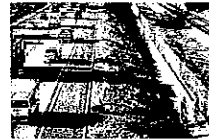
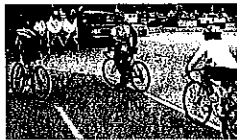


# MONTEREY-SALINAS TRANSIT



TRIENNIAL PERFORMANCE AUDIT

MAY 2008

1. FINDINGS AND RECOMMENDATIONS [01]

2. OVERVIEW [04]

# TABLE OF CONTENTS

3. AUDIT REPORT [08]

# 1

1.

## FINDINGS AND RECOMMENDATIONS

## INTRODUCTION

This chapter summarizes key findings and recommendations developed during the Triennial Performance Audit of the Monterey-Salinas Transit District's public transit program for the three-year period defined as:

- Fiscal Year 2004/05,
- Fiscal Year 2005/06, and
- Fiscal Year 2006/07.

The Triennial Audit was conducted in accordance with the processes established by the California Department of Transportation, as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*, as well as *Government Audit Standards* published by the U.S. Comptroller General. The Triennial Performance Audit includes two elements:

1. Compliance requirements, and
2. Follow-up of prior performance audit report recommendations.

## COMPLIANCE

The Monterey-Salinas Transit District complies with Transportation Development Act (TDA) regulations in an effective manner.

## FINDINGS

The following findings apply to Monterey-Salinas Transit:

- 1) The operator did not comply with FTE calculation requirements for each year covered by this audit.

## RECOMMENDATIONS

- 1) Correct FTE calculation methodology.

We recommend the MST revise its calculation methodology for Full-Time Equivalent (FTEs) as the current methodology does not meet TDA reporting requirements. The auditor noted a discrepancy between the number of FTEs reported to the State Controller in the FY 2006/07 Transit Operator Report and the actual number of FTEs which should have been reported.

## PRIOR TPA RECOMMENDATIONS

The prior audit, completed in 2005 by Nelson\Nygaard Consulting Associates, for the three fiscal years ending June 30, 2004, prescribed two recommendations for Monterey-Salinas Transit.

- 1) Revise the reporting of employees for fixed-route service and for RIDES to comply with the TDA definition.

**Discussion:** The prior TPA recommended MST begin reporting employees based on the FTE formula of total hours divided by 2,000 rather than a count of every single individual.

**Progress:** MST has yet to implement this calculation methodology as evidenced by discrepancies between payroll documents provided by MST and data included in the FY 2006/07 Transit Operator Report.

- 2) Work with the RIDES contractor to improve on-time performance.

**Discussion:** The prior audit recommended MST improve on-time performance for its complementary ADA paratransit service (RIDES), yet provided no strategy for doing so.

**Progress:** MST has built on-time performance standards into the contract for RIDES operation adopted in 2004.

## PERFORMANCE INDICATORS AND TRENDS

Performance data was collected and reported in an appropriate manner. Performance indicators were calculated accurately for FY 2004/05 through FY 2006/07 with the exception of the FTE indicator, which was re-calculated by the auditor using the correct methodology.

# 2

2. OVERVIEW

## OVERVIEW

The Triennial Performance Audit of the Monterey-Salinas Transit District covers a three-year period ending June 30, 2007. The California Public Utilities Code requires all public transit operators to conduct a Triennial Performance Audit in order to be eligible for Transportation Development Act (TDA) funding.

The audit is designed to be an independent and objective evaluation of the Monterey-Salinas Transit District as a transit operator. The purpose of the audit is: 1) Assess compliance with TDA regulations, 2) review improvements subsequently implemented as well as progress toward adopted goals, 3) evaluate the efficiency and effectiveness of the transit operator, and 4) provide sound, constructive recommendations for improving the efficiency and functionality of the transit operator.

## AUDIT SCOPE AND METHODOLOGY

The audit was conducted in accordance with the processes established by the California Department of Transportation, as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*, as well as *Government Audit Standards* published by the U.S. Comptroller General.

The TPA is a high-level review of performance evaluating the efficiency, economy, and effectiveness of the transit operator. The audit of the Monterey-Salinas Transit included five tasks:

1. A review of compliance with the TDA requirements and regulations.
2. An assessment of the implementation of recommendations contained in prior performance audits.
3. A verification of the methodology for calculating performance indicators including the following activities:
  - Assessment of internal controls,
  - Test of data collection methods,
  - Calculation of performance indicators, and
  - Evaluation of performance.

4. Examination of the following functions:
  - General management and organization,
  - Service planning,
  - Scheduling, dispatching, and operations,
  - Personnel management and training,
  - Administration,
  - Marketing and public information, and
  - Maintenance.
5. Conclusions and recommendations to address opportunities for improvement based upon analysis of the information collected and the review of the transit operator's major functions.

Our assessment methodology included discussion with personnel at Monterey-Salinas Transit, verification of data sources, examination of financial and statistical reports, and review of relevant planning reports. The audit report is comprised of three sections:

1. **Executive Summary and Findings & Recommendations**

A brief summary of the key findings and recommendations developed during the Triennial Performance Audit process. Also included in the section is an explanation of key findings and recommendations for improving the efficiency of transit operations and a timeline for implementation.

