	2.0 %	0.0 %

Commute Mode: Workers 16 & Older	**2000**	**1990**
Drove Alone	67.8 %	70.3 %
Carpooled	23.4 %	20.0 %
Public Transportation	5.5 %	2.3 %
Motorcycle	0.1 %	0.4 %
Bicycle	0.7 %	0.9 %
Walked	2.1 %	2.7 %
Other Means	1.3 %	1.5 %
Worked at Home	1.9 %	1.9 %

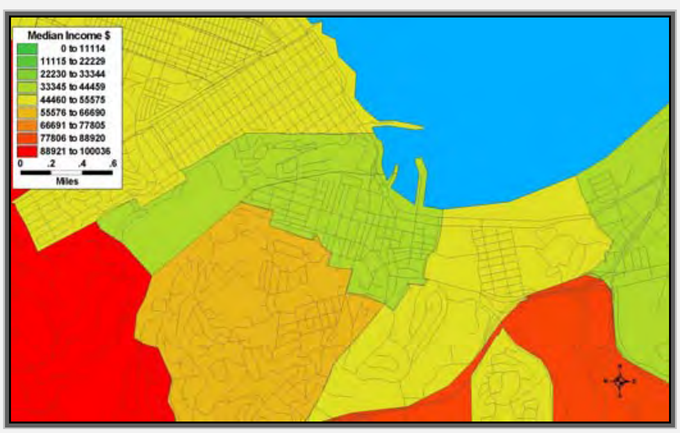
Commute Time: Workers 16 & Older	**2000**	**1990**
Less than 5 minutes	2.5 %	4.6 %
5 to 9 minutes	12.3 %	16.7 %
10 to 14 minutes	19.6 %	25.5 %
15 to 19 minutes	18.0 %	21.8 %
20 to 24 minutes	10.4 %	0.3 %
25 to 29 minutes	3.4 %	4.2 %
30 to 34 minutes	13.5 %	14.8 %
35 to 39 minutes	1.9 %	0.2 %
40 to 44 minutes	2.8 %	2.1 %
45 to 59 minutes	6.0 %	3.9 %
60 to 58 minutes	4.8 %	2.3 %
90 or more minutes	2.9 %	1.3 %

Figure II-2 Monterey, California

Population

Percent Minority

Median Household Income



Source: U.S. Census Bureau, Census 1990 & 2000; CA Department of Transportation 2004

U.S. Census	**2000**	**1990**
Total Population	29,773	31,954
Latino Population	11.0 %	7.4 %
Housing Units	13,420	13,497
Households	12,656	12,683
Median Gross Rent (monthly)	$ 888	$ 709
Median Household Income	$ 49,109	$ 34,727
Per Capita Income	$ 27,133	$ 18,174
Persons Below Poverty Level	7.1 %	6.6 %

Private Vehicle Occupancy	**2000**	**1990**
Drove Alone	65.0 %	64.1 %
2 persons	7.2 %	8.4 %
3 persons	1.2 %	1.0 %
4 persons	0.5 %	0.3 %
5 or 6 persons	0.2 %	0.2 %
7 or more persons	0.0 %	0.1 %

Vehicle per Occupied Housing Unit	**2000**	**1990**
No Vehicles	8.0 %	8.6 %
1 vehicle	46.4 %	43.3 %
2 vehicles	34.7 %	36.1 %
3 vehicles	9.0 %	9.6 %
4 vehicles	1.7 %	1.7 %
5 or more vehicles	0.3 %	0.1 %

Commute Mode: Workers 16 & Older	**2000**	**1990**
Drove Alone	9.1 %	64.1 %
Carpooled	6.3 %	9.9 %
Public Transportation	0.5 %	2.7 %
Motorcycle	1.8 %	1.0 %
Bicycle	16.1 %	1.9 %
Walked	0.5 %	16.8 %
Other Means	3.9 %	0.8 %
Worked at Home	9.1 %	2.9 %

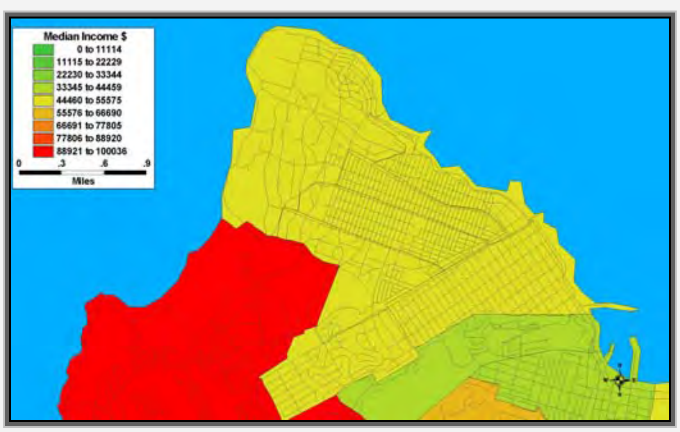
Commute Time: Workers 16 & Older	**2000**	**1990**
Less than 5 minutes	7.6 %	6.2 %
5 to 9 minutes	25.1 %	27.4 %
10 to 14 minutes	25.5 %	29.1 %
15 to 19 minutes	14.5 %	20.3 %
20 to 24 minutes	7.6 %	0.6 %
25 to 29 minutes	2.3 %	2.9 %
30 to 34 minutes	5.7 %	5.8 %
35 to 39 minutes	1.1 %	0.0 %
40 to 44 minutes	1.3 %	1.2 %
45 to 59 minutes	2.2 %	1.6 %
60 to 58 minutes	1.4 %	0.9 %
90 or more minutes	1.7 %	1.0 %

Figure II-3 Pacific Grove, California

Population

Percent Minority

Median Household Income



Source: U.S. Census Bureau, Census 1990 & 2000; CA Department of Transportation 2004

U.S. Census	2000	1990
Total Population	15,459	16,117
Latino Population	7.5 %	6.4 %
Housing Units	7,998	7,916
Households	7,271	7,359
Median Gross Rent (monthly)	$ 962	$ 730
Median Household Income	$ 50,254	$ 33,385
Per Capita Income	$ 31,277	$ 19,533
Persons Below Poverty Level	5.3 %	6.3 %

Private Vehicle Occupancy	2000	1990
Drove Alone	75.2 %	74.6 %
2 persons	7.2 %	9.9 %
3 persons	1.3 %	0.7 %
4 persons	0.2 %	0.0 %
5 or 6 persons	0.2 %	0.0 %
7 or more persons	0.1 %	0.0 %

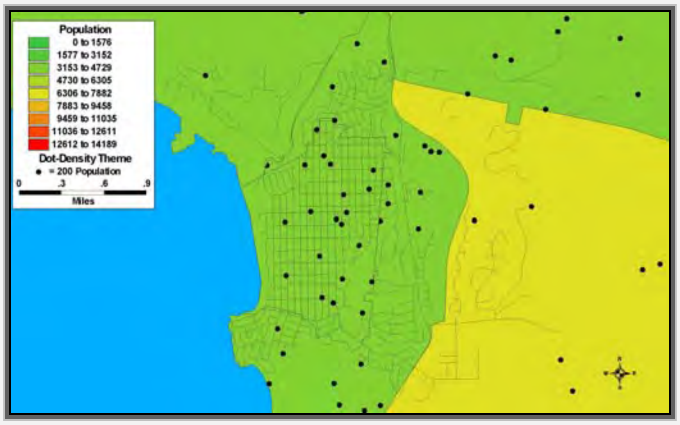
Vehicle per Occupied Housing Unit	2000	1990
No Vehicles	7.1 %	7.4 %
1 vehicle	44.4 %	43.5 %
2 vehicles	36.4 %	34.6 %
3 vehicles	9.4 %	12.0 %
4 vehicles	2.1 %	2.2 %
5 or more vehicles	0.7 %	0.2 %

Commute Mode: Workers 16 & Older	2000	1990
Drove Alone	75.2 %	74.6 %
Carpooled	9.0 %	10.6 %
Public Transportation	3.4 %	2.2 %
Motorcycle	0.0 %	0.5 %
Bicycle	2.0 %	3.3 %
Walked	5.0 %	4.3 %
Other Means	0.5 %	0.0 %
Worked at Home	6.6 %	4.5 %

Commute Time: Workers 16 & Older	2000	1990
Less than 5 minutes	4.8 %	5.3 %
5 to 9 minutes	18.6 %	20.3 %
10 to 14 minutes	20.6 %	25.9 %
15 to 19 minutes	17.6 %	23.9 %
20 to 24 minutes	10.3 %	0.5 %
25 to 29 minutes	3.8 %	3.1 %
30 to 34 minutes	5.7 %	6.4 %
35 to 39 minutes	2.6 %	0.0 %
40 to 44 minutes	2.2 %	3.7 %
45 to 59 minutes	3.3 %	2.3 %
60 to 58 minutes	1.5 %	1.8 %
90 or more minutes	2.5 %	1.6 %

Figure II-4	**Carmel-by-the-Sea, California**

Population



Percent Minority

Median Household Income

Source: U.S. Census Bureau, Census 1990 & 2000; CA Department of Transportation 2004

U.S. Census	**2000**	**1990**
Total Population	4,075	4,111
Latino Population	3.8 %	3.2 %
Housing Units	3,331	3,265
Households	2,273	2,279
Median Gross Rent (monthly)	$ 1,120	$ 827
Median Household Income	$ 58,163	$ 36,804
Per Capita Income	$ 48,739	$ 26,575
Persons Below Poverty Level	6.6 %	7.1 %

Private Vehicle Occupancy	**2000**	**1990**
Drove Alone	67.1 %	67.4 %
2 persons	7.5 %	7.0 %
3 persons	1.3 %	0.0 %
4 persons	0.4 %	0.0 %
5 or 6 persons	0.0 %	0.0 %
7 or more persons	0.0 %	0.0 %

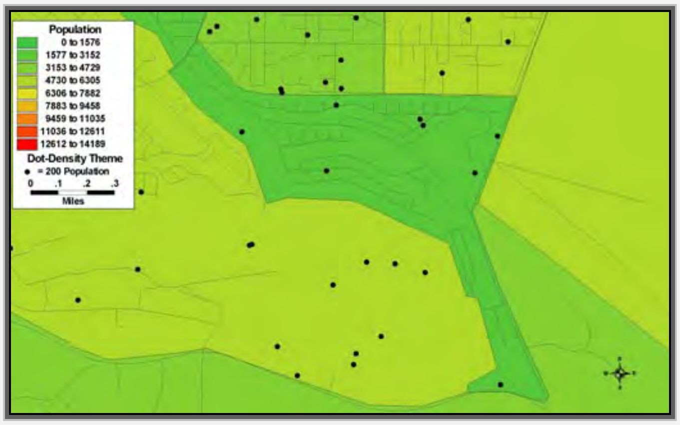
Vehicle per Occupied Housing Unit	**2000**	**1990**
No Vehicles	9.0 %	18.6 %
1 vehicle	48.7 %	42.8 %
2 vehicles	34.2 %	27.3 %
3 vehicles	5.3 %	7.9 %
4 vehicles	1.4 %	3.4 %
5 or more vehicles	1.4 %	0.6 %

Commute Mode: Workers 16 & Older	**2000**	**1990**
Drove Alone	67.1 %	67.4 %
Carpooled	9.2 %	7.0 %
Public Transportation	3.4 %	0.9 %
Motorcycle	0.4 %	0.0 %
Bicycle	0.0 %	1.1 %
Walked	9.7 %	11.9 %
Other Means	0.7 %	0.0 %
Worked at Home	11.3 %	11.7 %

Commute Time: Workers 16 & Older	**2000**	**1990**
Less than 5 minutes	6.9 %	9.9 %
5 to 9 minutes	13.9 %	23.8 %
10 to 14 minutes	21.5 %	28.2 %
15 to 19 minutes	20.3 %	15.9 %
20 to 24 minutes	7.6 %	0.0 %
25 to 29 minutes	2.8 %	0.6 %
30 to 34 minutes	2.4 %	5.3 %
35 to 39 minutes	2.2 %	0.0 %
40 to 44 minutes	2.8 %	0.7 %
45 to 59 minutes	1.8 %	0.7 %
60 to 58 minutes	4.2 %	0.7 %
90 or more minutes	2.5 %	1.4 %

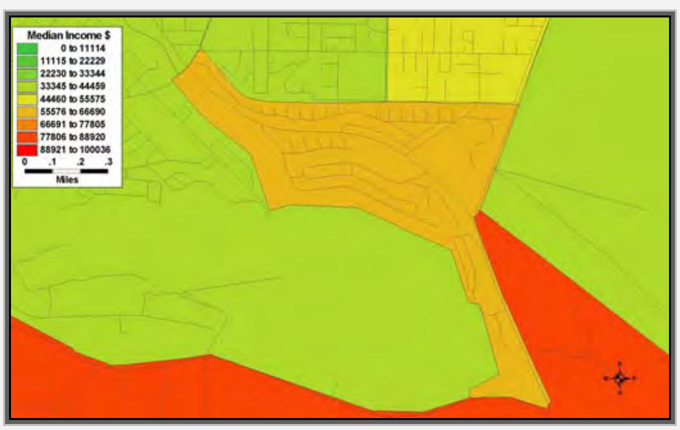
Figure II-5 Del Rey Oaks, California

Population



Percent Minority

Median Household Income



Source: U.S. Census Bureau, Census 1990 & 2000; CA Department of Transportation 2004

U.S. Census	2000	1990
Total Population	1,650	1,661
Latino Population	7.8 %	7.6 %
Housing Units	727	733
Households	708	692
Median Gross Rent (monthly)	$ 1,284	$ 957
Median Household Income	$ 59,423	$ 43,269
Per Capita Income	$ 30,035	$ 20,387
Persons Below Poverty Level	5.0 %	1.8 %

Private Vehicle Occupancy	2000	1990
Drove Alone	80.1 %	85.6 %
2 persons	11.6 %	9.6 %
3 persons	1.1 %	0.4 %
4 persons	0.2 %	0.2 %
5 or 6 persons	0.4 %	0.0 %
7 or more persons	0.0 %	0.0 %

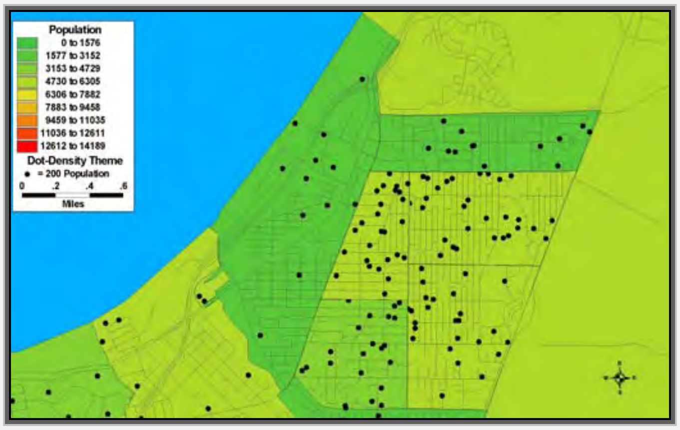
Vehicle per Occupied Housing Unit	2000	1990
No Vehicles	2.7 %	1.6 %
1 vehicle	34.8 %	26.1 %
2 vehicles	47.0 %	49.4 %
3 vehicles	12.1 %	19.6 %
4 vehicles	2.1 %	2.6 %
5 or more vehicles	1.3 %	2.0 %

Commute Mode: Workers 16 & Older	2000	1990
Drove Alone	80.1 %	85.6 %
Carpooled	13.3 %	10.3 %
Public Transportation	0.0 %	0.4 %
Motorcycle	0.5 %	0.4 %
Bicycle	1.1 %	1.0 %
Walked	0.5 %	0.7 %
Other Means	0.3 %	0.0 %
Worked at Home	4.1 %	1.6 %

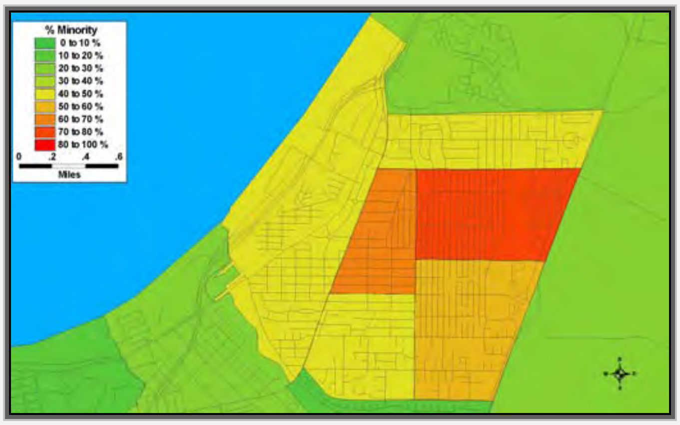
Commute Time: Workers 16 & Older	2000	1990
Less than 5 minutes	3.1 %	2.6 %
5 to 9 minutes	13.4 %	19.0 %
10 to 14 minutes	24.2 %	28.2 %
15 to 19 minutes	27.4 %	33.0 %
20 to 24 minutes	9.8 %	0.0 %
25 to 29 minutes	3.7 %	4.5 %
30 to 34 minutes	8.3 %	5.3 %
35 to 39 minutes	0.5 %	0.0 %
40 to 44 minutes	0.0 %	0.6 %
45 to 59 minutes	2.6 %	1.7 %
60 to 58 minutes	2.2 %	1.6 %
90 or more minutes	0.6 %	1.8 %

Figure II-6	Seaside, California

Population



Percent Minority



Median Household Income

Source: U.S. Census Bureau, Census 1990 & 2000; CA Department of Transportation 2004

U.S. Census	2000	1990
Total Population	31,786	38,893
Latino Population	34.5 %	16.1 %
Housing Units	11,005	11,233
Households	9,872	10,626
Median Gross Rent (monthly)	$ 810	$ 630
Median Household Income	$ 41,393	$ 28,655
Per Capita Income	$ 15,183	$ 10,409
Persons Below Poverty Level	12.0 %	12.2 %

Private Vehicle Occupancy	2000	1990
Drove Alone	68.9 %	56.0 %
2 persons	13.1 %	10.9 %
3 persons	3.1 %	3.0 %
4 persons	0.9 %	0.9 %
5 or 6 persons	0.3 %	0.3 %
7 or more persons	0.2 %	0.4 %

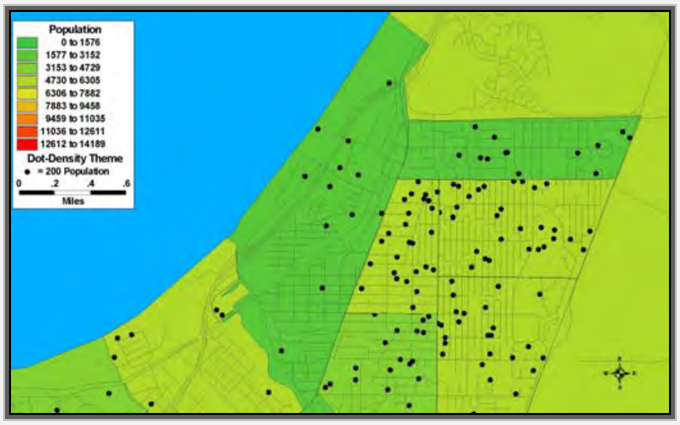
Vehicle per Occupied Housing Unit	2000	1990
No Vehicles	7.3 %	6.5 %
1 vehicle	37.6 %	39.8 %
2 vehicles	39.1 %	37.3 %
3 vehicles	11.4 %	12.0 %
4 vehicles	3.0 %	4.0 %
5 or more vehicles	1.5 %	0.1 %

Commute Mode: Workers 16 & Older	2000	1990
Drove Alone	68.9 %	56.0 %
Carpooled	17.6 %	15.6 %
Public Transportation	11.3 %	3.5 %
Motorcycle	0.3 %	1.1 %
Bicycle	1.5 %	0.9 %
Walked	2.4 %	15.9 %
Other Means	1.8 %	2.3 %
Worked at Home	1.9 %	4.7 %

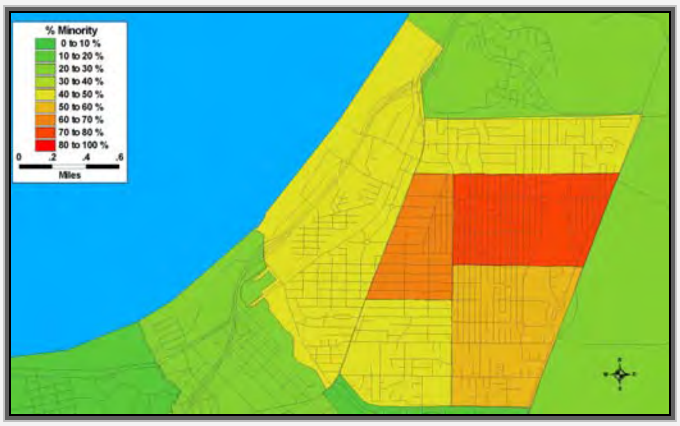
Commute Time: Workers 16 & Older	2000	1990
Less than 5 minutes	1.5 %	12.3 %
5 to 9 minutes	10.4 %	19.5 %
10 to 14 minutes	18.9 %	24.0 %
15 to 19 minutes	26.3 %	20.9 %
20 to 24 minutes	17.4 %	0.0 %
25 to 29 minutes	5.3 %	3.3 %
30 to 34 minutes	10.3 %	8.4 %
35 to 39 minutes	0.7 %	0.1 %
40 to 44 minutes	1.1 %	1.0 %
45 to 59 minutes	2.7 %	1.9 %
60 to 58 minutes	2.2 %	2.3 %
90 or more minutes	1.2 %	0.8 %

Figure II-7 Sand City, California

Population



Percent Minority



Median Household Income

Source: U.S. Census Bureau, Census 1990 & 2000; CA Department of Transportation 2004

U.S. Census	**2000**	**1990**
Total Population	204	200
Latino Population	33.8 %	33.5 %
Housing Units	92	91
Households	76	73
Median Gross Rent (monthly)	$ 775	$ 504
Median Household Income	$ 34,375	$ 16,875
Per Capita Income	$ 15,455	$ 8,487
Persons Below Poverty Level	27.9 %	10.5 %

Private Vehicle Occupancy	**2000**	**1990**
Drove Alone	53.0 %	49.4 %
2 persons	5.3 %	17.6 %
3 persons	3.8 %	0.0 %
4 persons	0.0 %	0.0 %
5 or 6 persons	0.0 %	0.0 %
7 or more persons	0.0 %	0.0 %

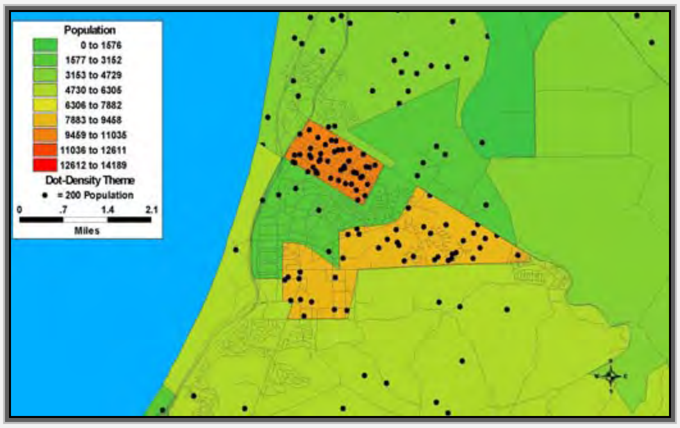
Vehicle per Occupied Housing Unit	**2000**	**1990**
No Vehicles	9.5 %	10.5 %
1 vehicle	54.8 %	55.8 %
2 vehicles	21.4 %	27.9 %
3 vehicles	8.3 %	5.8 %
4 vehicles	2.4 %	0.0 %
5 or more vehicles	3.6 %	16.3 %

Commute Mode: Workers 16 & Older	**2000**	**1990**
Drove Alone	53.0 %	49.4 %
Carpooled	9.1 %	17.6 %
Public Transportation	4.5 %	8.2 %
Motorcycle	2.3 %	8.2 %
Bicycle	21.2 %	3.5 %
Walked	3.0 %	12.9 %
Other Means	3.0 %	0.0 %
Worked at Home	6.1 %	0.0 %

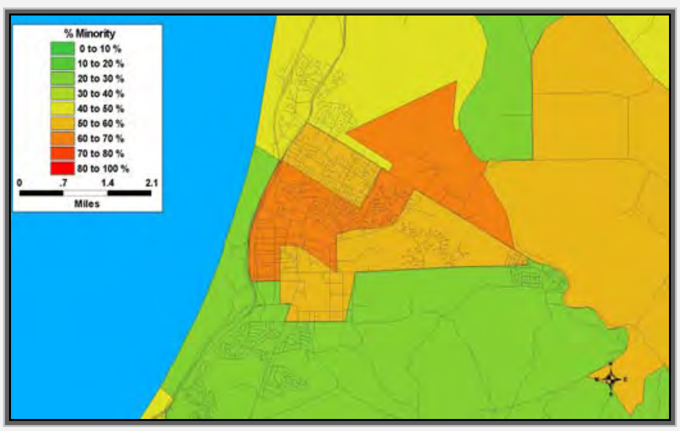
Commute Time: Workers 16 & Older	**2000**	**1990**
Less than 5 minutes	1.5 %	12.3 %
5 to 9 minutes	10.4 %	19.5 %
10 to 14 minutes	18.9 %	24.0 %
15 to 19 minutes	26.3 %	20.9 %
20 to 24 minutes	17.4 %	0.0 %
25 to 29 minutes	5.3 %	3.3 %
30 to 34 minutes	10.3 %	8.4 %
35 to 39 minutes	0.7 %	0.1 %
40 to 44 minutes	1.1 %	1.0 %
45 to 59 minutes	2.7 %	1.9 %
60 to 58 minutes	2.2 %	2.3 %
90 or more minutes	1.2 %	0.8 %

Figure II-8 Marina, California

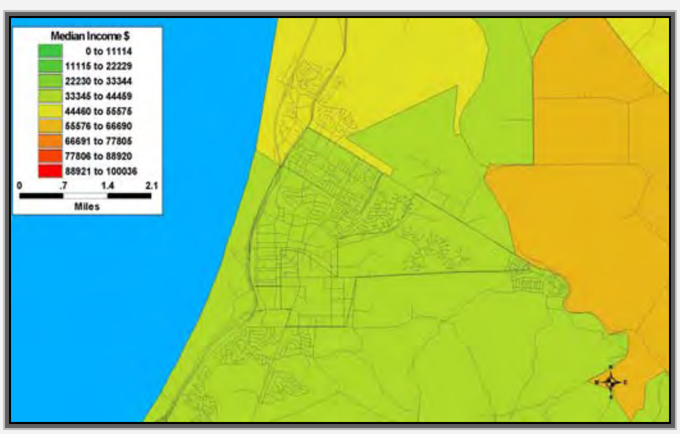
Population



Percent Minority



Median Household Income



Source: U.S. Census Bureau, Census 1990 & 2000; CA Department of Transportation 2004

U.S. Census	2000	1990
Total Population	25,052	26,436
Latino Population	23.3 %	10.5 %
Housing Units	8,543	8,261
Households	6,730	7,926
Median Gross Rent (monthly)	$ 778	$ 666
Median Household Income	$ 43,000	$ 29,043
Per Capita Income	$ 18,860	$ 11,338
Persons Below Poverty Level	10.1 %	9.7 %

Private Vehicle Occupancy	2000	1990
Drove Alone	75.2 %	63.6 %
2 persons	12.2 %	16.7 %
3 persons	2.0 %	3.0 %
4 persons	1.0 %	0.5 %
5 or 6 persons	0.7 %	0.5 %
7 or more persons	0.1 %	0.0 %

Vehicle per Occupied Housing Unit	2000	1990
No Vehicles	37.1 %	4.7 %
1 vehicle	37.4 %	43.1 %
2 vehicles	12.6 %	38.1 %
3 vehicles	2.8 %	9.9 %
4 vehicles	1.3 %	3.3 %
5 or more vehicles	37.1 %	0.2 %

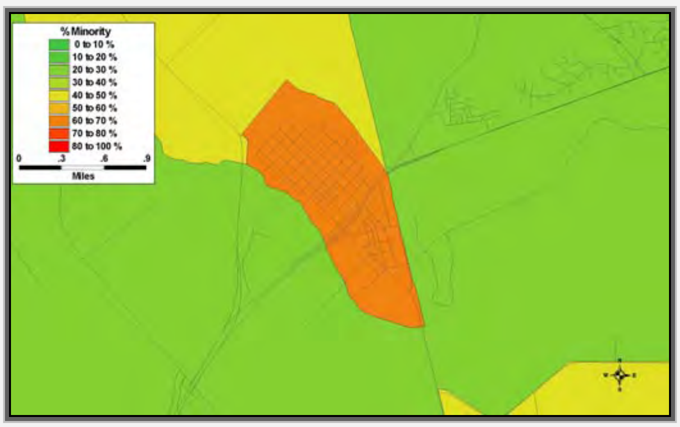
Commute Mode: Workers 16 & Older	2000	1990
Drove Alone	75.2 %	63.6 %
Carpooled	16.0 %	20.7 %
Public Transportation	4.3 %	2.1 %
Motorcycle	0.3 %	1.1 %
Bicycle	0.5 %	1.5 %
Walked	2.4 %	9.1 %
Other Means	0.9 %	0.6 %
Worked at Home	2.5 %	1.3 %

Commute Time: Workers 16 & Older	2000	1990
Less than 5 minutes	3.0 %	6.7 %
5 to 9 minutes	6.9 %	18.4 %
10 to 14 minutes	11.7 %	28.1 %
15 to 19 minutes	22.0 %	22.7 %
20 to 24 minutes	23.0 %	0.0 %
25 to 29 minutes	7.7 %	6.1 %
30 to 34 minutes	12.6 %	10.3 %
35 to 39 minutes	1.7 %	0.0 %
40 to 44 minutes	1.6 %	0.9 %
45 to 59 minutes	2.3 %	2.0 %
60 to 58 minutes	2.2 %	1.7 %
90 or more minutes	2.7 %	1.5 %

Figure II-9 Castroville, California

Population

Percent Minority



Median Household Income

Source: U.S. Census Bureau, Census 1990 & 2000; CA Department of Transportation 2004

U.S. Census	2000	1990
Total Population	6,693	5,272
Latino Population	86.4 %	78.9 %
Housing Units	1,446	1,320
Households	1,430	1,287
Median Gross Rent (monthly)	$ 688	$ 533
Median Household Income	$ 38,594	$ 27,181
Per Capita Income	$ 10,729	$ 8032
Persons Below Poverty Level	18.9 %	20.1 %

Private Vehicle Occupancy	2000	1990
Drove Alone	59.1 %	66.6 %
2 persons	17.3 %	14.0 %
3 persons	8.2 %	4.0 %
4 persons	3.8 %	5.3 %
5 or 6 persons	0.7 %	0.0 %
7 or more persons	0.7 %	0.0 %

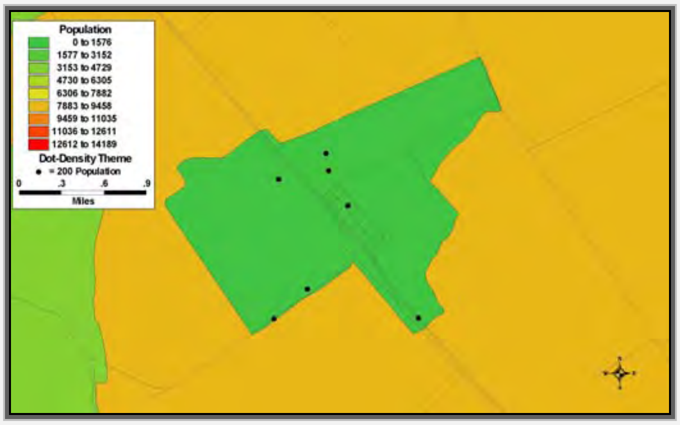
Vehicle per Occupied Housing Unit	2000	1990
No Vehicles	8.0 %	9.5 %
1 vehicle	25.4 %	31.2 %
2 vehicles	39.2 %	33.3 %
3 vehicles	17.8 %	18.5 %
4 vehicles	7.7 %	5.7 %
5 or more vehicles	2.0 %	1.1 %

Commute Mode: Workers 16 & Older	2000	1990
Drove Alone	59.1 %	66.6 %
Carpooled	30.6 %	23.3 %
Public Transportation	7.1 %	0.9 %
Motorcycle	0.0 %	0.0 %
Bicycle	0.0 %	0.6 %
Walked	3.3 %	8.0 %
Other Means	1.3 %	0.6 %
Worked at Home	2.1 %	0.0 %

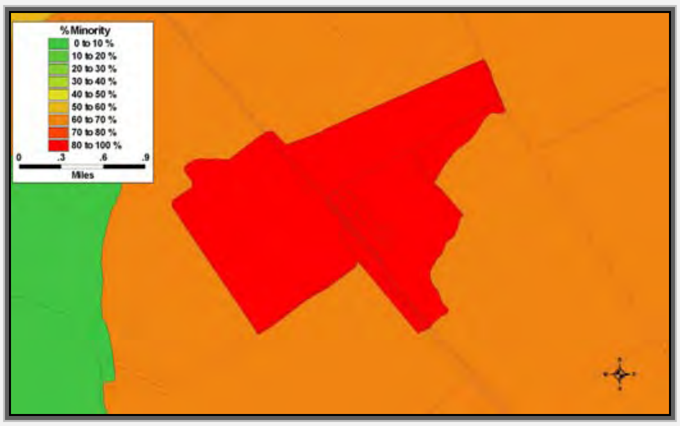
Commute Time: Workers 16 & Older	2000	1990
Less than 5 minutes	2.7 %	3.8 %
5 to 9 minutes	12.4 %	17.2 %
10 to 14 minutes	8.2 %	13.8 %
15 to 19 minutes	19.0 %	32.2 %
20 to 24 minutes	19.1 %	0.0 %
25 to 29 minutes	8.1 %	8.9 %
30 to 34 minutes	16.8 %	17.2 %
35 to 39 minutes	0.5 %	0.0 %
40 to 44 minutes	2.9 %	1.3 %
45 to 59 minutes	3.5 %	5.2 %
60 to 58 minutes	2.3 %	0.0 %
90 or more minutes	2.5 %	0.3 %

Figure II-10 Chualar, California

Population



Percent Minority



Median Household Income

Source: U.S. Census Bureau, Census 1990 & 2000; CA Department of Transportation 2004

U.S. Census	2000	1990
Total Population	1,436	Na
Latino Population	94.3 %	Na
Housing Units	284	Na
Households	271	Na
Median Gross Rent (monthly)	$ 595	Na
Median Household Income	$ 43,125	Na
Per Capita Income	$ 10,096	Na
Persons Below Poverty Level	15.0 %	Na

Private Vehicle Occupancy	2000	1990
Drove Alone	60.7 %	Na
2 persons	21.0 %	Na
3 persons	5.5 %	Na
4 persons	2.4 %	Na
5 or 6 persons	0.0 %	Na
7 or more persons	0.0 %	Na

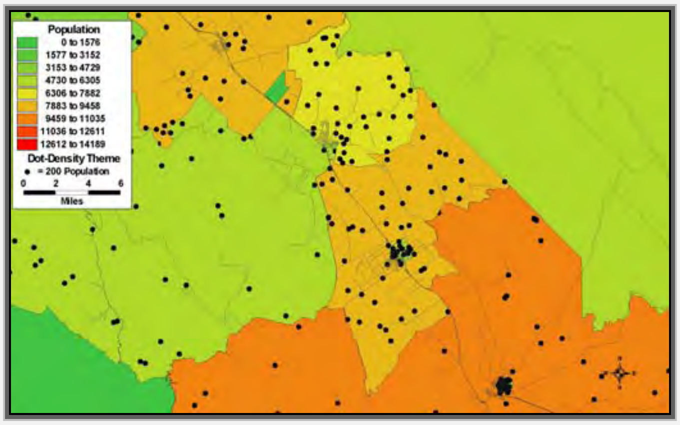
Vehicle per Occupied Housing Unit	2000	1990
No Vehicles	4.0 %	Na
1 vehicle	19.1 %	Na
2 vehicles	40.8 %	Na
3 vehicles	22.0 %	Na
4 vehicles	7.9 %	Na
5 or more vehicles	6.1 %	Na

Commute Mode: Workers 16 & Older	2000	1990
Drove Alone	60.7 %	Na
Carpooled	28.8 %	Na
Public Transportation	3.5 %	Na
Motorcycle	0.0 %	Na
Bicycle	0.0 %	Na
Walked	1.3 %	Na
Other Means	6.8 %	Na
Worked at Home	0.7 %	Na

Commute Time: Workers 16 & Older	2000	1990
Less than 5 minutes	1.1 %	Na
5 to 9 minutes	3.1 %	Na
10 to 14 minutes	12.2 %	Na
15 to 19 minutes	27.3 %	Na
20 to 24 minutes	18.1 %	Na
25 to 29 minutes	8.5 %	Na
30 to 34 minutes	17.5 %	Na
35 to 39 minutes	0.4 %	Na
40 to 44 minutes	0.7 %	Na
45 to 59 minutes	2.4 %	Na
60 to 58 minutes	7.0 %	Na
90 or more minutes	1.1 %	Na

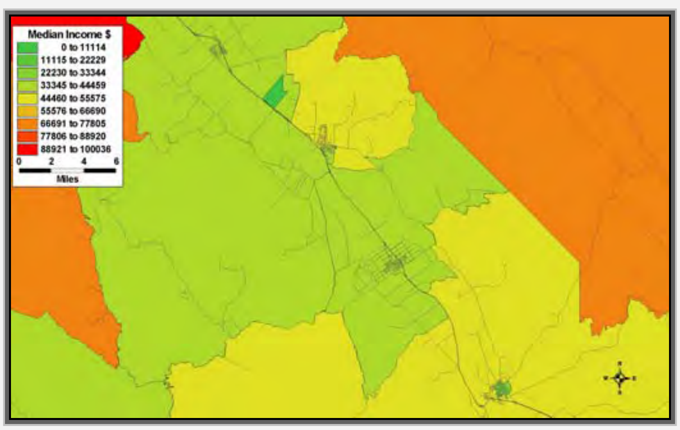
Figure II-11 Gonzales, California

Population



Percent Minority

Median Household Income



Source: U.S. Census Bureau, Census 1990 & 2000; CA Department of Transportation 2004

U.S. Census	2000	1990
Total Population	7,726	4,660
Latino Population	85.4%	83.1 %
Housing Units	1,738	1,222
Households	1,730	1,170
Median Gross Rent (monthly)	$ 676	$ 513
Median Household Income	$ 41,582	$ 25,458
Per Capita Income	$ 12,438	$ 7,834
Persons Below Poverty Level	20.1 %	25.2 %

Private Vehicle Occupancy	2000	1990
Drove Alone	65.3 %	62.6 %
2 persons	16.6 %	17.8 %
3 persons	4.7 %	3.8 %
4 persons	1.6 %	2.5 %
5 or 6 persons	1.1 %	1.4 %
7 or more persons	0.0 %	0.0 %

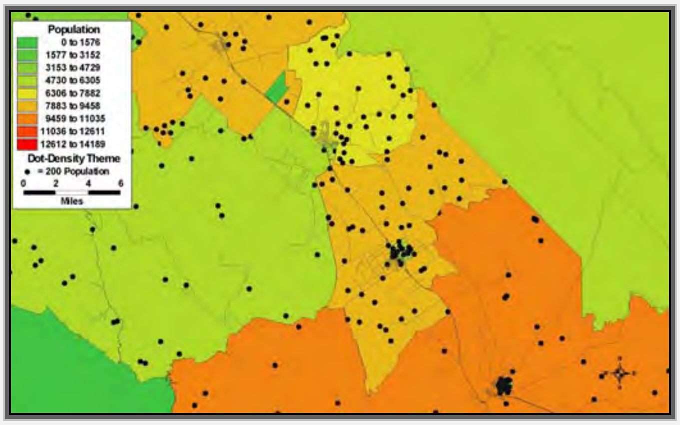
Vehicle per Occupied Housing Unit	2000	1990
No Vehicles	5.8 %	15.1 %
1 vehicle	24.0 %	30.9 %
2 vehicles	43.6 %	37.4 %
3 vehicles	17.0 %	10.9 %
4 vehicles	7.3 %	3.2 %
5 or more vehicles	2.4 %	1.3 %

Commute Mode: Workers 16 & Older	2000	1990
Drove Alone	65.3 %	62.6 %
Carpooled	24.0 %	25.6 %
Public Transportation	1.4 %	5.0 %
Motorcycle	0.0 %	0.0 %
Bicycle	0.5 %	0.3 %
Walked	3.6 %	3.4 %
Other Means	4.3 %	1.7 %
Worked at Home	1.6 %	1.4 %

Commute Time: Workers 16 & Older	2000	1990
Less than 5 minutes	3.7 %	4.4 %
5 to 9 minutes	11.4 %	22.6 %
10 to 14 minutes	10.1 %	17.9 %
15 to 19 minutes	17.2 %	15.1 %
20 to 24 minutes	19.4 %	0.0 %
25 to 29 minutes	9.5 %	4.6 %
30 to 34 minutes	11.4 %	18.7 %
35 to 39 minutes	0.7 %	0.0 %
40 to 44 minutes	2.4 %	4.1 %
45 to 59 minutes	6.9 %	4.8 %
60 to 58 minutes	2.6 %	5.8 %
90 or more minutes	3.1 %	0.4 %