2. **Introduction**

Methodology of the audit and pertinent background information.

3. **Audit Results**

In-depth discussion of findings surrounding each of the subsequent major elements of the audit:

- Compliance with statutory and regulatory requirements,
- Progress in implementing prior audit recommendations,
- Performance measures and trends, and
- Functional review.

## DESCRIPTION OF TRANSIT SYSTEM

Monterey-Salinas Transit provides fixed-route and complementary ADA curb-to-curb paratransit service Monday through Saturday, from 6:00 a.m. to 12:15 a.m.; Sunday from 7:00 a.m. through 8:00 p.m.; and holidays from 7:00 a.m. to 6:30 p.m.

The adult base fare for Monterey-Salinas Transit is two dollars within a single fare zone and an additional two dollars for each additional fare zone. A discounted fare of one dollar is available for seniors, persons with disabilities, and youth (children 4 and under ride free). MST also offers books of 20 tickets for \$40.00 (discounted fare of \$20.00 for abovementioned populations), day passes (\$4.50 for a single-zone pass, \$9.00 for all zones), and monthly passes (\$62.00 for a single-zone pass, \$124.00 for all zones). Intra-system transfers are twenty-five cents.

# 3

3.

## AUDIT REPORT

## AUDIT REPORT

This chapter presents findings for each of the major performance audit sectors: Compliance requirements, prior audit recommendations, Transit Development Act (TDA) performance measures and trends, and transit operator functions.

### COMPLIANCE REQUIREMENTS

This section examines Monterey-Salinas Transit's compliance with the Transportation Development Act and relevant sections of the California Code of Regulations. An annual certified fiscal audit confirms TDA funds were apportioned in conformance with applicable laws, rules, and regulations. Although compliance verification is not a TPA function, several specific requirements concern issues relevant to the performance audit. The Transportation Agency for Monterey County (TAMC) considers full use of funds under CCR 6754(a) to refer to operating funds and not capital funds. The TPA findings and related comments are delineated in Exhibit 1.

Compliance was determined through discussions with Monterey-Salinas Transit staff and a physical inspection of relevant documents including the fiscal audits for each year of the triennium, TDA claims forms, annual State Controller reports, California Highway Patrol terminal inspections, and year-end performance reports.

The Monterey-Salinas Transit District complies with Transportation Development Act (TDA) regulations in an effective manner.

Exhibit 1 Transit Development Act Compliance Requirements

REQUIREMENT	REFERENCE	COMPLIANCE	COMMENTS
The transit operator submits annual reports to the RTPA based upon the Uniform System of Accounts and records established by the State Controller.	PUC 99243 (CCR 6637)	In compliance	Reports submitted to the State Controller: FY 2005: October 18, 2005 FY 2006: November 1, 2006 FY 2007: October 18, 2007
The operator has submitted annual fiscal and compliance audits to its RTPA and to the State Controller within 180 days following the end of the fiscal year, or has received the appropriate 90-day extension allowed by law.	PUC 99245 (CCR 6664)	In compliance	All fiscal audits submitted as required.
The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator's compliance with Vehicle Code §1808.1 following a CHP inspection of the operator's terminal.	PUC 99251	In compliance	Satisfactory rating dated: November 03, 2004 November 10, 2005 November 16, 2006
The operator's claim for TDA funds is submitted in compliance with rules and regulations adopted by the RTPA for such claims.	PUC 99261	In compliance	Claims for TDA funds submitted as required.
The operator does not routinely staff two or more persons per public transportation vehicle designed to be operated by one person.	PUC 99264	In compliance	
The operator's operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget	PUC 99266	In compliance	

REQUIREMENT	REFERENCE	COMPLIANCE	COMMENTS
provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).			
Operator funding provided through the Transportation Development Act makes up no more than 50% of operating, maintenance, capital and debt service requirements after federal grants are deducted, if applicable.  No operator or transit service claimant shall be eligible to receive moneys during the fiscal year from the Local Transportation Fund and the State Transit Assistance Fund for operating costs in an amount exceeding its actual cost.	PUC 99268  CCR 6634	In compliance	
If the operator serves a rural area, it has maintained a ratio of fare revenues to operating costs at least equal to one-tenth (10 percent).	PUC 99268.2, 99268.4, 99268.5	In compliance	FY 2004/05: 25.3% FY 2005/06: 27.7% FY 2006/07: 28.1%  (Percentages taken from independent fiscal auditor's reports).
If the operator receives State Transit Assistance funds, the operator is not precluded by contract from employing part-time drivers, or from contracting with common carriers.	PUC 99314.5	In compliance	
If the operator receives State Transit Assistance funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.	CCR 6754(a) (3)	Not applicable	Does not receive State Transit Assistance funding.