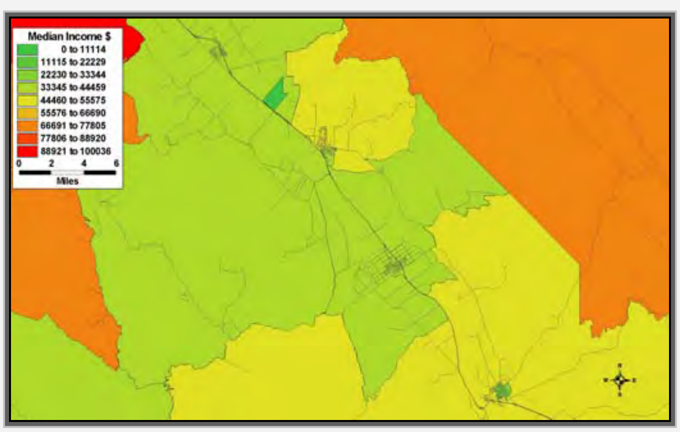
Figure II-12 Soledad, California

Population



Percent Minority

Median Household Income



Source: U.S. Census Bureau, Census 1990 & 2000; CA Department of Transportation 2004

U.S. Census	2000	1990
Total Population	11,283	7,146
Latino Population	88.6 %	88.9%
Housing Units	2,543	1,650
Households	2,435	1,575
Median Gross Rent (monthly)	$ 623	$ 487
Median Household Income	$ 42,602	27,078
Per Capita Income	$ 11,442	$ 6,889
Persons Below Poverty Level	18.2 %	15.2%

Private Vehicle Occupancy	2000	1990
Drove Alone	51.4 %	44.5 %
2 persons	14.5 %	19.3 %
3 persons	8.2 %	11.3 %
4 persons	6.9 %	7.9 %
5 or 6 persons	6.7 %	5.2 %
7 or more persons	6.3 %	2.1 %

Vehicle per Occupied Housing Unit	2000	1990
No Vehicles	12.1 %	5.9 %
1 vehicle	23.9 %	26.3 %
2 vehicles	39.5 %	38.7 %
3 vehicles	17.1 %	17.6 %
4 vehicles	3.8 %	10.6 %
5 or more vehicles	3.5 %	0.9 %

Commute Mode: Workers 16 & Older	2000	1990
Drove Alone	51.4 %	44.5 %
Carpooled	42.5 %	45.9 %
Public Transportation	2.9 %	3.2 %
Motorcycle	0.4 %	0.2 %
Bicycle	0.6 %	1.1 %
Walked	1.5 %	3.5 %
Other Means	0.7 %	0.9 %
Worked at Home	1.4 %	0.7 %

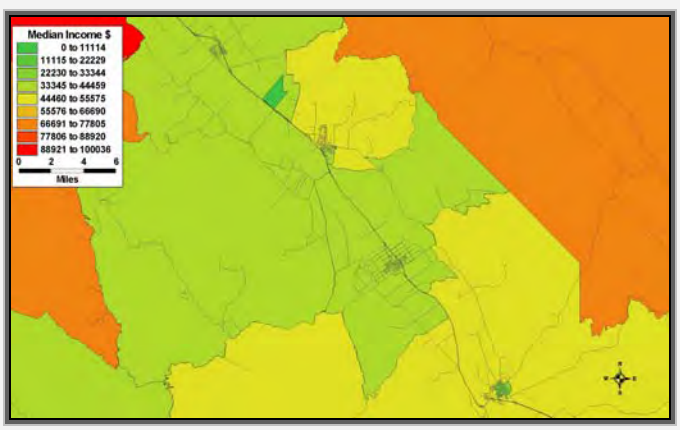
Commute Time: Workers 16 & Older	2000	1990
Less than 5 minutes	1.9 %	4.3 %
5 to 9 minutes	9.9 %	16.2 %
10 to 14 minutes	11.8 %	12.3 %
15 to 19 minutes	12.6 %	15.3 %
20 to 24 minutes	8.8 %	0.0 %
25 to 29 minutes	5.4 %	6.6 %
30 to 34 minutes	24.8 %	24.3 %
35 to 39 minutes	1.9 %	0.0 %
40 to 44 minutes	5.7 %	7.0 %
45 to 59 minutes	6.3 %	8.6 %
60 to 58 minutes	6.8 %	3.8 %
90 or more minutes	2.7 %	0.9 %

Figure II-13 Greenfield, California

Population

Percent Minority

Median Household Income



Source: U.S. Census Bureau, Census 1990 & 2000; CA Department of Transportation 2004

U.S. Census	**2000**	**1990**
Total Population	12,628	7,464
Latino Population	88.1 %	78.1 %
Housing Units	2,727	1,926
Households	2,669	1,825
Median Gross Rent (monthly)	$ 673	$ 466
Median Household Income	$ 37,602	$ 29,712
Per Capita Income	$ 9,226	$ 7,710
Persons Below Poverty Level	21.4 %	15.9 %

Private Vehicle Occupancy	**2000**	**1990**
Drove Alone	49.9 %	56.1 %
2 persons	17.7 %	20.5 %
3 persons	9.0 %	9.4 %
4 persons	7.1 %	3.9 %
5 or 6 persons	8.6 %	0.9 %
7 or more persons	4.2 %	0.9 %

Vehicle per Occupied Housing Unit	**2000**	**1990**
No Vehicles	9.5 %	7.7 %
1 vehicle	28.7 %	30.9 %
2 vehicles	41.0 %	43.4 %
3 vehicles	13.6 %	15.6 %
4 vehicles	5.0 %	2.4 %
5 or more vehicles	2.3 %	0.8 %

Commute Mode: Workers 16 & Older	**2000**	**1990**
Drove Alone	49.9 %	56.1 %
Carpooled	46.5 %	35.6 %
Public Transportation	2.1 %	0.4 %
Motorcycle	0.0 %	1.3 %
Bicycle	0.0 %	0.0 %
Walked	1.0 %	3.6 %
Other Means	0.6 %	1.7 %
Worked at Home	1.0 %	1.3 %

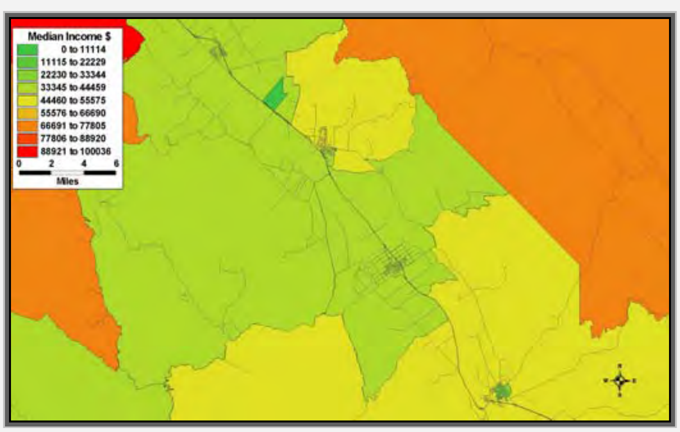
Commute Time: Workers 16 & Older	**2000**	**1990**
Less than 5 minutes	2.2 %	11.7 %
5 to 9 minutes	8.2 %	16.4 %
10 to 14 minutes	7.0 %	14.9 %
15 to 19 minutes	15.0 %	20.8 %
20 to 24 minutes	14.5 %	0.0 %
25 to 29 minutes	1.6 %	2.6 %
30 to 34 minutes	23.0 %	10.7 %
35 to 39 minutes	0.6 %	0.0 %
40 to 44 minutes	4.8 %	1.8 %
45 to 59 minutes	10.8 %	10.3 %
60 to 58 minutes	6.6 %	4.8 %
90 or more minutes	4.7 %	4.3 %

Figure II-14 King City, California

Population

Percent Minority

Median Household Income



Source: U.S. Census Bureau, Census 1990 & 2000; CA Department of Transportation 2004

U.S. Census	**2000**	**1990**
Total Population	11,235	7,634
Latino Population	79.1 %	66.6 %
Housing Units	2,855	2,444
Households	2,819	2,251
Median Gross Rent (monthly)	$ 644	$ 457
Median Household Income	$ 34,398	$ 27,386
Per Capita Income	$ 11,685	$ 11,642
Persons Below Poverty Level	20.6 %	14.3 %

Private Vehicle Occupancy	**2000**	**1990**
Drove Alone	50.6 %	60.5 %
2 persons	11.1 %	12.3 %
3 persons	10.8 %	8.7 %
4 persons	5.9 %	5.3 %
5 or 6 persons	5.4 %	1.2 %
7 or more persons	5.4 %	0.0 %

Vehicle per Occupied Housing Unit	**2000**	**1990**
No Vehicles	12.9 %	8.9 %
1 vehicle	35.7 %	39.3 %
2 vehicles	37.2 %	38.3 %
3 vehicles	11.1 %	11.2 %
4 vehicles	2.5 %	1.8 %
5 or more vehicles	0.6 %	0.6 %

Commute Mode: Workers 16 & Older	**2000**	**1990**
Drove Alone	50.6 %	60.5 %
Carpooled	38.6 %	27.5 %
Public Transportation	0.7 %	2.9 %
Motorcycle	0.0 %	0.3 %
Bicycle	1.3 %	0.5 %
Walked	3.8 %	5.6 %
Other Means	3.5 %	2.4 %
Worked at Home	1.8 %	0.3 %

Commute Time: Workers 16 & Older	**2000**	**1990**
Less than 5 minutes	8.5 %	18.1 %
5 to 9 minutes	16.6 %	31.7 %
10 to 14 minutes	15.1 %	15.3 %
15 to 19 minutes	10.1 %	12.0 %
20 to 24 minutes	7.1 %	0.6 %
25 to 29 minutes	3.4 %	2.4 %
30 to 34 minutes	13.5 %	9.3 %
35 to 39 minutes	1.0 %	0.3 %
40 to 44 minutes	1.8 %	0.2 %
45 to 59 minutes	9.3 %	7.1 %
60 to 58 minutes	7.8 %	2.1 %
90 or more minutes	4.2 %	0.4 %

Exhibit II-21
MST Service Types and Level of Service

Service	Frequency	Typical Equipment Operated	Route Characteristics
Neighborhood	60-90 minutes	 **23 feet** **17 passengers**	Connects low-density residential areas with trunk service or transit centers. Examples: ▪ DART 3, 8—Monterey, Seaside, Del Rey Oaks ▪ Lines 16, 17—Marina ▪ Line 45—Salinas
Local/Feeder	30-60 minutes	 **35 feet** **34 passengers**	Connects residential areas with major traffic generators and transit centers. Uses a mix of neighborhood streets and major arterials. Examples: ▪ Lines 1, 2—Pacific Grove ▪ Lines 4, 5—Carmel ▪ Lines 43, 44, 46—Salinas
Primary	15 minutes	 **40 feet** **41 passengers**	Connects major traffic generators and transit centers during peak periods. Operates primarily along major streets and highways. Examples: ▪ Lines 9, 10—Seaside ▪ Lines 41,42—Salinas
Regional	30–60 minutes	 **35 feet** **35 passengers**	Connects major urban areas. Also connects outlying rural areas with major traffic generators and transit centers. Operates primarily along major streets and roads. Examples: ▪ Lines 20, 21—Monterey, Salinas ▪ Line 22—Big Sur ▪ Line 24—Carmel Valley ▪ Lines 27, 28, 29—Watsonville
Commuter		 **40 feet** **41 passengers**	10-15 minute peak hour service. Frequency and routing determined by demand. Examples: ▪ Lines 9, 10, 10 Express, 11—Seaside ▪ Lines 41, 42—Salinas ▪ Lines 23, 53 – South County ▪ Lines 24, 25 – Gilroy Caltrain Station
Special		 **29 feet** **28 passengers**	Seasonal and special events services. Frequency and routing determined by demand. Examples: ▪ Lines 36-39—Laguna Seca ▪ MST Trolley—Monterey Waterfront ▪ Pacific Grove Trolley—Pacific Grove

Exhibit II-23
MST System Map

System Map
Salinas
One Ryan Ranch Road • Monterey, CA 93940
(831) 899-2555 • (831) 424-7695
MST Online: www.mst.org
Legend
20 Monterey - Salinas via Marina
21 Monterey - Salinas via Hwy 68
23 Salinas - King City
26 Salinas - Gilroy
28 Watsonville - Salinas
29 Watsonville - Salinas
30 Laguna Seca - Salinas (see map on reverse)
41 East Alisal - Northridge
42 East Alisal - Westridge
43 Memorial Hospital
44 Westridge
45 East Market - Creekbridge
46 Natividad
Transit Center
Special Service (See Riders Guide)
Direction of Route
Route Terminus
Place of Interest
School
Public Place
Airport
Shopping Mall
Park or Golf Course
Major Terminus
Salinas Transit Center
Downtown Salinas
Salinas Transit Center Departure Gates
Central Ave
Lincoln Ave
Gabilan St
Salinas St
Gate 1
Gate 2
Gate 3
Gate 4
Gate 5
Gate 6
Gate 7
Gate 8
Salinas
Bolsa Knolls
Creekbridge
To Prunedale, Gilroy Caltrain Station
To Watsonville, Santa Cruz
To Marina
To Monterey
To King City
SEE DOWNTOWN SALINAS INSET
Northridge Mall
Harden Ranch Plaza
Westridge Center
Natividad Medical Center
Salinas Municipal Airport
Memorial Hospital
Private Shuttle to One-Stop Career Center
Salinas Valley
Salinas River
APPROXIMATE SCALE OF MAP
0 ½ 1 Mile
0 ½ 1 Km

Monterey and Salinas Regional Bus Map
20 Monterey - Salinas
21 Monterey - Salinas
22 Big Sur
23 Salinas - King City
24 Carmel Valley - Carmel Rancho
Peak hours only
25 Monterey - Gilroy
26 Salinas - Gilroy
27 Watsonville - Monterey
28 Watsonville - Salinas
Special service
29 Watsonville - Salinas
53 Monterey Peninsula - South County Express
25 26 Gilroy Caltrain Station
Watsonville Transit Center 27 28 29
Pájaro
Las Lomas
Moss Landing Highway 1 & Dolan
Moro Cojo
Prunedale
23 Northridge Mall
North Main & Laurel
Castroville Merritt & Union
Marina
Marina Transit Station
Salinas
Salinas Transit Center 20 21 26 28 29
THIS MAP IS NOT TO SCALE
El mapa no está dibujado a escala
PACIFIC OCEAN
Monterey Plaza Hotel
Monterey Bay
Edgewater Transit Exchange
Seaside
The Inn at Spanish Bay
Pacific Grove
22 Conference Center
Monterey
Monterey Transit Plaza 20 21 24 25 27
Lodge at Pebble Beach
Del Monte Center
53 Monterey Peninsula
Fairgrounds
Monterey Peninsula College
Monterey Peninsula Airport
Del Rey Oaks
Ryan Ranch Business Park
Hwy 68 Laguna Seca
Portola & Creekside
Laureles Grade Road
Olmsted Road
Canyon Del Rey
Chualar Grant & South
Carmel 6th & Mission
Carmel High School
24 Carmel Rancho
Point Lobos State Park
Mid Valley Center
24 Carmel Valley Pilot & Del Fino
Carmel Valley
Rippling River
Bixby Creek Bridge
Point Sur Light Station
Andrew Molera State Park
Pfeiffer Big Sur State Park
22 Big Sur Nepenthe
Big Sur
Gonzales Gonzales Center
Correctional Facility
Soledad Front & San Vicente
Monterey & East
Greenfield Santa Lucia Center
El Camino Real & Walnut
King City
23 King City First & Lynn
53 South County Mee Memorial
Timepoints
Hwy 68 Stops on Line 53 Express
Park & Ride Lot
Railroad and station
Point of Interest
This map does not show local services operating in the Monterey Peninsula and Salinas area, for details of these services please see Salinas map (overleaf) and Monterey map (left)
Este mapa no muestra los servicios locales que funcionan en la Península de Monterey y el área de Salinas. Para obtener detalles de estos servicios, por favor vea el mapa de Salinas (del otro lado de la hoja) y el mapa de Monterey (izquierda)

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

Month	FY 2002	FY2003	FY2004	% Change
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%
TOTAL	**4,761,882**	**4,695,517**	**4,624,588**	**-1.51%**

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

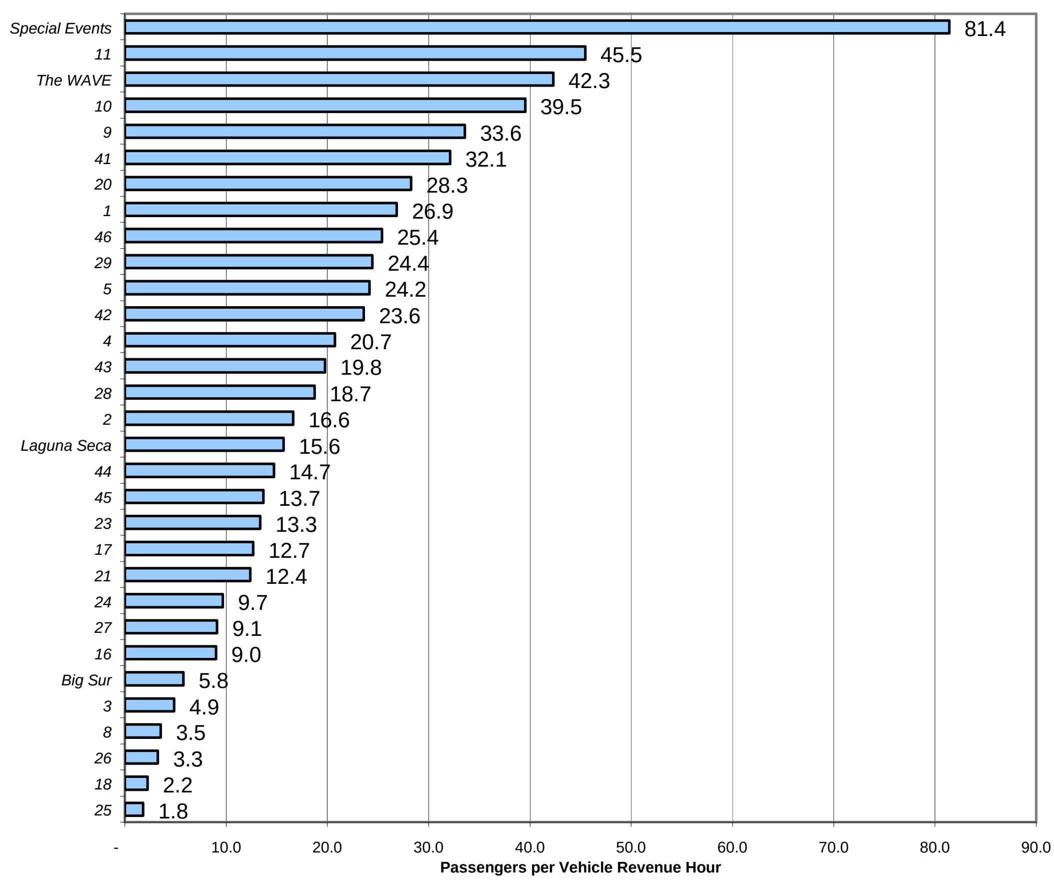
Until January of 2005, line performance was monitored using data collected daily by electronic fareboxes aboard each bus. In this manner, data could be collected on virtually all the trips operated throughout the year. Beginning in 2005, MST coach operators began using the Seimens TransitMaster ACS system 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%
Total		**2,280,566**	**68868:34:00**	**32.11**	**49.3%**	**34.9%**

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%
Total		**259,899**	**20311:45:00**	**12.66**	**5.6%**	**10.3%**

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%
Total		**498,743**	**983**	**19.76**	**10.8%**	**12.0%**

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%
Total		**1,426,030**	**3,003**	**18.74**	**30.8%**	**36.5%**

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%
Total		**35,792**	**9008:49:00**	**3.53**	**0.8%**	**4.6%**

Seasonal / Special Events Routes

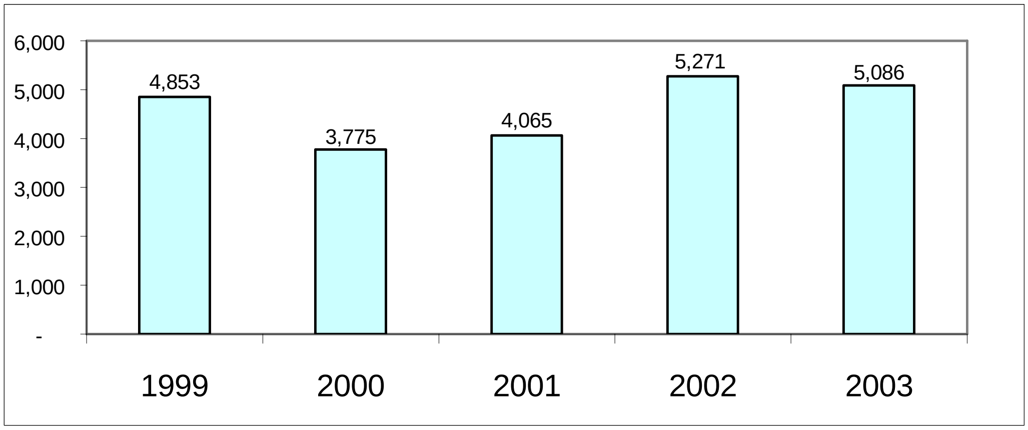
Line		Ridership	VRHrs	Pax/Hr	% Riders	% Hrs
MST Trolley The WAVE	50	112,080	2648:14:00	42.32	2.4%	1.3%
37, 38, 39 Laguna Seca	39	4,069	260:01:00	15.65	0.1%	0.1%
22 Big Sur	22	3,543	612:28:00	5.78	0.1%	0.3%
Special Events	99	3,842	47:12:00	81.40	0.1%	0.0%
Total		**123,534**	**3567:55:00**	**5.78**	**2.7%**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

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.

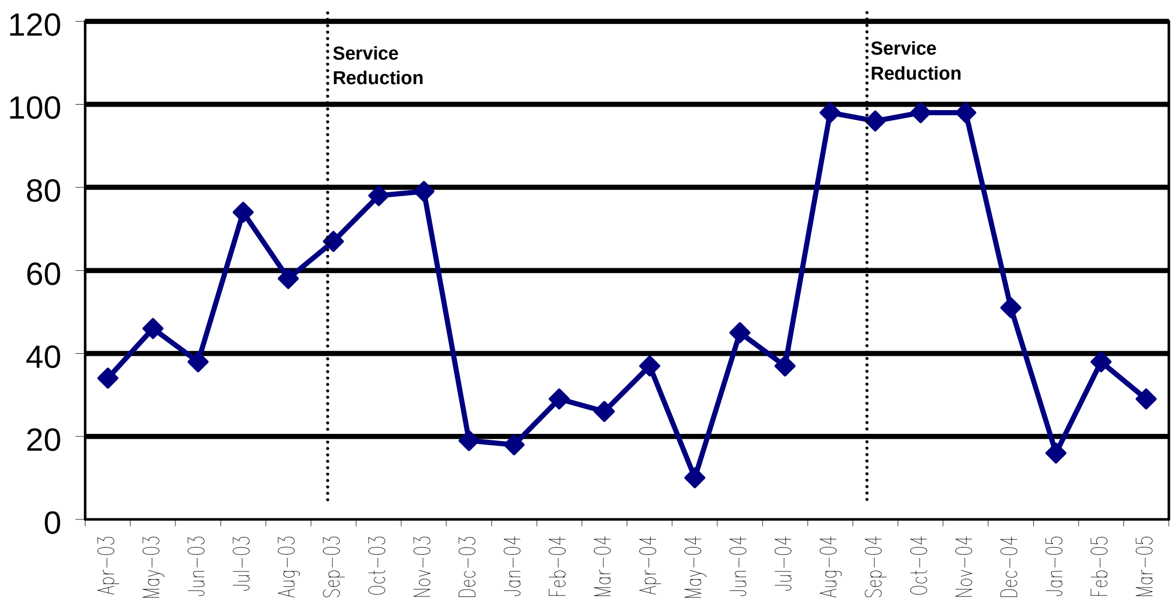
Delayed trips are tracked on a monthly basis. Over the course of FY 1999 to 2003, Exhibit III-5 shows that delayed trips have fluctuated to a degree; however, measured as a percent of actual trips made, approximately one percent of all trips had been subject to delays. In FY 2004, MST began using a new system of quantifying delayed trips using the Siemans 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

1. Increase Customer Satisfaction • Percent of customers delivered safely and on time • Compliments/100,000 miles • Complaints/100,000 miles	*2. Strengthen Employee Developments and Satisfaction* • Employee satisfaction with work environment • Employee satisfaction with development activities
3. Enhance Support by MST Members and Other Stakeholders • Stakeholder satisfaction with MST performance	*4. Operate Safely, Effectively, and Efficiently* • Accidents/100,000 Miles • Cost/vehicle revenue hour • Vehicle revenue hours/employee • Passengers/vehicle revenue hour • Cost/passenger • Passenger revenue as a percent of cost (farebox-recovery ratio)

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

Efficiency • Expense/Hour • Expense/Mile • Hours/Employee • Maintenance Cost/Mile	*Cost Effectiveness* • Revenue/Expense (Farebox Recovery Ratio) • Revenue/Passenger • Expense/Passenger
Service Effectiveness • Passengers/Mile • Passengers/Hour • Revenue/Mile • Revenue/Hour	*Service Quality* • Miles/Road Call • Accidents/100,000 Miles • Compliments/100,000 Passengers • Complaints/100,000 Passengers

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)

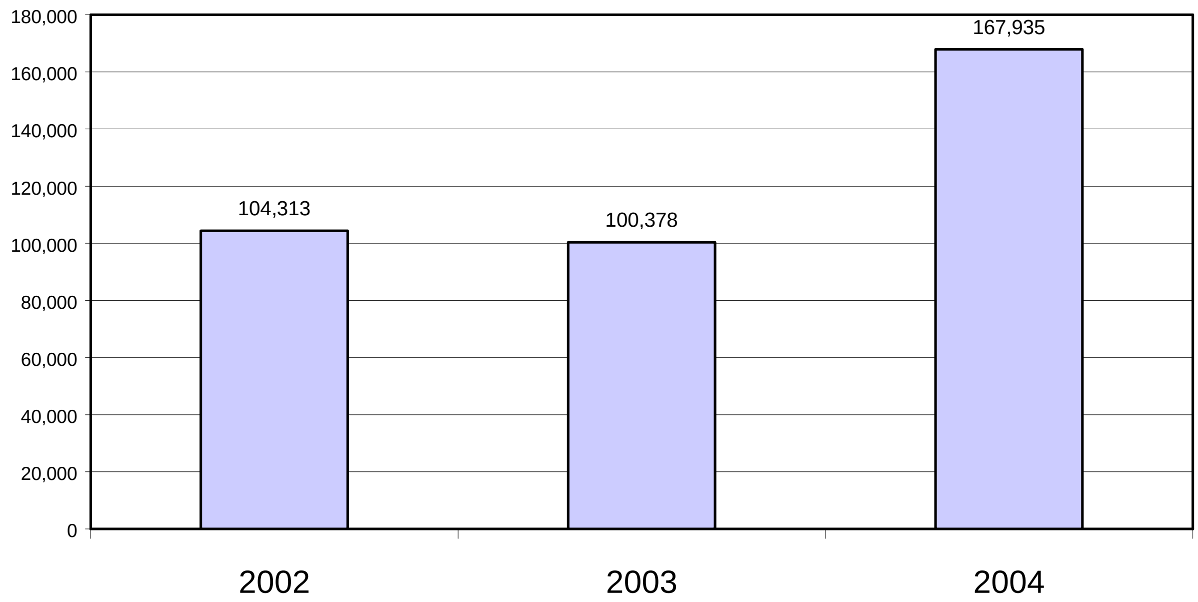
Formerly known as the Waterfront Area Visitors Express (WAVE), this service was re-christened as the MST Trolley with the purchase and operation of new American Heritage Streetcar trolley buses for the 2004 summer season. 2005 marks the 14th season that MST has provided this service that offers visitors 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 4th weekend through Labor Day.

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



Ridership on the MST Trolley (WAVE)

	May	Jun	Jul	Aug	Sep	Total
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.

IV. PERFORMANCE – MST RIDES PARATRANSIT

The MST RIDES program provides curb-to-curb paratransit transportation services to individuals with disabilities who cannot use regular fixed-route service within ¾ mile on either side of MST fixed-route line routing. MST RIDES also offers a reimbursed taxi program as well as out-of-county transportation for persons with disabilities to specialized medical appointments once a week. Twenty-four paratransit vehicles and two sedans are assigned to the MST RIDES program. The paratransit vehicles include vans and mini-buses, all of which are equipped with wheelchair lifts.

A. Performance Measures

Performance measures seek to translate MST's mission statement into a simple, focused set of measurements that communicate the meaning and achievement of the mission and strategies. Two of MST's Key Business Drivers apply to MST RIDES: "Increase Customer Satisfaction," and "Operate Safely, Effectively and Efficiently." Supporting them is an evaluation system of 20 performance measures. The primary measures for each Key Business Driver regularly reported to the Board of Directors are listed below in Exhibit IV-1. Their performance results are shown in Appendix D.

Exhibit IV-1
Key Business Drivers for MST RIDES

1. *Increase Customer Satisfaction*	2. *Operate Safely, Effectively, and Efficiently*
• Compliments/100,000 miles • Complaints/100,000 miles	• Accidents/100,000 Miles • Cost/vehicle revenue hour • Vehicle revenue hours/employee • Passengers/vehicle revenue hour • Cost/passenger • Passenger revenue as a percent of cost (farebox-recovery ratio)

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 IV-2, and their performance results are shown in Appendix F.

Exhibit IV-2
Efficiency, Effectiveness, and Service Quality Measures for RIDES

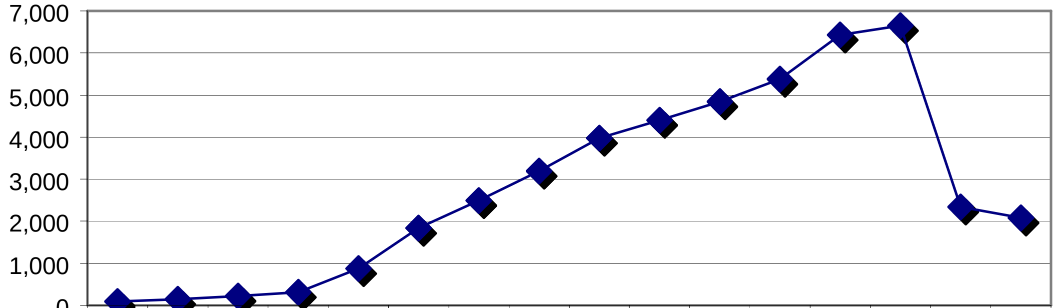
Efficiency • Expense/Hour • Expense/Mile • Hours/Employee • Maintenance Cost/Mile	*Cost Effectiveness* • Revenue/Expense (Farebox Recovery Ratio) • Revenue/Passenger • Expense/Passenger
Service Effectiveness • Passengers/Mile • Passengers/Hour • Revenue/Mile • Revenue/Hour	*Service Quality* • Miles/Road Call • Accidents/100,000 Miles • Compliments/100,000 Passengers • Complaints/100,000 Passengers

B. Analysis of Performance Results

Expenses. The operating expense for the MST RIDES program increased by 44 percent from Fiscal Year (FY) 1999 to FY 2001 but has since decreased significantly, from a high of $2,026,963 in FY 2003 to $1,682,054 in FY 2004. The following factors contributed to this decrease:

1. Under the terms of a newly awarded contract with MV Transportation, the hourly cost for van services decreased by 40 percent in July of 2004.
2. Elimination of 4,570 non-eligible persons from the RIDES client list through a re-certification process that ended in February of 2005 (See Exhibit IV-3).
3. Program ridership decreased by over 40 percent from FY 2001 to FY 2004.
4. Moving MediCal passengers to privately provided medical transportation services.

Exhibit IV-3
MST RIDES Registered Participants (1990-2005)



	FY 1990	FY 1991	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997	FY 1998	FY 1999	FY 2000	FY 2001	FY 2002	FY 2003	FY 2004	FY 2005
Participants	94	144	220	314	874	1834	2490	3192	3973	4402	4847	5374	6431	6649	2339	2079

Revenues. With two fare increases over the past 3 years, RIDES passenger fare revenue increased by 20.2% between FY 2002 and FY 2004. On January 1, 2003, RIDES fares increased from $1.50 per zone to $2.00 per zone. And January 1, 2004. RIDES fares increased another 50 cents to $2.50 per zone. This fare is still less than the highest MST would be allowed by the ADA ($3.50 – twice the regular fixed-route cash fare of $1.75). At the same time, MST lost an important source of revenue due to California MediCal regulations. Beginning in 2004, MST no longer was reimbursed for MediCal trips on RIDES, which led to an elimination of those revenues that at their peak in FY 2002 totaled $277,039.

Productivity. During the same three-year period, the system experienced a twenty percent decrease in passengers per hour of service. Even though cost of providing an individual trip has increased, the overall cost of the program has decreased due to lower ridership. Many of the communities within Monterey County are geographically inaccessible from one another, which increases the average time on task for most passenger trips. MV Transportation, the current operator of the MST RIDES program, has productivity targets written into its contract. Failure to meet these targets can result in fines and other penalties.

Service Quality. Miles traveled between service road calls held steady during the past three fiscal years. There were 0.2 roadcalls per 10,000 miles traveled in each year during that period. 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 operation, MST will continue to purchase new vehicles as money becomes available.

Customer Satisfaction. During FY 1999 through 2001, compliments fell by 72 percent and there was a 185 percent increase in documented service complaints. From FY 2002 to 2004, compliments fell another 16 percent, while complaints jumped in FY 2003 but returned to the same level in FY 2004. The majority of all reported service-related complaints were associated with on-time performance or denied trip requests. Improved documentation procedures of service reports have contributed significantly to this marked increase in complaints.

During FY 2001, an average of 2 percent of all service requests were denied, which represents a substantial increase over previous years. Since then, trip denials have been nearly eliminated, dropping to 1.25% in FY 2002, 0.7% in FY 2003 and 0.2% in FY 2004. Since MV Transportation began operating the MST RIDES program, there have been zero trip denials.

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-1and 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 ¾ 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 ¾ 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	$731,536	$3,657,680	4
"Connectivity"	$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.

VI. MAJOR ISSUES

The purpose of this section is to frame issues that need to be addressed by policy makers in order to achieve improvements described in Section V—System Needs and Improvements. The process to determine issues included identifying organizational mandates, confirming Monterey-Salinas Transit's mission, and assessing MST's external opportunities and threats, as well as internal strengths and weaknesses. Special attention was paid to stakeholders – that is, individuals or organizations that can place a claim on MST's attention or resources or are affected by MST's service. The following three issues were identified as fundamental policy questions and challenges that affect the accomplishment of MST's mission – leading, advocating, and delivering quality public transportation.

1. Will cities and county foster transit-friendly land-use planning?
2. How will MST successfully meet the challenges of adequately serving the redeveloping areas of the former Fort Ord?
3. How will the state and federal governments and the local community back additional funding to satisfy current and future demand?

A. Will Cities and County Foster Transit-friendly Land-use Planning?

Issue. Increasing population growth and difficult-to-serve land-use patterns (sprawl) have contributed to inefficient and costly transit routing, unserved areas, and increasing traffic congestion. Development needs to be better coordinated with existing and future transit services. This coordination will help build ridership and help to achieve operating efficiencies. As discussed in the Community Expectations section (Chapter II. System Description), the community is becoming more supportive of land use policies which concentrate development and community activities in more "town-center" or neighborhood alignments.

Factors making this issue a fundamental challenge to MST. Difficult-to-serve land-use patterns are fundamental challenges to MST's ability to deliver quality public transportation.

Most shopping centers, for example, are not transit-friendly, causing buses to leave main thoroughfares and travel through parking lots to reach the stores. This routing adds time and expense, as well as the increased danger of operating buses in busy parking lots. These large parking lots encourage driving and do not contain park-and-ride areas. Additionally, buses frequently do not have safe turnout room on busy streets, causing passengers to have to walk in front of dangerous traffic to board buses. Lack of joint development makes it difficult for transit passengers to combine work trips with incidental errands, such as childcare or shopping.

Furthermore, pedestrian access to bus stops is frequently obstructed: cul-de-sacs and walled communities do not allow easy sidewalk access to transit stops. Passengers are frequently forced to walk in fields because sidewalks have not been constructed. Even worse, passengers have to walk on very narrow sidewalks next to multilane highways to get to their stops. Safe, secure, walkable, and attractive streets and sidewalks foster transit.

Consequences of failing to address this issue. MST has an important stake in local land-use planning. Failing to address this issue will result in continued inefficient and costly transit routing and unserved areas. Fortunately, some local jurisdictions recognize that transit can be used to facilitate smart growth, because transit helps reduce traffic congestion while improving air quality. The effectiveness of transit will be reduced and its cost increased unless transit-friendly land-use planning becomes a reality.

Influencing development patterns to promote transit use and to encourage other alternatives to driving, such as bicycling and walking, is a long-term strategy. The results, however, will have a lasting influence on community mobility.

Strategy. Because it cannot implement land-use strategies unilaterally, MST needs to advocate transit-oriented development to local government bodies. MST must strengthen alliances with city and county governments to ensure zoning regulations and development plans are transit-friendly. The County of Monterey is proposing language in its general plan update with many of the principals of New Urbanism and Smart Growth, along with transit-oriented development guidelines as listed on page II-8. MST is actively supporting these efforts. See Strategic Goal 1.a in Section VII—Strategies for details.

B. How Will MST Successfully Meet the Challenges of Adequately Serving the Redeveloping Areas of the Former Fort Ord?

Issue. In the eleven years since its closing in 1994, the former Fort Ord still remains vastly unredeveloped. CSUMB is the largest activity center on the former military base, yet residential redevelopment has been largely limited to Seaside Highlands at its extreme southern edge. Several large-scale residential and mixed-use developments are working their ways through the entitlement and permitting processes and are nearing construction. MST will need to radically reconfigure its route network serving this area in order to meet the transportation needs of the new residents and businesses.

Factors making this issue a fundamental challenge to MST. With lack of water limiting growth throughout most of the Monterey Peninsula, the former Fort Ord is the only area that will be allowed to grow substantially, with over 6,000 new housing units slated for construction. In addition, large-scale retail and office-park developments are planned for this area, which would generate more demand for transit service. MST's current level of service through this area on Lines 16/17 Edgewater-Marina operates hourly on weekdays and Saturdays, and only Line 17 operates on Sundays with headways at 90 minutes. As a part of the Fort Ord Reuse Authority's Capital Improvement Program, MST is supposed to receive $480,000 annually for 14 years to fund bus purchases and approximately $5.1 million over the next eight years for transit facility construction, including the Monterey Bay Operations Center. These funds are generated through development impact fees. However, these funds are limited to capital improvements only – there are no operating dollars that will flow from the redevelopment of Fort Ord. In that regard, it is essential that MST find other sources of revenue to pay for expanded service in this area.

Several large projects have been approved or are in the process of being approved for the former Fort Ord. Each has been designed with varying degrees of transit-friendliness. The developer of Seaside Highlands, the first phases of which are already built and occupied, was required by the city of Seaside to build bus pull-outs along Coe Avenue and install shelters at each location. Most homes in this development are within walking distance of a stop on Line 17 Edgewater-Marina. Similarly, Marina Heights will be built as an exclusively residential neighborhood, offering a moderate degree of access to transit for its future inhabitants. University Villages is being planned as a more integrated commercial, residential and office development that is very transit-friendly. East Garrison has also been designed with transit in mind; however, its remote location at the extreme eastern end of the former Fort Ord presents challenges in linking it to MST's existing route network.

Consequences of failing to address this issue. If the new developments on the former Fort Ord are not designed with transit in consideration, it will make serving these areas extremely difficult and expensive. Inefficient transit routing will not encourage residents to leave their cars at home, thereby increasing the number of single-occupancy automobiles on the area's roadway network. This also leads to higher levels of air pollution and a diminished quality of life due to extra time spent on the road sitting in traffic.

Strategy. MST regularly submits comments on new developments to municipal and county planning agencies during the environmental review process. However, these comments are non-binding as MST is not a regulatory agency. It is important for MST planning staff to continue to build bridges with the local communities, their leaders and elected officials as well as developers. Working closely with the developer of University Villages, MST has been able to positively impact the design of the project. MST is also on the newly formed Building/Design Committee of the Competitive Clusters program of the Monterey County Department of Economic Development. This will provide a forum for MST to educate local developers and builders on the importance of including transit in their projects. See Strategic Goal 1.b in Section VII—Strategies for details.

C. How Will the State and Federal Governments and the Community Back Additional Funding to Satisfy Current and Future Demand?

Issue. MST faces a major capital and operating funding shortfall of $100 million over the next five years. Federal funding has remained in limbo for nearly two years as of this writing because Congress has not passed a transportation authorization bill. MST's funding is stuck at FY 2004 levels while its costs – fuel, insurance, labor – are at FY 2006 prices. For the last several years, the state has been withholding Proposition 42 funds from transportation in an attempt to balance the budget. In all, over $5 billion in state transportation money has been diverted to the general fund, while Monterey County stands to lose even more money due to cost overruns on the San Francisco-Oakland Bay Bridge. Counties and municipalities have been feeling the pinch, too, as the state withholds local sales tax money that should go to local government. Drastic cuts in services have resulted, including the closing of Salinas' libraries – an unfortunate action that has garnered notoriety around the world. To satisfy current and future demand, MST needs an adequate and predictable local and regional funding source.

Factors making this issue a fundamental challenge to MST. Lack of adequate funding prevents MST from fulfilling its mission of delivering quality public transportation. The five-year funding shortfall is composed of $49 million in operating improvements and $58 million in capital requirements. These unfunded items are listed in Section V—System Needs and Improvements. Funding is needed in the following areas:

- *Expanding and Improving Service*. Population growth in Monterey County requires a corresponding growth in public transit. As documented in Section V, many new and redeveloping areas of the community do not have adequate transit services. Additionally, long term funding of feeder bus service is needed to support rail service in Santa Clara County. Current customers also will need improvements in types of service, higher frequency, and expanded spans of service to meet growing demand for transit service as the business cycle again creates more jobs and traffic congestion worsens.

- *Expanding and Improving Fleet*. During the five years covered by this plan, 17 buses need to be replaced. Furthermore, if service were to expand as shown on Exhibit V-1 an additional 29 buses and 2 trolleys will be needed. Additionally, the RIDES program needs 17 replacement vans.

- *Facilities*. The Thomas D. Albert Division in Monterey continues to operate at a level far beyond its intended use. A new operations and maintenance facility is planned for construction at the former Fort Ord; however, funding is short by $27.5 million. A transit station will be constructed in Marina during the 5-year period, with a funding shortfall totaling $2.6 million.

Consequences of failing to address this issue. If adequate funding is not available, then service will not keep pace with increased population and development. Since FY 2001, MST has cut its core services by 12.5%. If there are no additional federal, state and local operating dollars, MST will continue to have to cut service and/or raise fares. This will lead to less mobility for the members of the community, and transit will not be able to contribute as much to reducing traffic congestion, air pollution, and energy consumption.

Strategy. MST needs to promote the value of transit so that the community comes to understand the benefits of transit and is willing to support it in securing additional funding sources. In recent years, TAMC has researched several ways to raise these additional funds for transportation, including a sales tax, development impact fees, an agricultural based tax and an increase in the transient occupancy tax (TOT) levied on visitors staying at local hotels, motels and lodges. The first of these measures to be put before voters is a half-cent sales tax for transportation, currently scheduled for June of 2006. Because it is a dedicated tax, it must receive a 2/3rds majority – no small feat for an electorate that is traditionally anti-tax. Over the course of FY 2006, TAMC is also asking local city councils and the county board of supervisors to implement a development impact fee. See Strategic Goal 1.c in Section VII—Strategies for details.

VII. STRATEGIES

This section describes goals and strategies to accomplish the improvements listed on Section V – System Needs and Improvements and address the issues described in Section VI – Major Issues.

A. Strategic Goals for FY 2006 – 2008

Strategic goals are listed under the six categories of quality performance in the MST business model. These quality performance categories directly impact business results, customer satisfaction, and ultimately the total quality of the public transportation services that we provide to our community. The quality performance categories of the business model are depicted in Exhibit ES-2, and include:

1. Leadership
2. Strategic Planning
3. Customer and Market Focus
4. Information and Analysis
5. Human Resources, and
6. Process Management.

Strategic goals are also tied to the four MST key business drivers. Business drivers support the MST mission of leading, advocating, and delivering quality public transportation. The business drivers are described in Section II-C.2 and include increase customer satisfaction; strengthen employee development and satisfaction; enhance support by MST members and other stakeholders; and operate safely, efficiently, and effectively. The strategic goals listed below act as the basis for the development of specific annual objectives to be achieved each year of the plan. While MST's daily efforts will be directed towards achieving standards of performance in support of the key business drivers, MST's resources will be focused towards the accomplishment of objectives supporting the following strategic goals.

1. Leadership:

a. Strategic goal: ***Advocate transit-oriented development.*** Strengthening alliances with city and county governments will help ensure zoning regulations and development plans are transit-friendly.

Key business drivers affected: Transit-friendly development will enhance customer satisfaction by allowing MST to provide passenger-friendly transit service. Additionally, service will operate more safely, efficiently and effectively.

b. Strategic goal: ***Actively participate in the redevelopment of the former Fort Ord.*** MST is an ex-officio member on the Fort Ord Reuse Authority Board of Directors and regularly provides comments on proposed redevelopment plans and proposals as a part of the permitting process. MST is working closely with the University Villages project to insure its transit station is located at the most appropriate location.

Key business drivers affected: A well thought-out transportation network for the former Fort Ord will increase customer satisfaction. It will also increase safety, efficiency and effectiveness of transit service.

c. Strategic goal: ***Advocate the value of transit in order to secure stable sources of funding.*** Community understanding of the value of public transit is vital for support of transportation-dedicated sales tax initiatives, development fees and other new sources of funding for local public transit, road rehabilitation, rail, and other alternative modes of transportation.

Key business drivers affected: New funding sources will have a positive impact on MST's ability to operate safely, efficiently and effectively. It will also provide us with operating funds to reduce the number of service cuts and hopefully expand service to increase both customer and stakeholder satisfaction.

2. Strategic Planning

a. Strategic goal: ***Develop and conduct a legislative program*.** Developing a legislative program is consistent with our mission to lead and advocate public transportation. It is used as a guideline for supporting, opposing, or watching legislation when time does not permit official MST Board action on specific legislation. The Legislative Program is presented to state and federal legislators and guides MST positions on legislative matters throughout the year. In order to maximize our legislative effectiveness, MST will continue to work closely with the California Transit Association at the state level and American Public Transportation Association at the federal level, as well as TAMC at both the state and federal levels.

Key business drivers affected: An effective legislative program will provide laws and regulations that foster public transit and provide stable funding. This will enhance transit safety, efficiency and effectiveness, thereby increasing customer satisfaction.

b. Strategic goal: ***Increase passenger boardings-per-hour, contain costs, and reduce overcrowding and schedule delays.*** Service alternatives will continue to be identified that increase passenger boardings-per-hour of service while containing operating costs within approved budgets, and minimizing the number of passengers inconvenienced by overcrowding or schedule delays. This will include reallocating both service hours, equipment and seating capacity to those routes where demand is not currently being satisfied, and acquiring additional equipment that is appropriate to meet increasing customer demand. It will also reduce the number of passengers inconvenienced by schedule delays and overcrowding.

Key business drivers affected: By focusing resources on increasing productivity while maintaining operating costs, this strategy will have a positive impact on MST's ability to operate safely, efficiently, and effectively and will increase customer satisfaction.

3. Customer and Market Focus

a. Strategic goal: ***Develop integrated planning, scheduling, customer service and marketing strategies.*** With the November 2004 administrative reorganization of MST, planning, scheduling, customer service and marketing were placed under one department, entitled "Customer Services." With this integration, transit information will flow better from the schedule-makers and route-planners to passengers via our customer service staff and public information functions while being effectively marketed to prospective new passengers. In the past, lack of coordination among these functions had been problematic for both internal staff and MST's customers.

Key business drivers affected: Integration of these functions will have a positive impact on customer, employee, and stakeholder satisfaction and will result in more effective operations.

4. Information and Analysis

a. Strategic goal: ***Implement an integrated information system*.** This will integrate financial, operations, administrative, and maintenance information systems.

b. Strategic goal: ***Complete installation of Intelligent Transportation technologies*.** This includes the advance radio communication, automatic vehicle location systems, traffic signal prioritization, On-Street passenger information signs, automated passenger counters, trip planning software, and ADA voice enunciation.

Key business drivers affected: Implementation of integrated information systems and intelligent transportations technologies will positively impact all key business drivers. Having access to better data and analysis will enhance the ability of MST to operate more safely, efficiently, and effectively which will ultimately lead to increased customer, employee and stakeholder satisfaction.

5. Human Resources Focus

a. Strategic goal: ***Strengthen programs to attract and retain employees*.** This includes recruiting programs for appropriate numbers of coach operators, maintenance professionals, and supporting staff, as well as programs for employee safety, security, and wellness.

Key business drivers affected: Attracting and retaining appropriate numbers of qualified personnel will positively impact MST's ability to operate safely, efficiently, and effectively as recruitment and overtime costs are reduced. Positive impacts resulting from the implementation of employee safety, security, and wellness programs will positively impact MST's ability to operate safely and will increase employee satisfaction.

6. Process Management

a. Strategic goal: ***Improve business processes*.** This goal calls for identifying and updating process procedures and practices in specific areas including operations dispatch, route scheduling, customer comment resolution, group sales, and accident and incident reporting.

Key business drivers affected: Updating processes and practices in the areas mentioned will both increase customer satisfaction, and allow MST to operate more safely, efficiently, and effectively.

B. Alignment of Purpose and 2006 Objectives

FY 2006 annual objectives in support of identified strategic goals are as follows:

1. Conduct business within approved budget and performance indicators.
2. Comply with local, state, and federal laws including regulations related to safety, hazardous materials, and grants management.

3. Adopt and execute state and federal legislative programs.

4. Begin construction of the Marina Transit Station.

5. Continue to pursue funding and begin development of the Fort Ord Operations and Fueling Facility.

6. Review MST Mission and modify as appropriate.

7. Maintain and strengthen and validate Key Business Drivers in support of MST Business Model and Mission.

8. Participate in community outreach and provide public information regarding the local sales tax ballot measure to support public transportation.

9. Continue implementation and planning of Intelligent Transportation Systems.

10. Complete takeover of Clean Air Refueling Station (CARS) and complete upgrades

11. Develop fleet replacement and fueling plan.

12. Conduct system, financial and governance analysis of service extensions outside of existing service area.

Exhibit VII-1 shows the relationship between strategic goals, business model quality categories, and key business drivers affected. Within the cells of this matrix are the 12-month objectives for FY2006, which are crafted to ensure alignment with strategic goals and key business drivers. The objectives are revised each year as progress is made toward achieving the strategic goals and meeting key business driver performance standards.

Exhibit VII-1
Alignment of Goals and Key Business Drivers

Strategic Goals	Quality Category	Increase Customer Satisfaction	Strengthen Employee Satisfaction/Development	Enhance Support of MST Stakeholders	Operations (Safety, Efficiency, Effectiveness)
Advocate Transit-Oriented Development and the value of transit	Leadership	Advocate for grant money at federal and state levels for new transit services.	Review MST mission and modify as appropriate.	Community outreach/public information for the TAMC sales tax.	Advocate for charter reforms, earmarks for MST facilities/vehicles, and reauthorization of transportation bill.
Actively participate in the redevelopment of the Former Fort Ord and increase Passenger Boardings per hour of service	Strategic Planning	Conduct planning studies -- the Peninsula Area Service Analysis and the BRT study. Pursue funding for San Jose Service. Plan for additional trolley service (Carmel, Oldtown Salinas).	Begin Construction of the Marina Transit Station, which includes employee parking, restrooms and break areas.	Conduct a Board workshop to develop organizational objectives. Develop and present an integrated South County Transportation Plan.	Pursue funding for Monterey Bay Operations and Fueling Facility. Complete takeover of the Clean Air Refueling Station (CARS) and complete upgrades. Develop fleet replacement and fueling plan.
Develop integrated planning, scheduling, customer service and marketing strategies	Customer & Market Focus	Conduct Customer and non-passenger Surveys.	Complete ADA/OSHA improvements to the Salinas Transit Center.	Participate in outreach events where allowed. Develop/implement multimedia ad campaign to increase awareness and demonstrate value of MST services.	Conduct system, financial and govenrance analysis of service extensions outside of existing service area.

Exhibit VII-1
Alignment of Goals and Key Business Drivers (Cont.)

Strategic Goals	Quality Category	Increase Customer Satisfaction	Strengthen Employee Satisfaction/Development	Enhance Support of MST Stakeholders	Operations (Safety, Efficiency, Effectiveness)
Implement ITS and an integrated information management system	Information & Analysis	Issue RFP for NextBus passenger information electronic display signs. Issue RFP, select vendor and begin implementation of enhanced security camera system.	Complete implementation of HASTUS runcutting and scheduling software, which will provide for rest breaks for employees.	Report quarterly to Board of Directors using new software packages.	Continue implementation and planning of Intelligent Transportation Systems, including Automatic Passenger Counters, trip planning software, IMMIS, HASTUS phase 2, Financials and Security systems.
Strengthen programs to atttract/retain employees	Human Resources	Complete revisions to Policies and Procedures manual.	Conduct employee surveys. Conclude MSTEA negotiations.	Report quarterly to Board of Directors on maintaining appropriate staffing levels.	Maintain appropriate staffing levels.
Improve business processes	Process Management	Maintain, strengthen and validate Key Business Drivers in support of MST Business Model and Mission.	Complete revision of job descriptions to comply with ADA requirements.	Report quarterly to Board of Directors, with special emphasis on increasing revenue and ridership, controlling costs, and managing grants.	Conduct business within approved budget and performance indicators. Comply with local, state and federal laws including regulations related to safey, hazardous materials, and grants management..

VIII. The Five –Year Transportation Improvement Program for Fixed-Route and RIDES Paratransit

This section identifies FY 2006 – 2010 MST Operating, Planning and Capital Programs that Monterey-Salinas Transit (MST) is programming for funding and anticipates completing during the next five fiscal years. This chapter also contains the Metropolitan Transportation Improvement Program (MTIP), which is part of the AMBAG planning and approval process for transportation planning. This section also contains other supporting exhibits, which are required to program the funds MST receives.

FY 2006

Level of Service

- Reduced FY 2005 funding levels require service reductions on Line 21 Monterey-Salinas via Highway 68 beginning July 30, 2005, and on Line 9-Fremont-Hilby, Line 10-Fremont-Ord Grove, and Line 28 Watsonville-Salinas beginning October 1, 2005. This 2.6% reduction in service, along with the fare increase effective July 1, 2005, will balance MST's FY 2006 budget.

- Introduce two new lines serving the Salinas Airport Business Center, including the One-Stop Career Center and other social service agencies located in this area currently not served by MST. Line 54 Monterey-Salinas Airport Business Center will provide one eastbound rush hour trip in the morning and one westbound rush hour trip in the afternoon. Line 48 East Salinas-Salinas Airport Business Center will provide half hourly service between the newly developed areas near the corner of East Boronda Road and Williams Boulevard and the Airport Business Center. These lines will be funded in part by Jobs Access Reverse Commute grants if Congress approves them in the FY 2006 appropriations bill currently being considered.

- Combine the Line 3 Skyline DART and Line 8 Seaside-Del Rey Oaks DART zones into one zone for a “Monterey Peninsula DART.” During mid-day hours and all day on Saturdays, customers can currently travel between zones. This initiative would simplify use of the DART service for customers and facilitate mobility around the Monterey Peninsula. To do this, the one DART van that was taken out of service during mid-day hours in September of 2004 would be returned to service. In addition, the DART zone would be enlarged to include Garden Road and the Monterey Peninsula Airport.

- Extend Line 44 Westridge to Northridge Mall. This recommendation was a part of the Salinas Area Service Analysis, completed in April of 2005, and is revenue neutral.

- Adjust the route of Line 43 Memorial Hospital to provide two-way service on South Main Street.

- Maintain MST RIDES level of service.

Planning

- Develop a fleet replacement plan to include consideration of one or more trolleys as well as new diesel hybrid technology.

- If grant funding is approved, conduct the Monterey Bay Bus Rapid Transit (BRT) Study, a joint effort between MST and Santa Cruz METRO, with funding anticipated by an AB2766 Grant.

- If grant funding is approved, conduct the Peninsula Area Service Study (PASS), which will evaluate current MST bus lines on the Monterey Peninsula and make recommendations for route and schedule changes. This project is also dependent on the approval of AB2766 grant funds.

- Prepare transit funding program strategy for new growth areas as part of user and growth management development impact fees and the 14-year TAMC sales tax, if approved in June of 2006.

- Participate along with TAMC in AMBAG's Salinas Valley Short Range Transit Plan.

- Plan for MST operated DART lines in each of the South County communities.

- Pursue funding to re-establish transit service between Monterey and Santa Clara Counties, including service all the way to downtown San Jose.

- Plan for and pursue money from the private sector for reformulating Line 24 Carmel Valley into the Carmel Valley Grape Express. This line would operate more frequently during the mid-day and afternoon hours and would transport visitors in downtown Monterey to the wineries and tasting rooms in Carmel Valley.

- Work with TAMC and AMBAG to provide all relevant information needed in the transportation planning and programming process.

- Review and comment on General Plans, Environmental Impact Reports, Specific Plans and other planning and environmental clearance documents for development projects throughout Monterey County to ensure transit-friendly land use planning.

- Review and comment on rail planning for transit interface on CalTrain extension to Salinas and inter-city service to Monterey Peninsula; station planning to continue for Castroville and Pajaro.

- Meet with TAMC, AMBAG, Monterey County and the South County municipalities regarding South County transit improvements.

- Continue to review and provide guidelines for the transit service interface and facilities development as part of regional highway improvements including: Prunedale Improvement Project, Highway 156 Widening, Highway 183 Refurbishment, Airport Boulevard Interchange, Highway 1/Salinas Road Interchange and other major infrastructure improvements around Monterey County.

- Continue planning for bus rapid transit, rail, intermodal transportation and MST's new Operations and Fueling facilities on the former Fort Ord.

- Pursue all federal grant sources for capital/operations support.

Capital

See the Transportation Improvement Program (TIP) for a listing of specific capital projects that are planned during fiscal year 2006.

FY 2007

Level of Service

- If the TAMC sales tax is passed in June of 2006, existing service levels may be increased on certain high-demand lines. The Salinas Area Service Analysis proposed adding service to Line 20 Monterey-Salinas to create 15 to 20 minute headways during the peak. Also, decreasing headways on Sunday from 60 minutes to 30 minutes will be considered.

- If funding permits, restoring 15-minute headways during the off-peak times on the Lines 9 and 10 would be considered.

- If the sales tax does not pass in June of 2006, there will be no increase from existing service levels. Without a substantial increase in LTF or other state funds, service may have to be cut again to balance the FY 2007 budget.

- Increase frequency of Line 23 Salinas-King City to hourly to meet the anticipated demand from new housing developments in the South County communities.

- Implement local DART service in each of the South County communities.

- If grant funding can be secured, reintroduce service between Monterey and Santa Clara Counties, with a possible line to downtown San Jose.

- If funding can be secured from the private sector, reformulate Line 24 Carmel Valley into the Carmel Valley Grape Express.

- If funding can be secured from the private sector, implement the Carmel Trolley, connecting downtown Carmel with the Crossroads, Barnyard and Carmel Rancho shopping areas.

- With funding from Del Monte Center, the city of Monterey, and/or other sources, add an additional Trolley to serve the shopping center, Lighthouse Avenue and the Aquarium.

- Implement changes recommended in the Peninsula Area Service Analysis.

- Begin implementation of Bus Rapid Transit on corridors designated by the Monterey Bay BRT Study.

- Maintain MST RIDES service levels.

Planning

- Prepare the *FY 2008 – 2010 Business Plan and Short-Range Transit Plan*.

- Update *Designing for Transit*, a manual with guidelines for integrating public transportation and land use in Monterey County.

- As the University Villages, Marina Heights, Cypress Knolls, East Garrison, CSUMB housing and other development occurs on the former Fort Ord, create a circulation plan for public transit in this area.

- If the half-cent sales tax for transportation passes, assess the feasibility of enhancements to the MST RIDES program above what is mandated by the Americans with Disabilities Act.

- Work with TAMC and AMBAG to provide all relevant information needed in the transportation planning and programming process.

- Review and comment on General Plans, Environmental Impact Reports, Specific Plans and other planning and environmental clearance documents for development projects throughout Monterey County.

- Review and comment on rail planning for transit interface on CalTrain extension to Salinas and inter-city service to Monterey Peninsula; station planning to continue for Castroville and Pajaro.

- Continue to review and provide guidelines for the transit service interface and facilities development as part of regional highway improvements including: Prunedale Improvement Project, Highway 156 Widening, Highway 183 Refurbishment, Airport Boulevard Interchange, Highway 1/Salinas Road Interchange and other major infrastructure improvements around Monterey County.

- Continue planning for bus rapid transit, rail, intermodal transportation and MST's new Operations and Fueling facilities on the former Fort Ord.

- Pursue all federal grant sources for capital/operations support.

Capital

See the Transportation Improvement Program for a listing of specific capital projects that are planned during fiscal year 2007.

FY 2008

Level of Service

- Implement new/rerouted bus lines through the former Fort Ord to meet demand generated by University Villages, Marina Heights, Cypress Knolls, East Garrison, CSUMB housing and other developments.

- Maintain levels of service throughout MST's route network.

- Maintain MST RIDES service levels.

- If funding can be secured through the Aquarium and the City of Monterey, operate the MST Trolley on all weekends throughout the off-season.

- Continue implementation of Bus Rapid Transit on corridors designated by the Monterey Bay BRT Study.

Planning

- Assess the need for service between Monterey County and San Benito County, including Hollister.

- Complete the 3-year update of MST's Title VI report.

- Work with TAMC and AMBAG to provide all relevant information needed in the transportation planning and programming process.

- Review and comment on General Plans, Environmental Impact Reports, Specific Plans and other planning and environmental clearance documents for development projects throughout Monterey County.

- Review and comment on rail planning for transit interface on CalTrain extension to Salinas and inter-city service to Monterey Peninsula; station planning to continue for Castroville and Pajaro.

- Continue to review and provide guidelines for the transit service interface and facilities development as part of regional highway improvements including: Prunedale Improvement Project, Highway 156 Widening, Highway 183 Refurbishment, Airport Boulevard Interchange, Highway 1/Salinas Road Interchange and other major infrastructure improvements around Monterey County.

- Continue planning for bus rapid transit, rail, intermodal transportation and MST's new Operations and Fueling facilities on the former Fort Ord.

- Pursue all federal grant sources for capital/operations support.

Capital

See the Transportation Improvement Program for a listing of specific capital projects that are planned during fiscal year 2008.

FY 2009

Level of Service

- Consider two to three percent increase in level of service operations for infill areas of existing service as appropriate and measure by performance indicators for delays and overcrowding.

- Continue implementation of Bus Rapid Transit on corridors designated by the Monterey Bay BRT Study.

- Maintain MST RIDES service levels.

Planning

- Prepare the *FY 2010 – 2012 Business Plan and Short-Range Transit Plan*.

- Work with TAMC and AMBAG to provide all relevant information needed in the transportation planning and programming process.

- Review and comment on General Plans, Environmental Impact Reports, Specific Plans and other planning and environmental clearance documents for development projects throughout Monterey County.

- Review and comment on rail planning for transit interface on CalTrain extension to Salinas and inter-city service to Monterey Peninsula; station planning to continue for Castroville and Pajaro.

- Continue to review and provide guidelines for the transit service interface and facilities development as part of regional highway improvements including: Prunedale Improvement Project, Highway 156 Widening, Highway 183 Refurbishment, Airport Boulevard Interchange, Highway 1/Salinas Road Interchange and other major infrastructure improvements around Monterey County.

- Continue planning for bus rapid transit, rail, intermodal transportation and MST's new Operations and Fueling facilities on the former Fort Ord.

- Pursue all federal grant sources for capital/operations support.

Capital

See the Transportation Improvement Program for a listing of specific capital projects that are planned during fiscal year 2009.

FY 2010

Level of Service

- Consider two to three percent increase in level of service operations for infill areas of existing service as appropriate and measure by performance indicators for delays and overcrowding.

- Maintain MST RIDES service levels.

- Implement Bus Rapid Transit along a portion of or the entire length of the TAMC right of way corridor between Monterey and Castroville.

Planning

- Work with TAMC and AMBAG to provide all relevant information needed in the transportation planning and programming process.

- Review and comment on General Plans, Environmental Impact Reports, Specific Plans and other planning and environmental clearance documents for development projects throughout Monterey County.

- Review and comment on rail planning for transit interface on CalTrain extension to Salinas and inter-city service to Monterey Peninsula; station planning to continue for Castroville and Pajaro.

- Continue to review and provide guidelines for the transit service interface and facilities development as part of regional highway improvements including: Prunedale Improvement Project, Highway 156 Widening, Highway 183 Refurbishment, Airport

Boulevard Interchange, Highway 1/Salinas Road Interchange and other major infrastructure improvements around Monterey County.

- Continue planning for bus rapid transit, rail, intermodal transportation and MST's new Operations and Fueling facilities on the former Fort Ord.

- Pursue all federal grant sources for capital/operations support.

Capital

See the Transportation Improvement Program for a listing of specific capital projects that are planned during fiscal year 2010.

The Transportation Improvement Program

The Transportation Improvement Program (TIP) for the MST Bus service is provided in Exhibit VIII-1. This information is provided in the format required by AMBAG for incorporation into the Metropolitan Transportation Improvement Plan (MTIP). The TIP is supported by the following exhibits:

- *Exhibit VIII-2-MST Fixed-Route Bus Operating Cost Projections* shows fixed-route bus operating cost projections during the next five years.

- *Exhibit VIII-3-MST RIDES Operating Cost Projections* shows RIDES operating cost projections during the next five years.

- *Exhibit VIII-4-MST Fixed-Route Bus Capital Cost Projection* shows the fixed-route capital cost projections during this same period.

- *Exhibit VIII-5-MST RIDES Capital Cost Projection* shows the capital cost projections during this same period.

Exhibit VIII-1
MST Transportation Improvement Program

Association of Monterey Bay Area Governments
2004 Metropolitan Transportation Improvement Program

Monterey County

Monterey Salinas Transit

MPO ID: MST004M PPNO: EA: Implementing TCM: Yes Federal Approval Date: 04/19/2005
TITLE: Bus Replacement Fund
DESCRIPTION: rehabilitation and purchase of buses. CMAQ funding for retrofiting existing buses with particulate traps.
Amendment Number: 5.00: Capacity Status: NCI Completion Year: ______ Total Project Cost: ____________

FUND TYPE		TOTAL	PRIOR	04/05	05/06	06/07	Future	PE	RW	CON
Congestion Mitigation	- CMAQ	$1,949	$1,949							$1,949
FTA5309(c) - Bus	- FTA Funds	$5,508	$3,508	$1,000	$1,000					$5,508
TDA	- Loc Funds	$1,897	$1,397	$250	$250					$1,897
	TOTAL	$9,354	$6,854	$1,250	$1,250					$9,354

******** Version 6 - 03/22/2005 ********
MTIP amendmment No. 5 adds FTA 5309 funds and local match in FY 05/06.
******** Version 5 - 06/02/2004 ********
Amedment No. 8 updates FTA earmark funds
******** Version 4 - 07/30/2003 ********
******** Version 3 - 10/30/2002 ********

2002 Amendment No. 1 moves FFY 02 funds to FFY 03
******** Version 2 - 05/07/2002 ********
******** Version 1 - 03/28/2002 ********

MPO ID: MST005M PPNO: EA: Implementing TCM: No Federal Approval Date: 10/04/2004
TITLE: RIDES: Add/Replace Vans & Mini Buses
DESCRIPTION: Add or replace vans and mini buses
Amendment Number: 0.00: Capacity Status: NCI Completion Year: ______ Total Project Cost: ____________

FUND TYPE		TOTAL	PRIOR	04/05	05/06	06/07	Future	PE	RW	CON
FTA 5310 Elderly & Disa	- FTA Funds	$1,241	$701	$180	$180	$180		$1,241		
STA Transit Assist	- Othr. State	$380	$182	$66	$66	$66				$380
	TOTAL	$1,621	$883	$246	$246	$246		$1,241		$380

******** Version 5 - 06/02/2004 ********
******** Version 4 - 05/07/2002 ********
******** Version 3 - 03/27/2002 ********
******** Version 2 - 12/19/2001 ********
Project listing updated per MST's 2001 SRTP

MPO ID: MST006M PPNO: EA: Implementing TCM: No Federal Approval Date: 04/19/2005
TITLE: Diesel Engine Retrofit Program
DESCRIPTION: Retrofit to "Clean Diesel" engines
Amendment Number: 5.00: Capacity Status: NCI Completion Year: ______ Total Project Cost: ____________

FUND TYPE		TOTAL	PRIOR	04/05	05/06	06/07	Future	PE	RW	CON
Congestion Mitigation	- CMAQ	$576				$576				$576
Agency	- Loc Funds	$74				$74				$74
	TOTAL	$650				$650				$650

MTIP Amendment 5 adds CMAQ funds in FY 06/07
******** Version 2 - 03/21/2005 ********
******** Version 1 - 01/26/2005 ********

MPO ID: MST010M PPNO: EA: Implementing TCM: No Federal Approval Date: 10/04/2004
TITLE: Associated Capital Maintenance Items
DESCRIPTION: Associated Capital Maintenance Items
Amendment Number: 0.00: Capacity Status: NCI Completion Year: ______ Total Project Cost: ____________

FUND TYPE		TOTAL	PRIOR	04/05	05/06	06/07	Future	PE	RW	CON
Fare Revenues	- Loc Funds	$136	$136							$136
STA Transit Assist	- Othr. State	$363	$363					$183		$180
	TOTAL	$499	$499					$183		$316

******** Version 4 - 06/01/2004 ********
******** Version 3 - 05/07/2002 ********
******** Version 2 - 12/18/2001 ********
Update project listing per MST's 2001 SRTP

MPO ID: MST014M PPNO: EA: Implementing TCM: No Federal Approval Date: 10/04/2004
TITLE: RIDES: Computer & Software Upgrades
DESCRIPTION: Computer & Software Upgrades
Amendment Number: 0.00: Capacity Status: NCI Completion Year: ______ Total Project Cost: ____________

FUND TYPE		TOTAL	PRIOR	04/05	05/06	06/07	Future	PE	RW	CON
FTA 5310 Elderly & Disa	- FTA Funds	$25	$25							$25
Local Transportation Fu	- Loc Funds	$55	$55							$55

Exhibit VIII-1 (Continued)
MST Transportation Improvement Program

Association of Monterey Bay Area Governments
2004 Metropolitan Transportation Improvement Program

Monterey County

Monterey Salinas Transit

FUND TYPE	TOTAL	PRIOR	04/05	05/06	06/07	Future	PE	RW	CON
STA Transit Assist - Othr. State	$58	$34	$4	$10	$10				$58
TOTAL	$138	$114	$4	$10	$10				$138

******* Version 5 - 06/02/2004 *******
******* Version 4 - 05/07/2002 *******
******* Version 3 - 03/27/2002 *******

******* Version 2 - 12/19/2001 *******
Project listing updated per MST's 2001 SRTP

MPO ID: MST016M PPNO: EA: Implementing TCM: No Federal Approval Date: 10/04/2004

TITLE: Design, Engineering & Env. - Ft. Ord DESCRIPTION: Ft Ord Design, Engineering and Environmental

Amendment Number: 0.00: Capacity Status: NCI Completion Year: _____ Total Project Cost: ____________

FUND TYPE	TOTAL	PRIOR	04/05	05/06	06/07	Future	PE	RW	CON
FTA5307 UZA Area Ope - FTA Funds	$88	$88					$88		
Air Board - Loc Funds	$85	$85					$85		
Local Transportation Fu - Loc Funds	$1,059	$80	$139	$280	$560		$1,059		
TOTAL	$1,232	$253	$139	$280	$560		$1,232		

******* Version 4 - 06/02/2004 *******
******* Version 3 - 05/07/2002 *******
******* Version 2 - 12/19/2001 *******
Project scope reduced due to delay in federal land transfer and lack of complete funding.

MPO ID: MST020M PPNO: 1157 EA: Implementing TCM: Yes Federal Approval Date: 04/19/2005

TITLE: Marina Transit Station DESCRIPTION: Mixed-use operations center at Seacrest Dr and Reservation Road

Amendment Number: 5.00: Capacity Status: NCI Completion Year: _____ Total Project Cost: ____________

FUND TYPE	TOTAL	PRIOR	04/05	05/06	06/07	Future	PE	RW	CON
FTA5307 - Urbanized A - FTA Funds	$3,209	$3,209							$3,209
FTA5309(c) - Bus - FTA Funds	$876		$876						$876
Local Transportation Fu - Loc Funds	$2,465	$2,465							$2,465
STA Transit Assist - Othr. State	$1,143	$924	$219						$1,143
State Cash - RIP	$287			$287					$287
Surface Transportation f - RIP	$2,213			$2,213					$2,213
STP Local - RSTP	$279	$279					$279		
TOTAL	$10,472	$6,877	$1,095	$2,500			$279		$10,193

******* Version 7 - 03/22/2005 *******
MTIP Amendment No. 5 revises the FTA 5309 listing.
******* Version 6 - 06/02/2004 *******
MTIP Amend. No. 8: Fund listing updated to include federal earmark

******* Version 5 - 07/30/2003 *******
******* Version 4 - 05/07/2002 *******
******* Version 3 - 03/28/2002 *******
******* Version 2 - 12/18/2001 *******
Project listing updated per MST's 2001 SRTP

MPO ID: MST033M PPNO: EA: Implementing TCM: Yes Federal Approval Date: 03/24/2005

TITLE: Salinas Transit Center Expansion Project DESCRIPTION: Expansion, beautification and safety renovations

Amendment Number: 4.00: Capacity Status: NCI Completion Year: _____ Total Project Cost: ____________

FUND TYPE	TOTAL	PRIOR	04/05	05/06	06/07	Future	PE	RW	CON
Congestion Mitigation - CMAQ	$245			$245					$245
Local Transportation Fu - Loc Funds	$26		$26						$26
TDA - Loc Funds	$32			$32					$32
STP Enhancement - Loc - Local TEA	$198		$198						$198
TOTAL	$501		$224	$277					$501

******* Version 4 - 01/26/2005 *******
Amendment No. 4 adds CMAQ funds
******* Version 3 - 06/02/2004 *******
******* Version 2 - 05/07/2002 *******

funds moved into new MTIP cycle
******* Version 1 - 03/28/2002 *******

Exhibit VIII-1 (Continued)
MST Transportation Improvement Program

Association of Monterey Bay Area Governments
2004 Metropolitan Transportation Improvement Program

Monterey County

Monterey Salinas Transit

MPO ID: MST034M PPNO: EA: Implementing TCM: Yes Federal Approval Date:

TITLE: Bus Operations DESCRIPTION: Bus Operations

Amendment Number: 3.00: Capacity Status: NCI Completion Year: _____ Total Project Cost: ___________

FUND TYPE	TOTAL	PRIOR	04/05	05/06	06/07	Future	PE	RW	CON
FTA 5311 - Non Urbaniz - FTA Funds	$115	$115							$115
FTA5307 - Urbanized Ar - FTA Funds	$23,992	$10,310	$4,582	$4,550	$4,550				$23,992
Fare Revenues - Loc Funds	$33,550	$18,820	$4,910	$4,910	$4,910				$33,550
TDA - Loc Funds	$49,749	$28,701	$7,016	$7,016	$7,016				$49,749
TOTAL	$107,406	$57,946	$16,508	$16,476	$16,476				$107,406

******** Version 9 - 01/27/2005 ********
MTIP Amend. No. 3 updates FTA 5307 fund listing.
******** Version 8 - 10/22/2004 ********
MTIP Amend. No. 1 updates FTA 5307 fund listing.
******** Version 7 - 04/21/2004 ********
Admin. Amendment No. 14 updates FTA funding apprtionments.
******** Version 6 - 02/11/2003 ********
Amendment No. 2 adds FTA 5307 and local funds for planning purposes
******** Version 5 - 10/30/2002 ********
2002 Amendment No. 1 moves FFY 02 funding to FFY 03, returns FTA 5307 funds accidentally removed in prior version, and other $ updates
******** Version 4 - 05/07/2002 ********
******** Version 3 - 03/27/2002 ********
Updates per MST request
******** Version 2 - 12/18/2001 ********
Updates MST listing per 2001 SRTP; FTA 5307 includes preventive maint. capital allocations in all years.

MPO ID: MST035M PPNO: EA: Implementing TCM: No Federal Approval Date: 10/04/2004

TITLE: RIDES Operations DESCRIPTION: RIDES Operations

Amendment Number: 0.00: Capacity Status: NCI Completion Year: _____ Total Project Cost: ___________

FUND TYPE	TOTAL	PRIOR	04/05	05/06	06/07	Future	PE	RW	CON
FTA 5311 - Non Urbaniz - FTA Funds	$265	$130	$45	$45	$45				$265
FTA5307 - Urbanized Ar - FTA Funds	$1,732	$955	$259	$259	$259				$1,732
Fare Revenues - Loc Funds	$1,176	$681	$165	$165	$165				$1,176
Local Transportation Fu - Loc Funds	$9,753	$5,376	$1,459	$1,459	$1,459				$9,753
TOTAL	$12,926	$7,142	$1,928	$1,928	$1,928				$12,926

Admin. Amend. 14 updates FTA funding to reflect allocations
******** Version 5 - 10/30/2002 ********
2002 Amendment No. 1 moves FFY 02 funds to FFY 03 and update $ in other years
******** Version 4 - 05/07/2002 ********
******** Version 3 - 03/27/2002 ********
******** Version 2 - 12/18/2001 ********
Project listing updated per MST's 2001 SRTP

MPO ID: MST058M PPNO: EA: Implementing TCM: No Federal Approval Date: 10/04/2004

TITLE: Automated Communication System DESCRIPTION: Automated Communication System

Amendment Number: 0.00: Capacity Status: NCI Completion Year: _____ Total Project Cost: ___________

FUND TYPE	TOTAL	PRIOR	04/05	05/06	06/07	Future	PE	RW	CON
FTA5307 - Urbanized Ar - FTA Funds	$923	$923							$923
Local Transportation Fu - Loc Funds	$721	$721							$721
STA Transit Assist - Othr. State	$709	$579	$130						$709
TOTAL	$2,353	$2,223	$130						$2,353

******** Version 5 - 06/02/2004 ********
******** Version 4 - 05/07/2002 ********
******** Version 3 - 03/27/2002 ********

******** Version 2 - 12/19/2001 ********
Project listing updated per MST's 2001 SRTP

MPO ID: MST060M PPNO: EA: Implementing TCM: No Federal Approval Date: 12/10/2004

TITLE: Caltrain Extension Project DESCRIPTION: Extend Caltran train service to Salinas

Amendment Number: 2.00: Capacity Status: CI Completion Year: _____ Total Project Cost: ___________

FUND TYPE	TOTAL	PRIOR	04/05	05/06	06/07	Future	PE	RW	CON
Congestion Mitigation - CMAQ	$975			$975			$975		

Exhibit VIII-1 (Continued)
MST Transportation Improvement Program

Association of Monterey Bay Area Governments
2004 Metropolitan Transportation Improvement Program

Monterey County

Monterey Salinas Transit

Proposition 116	- Othr. State	$126		$126	$126
	TOTAL	$1,101		$1,101	$1,101

******** Version 2 - 12/09/2004 ********
Admin. Amend No. 2 adds matching funds.
******** Version 1 - 10/21/2004 ********
MST is passing funds through to TAMC for project implementation.

Exhibit VIII-2
Fixed-Route Bus Operating Cost Projections ($000)

FIXED-ROUTE BUS OPERATING COST PROJECTIONS
($000)

	ACTUAL	BUDG	ESTIMATED			
	FY04	FY05	FY06	FY07	FY08	FY09
	-	-	-	-	-	-
REVENUES						
FEDERAL						
FTA SEC 5307 OPERATING	4534	4566	4895	5422	5608	5800
FTA SEC 5307 CAPITAL MAINT.	0	0	42	44	46	49
FTA SEC 5307 PLANNING	12	16	16	16	16	16
FTA SEC 5303 PLANNING	27	16	72	35	35	35
FTA SEC 5311 OPERATING	0	177	51	54	56	59
CMAQ	551	490	0	0	0	0
JARC	0	113	310	0	0	0
STATE STAF	0	0	0	0	0	0
LOCAL						
PASSENGER REVENUE	4174	4353	5076	5178	5281	5387
SPECIAL TRANSIT REVENUE	487	304	661	674	688	701
NON-TRANSPORTATION REVENUE	111	147	237	244	251	259
AB2766	322	192	0	0	0	0
LOCAL TRANSP. FUNDS	6363	6937	7093	7377	7672	7979
	-	-	-	-	-	-
TOTAL OPERATING REVENUE	16581	17311	18453	19043	19653	20285
	=	=	=	=	=	=
EXPENSES						
501 LABOR - OPERATORS	4089	4984	3942	4041	4142	4245
LABOR - OTHERS	3450	2839	3768	3938	4115	4300
502 FRINGE BENEFITS	4272	4573	5451	5615	5783	5956
503 SERVICES	731	840	1056	1088	1120	1154
504 MATERIALS	1880	1846	2460	2534	2610	2688
505 UTILITIES	244	221	225	232	239	246
506 CASUALTY & LIABILITY INS	453	525	347	357	368	379
507 TAXES	116	107	151	156	160	165
508 PURCHASED TRANSPORT. (DART)	1105	1071	789	813	837	862
509 MISCELLANEOUS	230	244	223	230	237	244
512 LEASES/RENTALS	11	61	41	42	43	45
	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	16581	17311	18453	19043	19654	20284
	=	=	=	=	=	=
OPERATING SHORTFALL	0	0	0	0	0	0
MEMO DEPRECIATION	4238	4017	4432	4565	4702	4843

NOTE	FY04	FY05	FY06	FY07	FY08	FY09
a: Percent Base Service Incr.	na	0	0	2	2	2
b: Fare Increase	na	1	1.143	1	1	1
b: Farebox recovery (TDA)	0.281	0.269	0.311	0.307	0.304	0.300
d: Gen. Inflation index	na	na	1.03	1.03	1.03	1.03
e: Step Increase	na	1.025	1.025	1.025	1.025	1.025
Performance Pay Increase	na	1.045	1.045	1.045	1.045	1.045
c: VRH (000)	197	176	163	166	170	173
d: Cost\VRH	83.99	98.63	113.22	114.54	115.89	117.27
h: Cost\VRH % Incr.		17.43%	14.79%	1.17%	1.18%	1.18%

Exhibit VIII-3

MST RIDES Operating Cost Projections ($000)

RIDES OPERATING COST PROJECTIONS ($000)

	ACTUAL	BUDG	ESTIMATED			
	FY04	FY05	FY06	FY07	FY08	FY09
	-	-	-	-	-	-
REVENUES						
FEDERAL						
FTA SEC 5307 OPERATING	259	259	259	259	259	259
FTA SEC 5311 OPERATING	4	22	6	6	6	7
FTA SEC 5307 PLANNING	0	0	0	0	0	0
JARC	0	14	0	0	0	0
STATE STAF	0	0	0	0	0	0
LOCAL						
PASSENGER REVENUE	141	135	141	142	143	144
TAXI REIMBURSEMENT	34	30	36	36	37	37
SPECIAL TRANSIT REVENUE	0	9	0	0	0	0
NON TRANSIT REVENUES	1	1	1	1	1	1
MEDI-CAL	1	0	0	0	0	0
AB2766	0	16	0	0	0	0
LOCAL TRANSP. FUNDS	1242	1254	1352	1393	1434	1477
	-	-	-	-	-	-
TOTAL OPERATING REVENUE	1682	1740	1795	1837	1881	1925
	=	=	=	=	=	=
EXPENSES						
501 LABOR - OPERATORS	0	0	0	0	0	0
LABOR - OTHERS	80	82	85	89	93	97
502 FRINGE BENEFITS	34	47	40	41	42	44
503 SERVICES	27	42	72	74	76	79
504 MATERIALS	12	25	23	24	24	25
505 UTILITIES	0	0	0	0	0	0
506 CASUALTY & LIABILITY INS	0	0	0	0	0	0
507 TAXES	0	0	0	0	0	0
508 PURCHASED TRANSPORTATION	1218	1438	1520	1552	1585	1620
TAXI REIMBURSEMENT	309	101	50	52	53	55
509 MISCELLANEOUS	2	5	5	6	6	6
512 LEASES/RENTALS	0	0	0	0	0	0
	-	-	-	-	-	-
TOTAL OPERATING EXPENSES	1682	1740	1795	1837	1880	1925
	=	=	=	=	=	=
OPERATING SHORTFALL	0	0	0	0	0	0
MEMO DEPRECIATION	197	192	198	204	210	216

NOTE	FY04	FY05	FY06	FY07	FY08	FY09
a: Prcnt Base Srvce Incr.	na	0	0	0	0	0
b: Fare Increase	na	1	1	1	1	1
a: Farebox recovery (inc. MediCal revenue)	0.105	0.100	0.098	0.097	0.096	0.094
d: Gen. Inflation index	na	na	1	1	1	1
e: Step Increase	na	na	1.03	1.03	1.03	1.03
Performance Pay Increase	na	1.045	1.045	1.045	1.045	1.045
b: Vehicle Revenue Hours (000)	28	28	28	29	29	29
c: Cost\Vehicle Revenue Hour	60.50	61.37	63.29	63.34	64.84	66.37
h: Cost\VanSH % Incr.	na	1.44%	3.13%	0.09%	2.36%	2.37%

Exhibit VIII-4
Fixed-Route Bus Capital Cost Projections ($000)

FIXED-ROUTE BUS CAPITAL COST PROJECTIONS ($000)

		Actual	Budget	ESTIMATED		
		FY04	FY05	FY06	FY07	FY08	FY09
REVENUES							
FEDERAL	FTA SEC 5307						
	CMAQ/RSTP	773	821				
	FTA SEC 5309	2985	1000	975			
	STIP						
STATE	STAF	854	677	804	983	972	1001
LOCAL	LTF	58					
	AB2766			83			
	FORA		138				
TOTAL REVENUE		4670	2636	1862	983	972	1001
EXPENSES							
*MULTI-YEAR PROGRAMS							
Preventive Maintenance - See Operations							
Bus Stop Improvements					50	50	50
Replace Support Vehicles					30	210	0
Admin/Ops Support Items					50	50	50
Computer Replacement/Upgrade					35	35	35
Misc Building & Ground Equipment					11		50
Safety/Security/Customer Enhancements							50
Marina Transit Station		1685					
Design, Eng. & Env. - Mont Bay Ops Ctr.			138				
Bus Lease Payment Fund		2154	1015	1219	807	627	275
Salinas Transit Center Renovations			309				71
Diesel Bus Rehabilitation		58	676				
* FY 2004 Programs							
Intelligent Transportation Systems		373					
Transit Priority Optimization		400					
* FY 2005 Programs							
ACS System			130				
Series 900 Replacement			368				420
* FY 2006 Programs							
Upgrade CNG Station				83			
Rebuild 5 2000 Gillig Phantoms				560			
TOTAL COSTS		4670	2636	1862	983	972	1001

Exhibit VIII-5
MST RIDES Capital Cost Projections ($000)

RIDES CAPITAL COST PROJECTIONS ($000)

		Actual	Budget	ESTIMATED			
		FY04	FY05	FY06	FY07	FY08	FY09
		------	------	------	------	------	------
REVENUES							
FEDERAL	FTA SEC 5310	211	180	372	0	199	248
STATE	STAF	90	69	141	0	50	62
LOCAL	LTF	0	0	0	0	0	0
		-------	-------	-------	-------	-------	-------
TOTAL REVENUE		301	249	513	0	249	310
EXPENSES							
*MULTI-YEAR PROGRAMS							
Add Vans							
Replace Vans		291	224	473		240	300
Mobile Digital Terminals/AVL		10	0	17			
Mobile Radio Units		0	0	0			
Computer Upgrades		0	4	0		9	10
* FY 2006 Programs							
Automatic External Defibulators				15			
Vehicle Engine Repalcement				8			
		-------	-------	-------	-------	-------	-------
TOTAL COSTS		301	228	513	0	249	310

This page left blank.

Appendices

Contents

This page left blank.

Appendix A
MST Bus Fleet

MONTEREY-SALINAS TRANSIT (MST) FIXED-ROUTE BUS FLEET

As of: December 21, 2004
(Revised Replacement Years for 800s 1000s - May 20, 2005)

Bus Series (Qty.)	Make/ Model	Model Year	Year Rece-ived	Gross Weight (Lbs.)	Seating Cap.	Fuel Cap. (Gal.)	Length (Ft.)	Width (In.)	Fuel Type	Engine/HP/ Manufacturer	Trans. Manu-facturer	Avg. LTD Miles	FY to Re-place
800 (8)	Flxible 35102-S50-G	1995	1996	38,340	34	85 (GGE)	35'	102"	CNG	Series 50-G 275 HP Detroit Diesel	ZF 5HP-590 ("V")	206,721	2008
1000 (9)	Orion Orion V	1996	1997	34,850	30	121 (GGE)	31'	96"	CNG	L-10-G 280 HP Cummins	ZF 5HP-590 ("T")	189,936	2007
1100 (29)	Gillig Phantom Transit	2000 (21) 2003 (8)	2000 2003	39,600 39,400	35	150	35'	102"	Diesel	CEC ISM 280 HP DDC Series 50	B-400R Allison	(2002) 201,733 (2003) N/A	2012 2015
1700 (24)	Gillig Low Floor	2002 (12) 2003 (12)	2002 2003	39,600	37 36	114	40'	102"	Diesel	CEC ISM 280 HP DDC Series 50	B-400R Allison	(2002) 38,132 (2003) N/A	2014 2015
1800 (8)	Gillig Phantom Suburban	2002 (4) 2003 (4)	2002 2003	39,400	39	161	40'	102"	Diesel	CEC ISM 280 HP DDC Series 50	B-400R Allison	4,217	2014 2015
1900 (6)	Optima Trolley	2003	2003	27,900	27	75	29'	102"	Diesel	Cummins ISB 02	B-300R Allison	5,295	2015

NOTES:
Abbreviations: CEC = Cummins Engine Company; CNG = Compressed Natural Gas; DDC = Detroit Diesel Corporation; GGE = Gasoline Gallon Equivalent; HP = Horsepower; LTD = Life-to-Date

M hernandez/maintenance/fleet/Fleet Roster--current.doc

This page left blank.

Appendix B
MST Support Vehicles

SUPPORT VEHICLE ROSTER

As of: July 14 , 2005

Total	Fleet #	Year/Make	Model	LTD MPG	LTD Mileage	LTD Cost/Mile	User	FY to Replace
1	48*	1996 Ford	Contour Sedan	25.3*	110,705	$0.10	Trans	6
2	49*	1997 Ford	Contour Sedan	23.0*	73,232	$0.10	Admin	6
3	50	2000 Ford	Crown Vic Sedan	18	53,824	$0.14	Admin	7
4	Area 51**	2004 Toyota	Prius Sedan	41.15	8,191	0.18	Admin	9
5	440	1999 Dodge	B2500 Ram Van	12.0	99,274	$0.15	Trans	6
6	441	1999 Dodge	B2500 Ram Van	11.2	103,573	$0.15	Trans	6
7	442	1999 Dodge	B2500 Ram Van	11.6	105,129	$0.14	Trans	6
8	443	1999 Dodge	B2500 Ram Van	12.2	109,476	$0.13	Trans	6
9	444	1999 Dodge	B2500 Ram Van	12.5	100,991	$0.13	Trans	6
10	445	1999 Dodge	B2500 Ram Van	12.1	100,340	$0.14	Trans	6
11	446	1999 Dodge	B2500 Ram Van	12.0	106,732	$0.13	Trans	6
12	447	2000 Dodge	B2500 Ram Van	11.9	80,036	$0.13	Trans	6
13	448	2000 Dodge	B2500 Ram Van	11.4	75,704	$0.14	Trans	6
14	449	2000 Dodge	B2500 Ram Van	12.3	93,672	$0.13	Trans	6
15	450	1999 Jeep	Cherokee	13.9	118,709	$0.12	Trans	6
16	451	1999 Jeep	Cherokee	13.8	96,716	$0.12	Trans	6
17	452	1999 Jeep	Cherokee	13.5	100,221	$0.15	Trans	6
18	460	2000 Dodge	B2500 Ram Van	12.3	62,043	$0.15	Admin	6
19	461	2000 Dodge	B2500 Ram Van	11.4	46,574	$0.16	Admin	6
20	462	2001 Dodge	B3500 Maxi Van	11.2	21,435	$0.16	Maint	8
21	463*	2004 Chevy	Express Van	11.3	12,199	$0.21	Trans	8
22	464*	2004 Chevy	Express Van	12.0	14,051	$0.19	Trans	8
23	465*	2004 Chevy	Express Van	11.4	15,226	$0.16	Trans	8
24	466*	2004 Chevy	Express Van	11.1	15,655	$0.22	Trans	8
25	467*	2004 Chevy	Express Van	12.8	11,908	$0.17	Trans	8
26	483	1999 Ford	F-250 Pickup	14.0	69,075	$0.15	Maint	6
27	484	1999 Ford	F-250 Pickup	12.6	60,556	$0.15	Maint	6
28	485	1999 Ford	F-250 Pickup	13.8	80,293	$0.13	Maint	6
29	492	1997 Ford	Service Truck	9.8	89,454	$0.16	Maint	6
30	493	1997 Ford	Service Truck	9.9	109,014	$0.20	Maint	6
31	494	2001 Ford	Road Call Truck	8.5	6,243	$0.32	Maint	8
32	495	2001 Ford	Road Call Truck	12	3,486	$0.44	Maint	8

* Dual-fuel vehicle: Uses compressed natural gas (CNG) as primary fuel and gasoline as secondary fuel
** Hybrid-electric vehicle operating on gasoline and battery power
*** Dedicated CNG vehicle: Uses only compressed natural gas (CNG) as fuel

FY = Fiscal Year **MPG = Miles per Gallon**
LTD = Life to Date **N/A = Not Available**

m h/maintenance/vehicles/support vehilce roster

This page left blank.

Appendix C
History of Public Transit in Monterey County

Intercity public transportation in Monterey County has a long and colorful history. It has both shaped our communities and been shaped by them. The original transit connection built to Monterey County was the Southern Pacific rail line, first to Salinas and then to Soledad. Southern Pacific built the Monterey Branch Line between Castroville and Asilomar specifically to link the San Francisco Bay Area with the Del Monte Hotel and Pebble Beach, where Southern Pacific held resort lands.

Two other railroads -- the Monterey and Salinas Valley, and the Pajaro consolidated in the late 1800s primarily to avoid Southern Pacific's freight rates and to ship sugar beets and wheat. Passenger cars were hooked onto these freight trains. The Pajaro Valley Consolidated Railway ran between Soledad, Spreckels, Salinas, and Monterey. The right of way used between Monterey and Salinas roughly paralleled Blanco Road. In addition, the Salinas Valley is the origin of one of the great railroad innovations of all time -- the Pacific Fruit Express refrigerated railcar. It was this single innovation that permitted the switch in dominant crops from barley, sugar beets, wheat, and cattle to fresh produce. From this spine of inter-city rail lines, a *local* transit system was developed.

The first local public transportation service within Monterey County linked the Del Monte Hotel with the towns of Monterey and Pacific Grove. This first service was operated by the Monterey and Pacific Grove Railway, which began operations as a horse car line on August 5, 1891. The company was affiliated with the local electric and street lighting company. In 1905, the service was electrified and the horse drawn cars were converted into electric cars.

In 1912, land developers began the Monterey and Del Monte Heights Railway Company. This company provided streetcar service from Monterey east to the town site of Del Monte Heights (now Seaside) in an effort to sell residential lots. The line ran adjacent to the Monterey Branch Line, and up the middle of Broadway to Kenneth Street. This is one reason Broadway Avenue in Seaside is so wide.

Meanwhile, in Salinas, the “Dingy”-- a streetcar-- ran from Spreckels to Alisal to downtown. The major markets served were Spreckels employees and their families. Taking its cue from the railroad designers, government later built Highways 1 and 101 as well as Del Monte Avenue, Blanco Road, and East Alisal adjacent to the railroad tracks. There are early examples of how early public transportation improvements shaped our community.

Motorbus service first appeared in 1918 with the formation of the Monterey-Carmel Bus line. In 1922, Bay Rapid Transit began providing service on the Del Monte-Monterey-Pacific Grove bus line. As was typical at the beginning of the auto era, no attention was paid to the grade separating the rail and motorized modes, and they ended up competing for road space and crossing one another frequently. Initially, Bay Rapid Transit Company buses challenged the streetcar lines for passengers, operating on routes, which generally paralleled the streetcar routes. Bay Rapid Transit Company also lowered their fares and offered promotions to attract riders away from the streetcars. Following a mysterious fire, which burned their facilities to the ground, the Monterey and Pacific Grove Railway, ceased operating in December 1923. Thus, Monterey became one of the first communities to have all-bus transit systems in California. In 1927, Bay Rapid Transit acquired the Monterey-Carmel Bus Line.

Bay Rapid Transit Company steadily improved and expanded their routes, adding service to the community of Carmel in 1925, and later to Carmel Highlands. A competing service, the East Monterey Bus Lines, was created in 1932 and provided transportation to the community of Seaside and to the Ord Terrace Gate of Camp Gigling (later Fort Ord). Bay Rapid Transit Company also extended its services to Seaside, once it saw that a market existed along this route. The market existed because lots were now selling in Seaside and East Monterey Bus Lines was a single man operation and ran on a somewhat random basis.

In 1937, Robb and Baily Transit Company were granted authority to operate transit service between the Salinas Airport and the City of Salinas. The company filed for bankruptcy in 1940. The company was sold to Bruce W. Robb and the Robb Transportation Company provided transit service in the City of Salinas during the 1940’s.

During World War II on the Monterey Peninsula, Fort Ord became even more active in training soldiers for the war effort. Both Bay Rapid Transit, the Presidio Company, and East Monterey Bus Lines Transit provided vital services to the community. Ridership peaked for both companies during the war years as tires and gasoline were rationed, women went to work, and soldiers came inbound for training at the Presidio, Navy School, and Fort Ord. Immediately following World War II, the Cannery Row area of Monterey flourished with an abundance of Sardines in Monterey Bay. In 1946, with the sardine canneries reaching their peak production, bus service on all routes ran from 6:00 a.m. until midnight. However, in 1947 the first signs of trouble appeared as the East Monterey Bus Lines ceased operations.

When the sardines disappeared from the Bay in the early 1950s, the canneries closed down. At the same time, the post-war housing boom was underway and new housing began locating in areas not served by Bay Rapid Transit Company. Funding was available for roads and airports, but both rail (Southern Pacific) and bus transits were on their own. Consequently, transit service levels stagnated and ridership dropped.

In 1953, Robb Transportation Company ceased operating transit service in the City of Salinas. In 1954, the Salinas Transportation Company commenced transit operations within the City of Salinas and the Alisal area.

In 1971, the Transportation Development Act was passed by the California Legislature and made available a 1/4-cent sales tax for local transportation, community transit, transportation planning, rail service contracts and local streets and roads. By 1972, it had become apparent that Bay Rapid Transit Company would be unable to continue in operation without a subsidy. At that time, most of Bay Rapid Transit Company’s revenue was coming from charters and school trippers although the Pacific Grove-Monterey-Seaside line remained profitable. It was one of the last public transit systems in California to operate without a public financial subsidy. The Salinas Transit Company was able to maintain its privately operated service until 1976.

The Monterey Peninsula Public Transit System Joint Powers Agency was formed by the cities of Carmel, Del Rey Oaks, Monterey, Pacific Grove, Seaside, and the County of Monterey.

In 1973, Monterey Peninsula Transit began operating public transit service. In 1975, the City of Marina joined the system.

When Monterey Peninsula Transit was formed, the City of Pacific Grove decided to use funds from the new state sales tax to begin its own bus system. Many areas of the town had little or no service, so the city conceived Mini-Monarch Transit. Three 17-passenger minibuses were purchased and painted with orange and black wings to resemble monarch butterflies, a familiar site in the area. The service was very popular, but required an annual subsidy from the City. In 1978, the City asked Monterey Peninsula Transit to assume responsibility for the service in order to avoid maintaining the subsidies the service required.

In 1976, the City of Salinas began operating the Salinas Transit System after the bankruptcy of the privately operated Salinas City Lines. In 1977, the two publicly operated systems extended service to Toro Park. In 1978, the 20-streaker began service connecting Monterey and Salinas via Marina. In 1979, service was extended from Toro Park to Monterey.

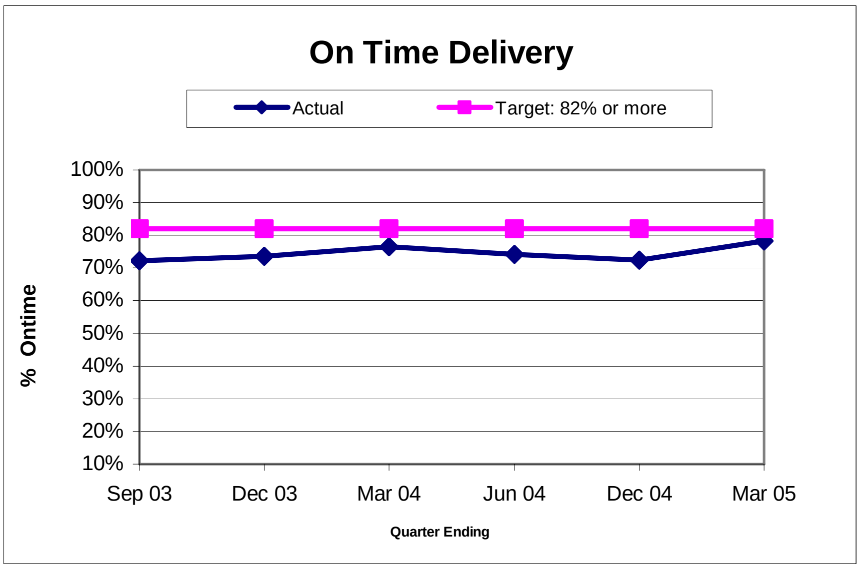
Monterey-Salinas Transit was formed in 1981 when the Salinas Transit System (operated by the City of Salinas from 1976 until 1981) merged with Monterey Peninsula Transit. The City of Salinas became a member of the Monterey Peninsula Transit joint powers agency, and the Board of Directors renamed the system Monterey-Salinas Transit. Current members of the joint powers agency are the cities of Carmel, Del Rey Oaks, Marina, Monterey, Pacific Grove, Salinas, Seaside, and the County of Monterey. The city of Gonzales is an *ex-officio* member. A Board of Directors with a representative from each member jurisdiction governs the agency and appoints the General Manager/CEO.

Appendix D
MST Key Business Driver Performance

Measures and Targets for Key Business Drivers

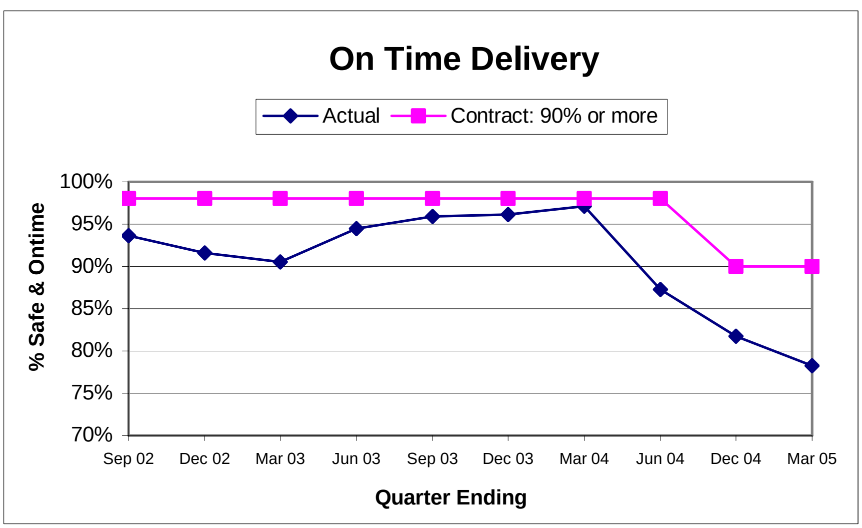
1. Increase Customer Satisfaction

Fixed-Route BUS



Beginning FY 2004 this measure is being tracked by our new ACS/AVL system using a 3-minute window rather than 7 minutes.

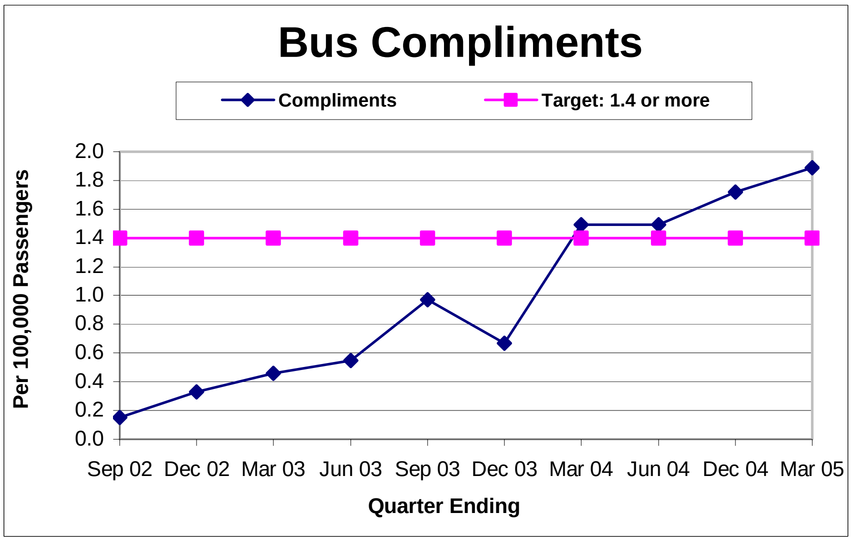
MST RIDES



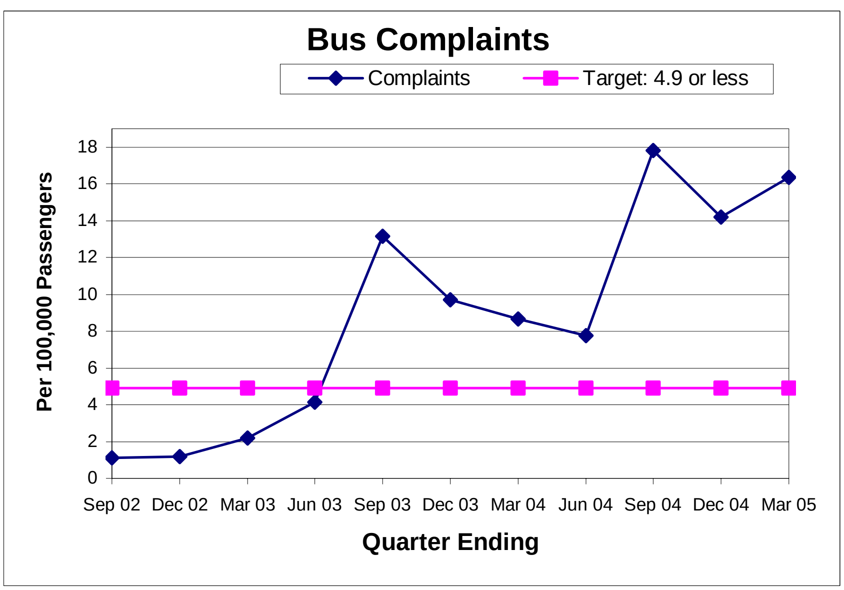
On time target has changed due to new contractor with revised contract goals.

1. Increase Customer Satisfaction (continued)

Fixed-Route BUS



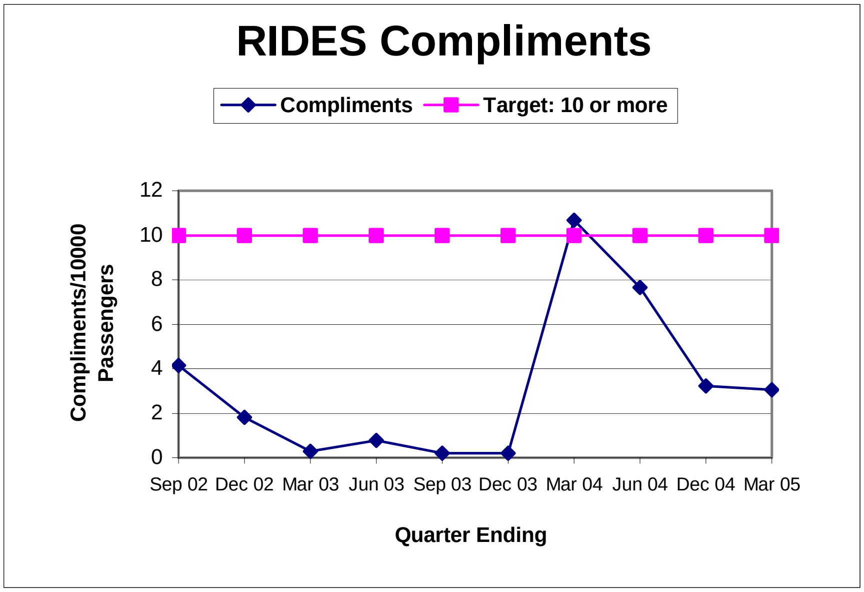
The total number of compliments continues to exceed expectations.



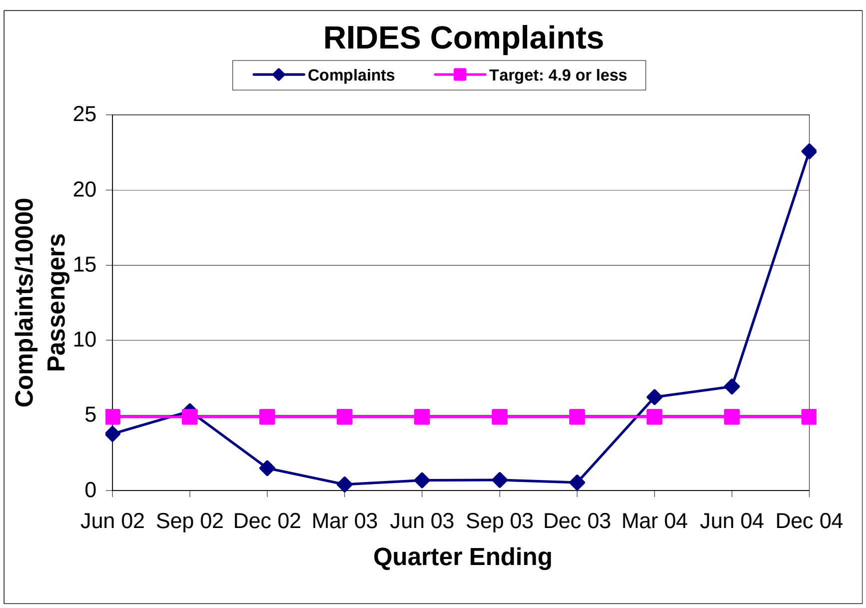
The number of complaints increased after the September 2004 service change was implemented.

1. Increase Customer Satisfaction (continued)

MST RIDES



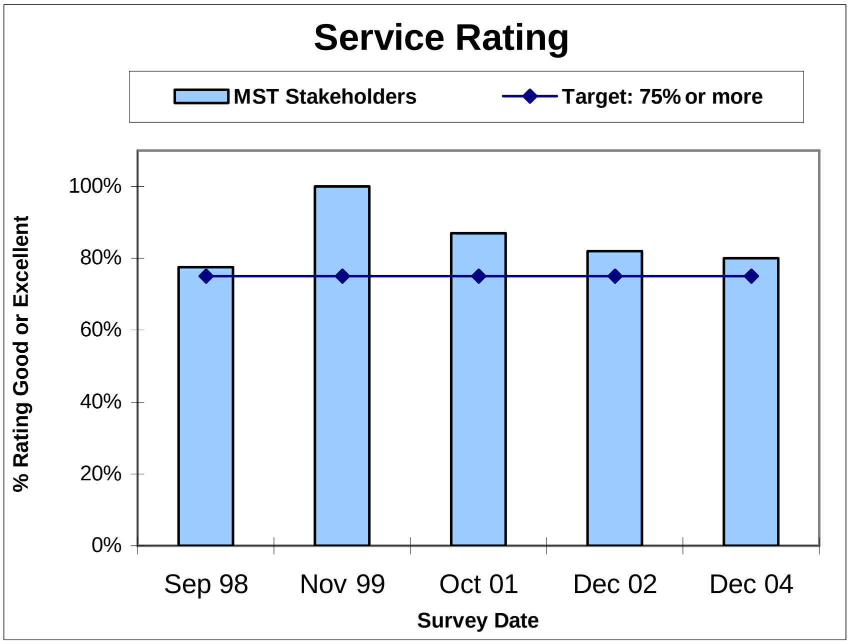
Compliments have decreased as customers adjust to a new contractor.



Adjusting to a new contractor has customers more willing to complain.

3. Enhance Support by MST Members and Other Stakeholders

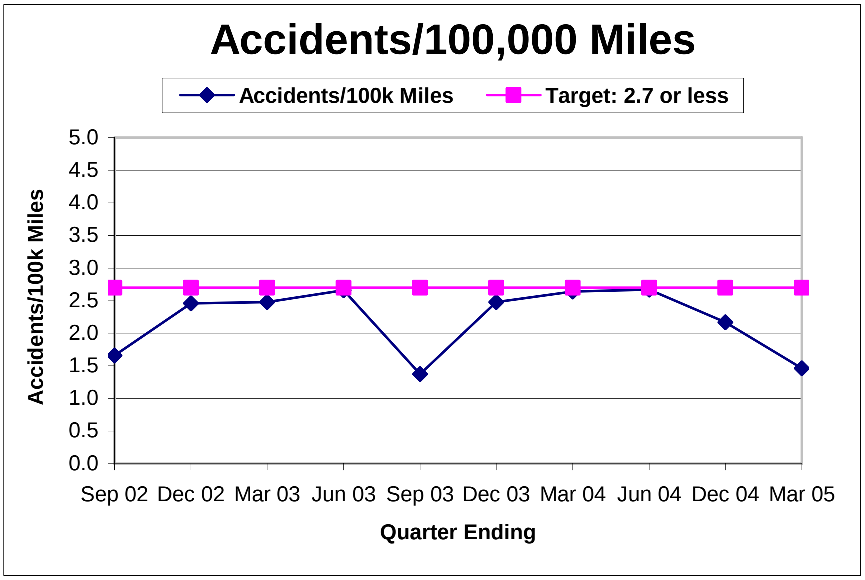
Fixed-Route BUS



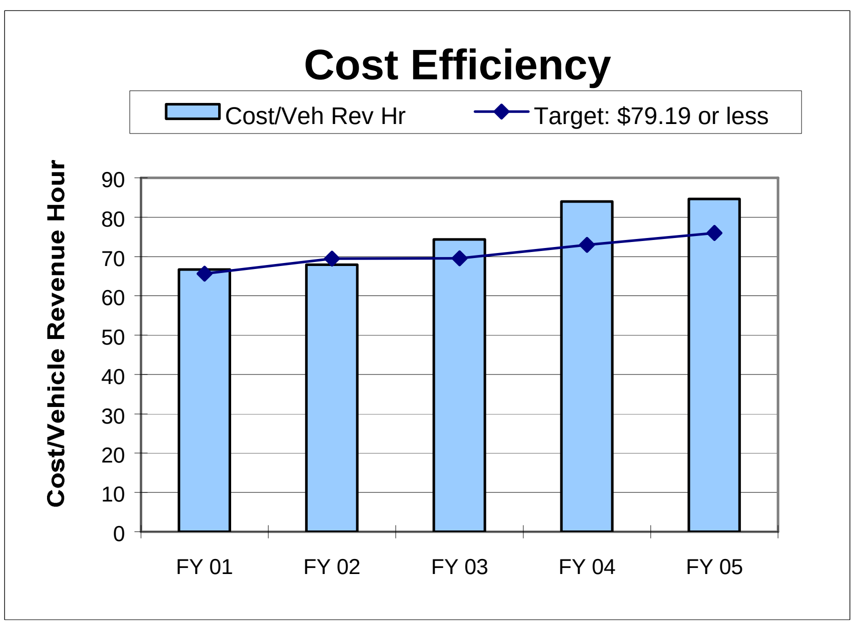
Survey results, which reflect a more extensive coverage of stakeholders than in prior years, have dropped slightly from 82% to 80%, but still above the targeted 75% level.

4. Operate Safely, Efficiently and Effectively

Fixed-Route BUS



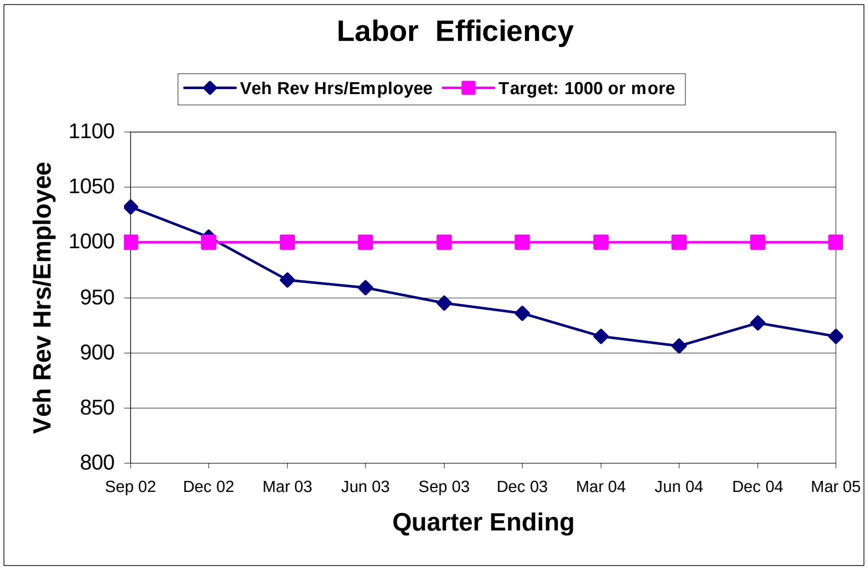
Accidents decreased significantly December 2004 through March 2005.



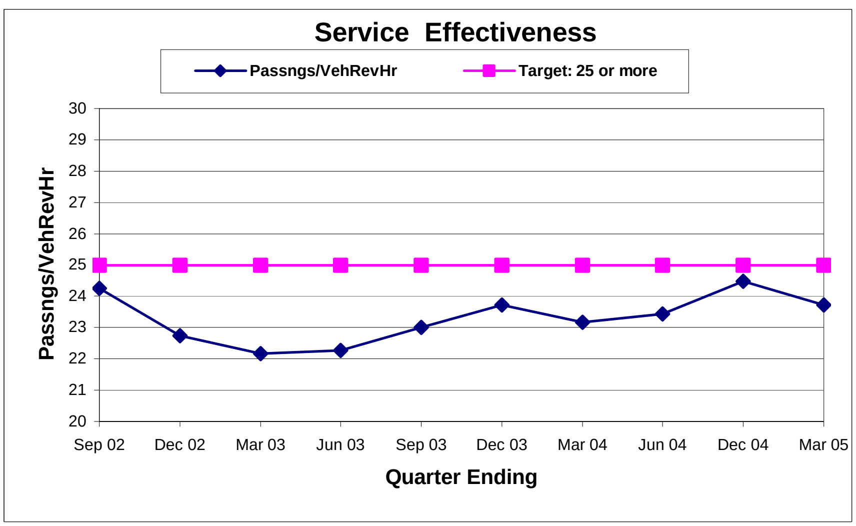
CPI has been restated to reflect energy, services, medical and transportation costs.

4. Operate Safely, Efficiently and Effectively (continued)

Fixed-Route BUS



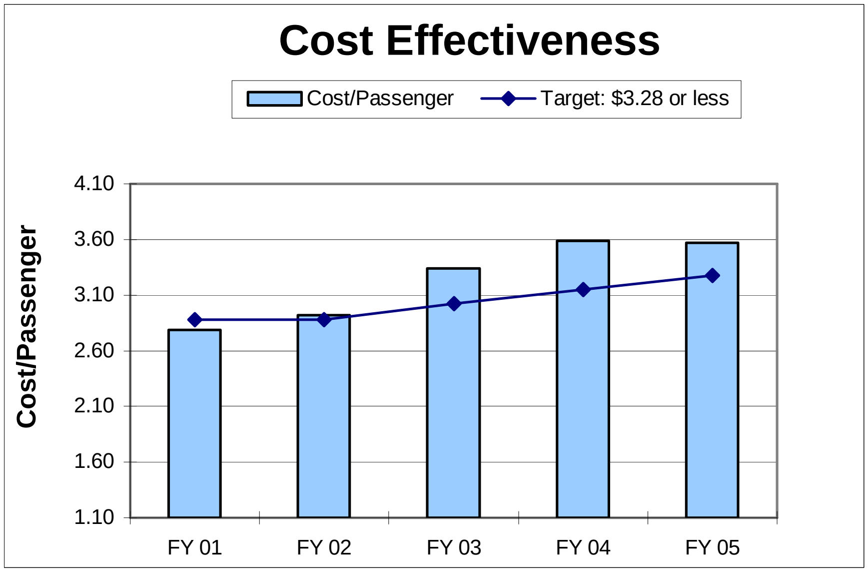
Labor efficiency rebounded slightly in December, yet still below target.



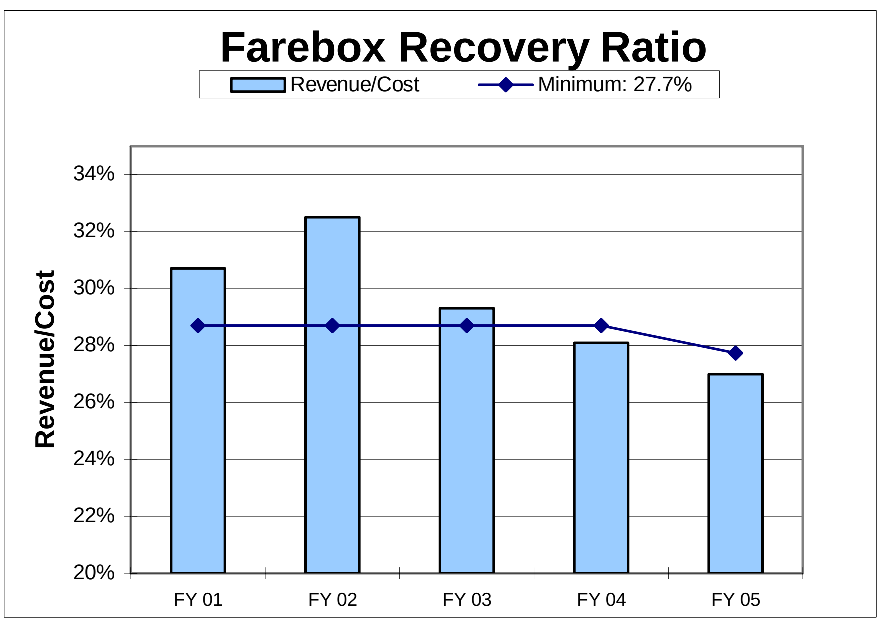
Decreased service hours has had a favorable impact
on service effectiveness through December 2004.

4. Operate Safely, Efficiently and Effectively (continued)

Fixed-Route BUS



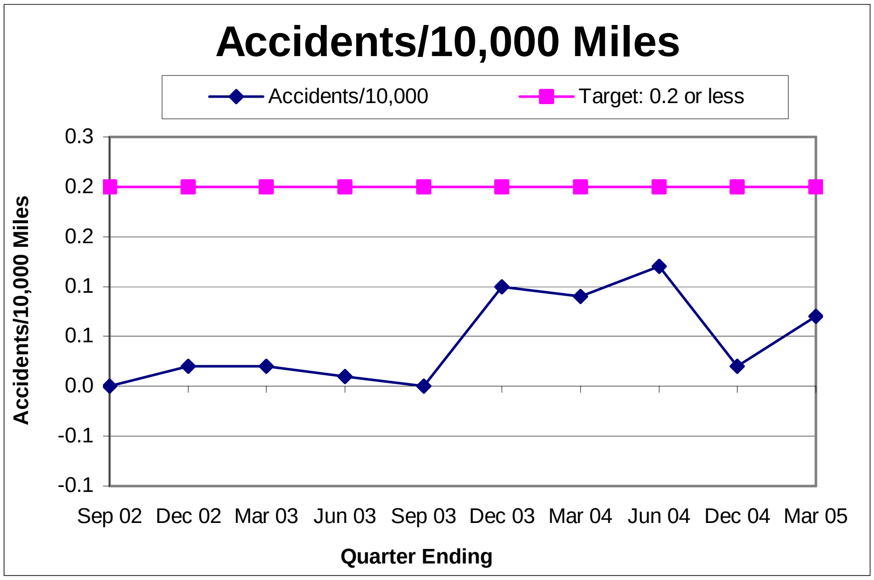
Relatively flat passenger count keeps this an unfavorable cost measure for 2005.



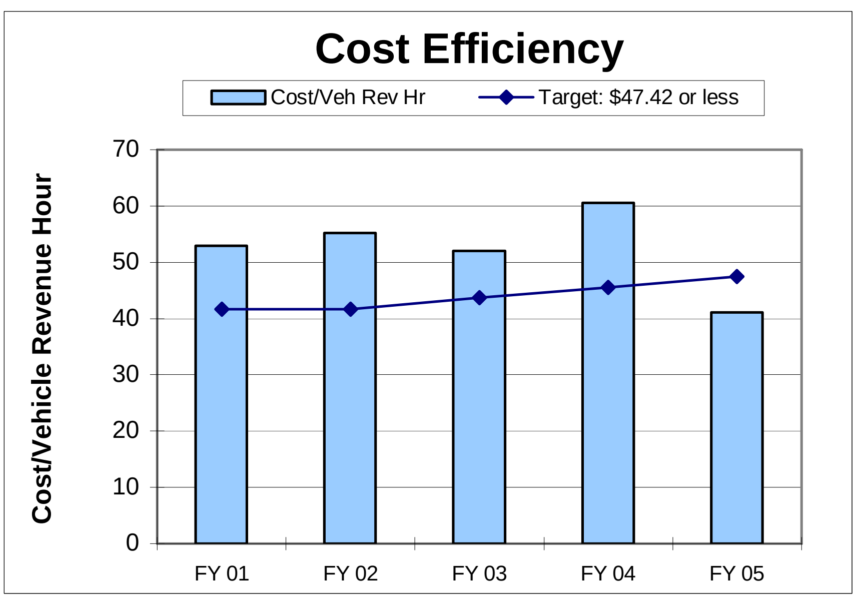
In 2004 TAMC approved a new mandated level of 15% effective fiscal year 2005.

4. Operate Safely, Efficiently and Effectively (continued)

MST RIDES



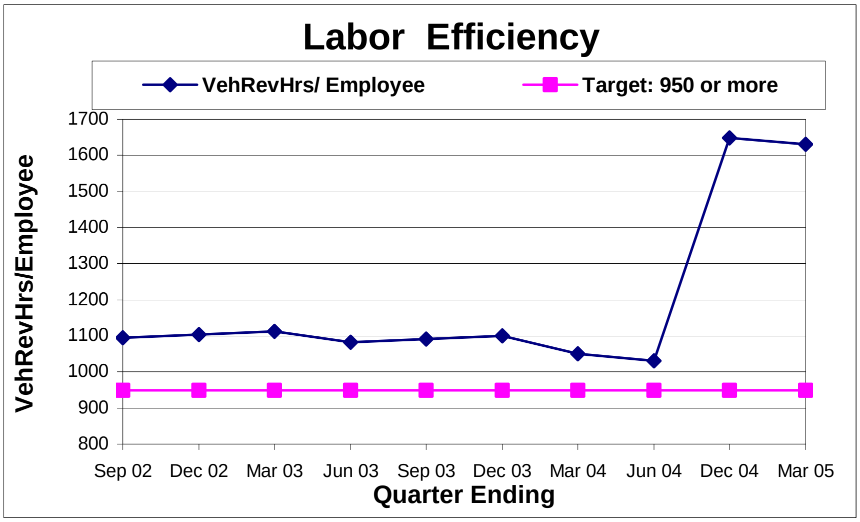
Contractors reported only accidents over the FTA $7,500 limit prior to September 2003. All accidents are currently being reported and still show favorable results.



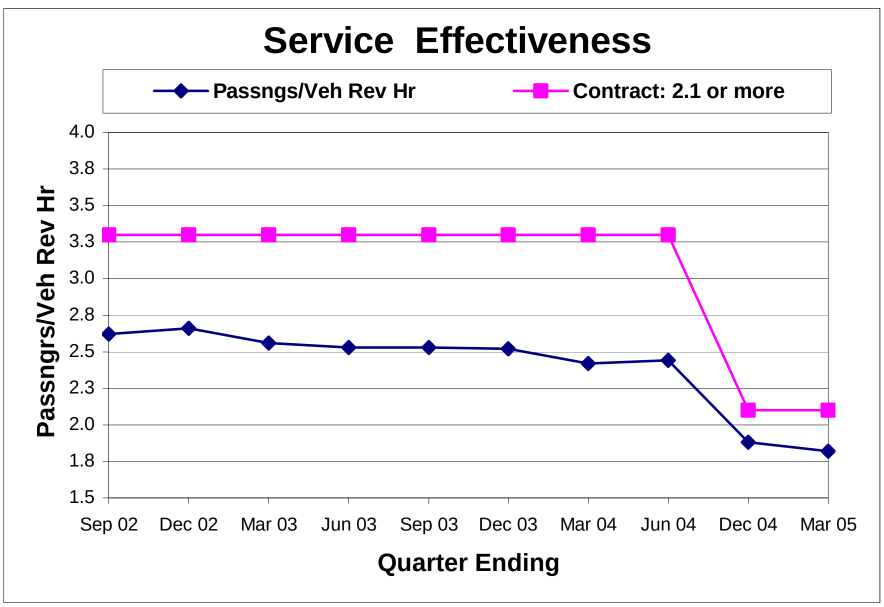
Contracted service costs have increased greater than the CPI in every year except FY 05.

4. Operate Safely, Efficiently and Effectively (continued)

MST RIDES



This favorable measure is due to decreased use of taxis.

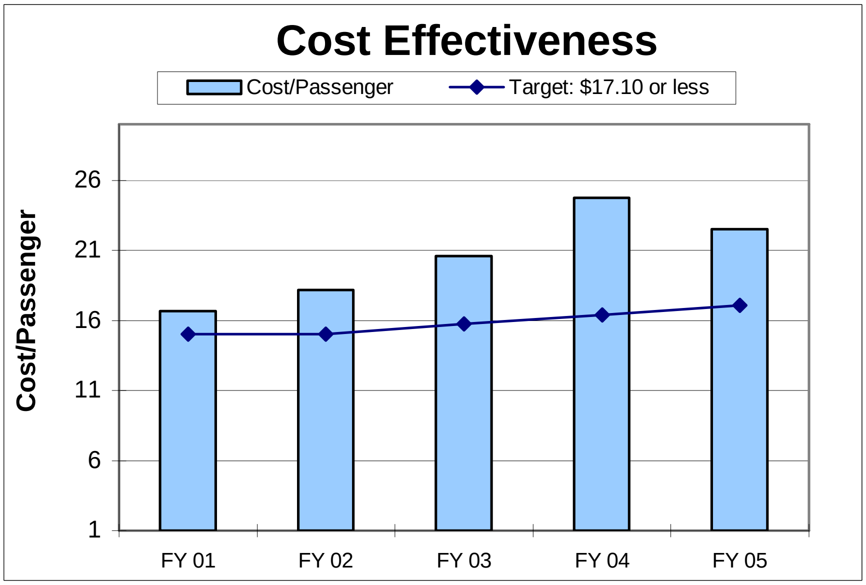


‘

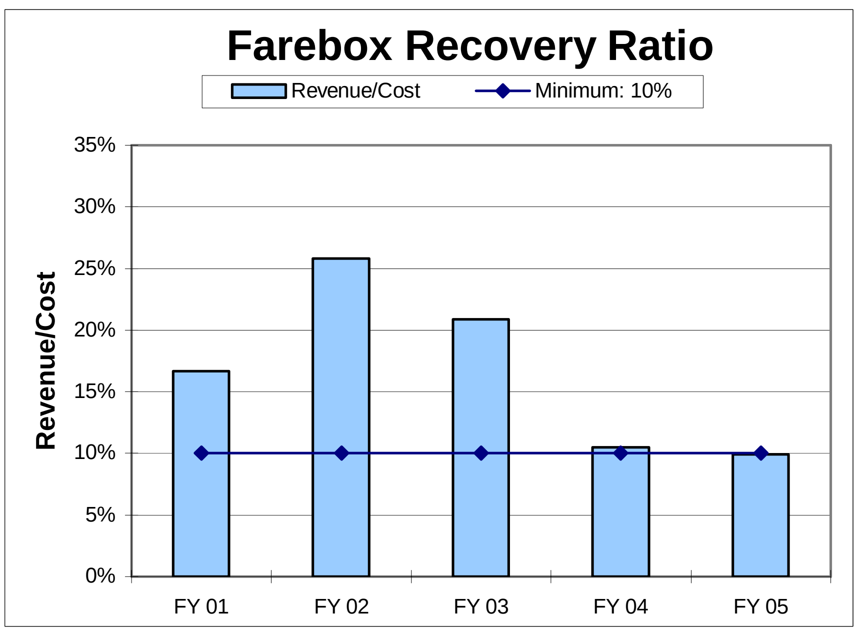
The service effectiveness target has been revised downward to meet the new contract goals and measure the contractor’s performance against incentives.

4. Operate Safely, Efficiently and Effectively (continued)

MST RIDES



Cost per passenger has increased due to passenger reductions by screening.



MediCAL Revenue, which bolstered the Farebox Recovery Ratio, ended as service was dropped in December 2002. Sufficient fare revenue now meets the State's minimum.

Appendix E

MST Fixed-Route Performance Indicators
For FY 2002 - 2004

	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY2002-04 % Change
PERFORMANCE MEASURES				
INPUT (Resources)				
Total Operating Expense	$13,913,880	$15,678,182	$16,580,573	19.2%
Employees	212	220	218	2.8%
OUTPUT (Service Produced)				
Vehicle Revenue Hours	204,921	210,871	197,416	-3.7%
Vehicle Revenue Miles	2,878,871	3,082,365	2,878,702	0.0%
END PRODUCT (Service Consumed)				
Passengers	4,761,882	4,695,517	4,624,558	-2.9%
Passenger Revenue	$4,525,967	$4,588,054	$4,659,044	2.9%
PERFORMANCE INDICATORS				
EFFICIENCY (Input vs. Output)				
Expense/Hour	$67.90	$74.35	$83.99	23.7%
Expense/Mile	$4.83	$5.09	$5.76	19.2%
Hours/Employee	967	959	906	-6.3%
SERVICE EFFECTIVENESS (Output vs. End Product)				
Passengers/Mile	1.65	1.52	1.61	-2.9%
Passengers/Hour	23.24	22.27	23.43	0.8%
Revenue/Mile	$1.57	$1.49	$1.62	2.9%
Revenue/Hour	$22.09	$21.76	$23.60	6.9%
COST EFFECTIVENESS (Input vs. End Product)				
Revenue/Expense(Farebox Recovery Ratio)	32.5%	29.3%	28.1%	-13.6%
Revenue/Passenger	$0.95	$0.98	$1.01	6.0%
Expense/Passenger	$2.92	$3.34	$3.59	22.7%
SERVICE QUALITY				
Miles/Road Call	3,192	6,964	12,909	304.4%
Accidents/100,000 Miles	2.57	2.66	2.67	4.1%
CUSTOMER SATISFACTION (Telephone and letter)				
Compliments/100,000 Passengers	0.55	0.55	1.49	173.3%
Complaints/100,000 Passengers	2.06	4.15	7.76	277.2%

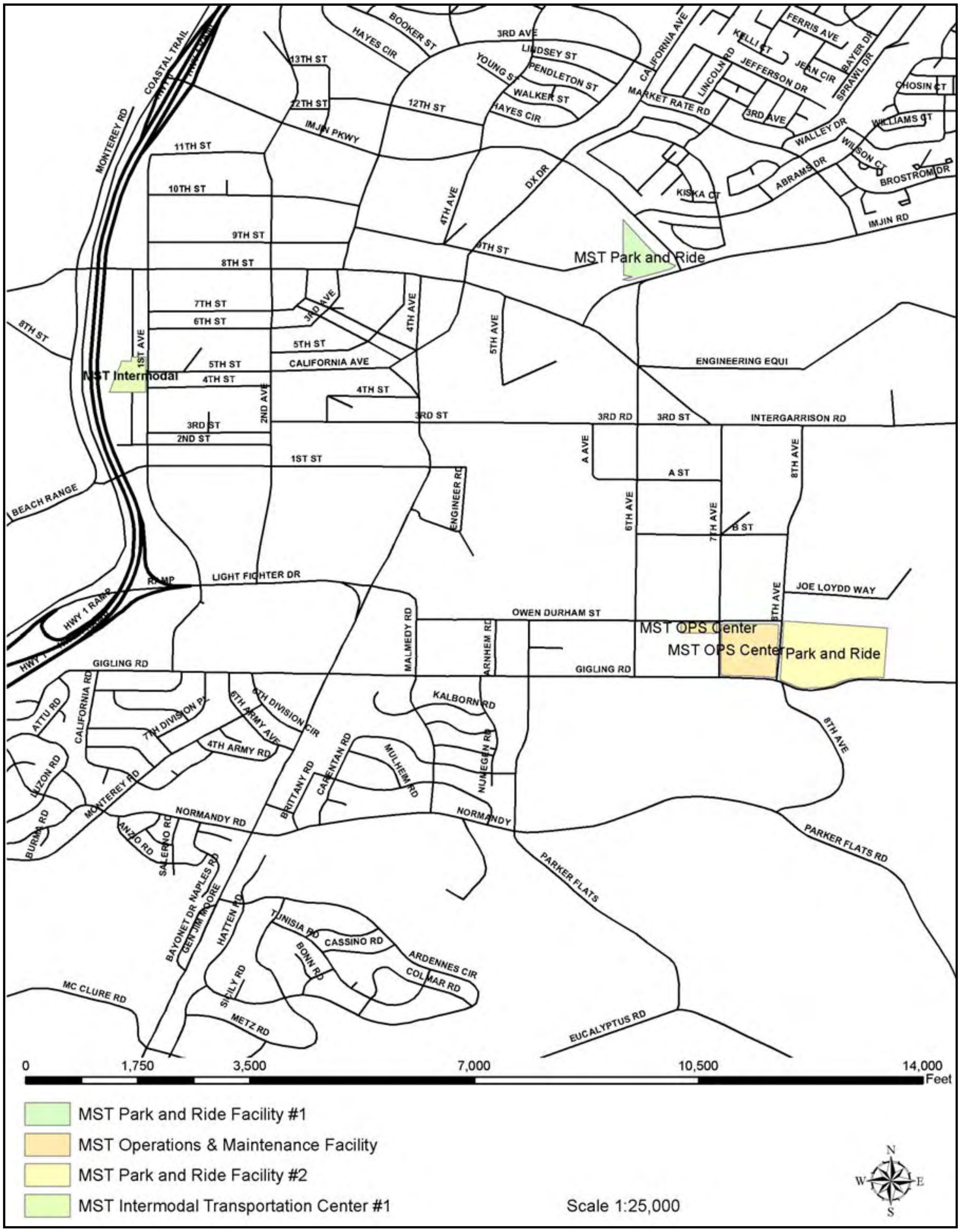
Appendix F

MST RIDES Performance Indicators
For FY 2002 - 2004

	FY2002 Actual	FY2003 Actual	FY2004 Actual	FY 2002-04 % Change
PERFORMANCE MEASURES				
INPUT (Resources)				
Total Operating Expense	$1,974,372	$2,026,963	$1,682,055	-14.8%
Employees	37	36	27	-27.0%
OUTPUT (Service Produced)				
Vehicle Revenue Hours	35,783	38,957	27,801	-22.3%
Vehicle Revenue Miles	772,892	798,965	563,192	-27.1%
END PRODUCT (Service Consumed)				
Passengers	108,226	98,057	67,947	-37.2%
Passenger Revenue	$145,714	$142,461	$175,607	20.5%
PERFORMANCE INDICATORS				
EFFICIENCY (Input vs. Output)				
Expense/Hour	$55.18	$52.03	$60.50	9.7%
Expense/Mile	$2.55	$2.54	$2.99	16.9%
Hours/Employee	967	1082	1030	6.5%
SERVICE EFFECTIVENESS (Output vs. End Product)				
Passengers/Mile	0.14	0.12	0.12	-13.8%
Passengers/Hour	3.02	2.52	2.44	-19.2%
Revenue/Mile	$0.19	$0.18	$0.31	65.4%
Revenue/Hour	$4.07	$3.66	$6.32	55.1%
COST EFFECTIVENESS (Input vs. End Product)				
Revenue/Expense(Farebox Recovery Ratio)(a)	25.8%	20.9%	10.5%	-59.3%
Revenue/Passenger	$1.35	$1.45	$2.58	92.0%
Expense/Passenger	$18.24	$20.67	$24.76	35.7%
SERVICE QUALITY				
Miles/Road Call	51,569	46,986	56,319	9.2%
Accidents/10,000 Miles	0.06	0.01	0.12	92.1%
CUSTOMER SATISFACTION (Telephone and letter)				
Compliments/10,000 Passengers	5.27	0.78	7.65	45.3%
Complaints/10,000 Passengers	3.79	0.68	6.92	82.6%

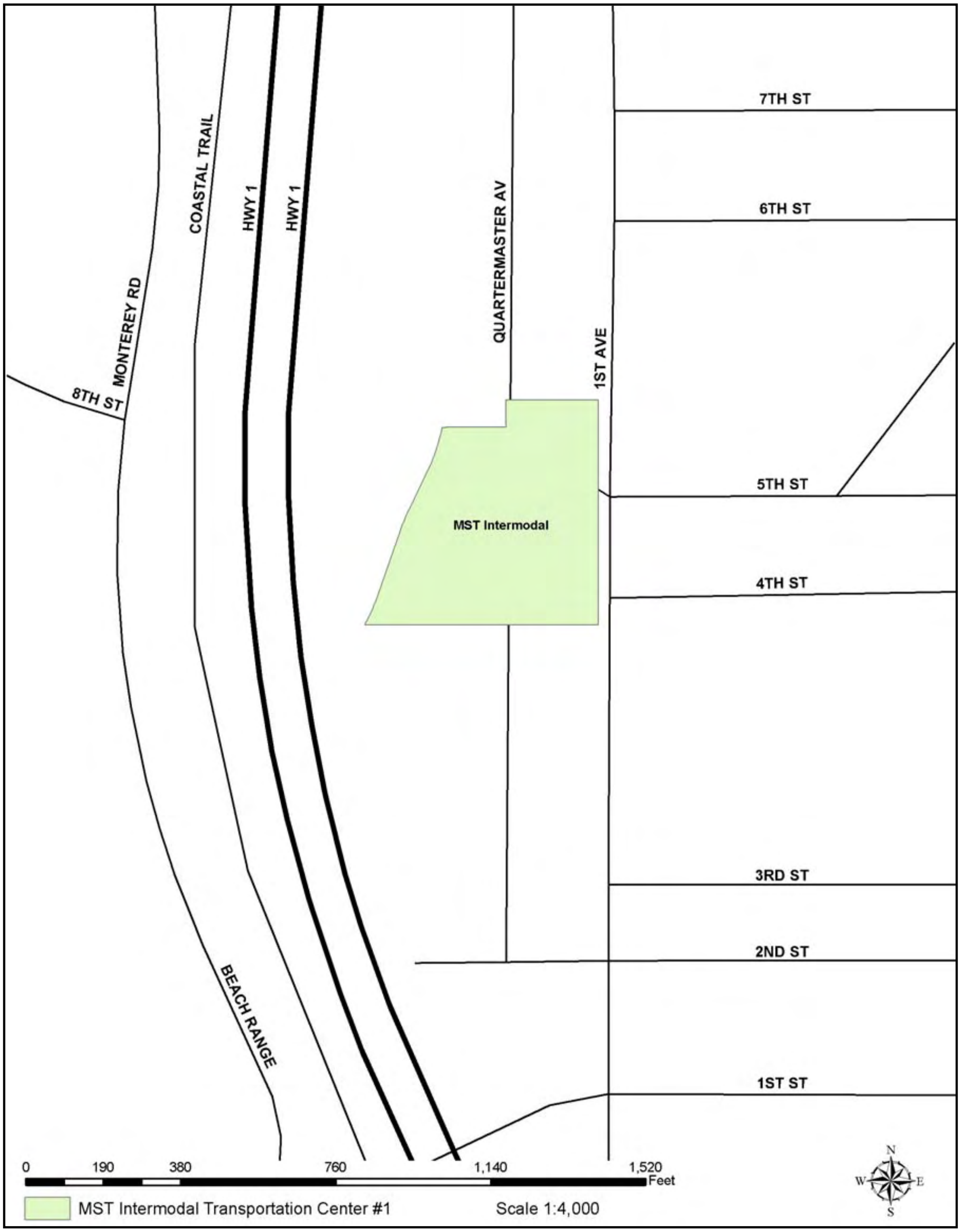
Note (a): Farebox Recovery Ratio calculation includes MediCal revenue.

Appendix G
Location of MST Transportation Facilities at Fort Ord



This page left blank.

Appendix H
Location of MST Intermodal Transportation Center #1 at Fort Ord

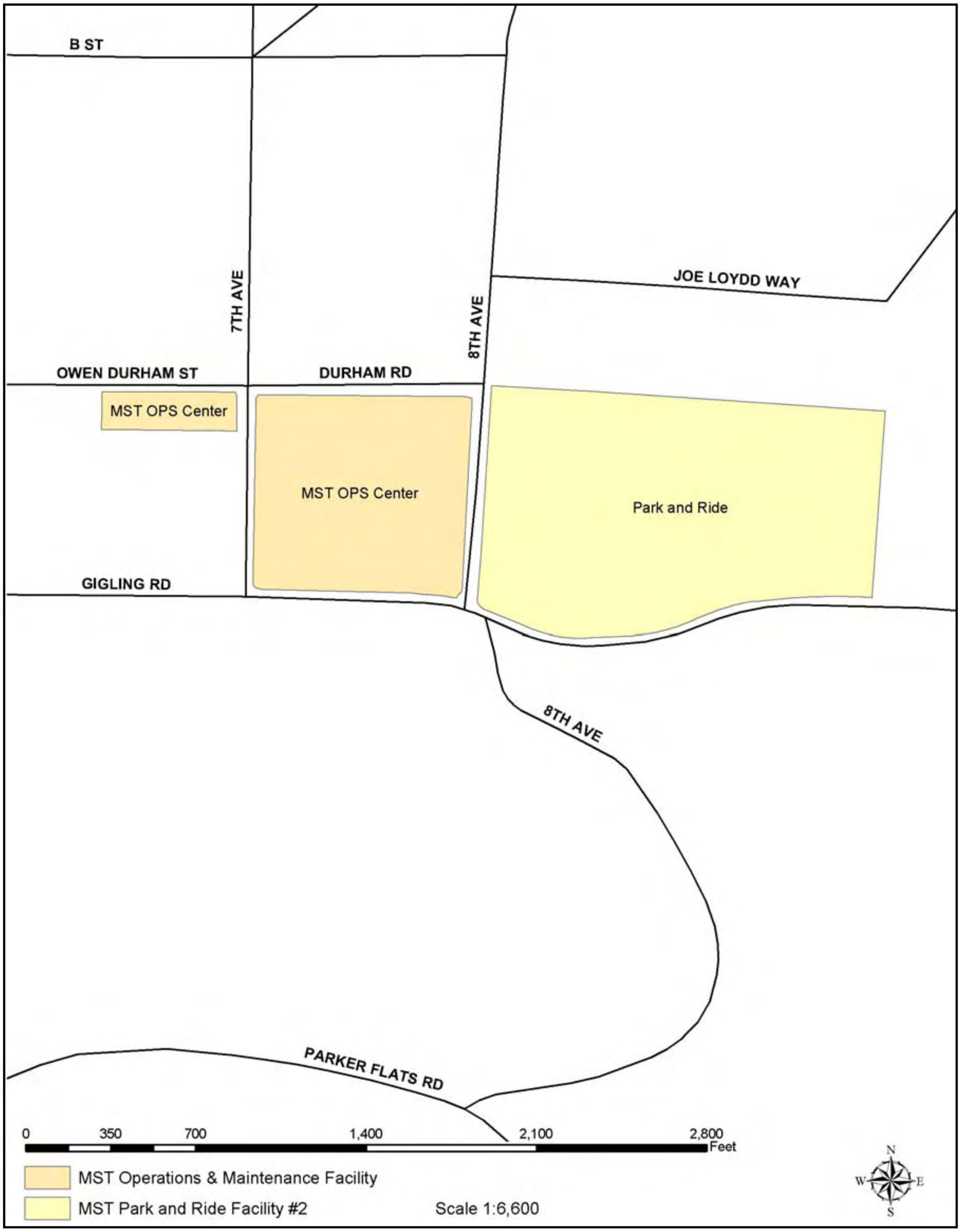


This page left blank.

Appendix I
Location of MST Park & Ride Facility #1
at 12th Street and Imjin Road

This page left blank.

Appendix J
Location of MST Park & Ride Facility #2 and
Operations & Maintenance Facility
at 8th Avenue and Gigling Road



This page left blank.

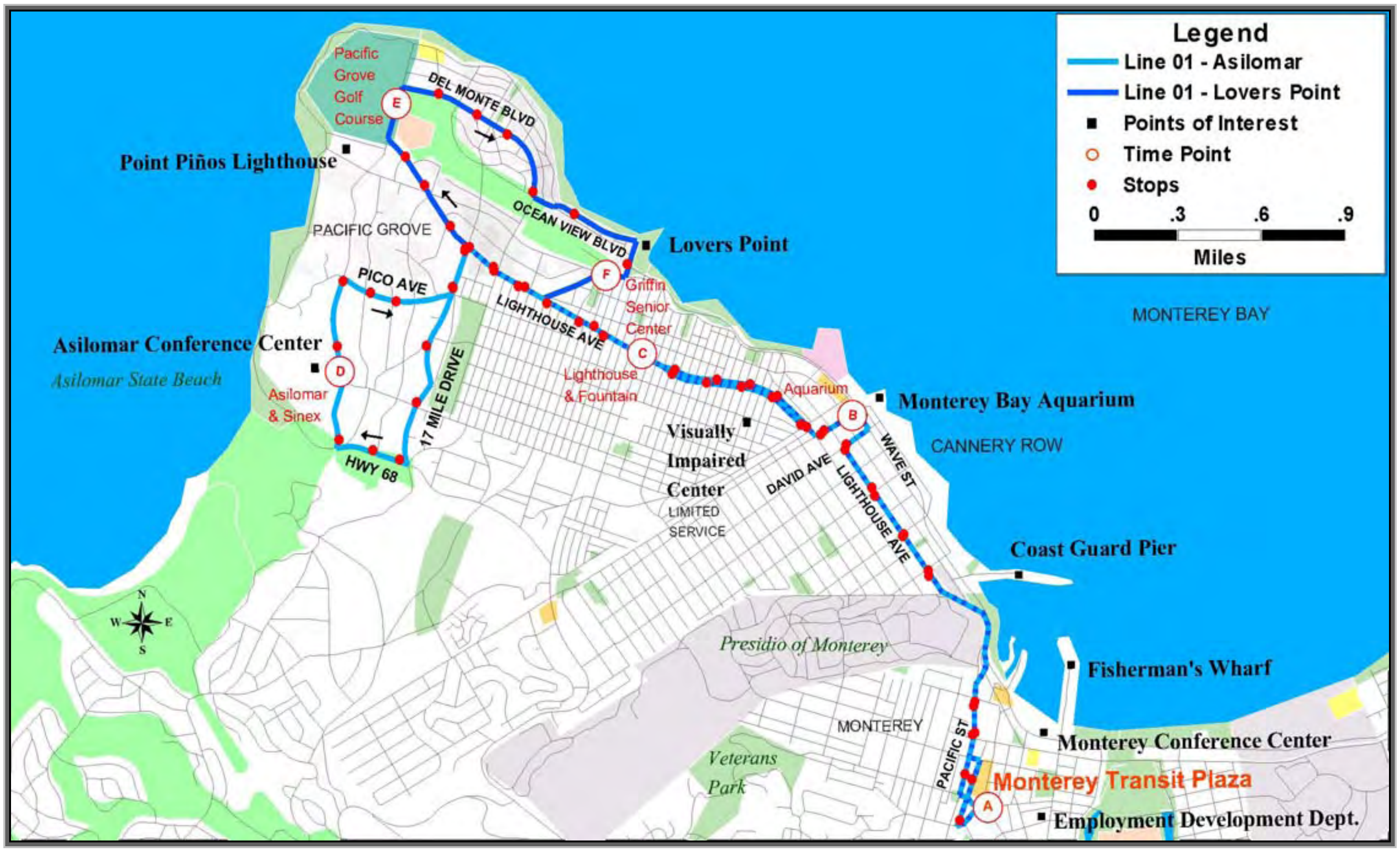
Appendix K
MST Route Profiles

1 Asilomar-Lovers Point
2 Pacific Grove
3 Skyline DART
4 Carmel Rancho
5 Carmel Rancho
8 Seaside-Del Rey Oaks DART
9 Fremont-Hilby
10 Fremont-Ord Grove
11 Edgewater-Carmel Express
16 Edgewater-Marina
17 Edgewater-Marina
20 Monterey-Salinas
21 Monterey-Salinas via Highway 68
22 Big Sur
23 Salinas-King City
24 Carmel Valley
25 Monterey-Gilroy
26 Salinas-Gilroy
27 Watsonville-Monterey
28 Watsonville-Salinas
29 Watsonville-Salinas
36 Laguna Seca-Carmel
37 Laguna Seca-Seaside
38 Laguna Seca-Monterey
39 Laguna Seca-Salinas
41 East Alisal-Northridge
42 East Alisal-Westridge
43 Memorial Hospital
44 Westridge
45 East Market-Creekbridge
46 Natividad
53 Monterey Peninsula-South County Express
MST Trolley (WAVE)

Note: Unless otherwise specified, passenger- per-hour(pph) data is from FY 2004.

This page left blank.

Line 1	Asliomar - Lovers Point



Major Markets: Old Monterey, New Monterey, Cannery Row, Asliomar, & Pacific Grove.

Major Landmarks: Monterey Transit Plaza, Fisherman's Wharf, Lighthouse Ave., Cannery Row, Monterey Bay Aquarium, Pacific Grove City Hall, Pacific Grove Post Office, Pacific Grove Library, Pacific Grove Golf Links, Pacific Grove Natural History Museum, Pacific Grove Recreation Club, Pacific Grove Senior Center, Pacific Grove Camber of Commerce, Monterey Doctors on Duty Clinic, Coast Guard Station, Asliomar State Beach, Asliomar Conference Grounds, California's First Theatre, Esplanade Park, George Washington Park, Monterey Conference Center, Monterey State Historic Park Headquarters, Monterey Senior Center, Point Pinos Light Station, Monterey Institute of International Studies, Gateway Center of Monterey County, Visually Impaired Center, Griffin Senior Center, and Lovers Point.

Service	Time	Headway
Weekdays	6:10 am – 11:00 pm	30 minutes
Saturdays	6:10 am – 11:00 pm	30 minutes
Sundays	7:45 am – 7:40 pm	1 hour
Holidays	7:45 am – 7:14 pm	1 hour

Roundtrip Distance	**9.2 miles**
Number of Stops	**54 stops**
Passengers Per Hour	**26.85 pph**

Line 2 | Pacific Grove

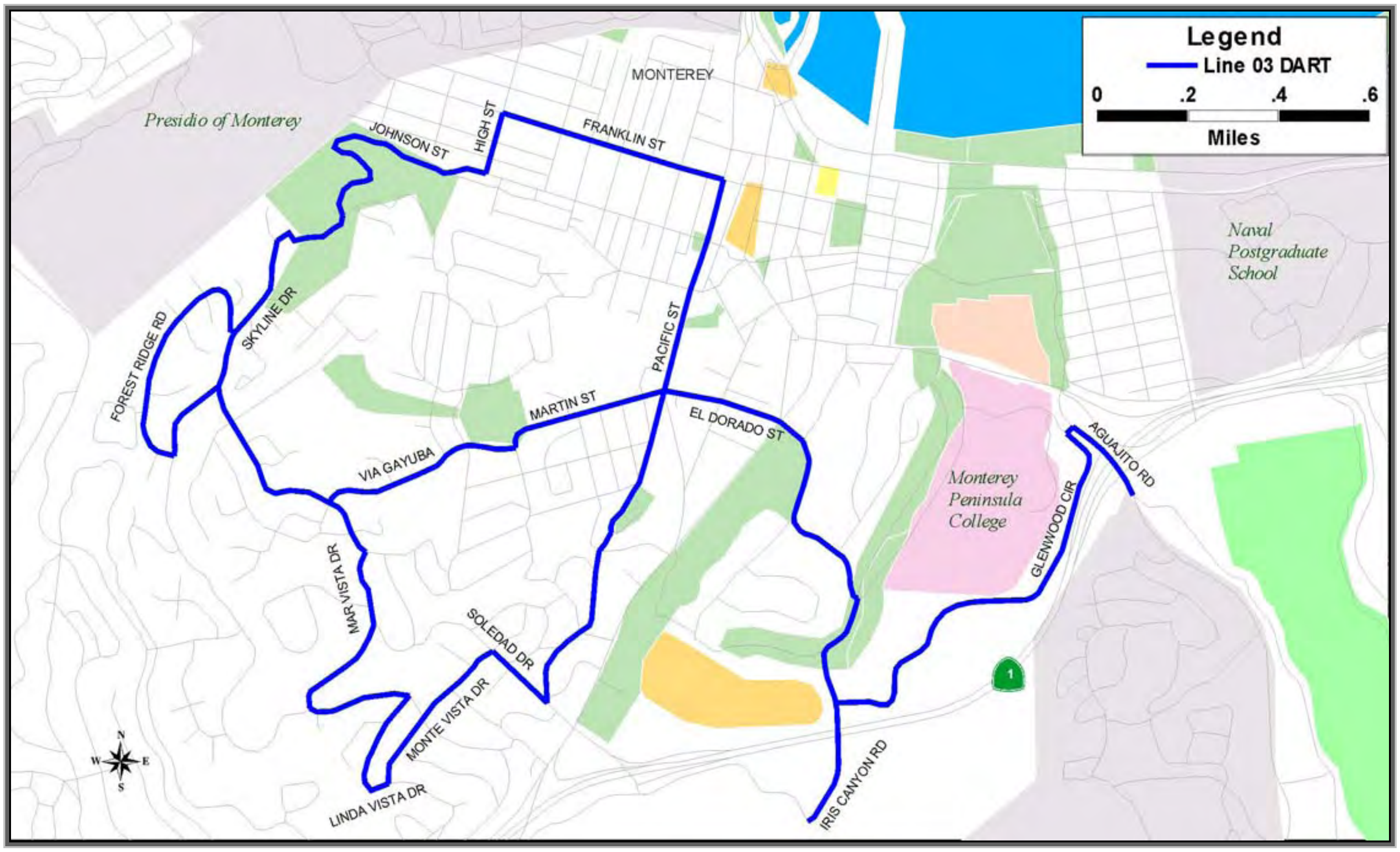
Major Markets: Old Monterey, New Monterey, Cannery Row, Asliomar, & Pacific Grove.

Major Landmarks: Monterey Transit Plaza, Lighthouse Ave., David Ave., Country Club Gate Shop Center, Pacific Grove City Hall, Pacific Grove Library, Primus Clinic of Monterey, Defense Language Institute, Presidio of Monterey, Archer Park Center, California's First Theatre, Fisherman's Warf, Hilltop Park Center, Monterey Bay Aquarium, Pacific Grove Community Center, Pacific Grove Tennis Courts, Monterey Institute of International Studies, Pacific Grove High School, Pacific Grove Middle School, Pacific Grove Cambers of Commerce, and Del Monte Park.

Service	Time	Headway
Weekdays	6:20 am – 8:04 pm	1 hour 30 minutes
Saturdays	6:20 am – 8:04 pm	1 hour 30 minutes
Sundays	6:20 am – 8:04 pm	1 hour 30 minutes
Holidays	Not in Service	

Roundtrip Distance	**13.4 miles**
Number of Stops	**75 stops**
Passengers Per Hour	**16.61 pph**

Line 3	Skyline *DART*



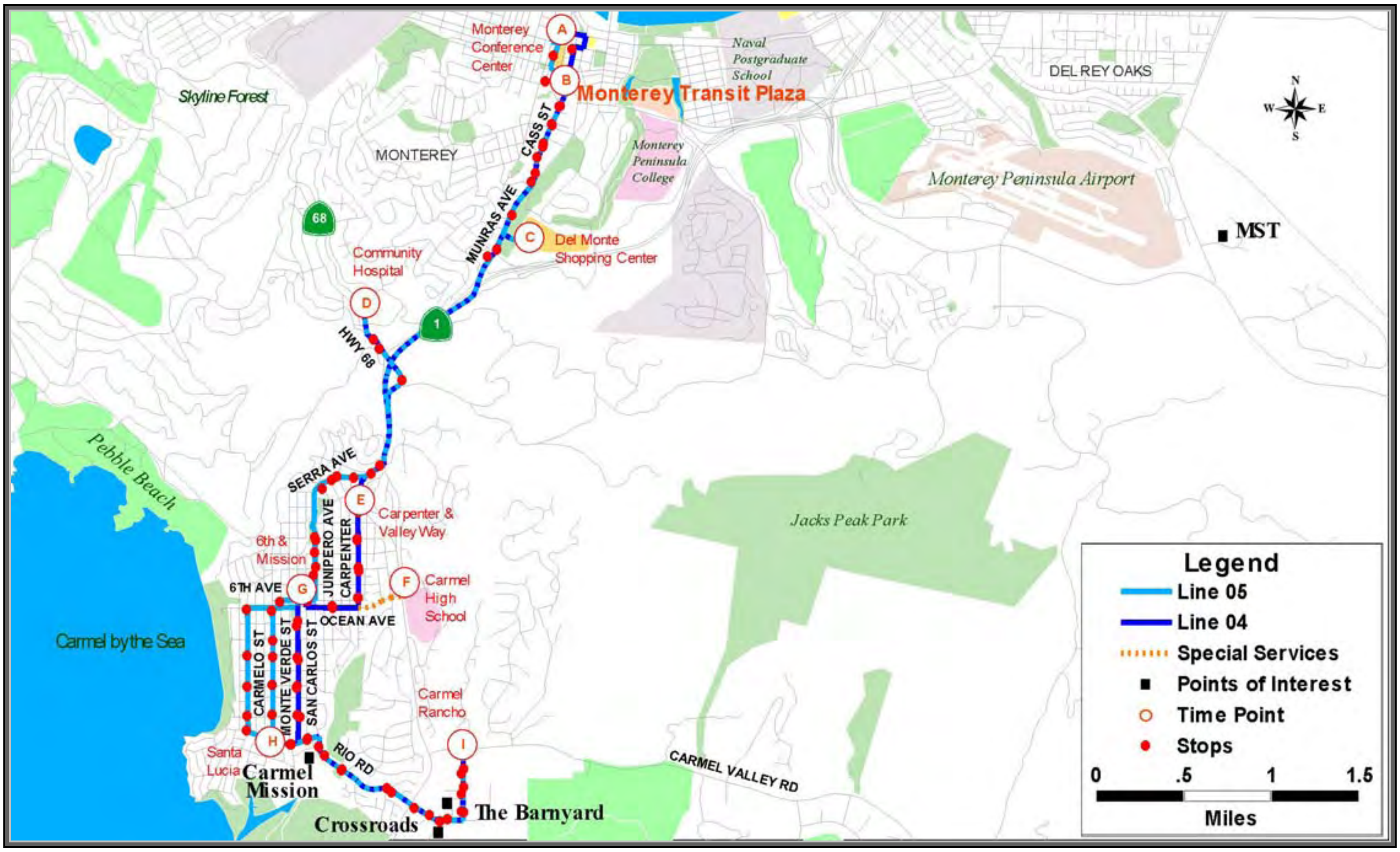
Major Markets: Monterey and Skyline Forest.

Major Landmarks: Monterey Transit Plaza, Monterey City Hall, Downtown Monterey, Skyline Dr., El Dorado Medical Center, Community Hospital of the Monterey Peninsula, Monterey Hospice, Defense Language Institute, Via Paraiso Park, Colton Middle School, Glenwood Circle, Del Monte Shopping Center, and the Monterey County Courthouse.

Service	Time	Headway
Weekdays	6:45 am – 6:45 pm	On demand
Saturdays	7:30 am – 6:30 pm	On demand
Sundays	Not in Service	
Holidays	Not in Service	

Roundtrip Distance	**N/A**
Number of Stops	**38 stops**
Passengers Per Hour	**4.88 pph**

Line 4	Carmel Rancho



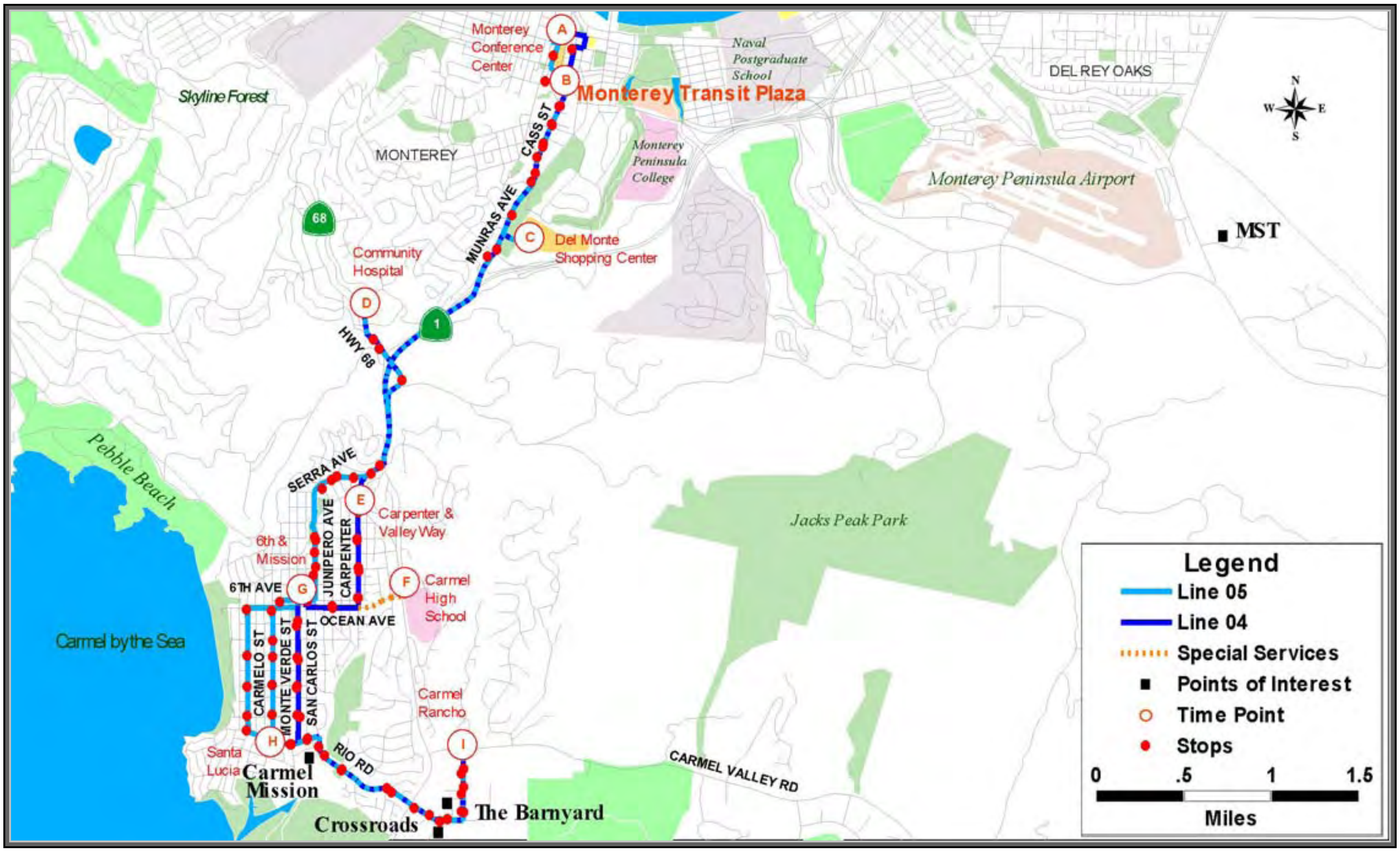
Major Markets: Monterey, Carmel, and Carmel-By-The-Sea.

Major Landmarks: Carmel City Hall, Carmel Rancho Post Office, Carmel-By-The-Sea Post Office, Monterey Post Office, Harrison Memorial, Community Hospital of the Monterey Peninsula, Carmel Mission, Mission Trails Park, Monterey Conference Center, Sunset Cultural Center, Carmel High School, Barnyard, Carmel Plaza, Carmel Rancho, Crossroads, and Del Monte Shopping Center.

Service	Time	Headway
Weekdays	6:45 am – 11:04 pm	1 hour
Saturdays	6:45 am – 11:04 pm	1 hour 30
Sundays	7:15 am – 6:15 pm	1 hour 30
Holidays	Not in Service	

Roundtrip Distance	**15.3 miles**
Number of Stops	**62 stops**
Passengers Per Hour	**20.74 pph**

Line 5	Carmel Rancho



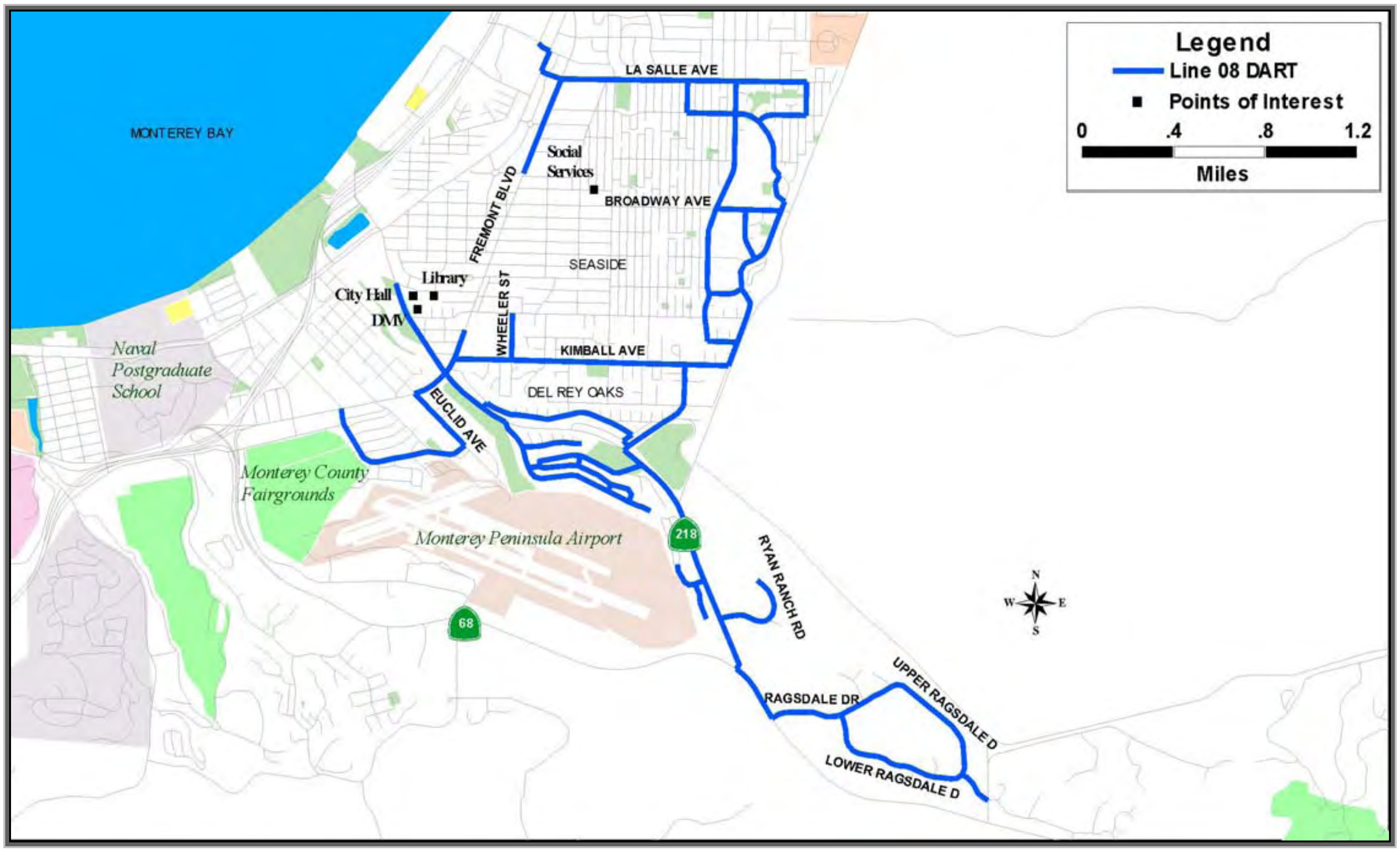
Major Markets: Monterey, Carmel, and Carmel-By-The-Sea

Major Landmarks: Carmel City Hall, Carmel Rancho Post Office, Carmel-By-The-Sea Post Office, Monterey Post Office, Carmel Beach, Harrison Memorial, Community Hospital of the Monterey Peninsula, Carmel Mission, Mission Trails Park, Monterey Conference Center, Sunset Cultural Center, Carmel High School, Barnyard, Carmel Plaza, Carmel Rancho, Crossroads, and Del Monte Shopping Center.

Service	Time	Headway
Weekdays	6:45 am – 11:04 pm	1 hour
Saturdays	6:45 am – 11:04 pm	1 hour
Sundays	7:15 am – 6:15 pm	1 hour
Holidays	7:15 am – 6:13 pm	1 hour

Roundtrip Distance	**16.3 miles**
Number of Stops	**72 stops**
Passengers Per Hour	**24.16 pph**

Line 8	Seaside - Del Rey Oaks *DART*



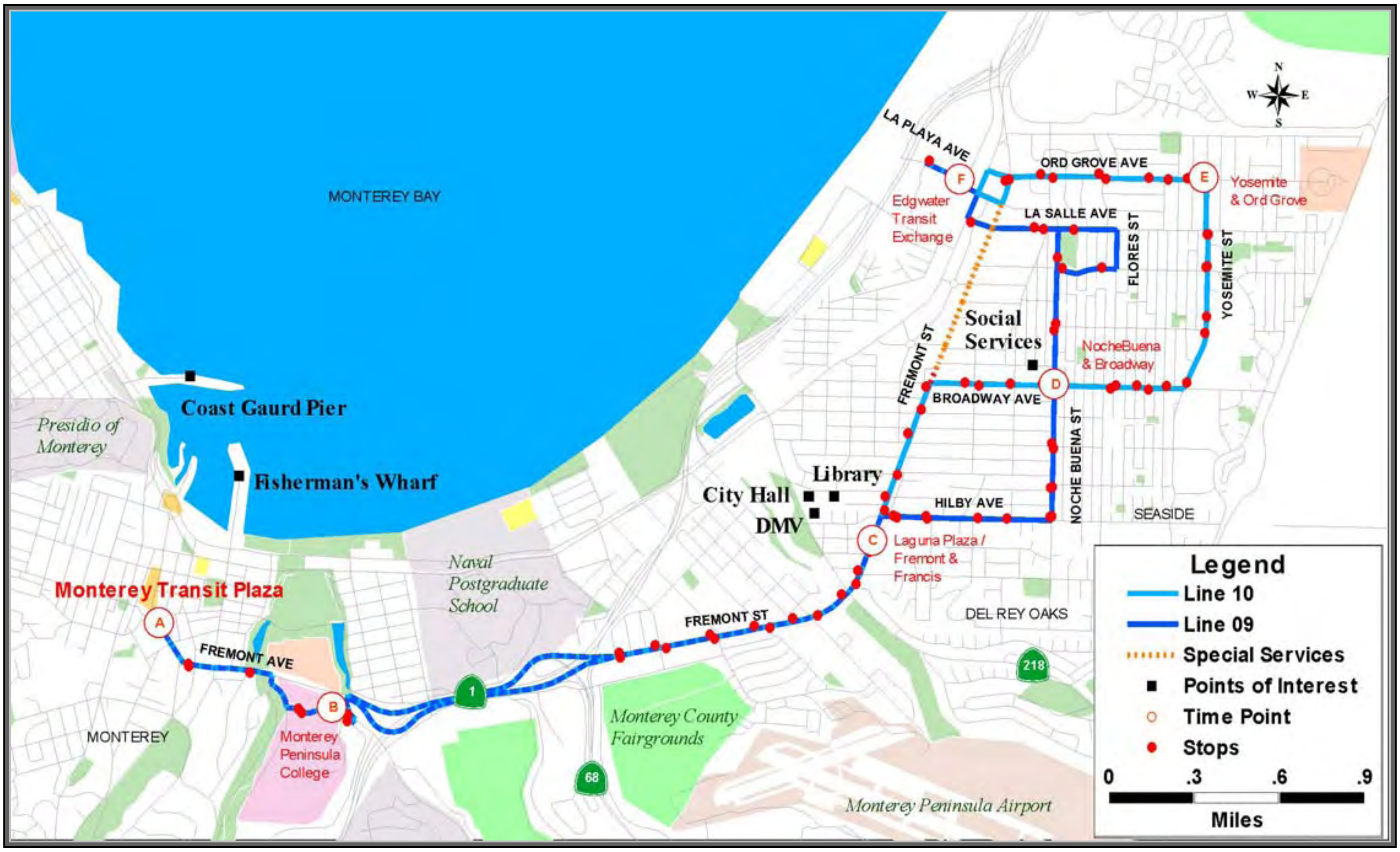
Major Markets: Seaside and Del Rey Oaks

Major Landmarks: Del Rey Oaks City Hall, Del Rey Oaks Driving Range, Del Rey Oaks Doctors on Duty, Oldemeyer Center, York School, CTB McGraw Hill, Laguna Plaza, Ryan Ranch Business Park, Villa Del Monte, and the Monterey Salinas Transit Office.

Service	Time	Headway
Weekdays	6:45 am – 6:45 pm	On demand
Saturdays	7:30 am – 6:30 pm	On demand
Sundays	Not in Service	
Holidays	Not in Service	

Roundtrip Distance	**N/A**
Number of Stops	**41 stops**
Passengers Per Hour	**3.53 pph**

Line 9	Fremont - Hilby



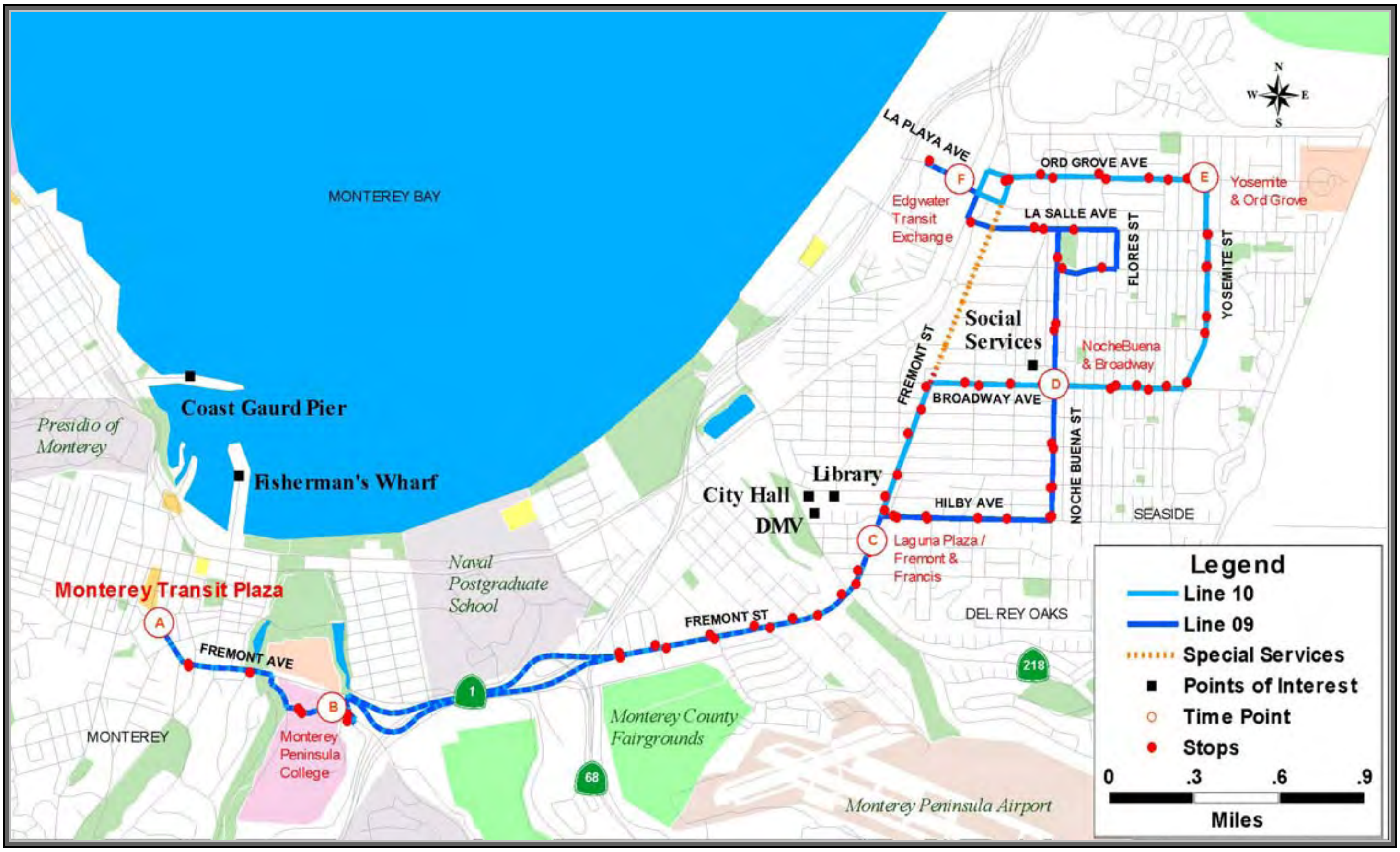
Major Markets: Monterey, Del Rey Oaks, Sand City, and Seaside.

Major Landmarks: Seaside DMV, Seaside Post Office, Seaside City Hall, Seaside Library, Monterey Peninsula College, Monterey County Fairgrounds, Cutino Park, Lake El Estero, Seaside Multi-Use Oldemeyer Center, Monterey Peninsula YMCA, Sand City Costco, Edgewater Shopping Center, Laguna Plaza, Seaside Planned Parenthood, Monterey Peninsula Auto Center, and Ralph's.

Service	Time	Headway
Weekdays	6:14 am – 12:09 am	30 minutes
Saturdays	6:14 am – 12:09 pm	30 minutes
Sundays	7:05 am – 7:17 pm	1 hour
Holidays	8:13 am – 6:26 pm	2 hours

Roundtrip Distance	**11.1 miles**
Number of Stops	**53 stops**
Passengers Per Hour	**33.57 pph**

Line 10 — Fremont - Ord Grove



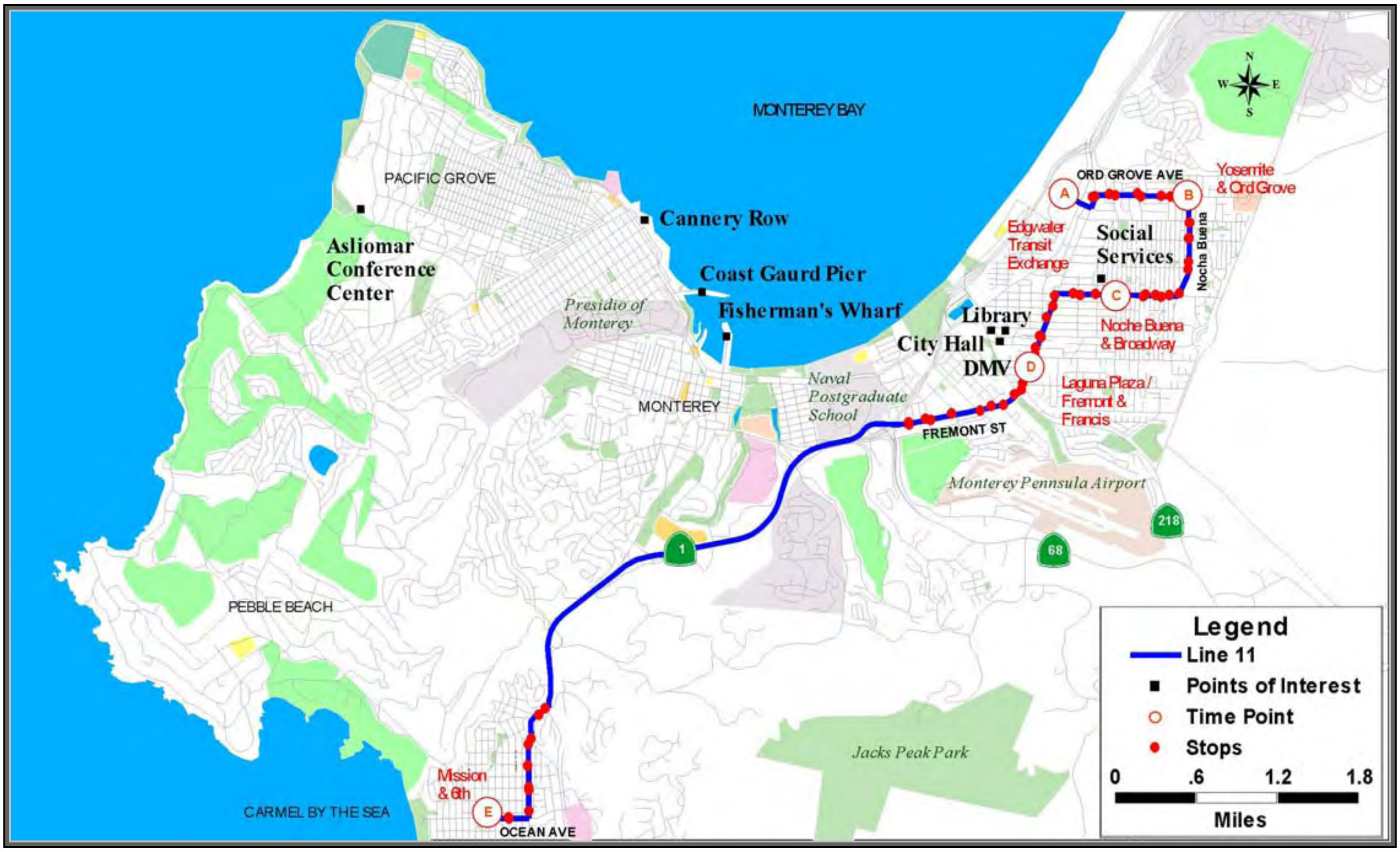
Major Markets: Monterey, Del Rey Oaks, Sand City, and Seaside.

Major Landmarks: Seaside DMV, Seaside Post Office, Seaside City Hall, Seaside Library, Monterey Peninsula College, Monterey County Fairgrounds, Seaside Planned Parenthood, Lincoln Cunningham Park, King Middle School, Seaside High School, Lake El Estero, Monterey Peninsula YMCA, Sand City Costco, Edgewater Shopping Center, Laguna Plaza, Monterey Peninsula Auto Center, and Ralph’s.

Service	Time	Headway
Weekdays	5:45 am – 12:25 am	30 minutes
Saturdays	6:15 am – 12:25 am	1 hour
Sundays	6:45 am – 7:49 pm	1 hour
Holidays	7:10 am – 6:13 pm	1 hour

Roundtrip Distance	**12.2 miles**
Number of Stops	**32 stops**
Passengers Per Hour	**39.54 pph**

Line 11	Edgewater - Carmel *Express*



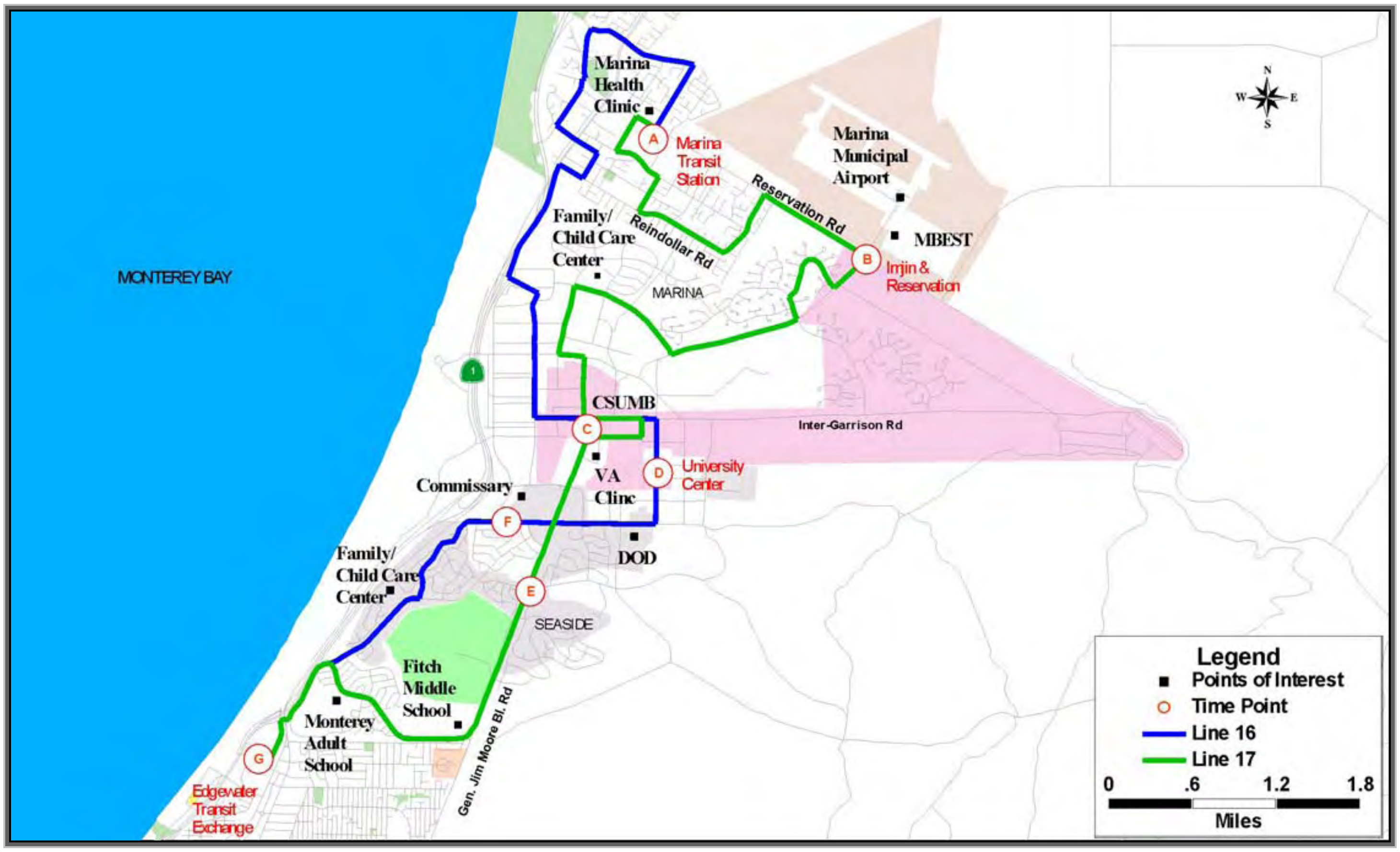
Major Markets: Monterey, Carmel, and Carmel-By-The-Sea

Major Landmarks: Carmel City Hall**,** Carmel-By-The-Sea Post Office, Harrison Memorial Library, Carmel, Beach, and Carmel Plaza.

Service	Time	Headway
Weekdays	7:05 am – 5:08 pm	1 hour
Saturdays	7:05 am – 5:08 pm	1 hour
Sundays	7:05 am – 5:08 pm	1 hour
Holidays	7:00 am – 7:33 pm	Once a Day

Roundtrip Distance	**18.3 miles**
Number of Stops	**55 stops**
Passengers Per Hour	**45.49 pph**

Line 16 | Edgewater - Marina



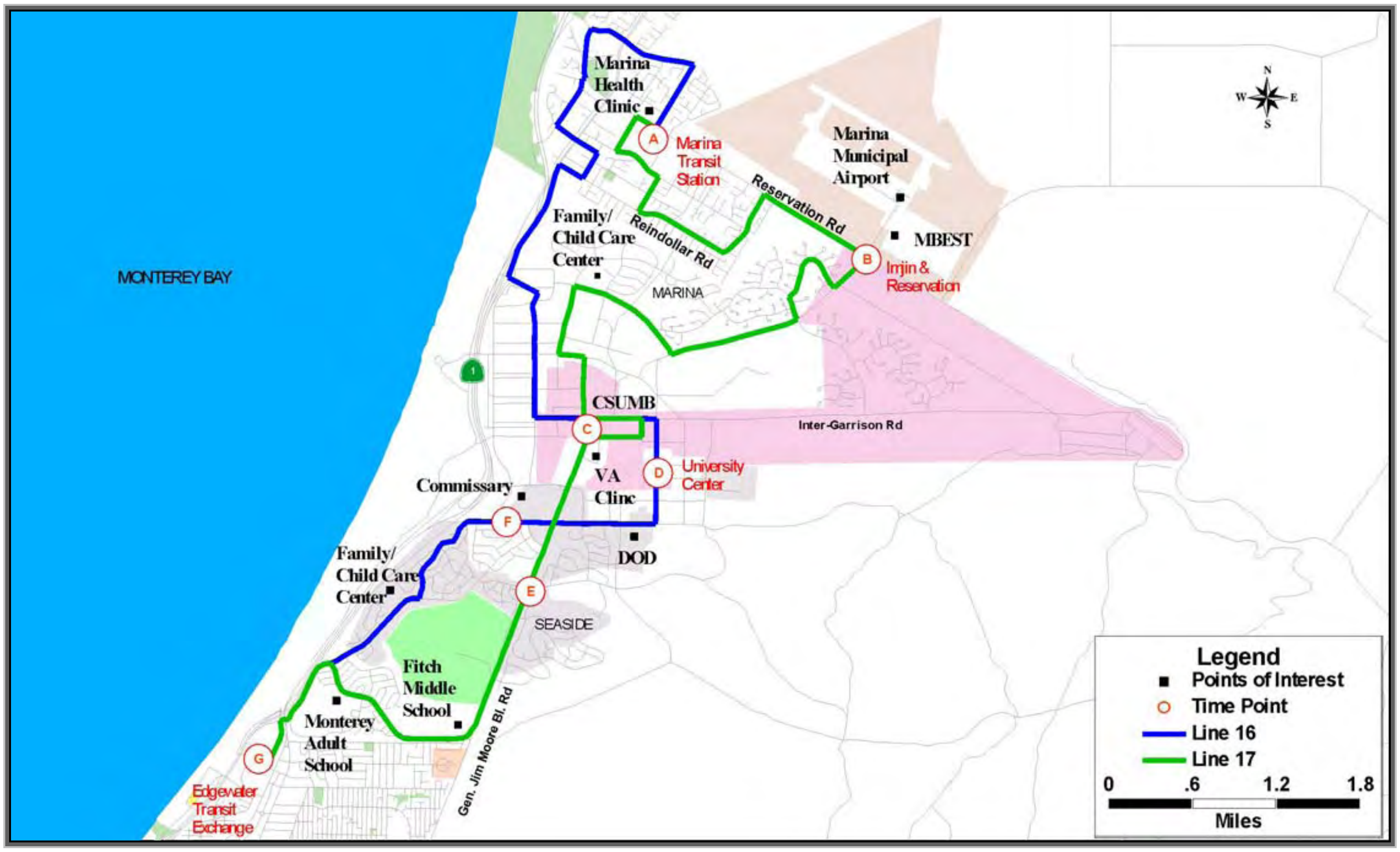
Major Markets: Sand City, Seaside, Edgewater Transit Exchange, CSUMB, Former Fort Ord, Marina Beach Resort Area, Marina.

Major Landmarks: Edgewater Transit Exchange, Edgewater Shopping Center, Seaside Family/Child Care Center, Commissary/PX, Department of Defense Silas B. Hayes Building, CSUMB University Center, Marina Library, Marina City Hall, Locke Paddon Park, Marina Landing Shopping Center, Marina Health Clinic, Marina Post Office, and Marina Transit Exchange.

Service	Time	Headway
Weekdays	6:00 am – 6:40 pm	1 hour
Saturdays	7:00 am – 6:55 pm	1 hour
Sundays	Not in Service	
Holidays	Not in Service	

Roundtrip Distance	**24.3 miles**
Number of Stops	**94 stops**
Passengers Per Hour	**9.00**

Line 17 — Edgewater - Marina



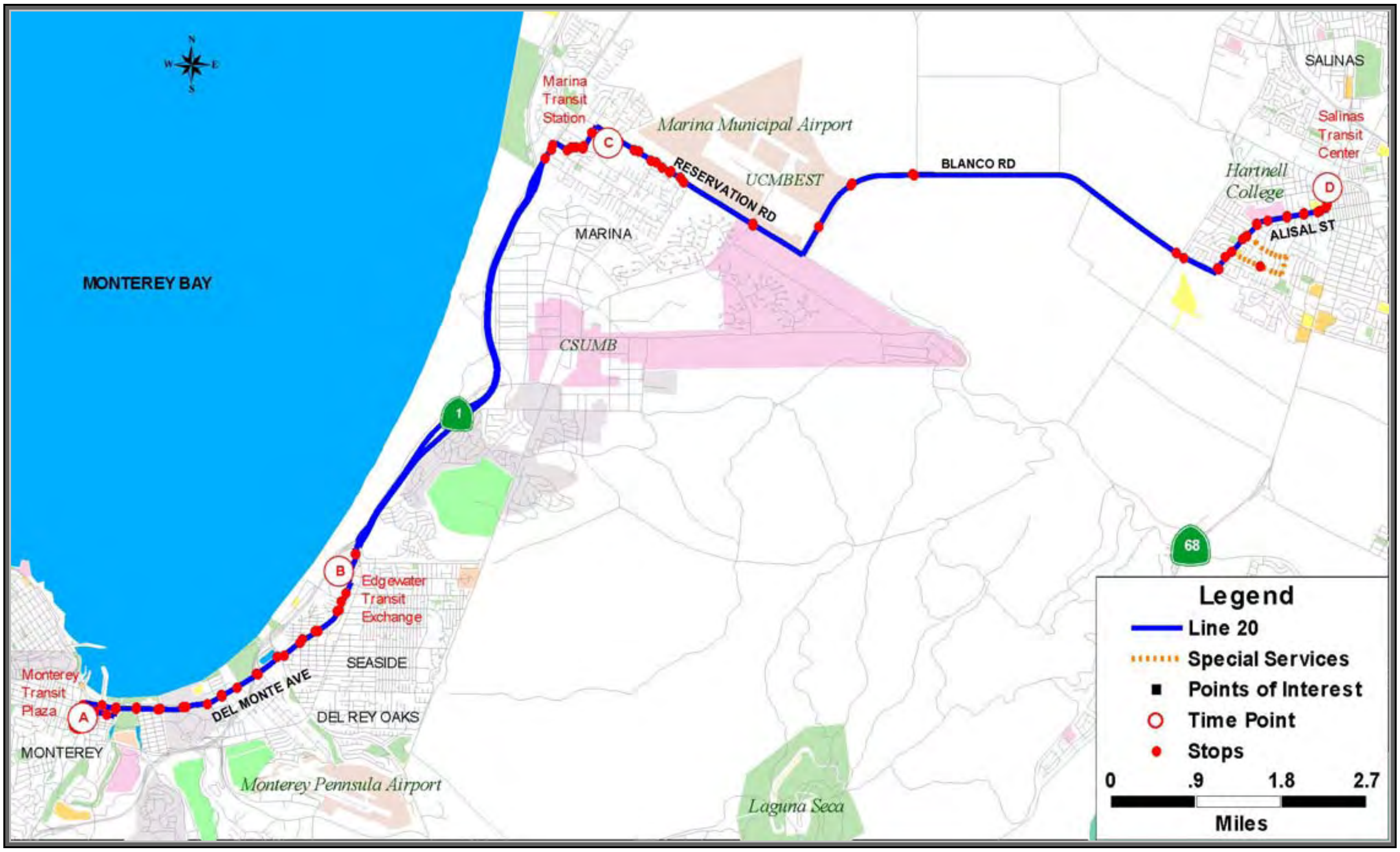
Major Markets: Sand City, Seaside, Former Fort Ord, CSUMB, Preston Drive, Marina

Major Landmarks: Edgewater Transit Exchange, Edgewater Shopping Center, Monterey Adult School, Fitch Middle School, Veterans Administration (VA) Clinic, CSUMB dormitories, Family/Child Care Center, UC MBEST, Marina Municipal Airport, Marina Library, Los Arboles Middle School/Sports Complex, Seacrest Plaza, Marina Health Clinic, Marina Post Office, and Marina Transit Station.

Service	Time	Headway
Weekdays	6:45 am – 6:25 pm	1 hour
Saturdays	7:00 am – 6:56 pm	1 hour
Sundays	7:30 am – 5:55 pm	90 minutes
Holidays	7:30 am – 5:55 pm	90 minutes

Roundtrip Distance	**23.6 miles**
Number of Stops	**78 stops**
Passengers Per Hour	**12.66**

Line 20	Monterey - Salinas *via Marina*



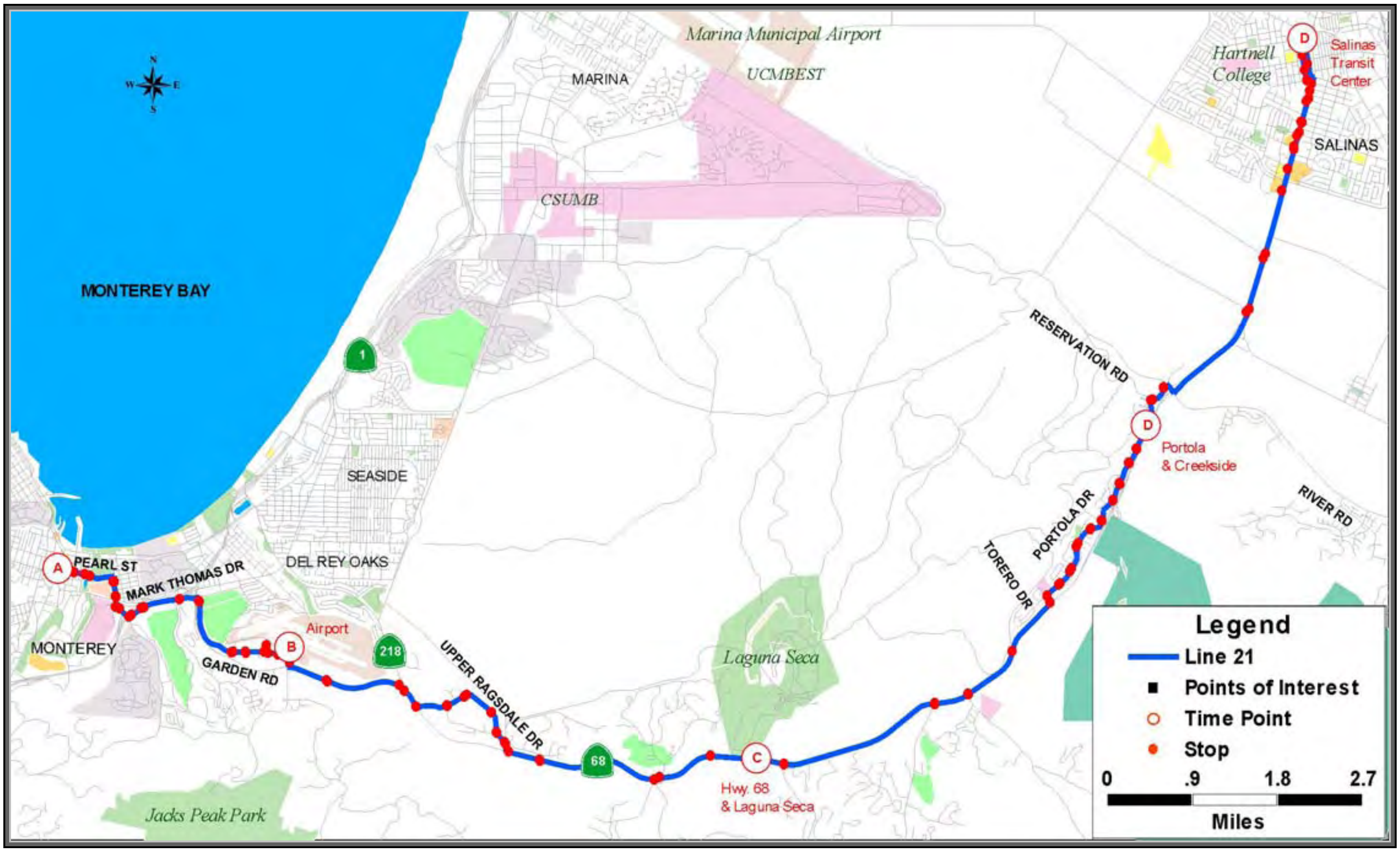
Major Markets: Monterey, Seaside, Sand City, Marina, and Salinas

Major Landmarks: Monterey County Courthouse - Salinas, Seaside DMV, Marina Veterans Center, Marina City Hall, Marina Post Office, Salinas Main Post Office, Marina Library, Hartnell College, Salinas Hospice, Salinas City Hall, Naval Postgraduate School, Central Park – Salinas, Dennis the Menace Park, Jacks Park, Laguna Grande Park, Lake El Estero, Monterey State Beach, Roberts Lake Park, Salinas Recreation Center, Notre Dame High School, Palma High School, Seaside High School, Washington Middle School, Costco – Sand City, Edgewater Shopping Center, Monterey Peninsula Auto Center, Seacrest Plaza, Monterey Greyhound Bus, Salinas Greyhound Bus, Marina Municipal Airport, and the Seaside Chamber of Commerce.

Service	Time	Headway
Weekdays	5:10 am – 12:00 am	30 minutes
Saturdays	5:10 am – 12:00 am	30 minutes
Sundays	7:45 am – 7:32 pm	1 hour
Holidays	7:45 am – 6:40 pm	1 hour

Roundtrip Distance	**38.6 miles**
Number of Stops	**87 stops**
Passengers Per Hour	**28.25 pph**

Line 21	Monterey - Salinas *via Hwy 68*



Major Markets: Monterey and Salinas.

Major Landmarks: Employment Development Department – Monterey, Internal Revenue Service, Salinas City Hall, Seaside City Hall, Monterey Peninsula College, Stienbeck Library, on Duty - Del Rey Oaks Doctors & Salinas, Dennis the Menace Park, Lake El Estero, Monterey Youth Center, Navy Golf Course, Salinas Recreation Center, YMCA – Monterey Peninsula & Salinas, Monterey College of Law, Notre Dame High School, Palma High school, Salinas High school, Santa Catalina School, Washington Middle School, York School, Ryan Ranch Business Park, Star Center, Valley Center, and the Monterey Peninsula Airport.

Service	Time	Headway
Weekdays	6:05 am – 6:17 pm	1 hour
Saturdays	6:05 am – 6:17 pm	1 hour
Sundays	Not in Service	
Holidays	Not in Service	

Roundtrip Distance	**40.7 miles**
Number of Stops	**115 stops**
Passengers Per Hour	**12.37 pph**

Line 22	Big Sur

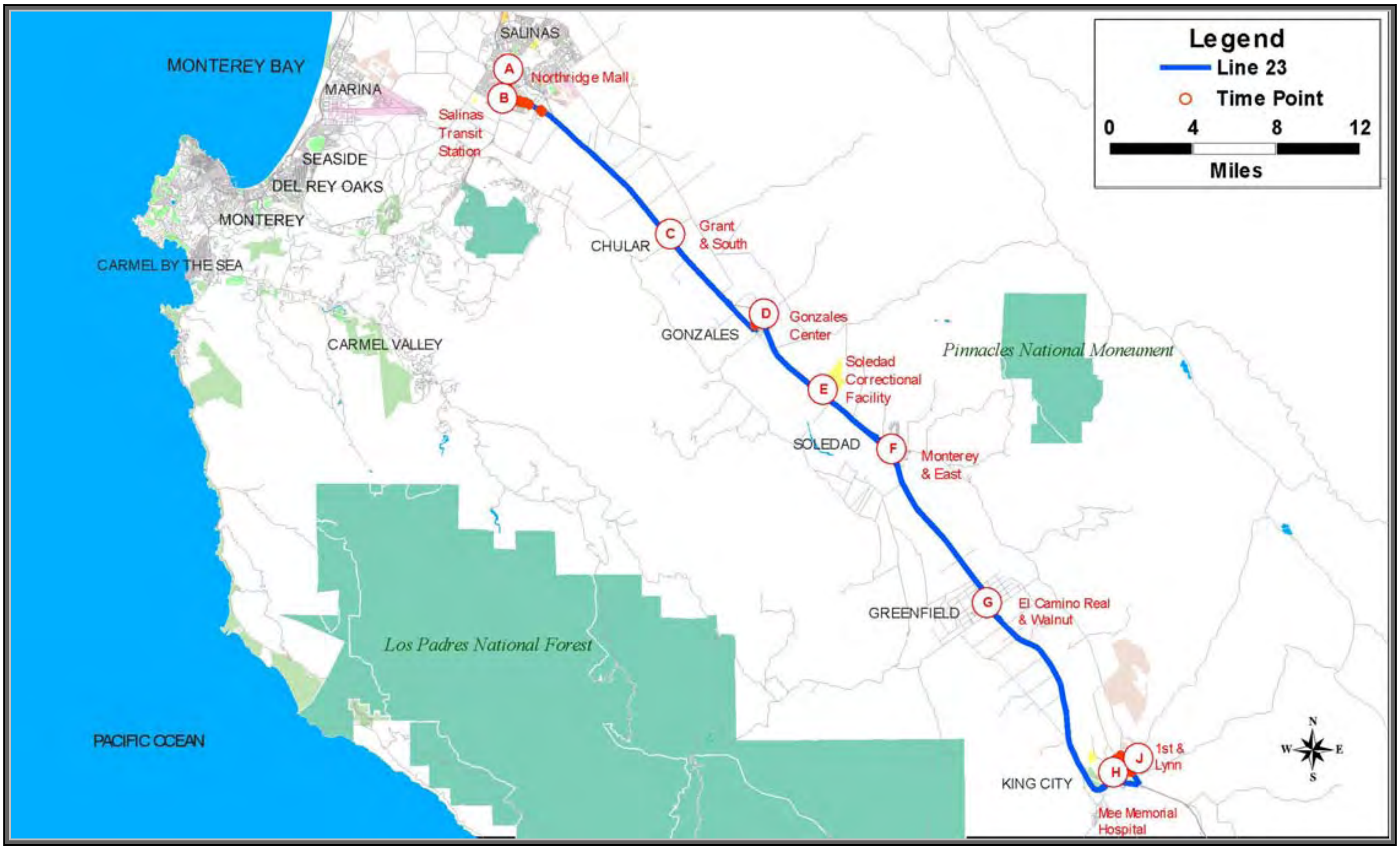
Major Markets: Monterey, Carmel, Carmel-By-The-Sea, and Big Sur

Major Landmarks: Carmel-By-The-Sea Post Office, Big Sur, Big Sur Post Office, Andrew Molera State Park, Monterey Conference Center, Pfeiffer Big Sur Park, Point Lobos State Reserve, Carmel Plaza, and the Del Monte Shopping Center.

Service	Time	Headway
Weekdays	9:15 am – 5:45 pm	5 hours 40 minutes
Saturdays	9:15 am – 5:45 pm	5 hours 40 minutes
Sundays	9:15 am – 5:45 pm	5 hours 40 minutes
Holidays	9:15 am – 5:45 pm	5 hours 40 minutes

Roundtrip Distance	**84.1 miles**
Number of Stops	**49 stops**
Passengers Per Hour	**5.78 pph**

Line 23	Salinas - King City



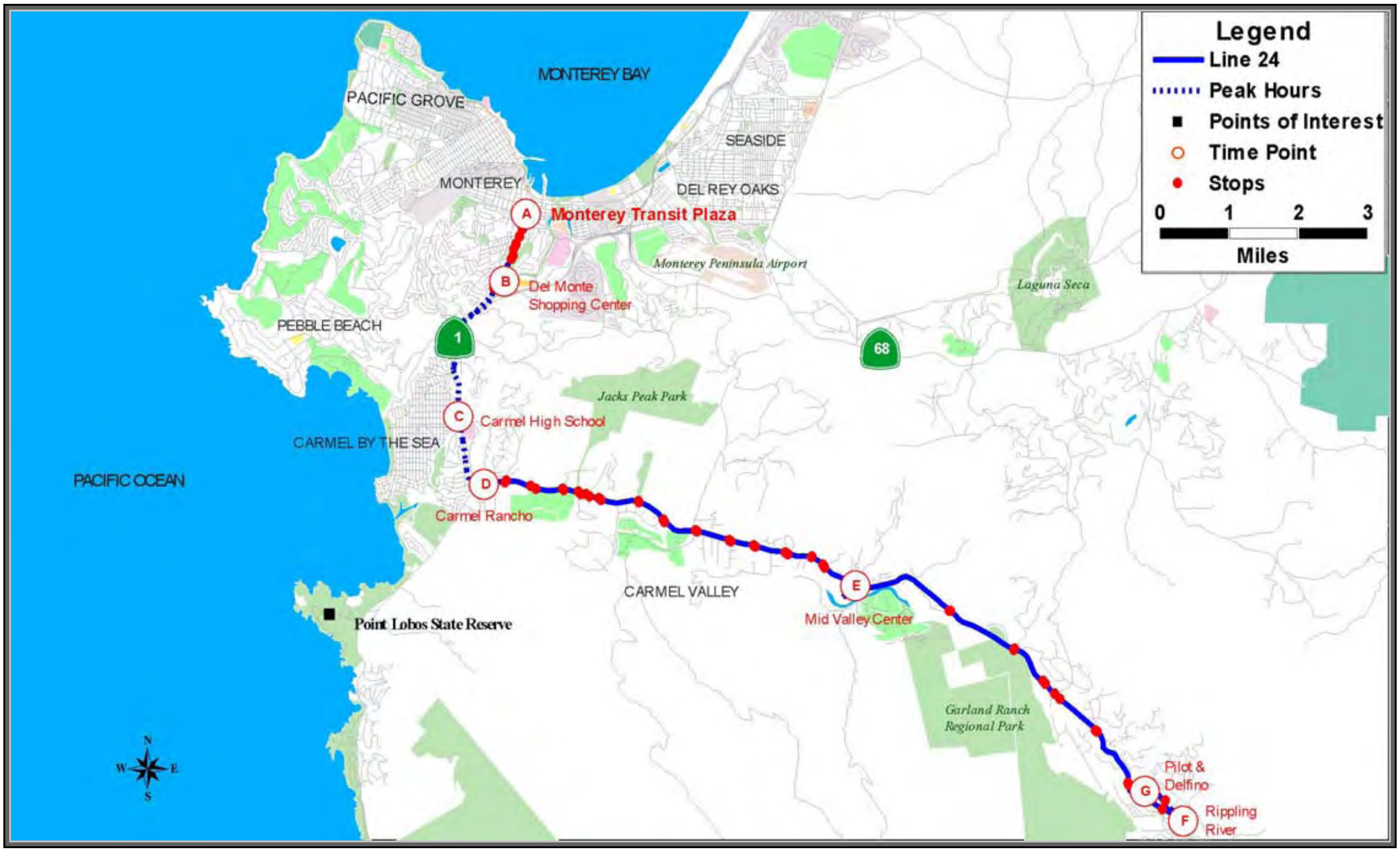
Major Markets: Salinas, Chular, Gonzales, Soledad, Greenfield, and King City.

Major Landmarks: King City DMV, Gonzales Center Post Office, King City Post Office, King City Senior Center, Greenfield Library, Family Care Medical Group – Gonzales, Mee Memorial Hospital, Gonzales Central Park, Greenfield City Park, King City Center, King City Municipal Golf, San Lorenzo Park, Fairview Middle School, Gonzales Union High School, King City High School, San Lorenzo High School, Gonzales Shopping Center, and the Santa Lucia Shopping Center.

Service	Time	Headway
Weekdays	6:00 am – 9:30 pm	2 hours
Saturdays	8:00 am – 9:30 pm	2 hours
Sundays	8:00 am – 9:30 pm	2 hours
Holidays	Not in Service	

Roundtrip Distance	**108.8 miles**
Number of Stops	**62 stops**
Passengers Per Hour	**13.35 pph**

Line 24 | Carmel Valley - Carmel Rancho



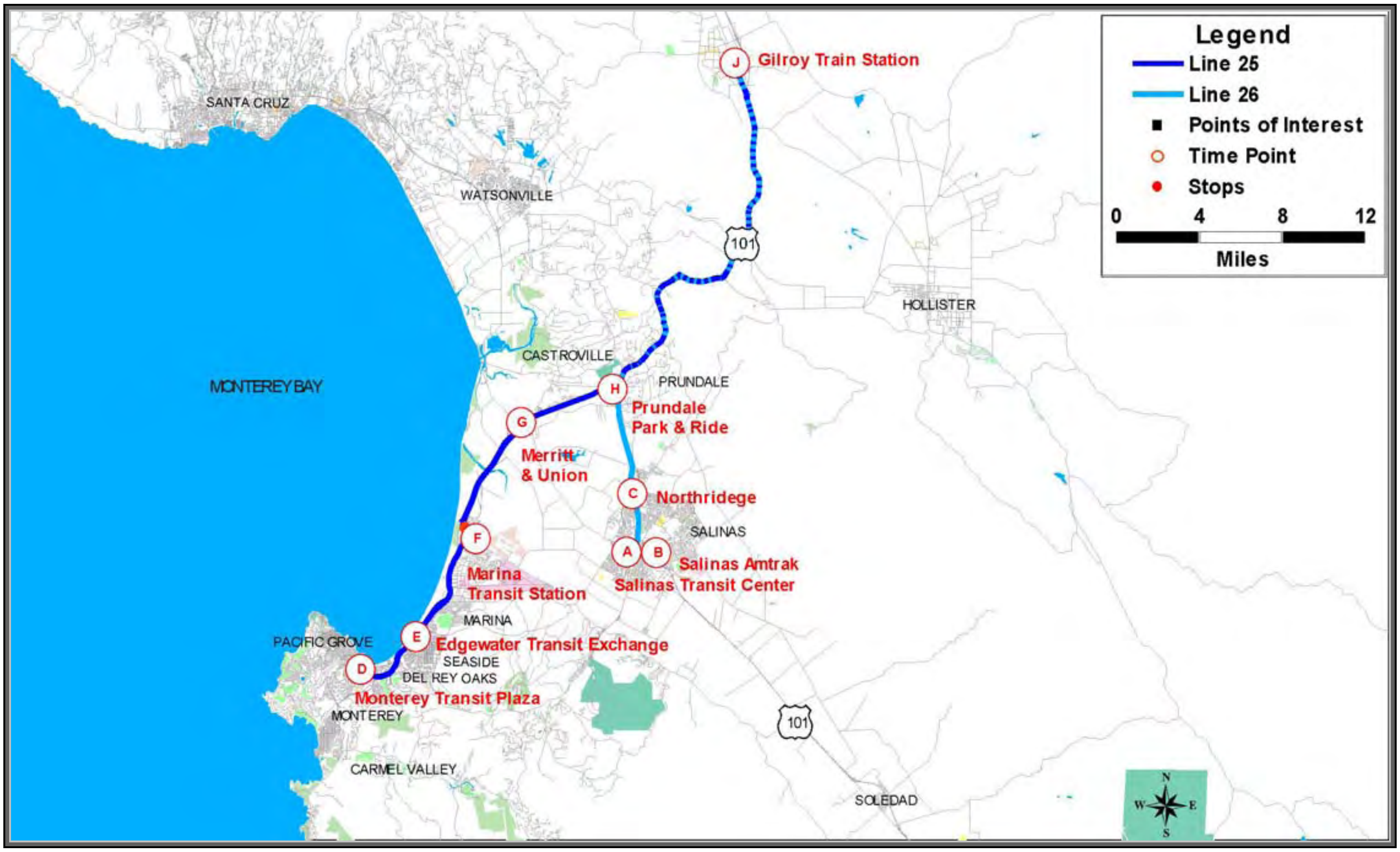
Major Markets: Monterey, Carmel-By-The-Sea, Carmel, and Carmel Valley

Major Landmarks: Carmel Valley Library, Garland Ranch Regional Park, Convenient Medical Care, Rancho Canada Golf Club, Carmel High School, Carmel Middle School, Carmel Rancho, Carmel Valley Village, del Monte Shopping Center, Mid-Valley Center, Carmel Valley Airport, and the Carmel Valley Chambers of Commerce.

Service	Time	Headway
Weekdays	6:37 am – 7:28 pm	1 hour
Saturdays	7:45 am – 7:10 pm	1 hour
Sundays	7:45 am – 7:10 pm	1 hour
Holidays	Not in Service	

Roundtrip Distance	**29.3 miles**
Number of Stops	**69 stops**
Passengers Per Hour	**9.67 pph**

Line 25	**Monterey - Gilroy**



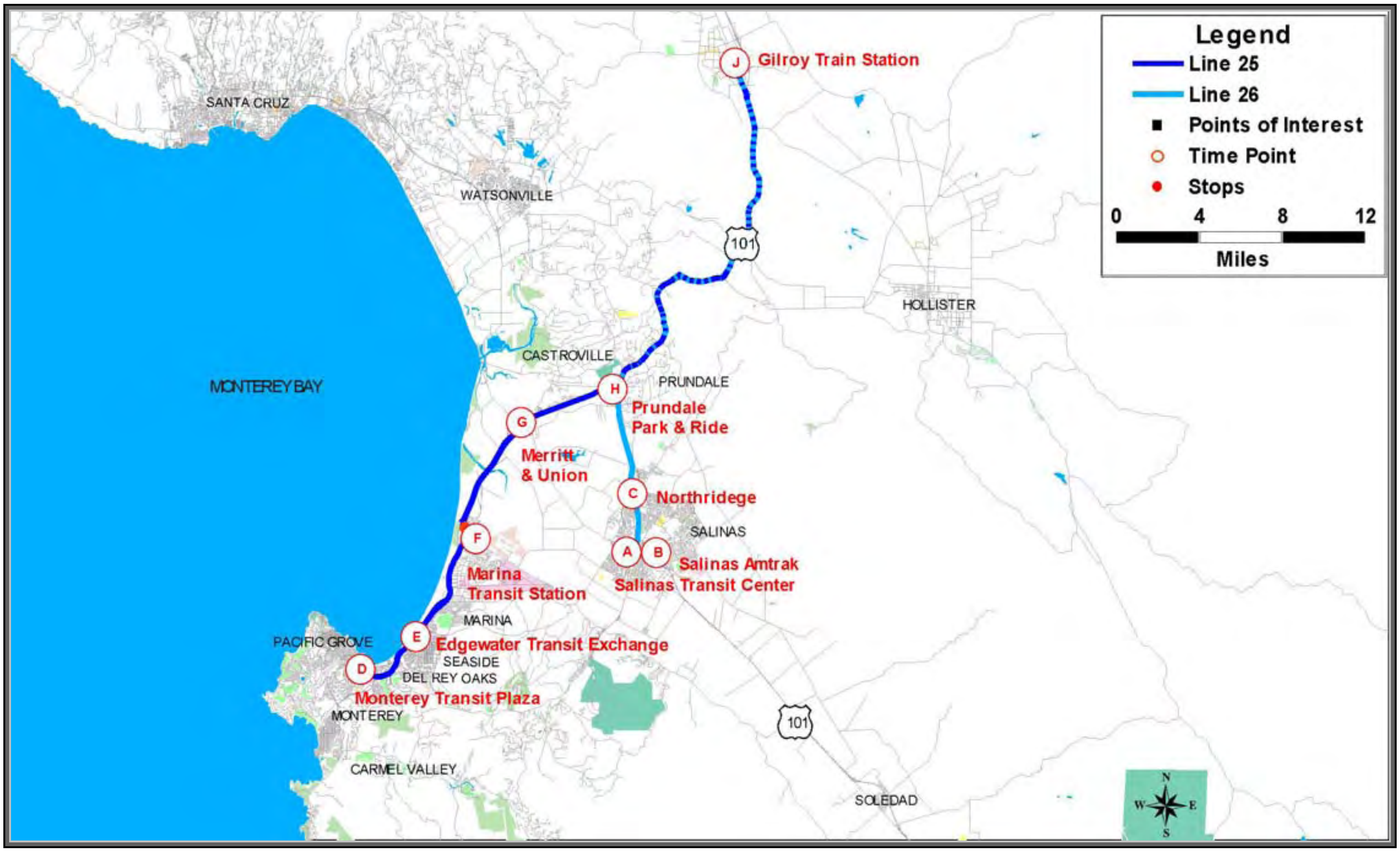
Major Markets: Monterey, Del Rey Oaks, Seaside, Fort Ord, Marina, Castroville, Prundale, and Gilroy.

Major Landmarks: Gilroy Caltrain Station, Monterey Transit Plaza, Edgewater Transit Exchange, and the Prundale Park and Ride.

Service	Time	Headway
Weekdays	5:20 am – 9:15 pm	140 minutes
Saturdays	Not in Service	
Sundays	Not in Service	
Holidays	Not in Service	

Roundtrip Distance	**85.4 miles**
Number of Stops	**14 stops**
Passengers Per Hour	**1.81 pph**

Line 26 | Salinas - Gilroy



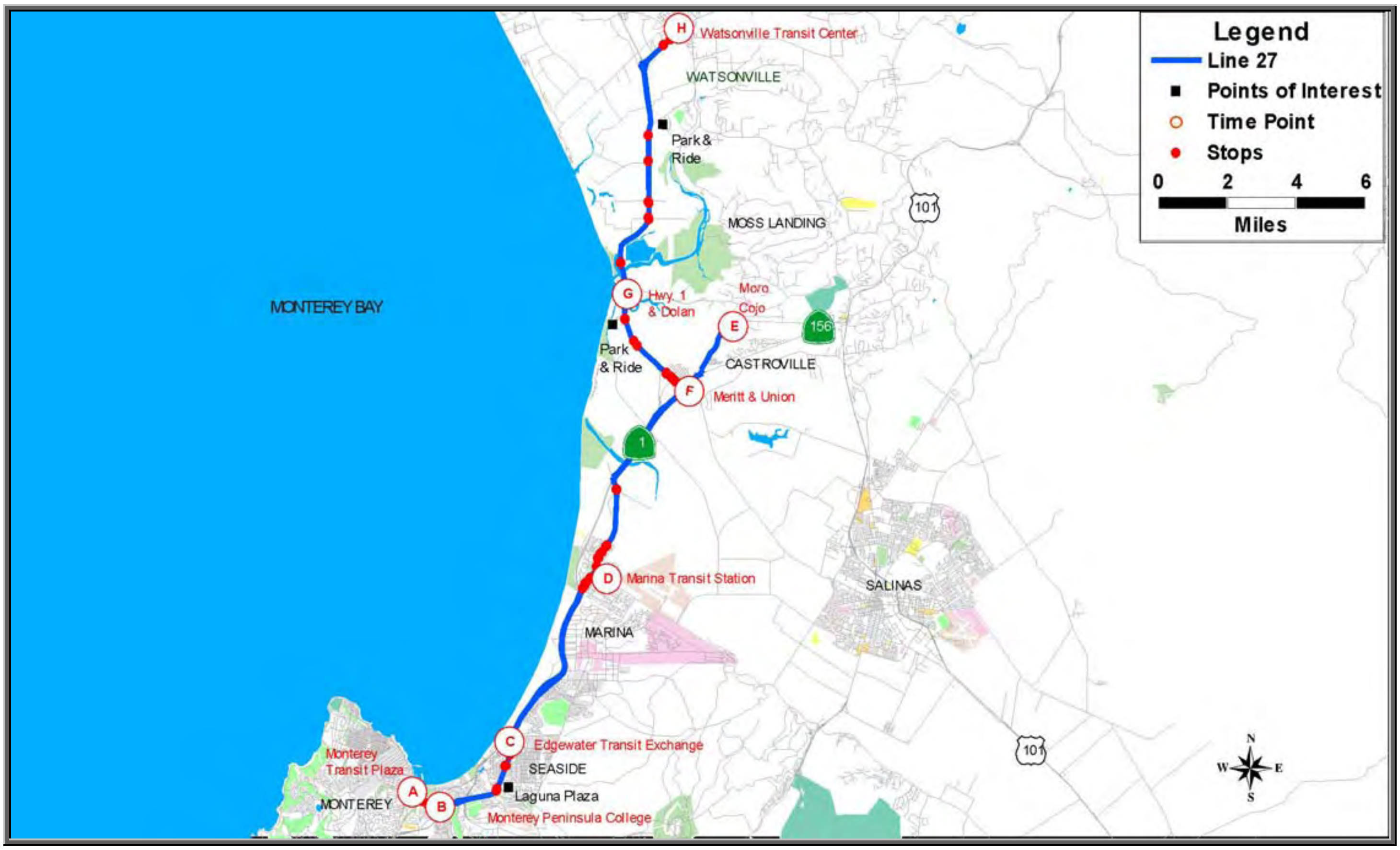
Major Markets: Salinas, Prundale, and Gilroy.

Major Landmarks: Salinas Transit Center, Amtrak, Northridge Mall, and the Gilroy Caltrain Station.

Service	Time	Headway
Weekdays	4:50 am – 8:39 pm	140 minutes
Saturdays	Not in Service	
Sundays	Not in Service	
Holidays	Not in Service	

Roundtrip Distance	**58.7 miles**
Number of Stops	**9 stops**
Passengers Per Hour	**3.26 pph**

Line 27	Watsonville - Monterey



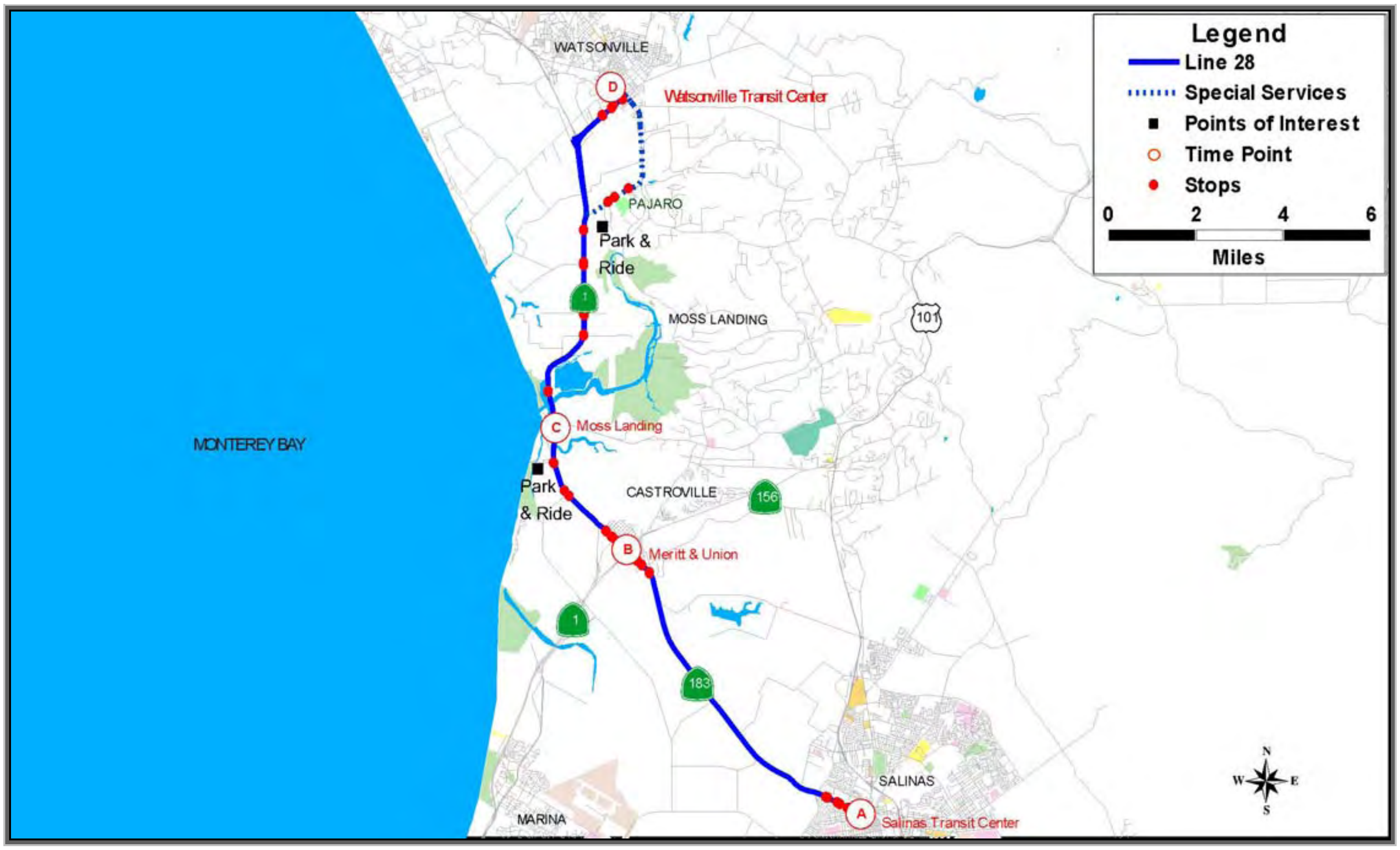
Major Markets: Monterey, Seaside, Sand City, Fort Ord, Marina, Castroville, Elkhorn Slough, Moss Landing, and Watsonville.

Major Landmarks: Castroville Post Office**,** Marina City Hall, Marina Post Office, Castroville Library, Marina Library, Elkhorn Slough, Moss Landing State Beach, Sand City COSTCO, Monterey Transit Plaza, Edgewater Transit Exchange, Marina Transit Station, Watsonville Transit Center, Marina Village, and Seacrest Plaza.

Service	Time	Headway
Weekdays	6:15 am – 7:52 pm	90 minutes
Saturdays	Not in Service	
Sundays	Not in Service	
Holidays	Not in Service	

Roundtrip Distance	**69.0 miles**
Number of Stops	**86 stops**
Passengers Per Hour	**9.10 pph**

Line 28	Watsonville - Salinas



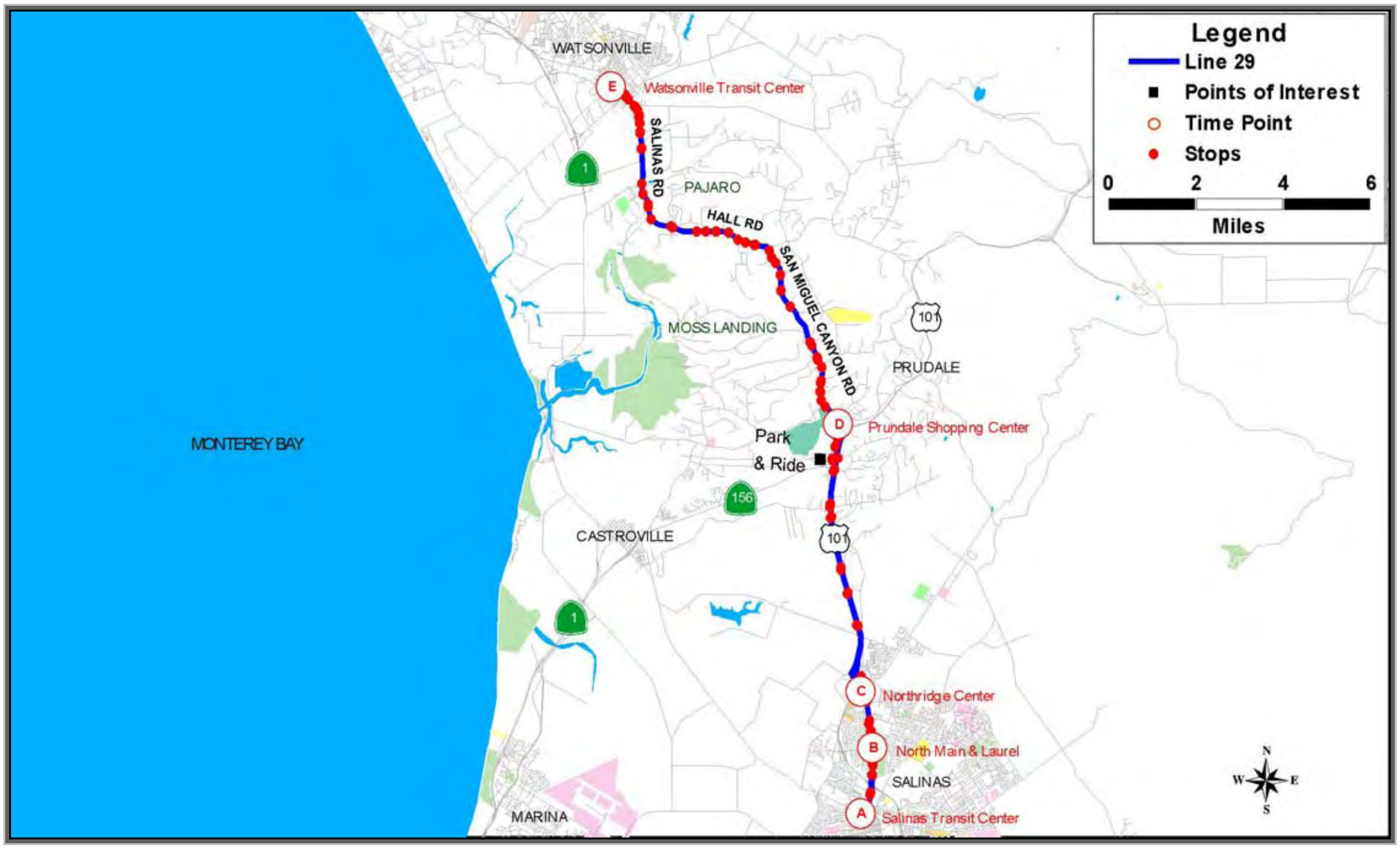
Major Markets: Salinas, Castroville, Moss Landing, Pajaro, and Watsonville.

Major Landmarks: Castroville Post Office, Food Bank of Monterey, Castroville Library, Elkhorn Slough, Moss Landing State Beach, and Watsonville Transit Center.

Service	Time	Headway
Weekdays	6:00 am – 10:40 pm	1 hour
Saturdays	6:00 am – 10:40 pm	1 hour
Sundays	6:45 am – 6:40 pm	1 hour
Holidays	Not in Service	

Roundtrip Distance	**40.6 miles**
Number of Stops	**50 stops**
Passengers Per Hour	**18.74 pph**

Line 29 | Watsonville - Salinas *via Prundale*



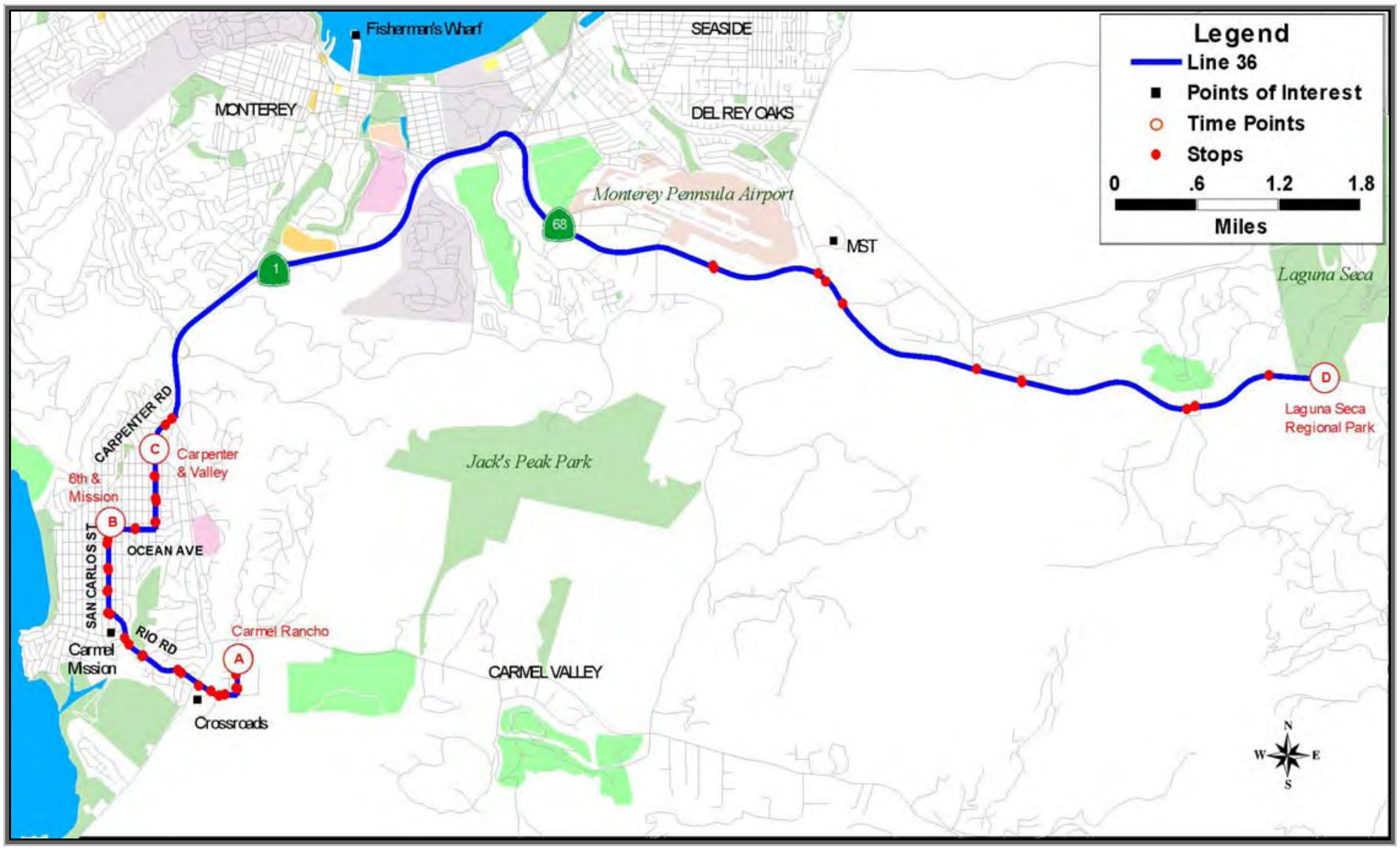
Major Markets: Salinas, Prundale, Pajaro, and Watsonville.

Major Landmarks: Castroville Post Office, INS Santa Rita Plaza, Food Bank of Monterey, Castroville Library, Elkhorn Slough, Moss Landing State Beach, and Watsonville Transit Center.

Service	Time	Headway
Weekdays	6:15 am – 10:00 pm	30 minutes
Saturdays	6:15 am – 10:00 pm	30 minutes
Sundays	6:45 am – 7:35 pm	30 minutes
Holidays	Not in Service	

Roundtrip Distance	**43.1 miles**
Number of Stops	**105 stops**
Passengers Per Hour	**24.44 pph**

Line 36	Laguna Seca - Carmel



Major Markets: Carmel, Monterey, Del Rey Oaks, and Laguna Seca.

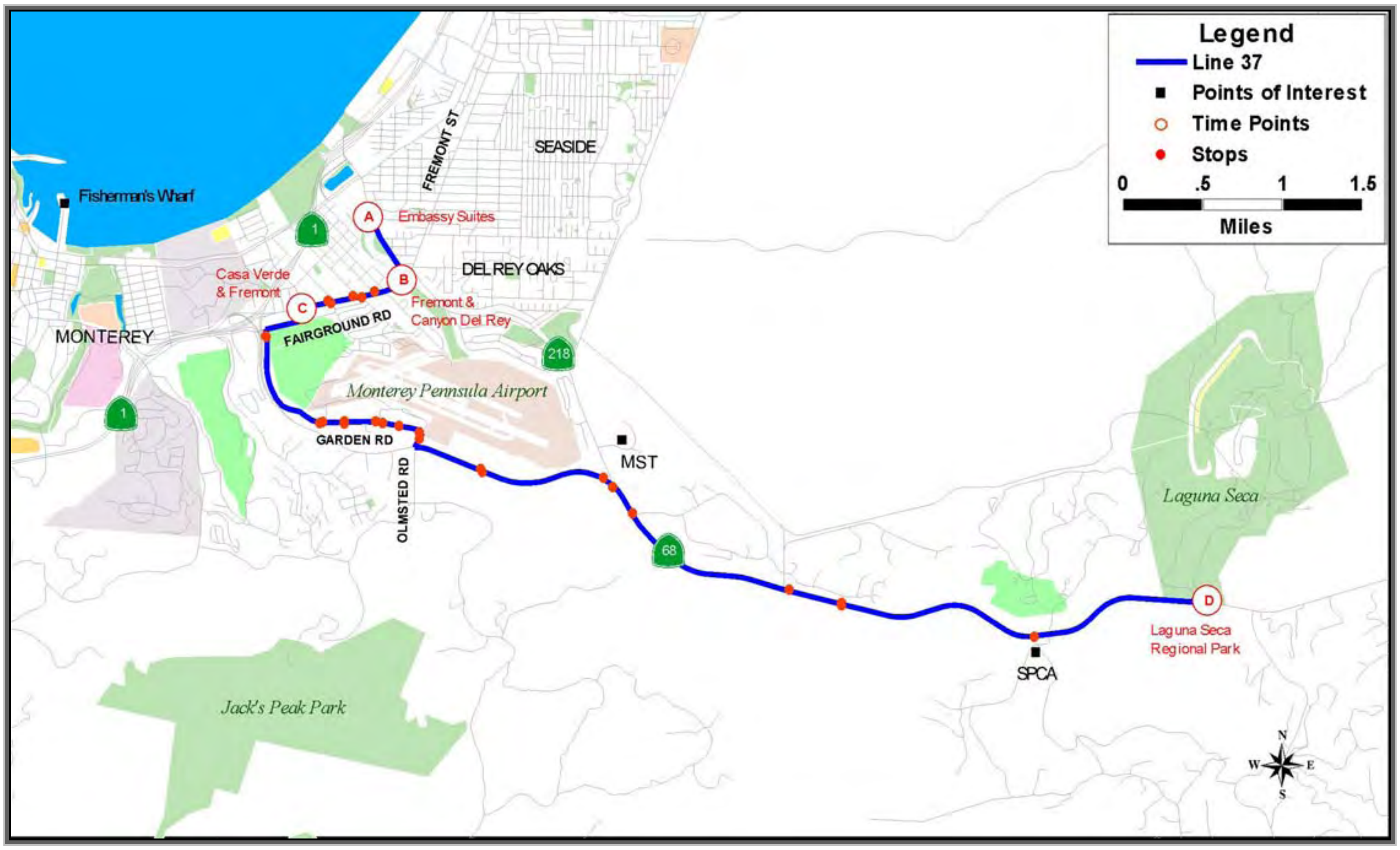
Major Landmarks: Laguna Seca Regional Park, Carmel Mission, The Barnyard, and The Crossroads.

Service	Time	Headway
Special	7:00 am – 6:38 pm	1 hour

Roundtrip Distance	**29.7 miles**
Number of Stops	**52 stops**
Passengers Per Hour	**N/A***

*Line 36 Laguna Seca-Carmel did not operate during FY 2004.

Line 37	Laguna Seca - Seaside



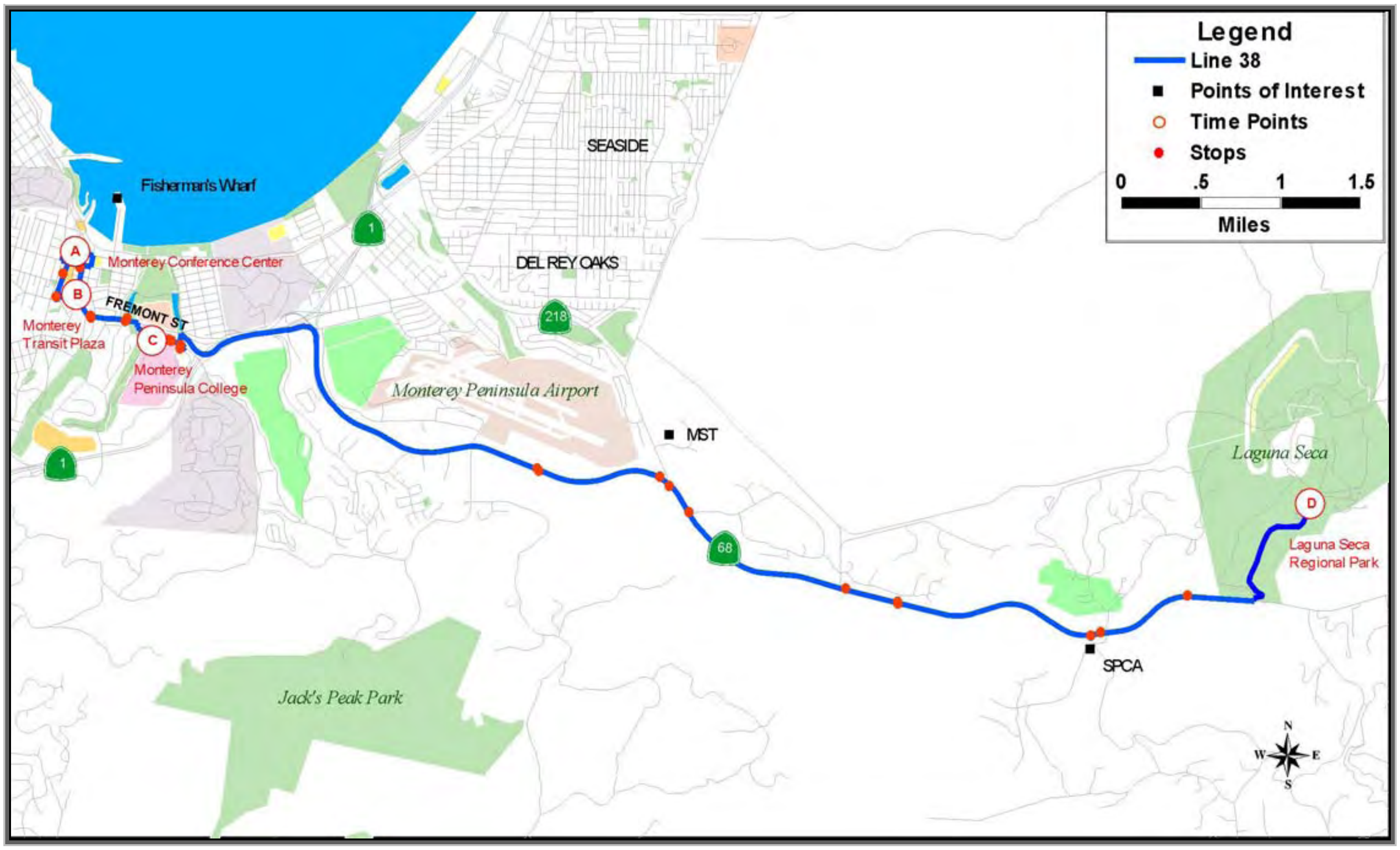
Major Markets: Seaside, Del Rey Oaks, Fremont Street Corridor and Laguna Seca.

Major Landmarks: Laguna Seca Regional Park, Garden Road, Embassy Suites.

Service	Time	Headway
Special	7:00 am – 6:21 pm	1 hour

Roundtrip Distance	**18.7 miles**
Number of Stops	**36 stops**
Passengers Per Hour	**15.65 pph**

Line 38	Laguna Seca - Monterey



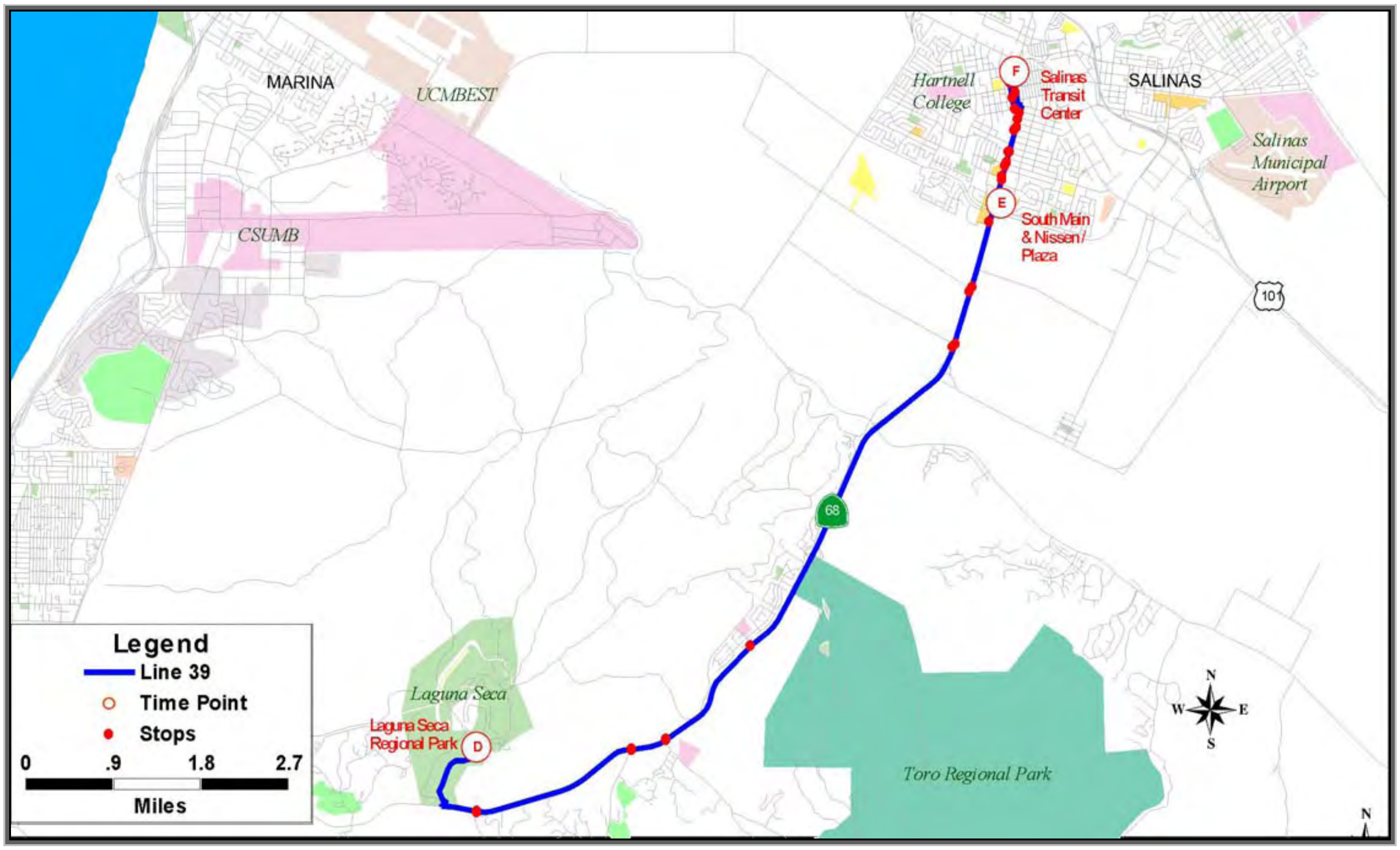
Major Markets: Monterey, Seaside, Del Rey Oaks, and Laguna Seca.

Major Landmarks: Monterey Conference Center., Monterey Transit Plaza, Monterey Peninsula College, SPCA, and the Laguna Seca Regional Park

Service	Time	Headway
Special	7:00 am – 6:28 pm	1 hour

Roundtrip Distance	**20.3 miles**
Number of Stops	**31 stops**
Passengers Per Hour	**15.65 pph**

Line 39	Laguna Seca - Salinas



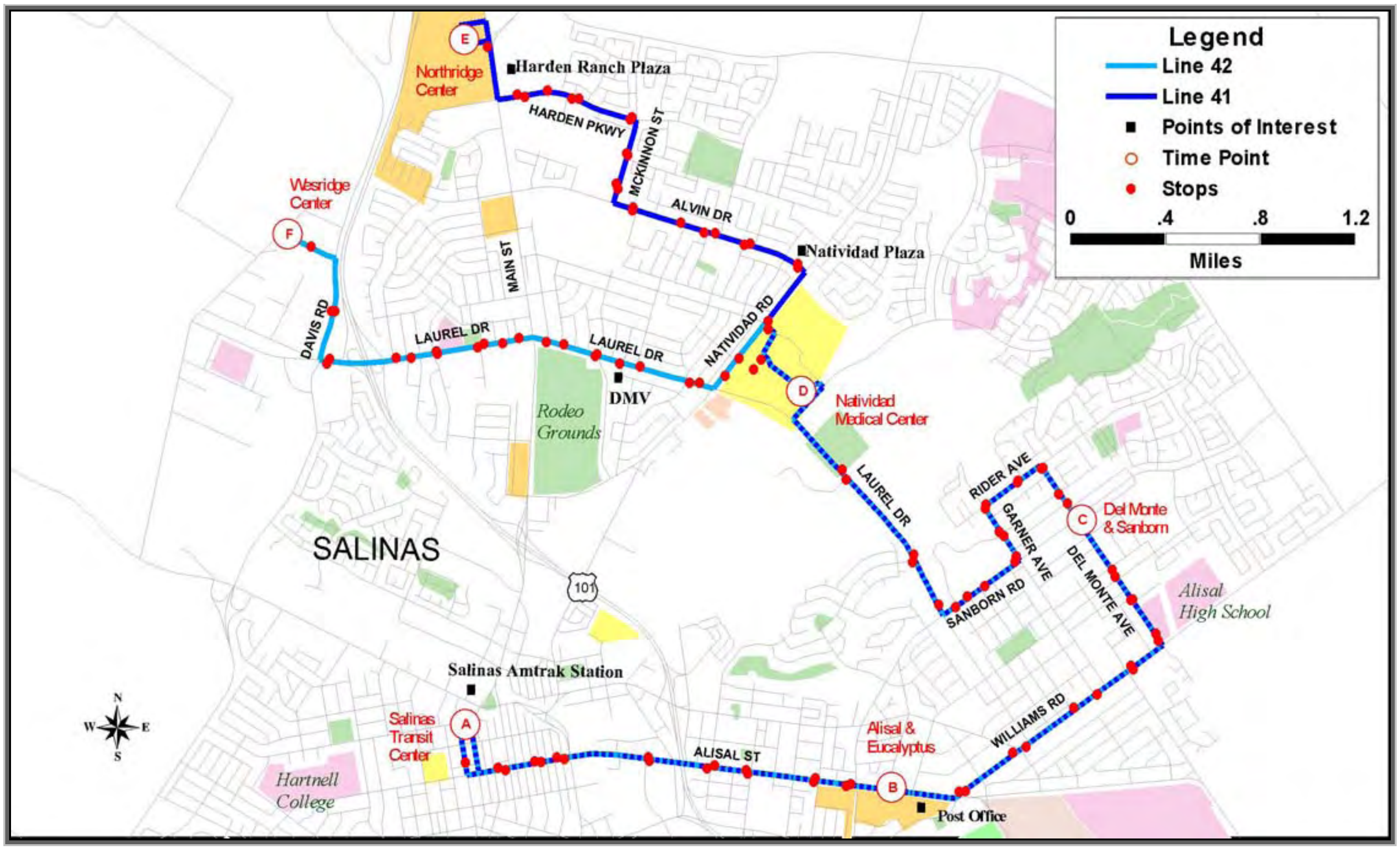
Major Markets: Laguna Seca and Salinas

Major Landmarks: Laguna Seca Regional Park and the Salinas Amtrak.

Service	Time	Headway
Special	7:00 am – 6:28 pm	1 hour

Roundtrip Distance	**23.0 miles**
Number of Stops	**33 stops**
Passengers Per Hour	**15.65 pph**

Line 41	East Alisal - Northridge



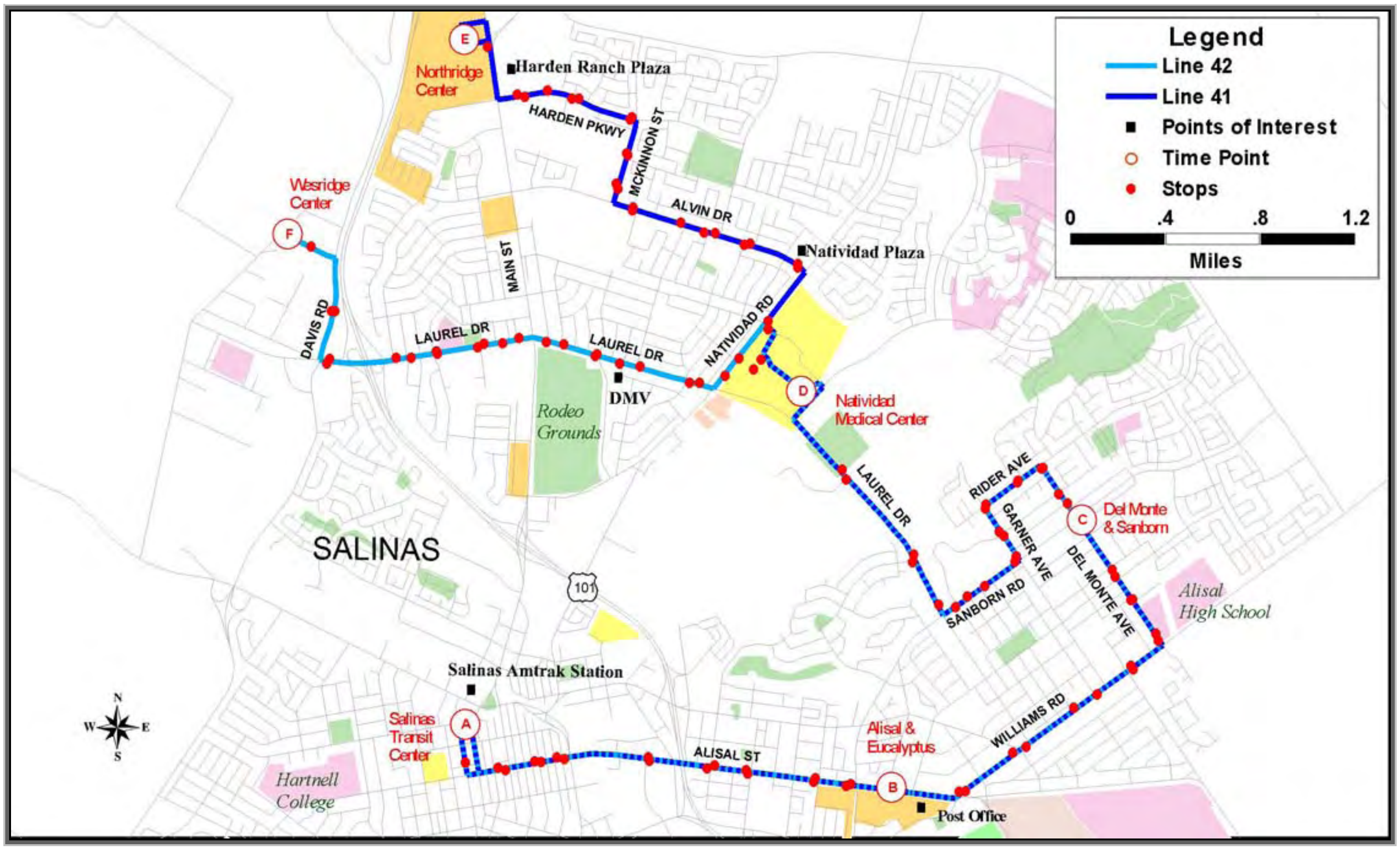
Major Markets: Salinas

Major Landmarks: Salinas City Hall, Cesar Chavez Library, Employment Development Department, North Salinas Doctors on Duty, Emergency Medical and Industrial Clinic, Monterey County Public Health Center, Natividad Medical Center, El Dorado Park, Salinas Recreation Center, Salinas Fairways Golf Course, Alisal High School, El Sausal Jr. High School, North Salinas High School, Foodsco, Harden Ranch Plaza, Northridge Shopping Center, and the Salinas Chamber of Commerce.

Service	Time	Headway
Weekdays	5:25 am – 11:06 pm	30 minutes
Saturdays	5:25 am – 11:06 pm	30 minutes
Sundays	6:45 am – 7:53 pm	30 minutes
Holidays	7:15 am – 6:11 pm	1 hour

Roundtrip Distance	**18.6 miles**
Number of Stops	**84 stops**
Passengers Per Hour	**32.11 pph**

Line 42	East Alisal - Westridge



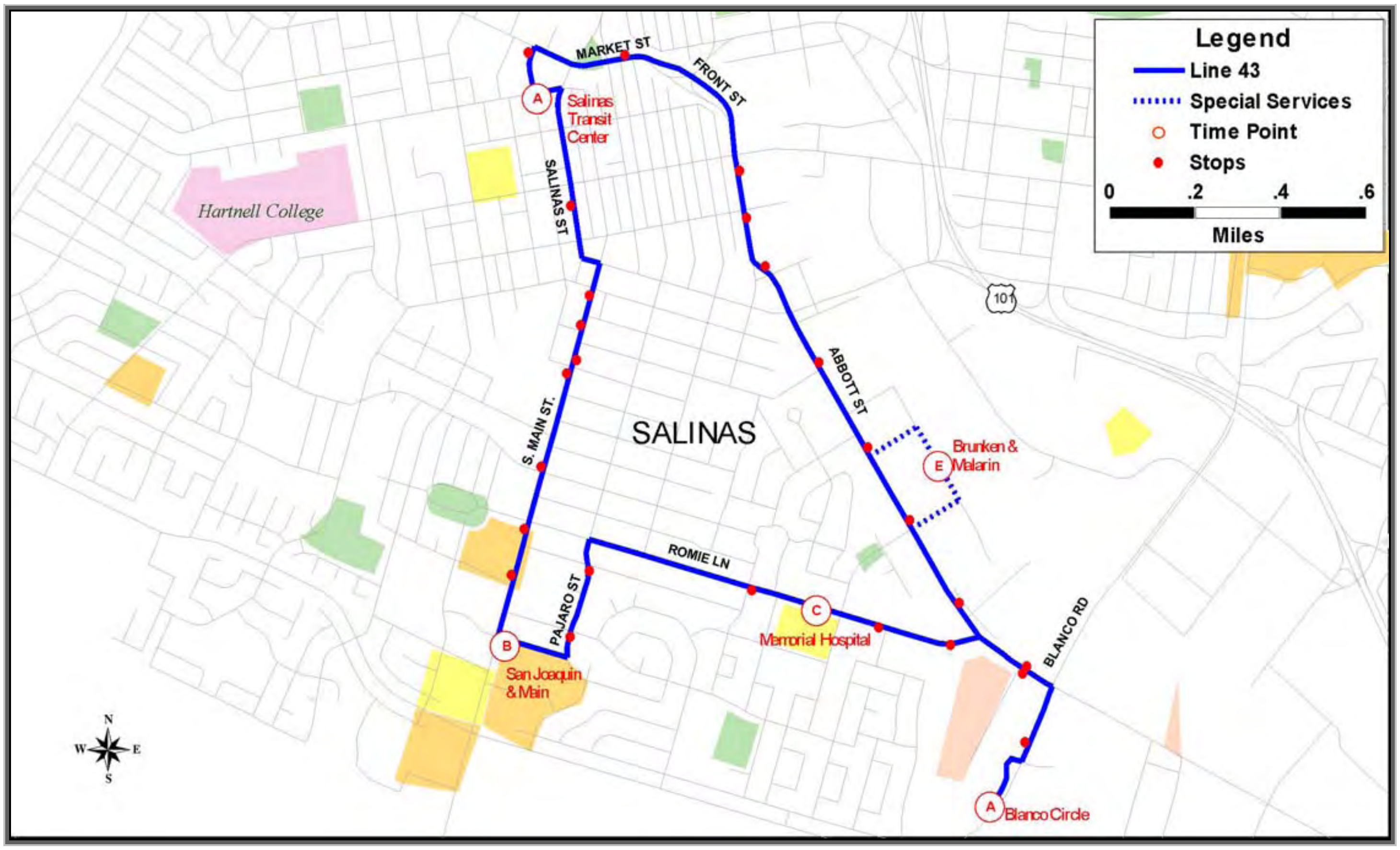
Major Markets: Salinas

Major Landmarks: Davis Post Office, Employment Development Department, Salinas DMV, Emergency Medical and Industry Clinic, Salinas City Hall, Cesar Chavez Library, Monterey County Public Health Center, Natividad Medical Center, Salinas Fairways Golf Course, Salinas Recreation Center, Alisal High School, El Sausal Jr. High School, Foodsco, Salinas K-mart, Westridge Shopping Center, and the Salinas Chamber of Commerce.

Service	Time	Headway
Weekdays	5:30 am – 7:22 pm	30 minutes
Saturdays	5:30 am – 7:22 pm	30 minutes
Sundays	Not in Service	
Holidays	Not in Service	

Route Distance	**18.9 miles**
Number of Stops	**85 stops**
Passengers Per Hour	**23.58 pph**

Line 43	Memorial Hospital



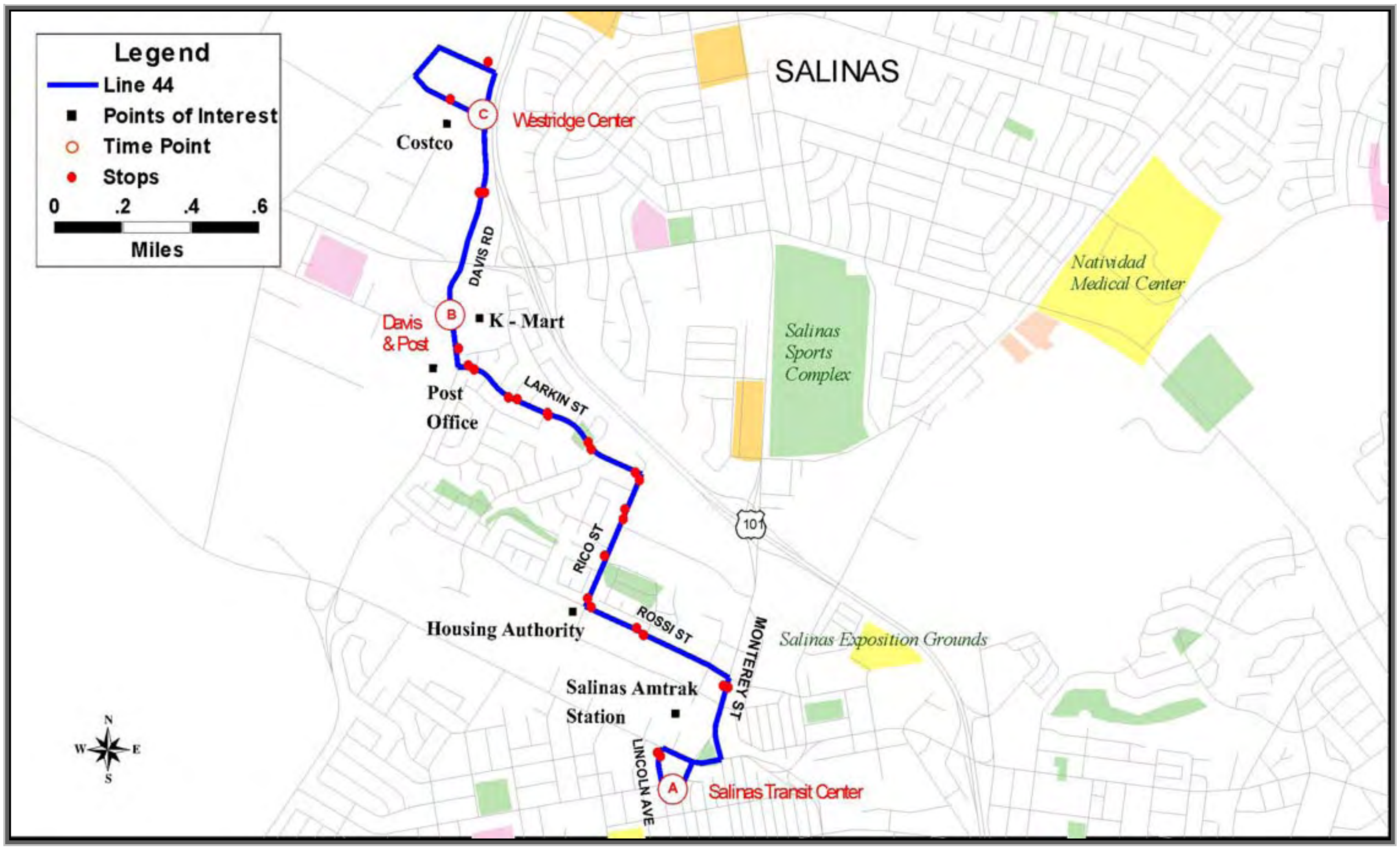
Major Markets: Salinas

Major Landmarks: Salinas City Hall, Stienbeck Library, South Salinas Doctors on Duty, Salinas Valley Memorial Hospital, Salinas YMCA, Salinas High School, San Jose State University, and the Star Center.

Service	Time	Headway
Weekdays	6:45 am – 6:20 pm	1 hour
Saturdays	6:45 am – 6:20 pm	1 hour
Sundays	8:45 am – 5:22 pm	1 hour
Holidays	Not in Service	

Roundtrip Distance	**5.6 miles**
Number of Stops	**30 stops**
Passengers Per Hour	**19.76 pph**

Line 44	Westridge



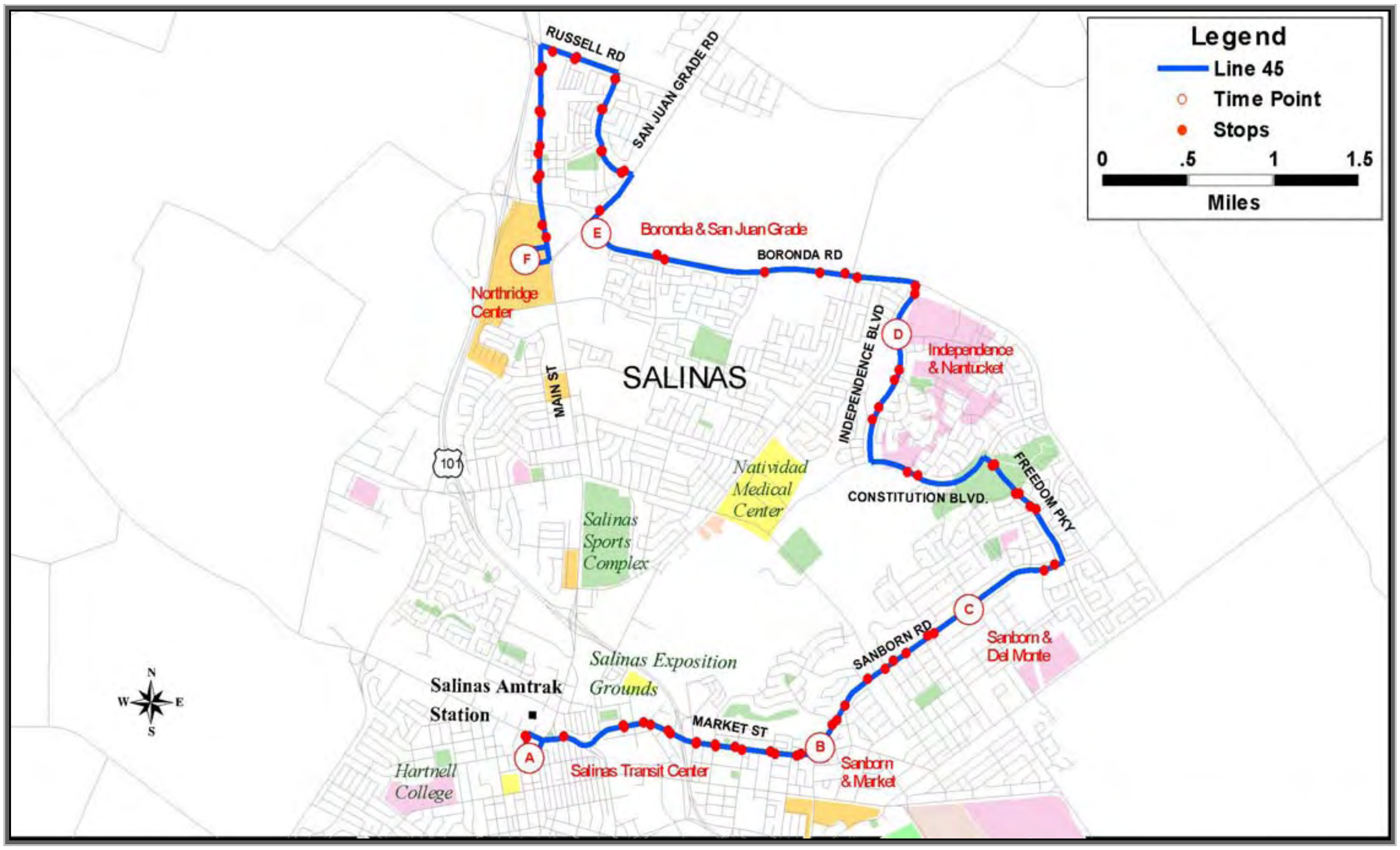
Major Markets: Salinas

Major Landmarks: Davis Post Office, K-mart Salinas, Westridge Shopping Center, and the Salinas Amtrak.

Service	Time	Headway
Weekdays	6:48 am – 6:45 pm	1 hour
Saturdays	6:48 am – 6:45 pm	1 hour
Sundays	8:55 am – 6:09 pm	1 hour
Holidays	Not in Service	

Roundtrip Distance	**6.0 miles**
Number of Stops	**28 stops**
Passengers Per Hour	**14.73 pph**

Line 45	East Market - Creekbridge



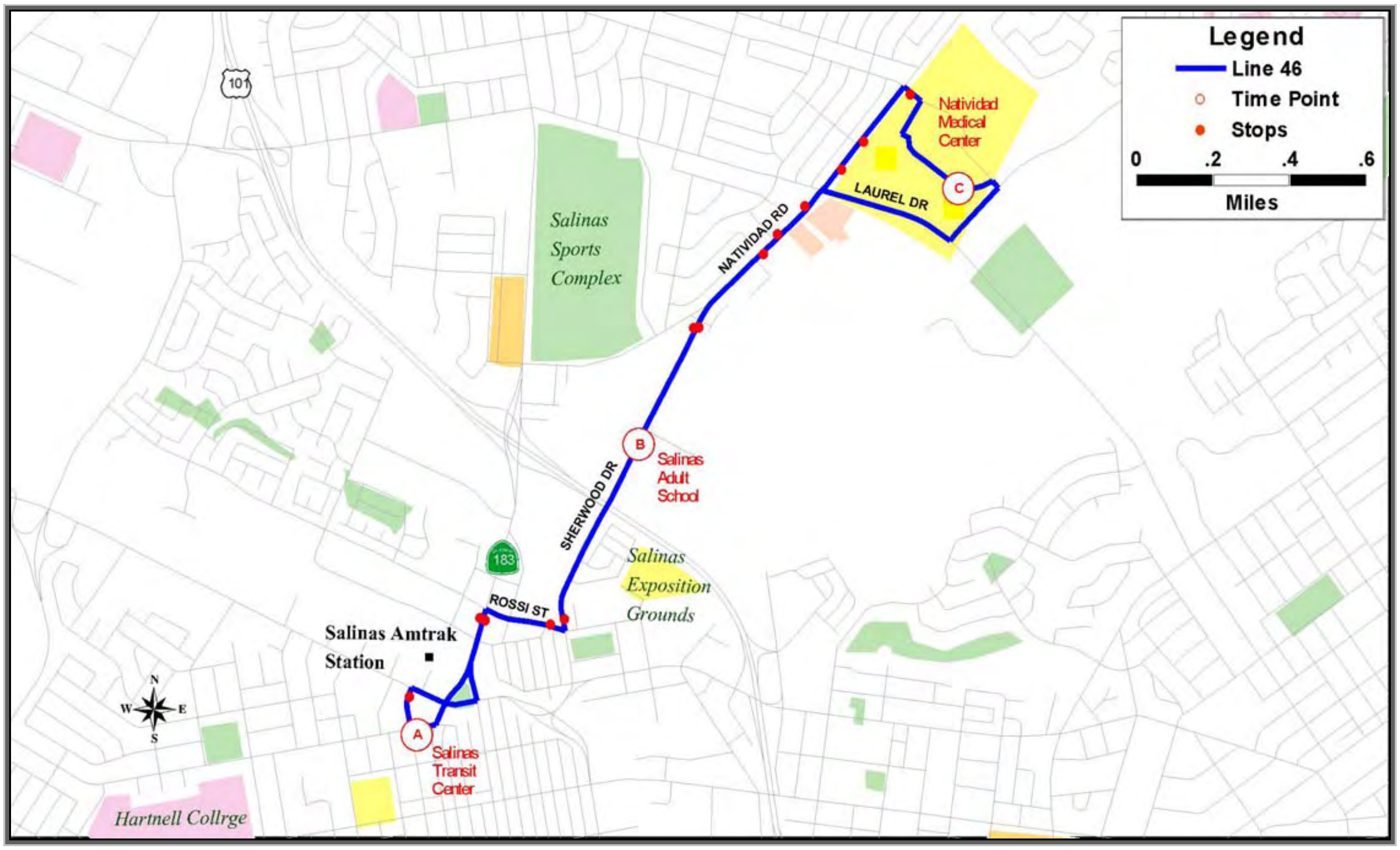
Major Markets: Salinas

Major Landmarks: Alisal Post Office, INS Santa Rita Plaza, Sanborn Post Office, Chincia de Salud, Natividad Creek Park, Gavilan View Middle School, and the Northridge Shopping Center.

Service	Time	Headway
Weekdays	6:50 am – 6:55 pm	90 minutes
Saturdays	6:50 am – 6:55 pm	90 minutes
Sundays	Not in Service	
Holidays	Not in Service	

Route Distance	**21.8 miles**
Number of Stops	**84 stops**
Passengers Per Hour	**13.68 pph**

Line 46	Natividad



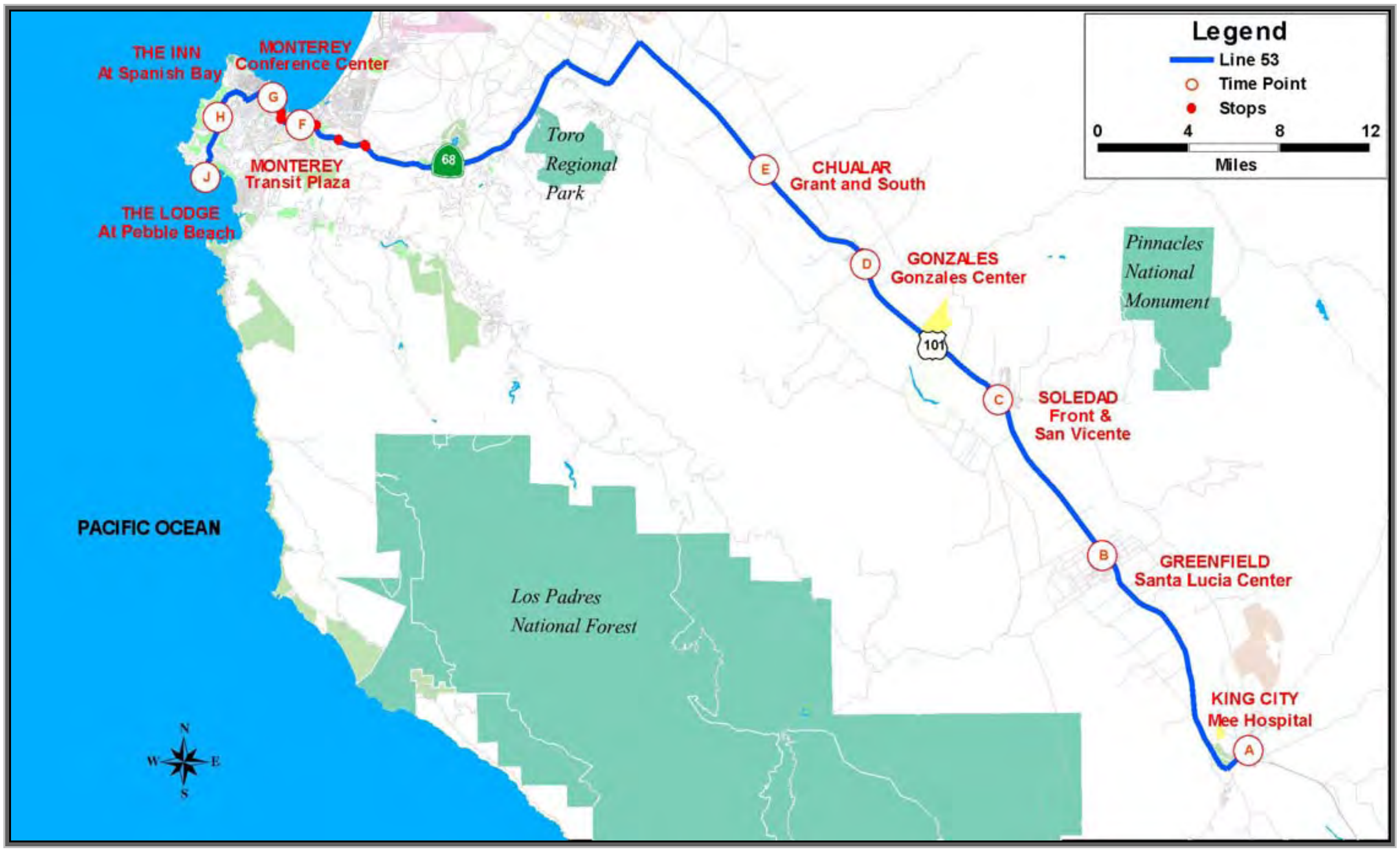
Major Markets: Salinas

Major Landmarks: Natividad Medical Center, Salinas Amtrak, and Salinas Adult School.

Service	Time	Headway
Weekdays	6:15 am – 6:45 pm	1 hour
Saturdays	6:15 am – 6:45 pm	1 hour
Sundays	7:15 am – 6:27 pm	1 hour
Holidays	Not in Service	

Roundtrip Distance	**5.4 miles**
Number of Stops	**17 stops**
Passengers Per Hour	**25.40 pph**

Line 53	Monterey Peninsula - South County *Express*



Major Markets: King City, Greenfield, Soledad, Gonzalez, Chular, Salinas, Monterey, and Pebble Beach.

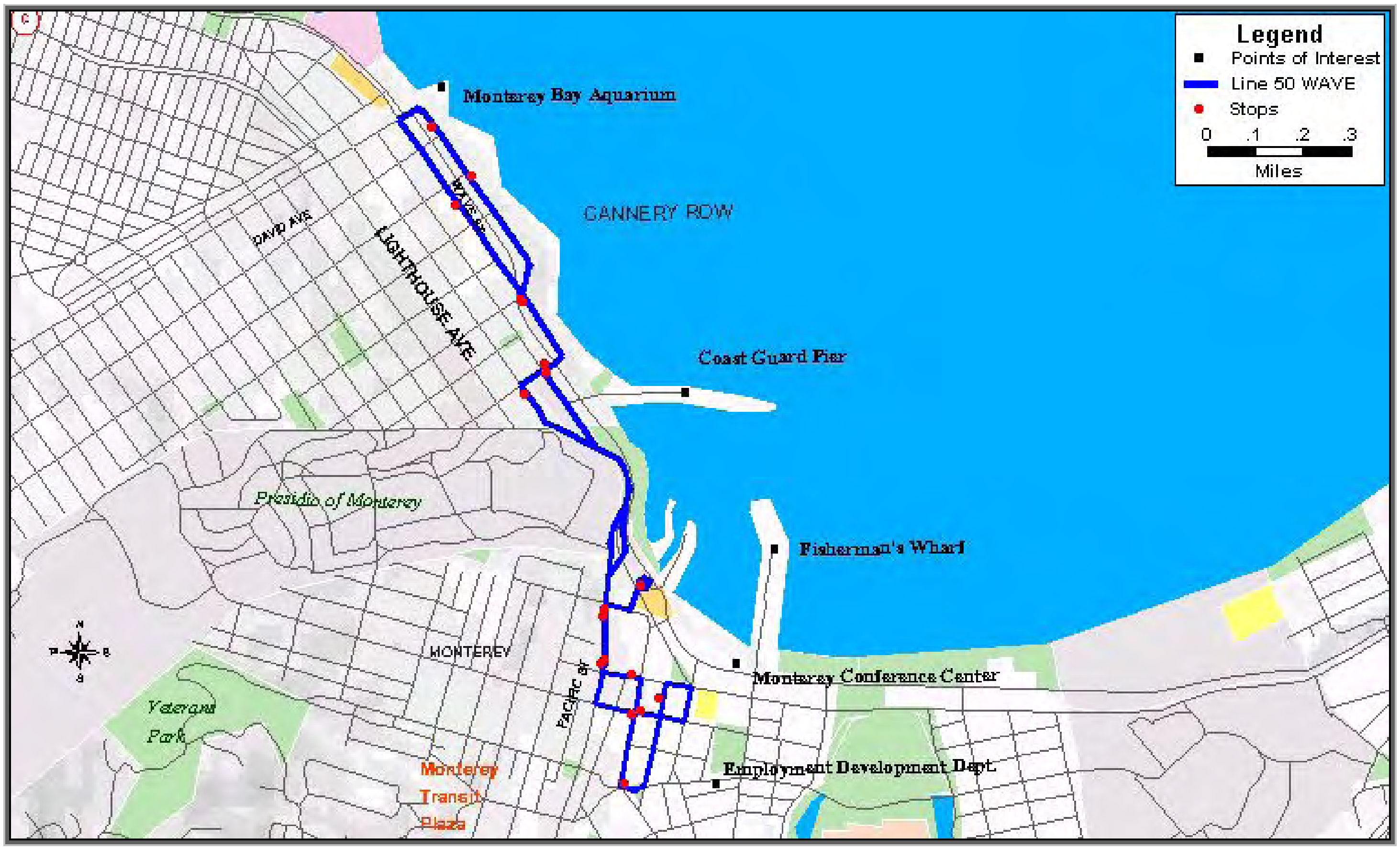
Major Landmarks: Monterey Conference Center, Santa Lucia Center, Pebble Beach, and Spanish Bay.

Service	Time	Headway
Weekdays	5:45 am – 6:45 pm	Once a Day
Saturdays	Not in Service	
Sundays	Not in Service	
Holidays	Not in Service	

Roundtrip Distance	**142.6 miles**
Number of Stops	**26**
Passengers Per Hour	**6.4***

*Passengers per hour (pph) data is for September 11, 2004 through April 30, 2005.

WAVE	The MST Trolley



Major Markets: Downtown Monterey, Old Monterey, Fisherman's Wharf, New Monterey, Cannery Row

Major Landmarks: Monterey Bay Aquarium, Monterey Transit Plaza, Alvarado Street, Downtown Parking Garages, Monterey Conference Center, California First Theater, Custom House Plaza, San Carlos Beach, Coast Guard Pier, Cannery Row Parking Garage.

Service	Time	Headway
Weekdays	10:00 am – 7:00 pm	10-12 minutes
Saturdays	10:00 am – 7:00 pm	10-12 minutes
Sundays	10:00 am – 7:00 pm	10-12 minutes
Holidays	10:00 am – 7:00 pm	10-12 minutes

Operates Memorial Weekend through Labor Day and select holidays.

Roundtrip Distance	**4.2 miles**
Number of Stops	**16 stops**
Passengers Per Hour	**42.32**