## PRIOR AUDIT RECOMMENDATIONS

This section reviews and evaluates the implementation of prior Triennial Performance Audit recommendations. This objective assessment provides assurance the Monterey-Salinas Transit District has made quantifiable progress toward improving both the efficiency and effectiveness of its public transit program.

The prior audit, completed in 2005 by Nelson\Nygaard Consulting Associates, for the three fiscal years ending June 30, 2004, prescribed two recommendations for Monterey-Salinas Transit.

- 1) Revise the reporting of employees for fixed-route service and for RIDES to comply with the TDA definition.

**Discussion:** The prior TPA recommended MST begin reporting employees based on the FTE formula of total hours divided by 2,000 rather than a count of every single individual.

**Progress:** MST has yet to implement this calculation methodology as evidenced by discrepancies between payroll documents provided by MST and data included in the FY 2006/07 Transit Operator Report.

- 2) Work with the RIDES contractor to improve on-time performance.

**Discussion:** The prior audit recommended MST improve on-time performance for its complementary ADA paratransit service (RIDES), yet provided no strategy for doing so.

**Progress:** MST has built on-time performance standards into the contract for RIDES operation adopted in 2004.

## PERFORMANCE MEASURES AND TRENDS

Performance indicators are frequently used to quantify and review the efficiency of a transit operator's activities. Such indicators provide insight into current operations, as well as trend analysis of operator performance. Through a review of indicators, relative performance and the interrelationship of major functions are better understood.

The Transportation Development Act (TDA) requires recipients of TDA funding to report five performance indicators:

- Operating Cost/Passenger,
- Operating Cost/Vehicle Service Hour,
- Passengers/Vehicle Service Hour,
- Passengers/Vehicle Service Mile, and
- Vehicle Service Hours/Employee.

To assess the validity and use of performance indicators, the auditor performed the following activities:

- Assessed internal controls in place for the collection of performance-related information,
- Validated collection methods of key data,
- Calculated performance indicators, and
- Evaluated performance indicators.

Under TAMC Resolution 2004-19, Monterey-Salinas Transit is required to maintain a farebox recovery ratio of not less than 15 percent.

### Performance Measures

The procedures used to calculate TDA-required performance measures for the current triennium were verified and compared to measures stated in similar audit documents. Some variance (i.e., farebox recovery) between calculation methodology may exist between fiscal and compliance audits.

**Operating Cost**

Operating Cost was not independently calculated as part of this audit. Operating Cost from the fiscal audit reports prepared by Vavrinek, Trine, Day & Co., LLP (FY 2004/05 through FY 2006/07) was examined. Operating Cost from the fiscal audits is consistent with TDA guidelines and accurately reflects the costs of Monterey-Salinas Transit's services. In accordance with PUC 99247(a), the reported cost excluded depreciation expenses.

**Vehicle Service Hours and Miles**

Vehicle Service Hours (VSH) and Vehicle Service Miles (VSM) appear to be correctly recorded and reported. Calculations are based on driver trip sheets. The driver records time and mileage at the start and end of each service day. With this information, the TDA definition of VSH and VSM can be calculated and reported correctly.

**Passenger Counts**

By TDA definition, total passengers is equal to the total number of unlinked trips (i.e., those trips involving a single boarding and departure), whether revenue-producing or not.

**Employees**

Employee hours is defined as the total number of hours (regular or overtime) which all employees have worked, and for which a wage or salary has been paid. Such time must include transportation system-related hours worked by persons employed in connection with the system (whether or not the person is employed directly by the operator). Full-Time Equivalency (FTE) is calculated by dividing the number of person-hours by 2,000.

**Revenues**

Monterey-Salinas Transit utilizes appropriate procedures for revenue collection and cash management for a transit operation of its size and scope. Revenue data from the fiscal audits were used in preparing this report.

### TDA Required Indicators

To calculate the TDA indicators for Monterey-Salinas Transit, the following sources were used:

- **Operating Cost** for FY 2004/05, FY 2005/06, and FY 2006/07 was obtained from the operator's fiscal audits prepared by Vavrinek, Trine, Day & Co., LLP and excluded depreciation.
- **Fare Revenue** data was obtained from the Monterey-Salinas Transit's fiscal audits prepared for FY 2004/05 and FY 2005/06 by the Certified Public Accountants referenced above.
- **Vehicle Service Hours (VSH)** was obtained by summarizing data from the operator's *Monthly Transit Report*.
- **Vehicle Service Miles (VSM)** was obtained by summarizing data from the operator's *Monthly Transit Report*.
- **Passenger Counts** was obtained by summarizing data from the operator's *Monthly Transit Report*.
- **Full-Time Equivalents (FTE)** was taken from the operator's Transit Operator Financial Transactions reports for FY 2004/05, FY 2005/06 and FY 2006/07.

## PERFORMANCE TRENDS

Performance trends were analyzed for Monterey-Salinas Transit's fixed-route and complementary paratransit services. For the three years covered by this TPA, TDA indicators were calculated from data developed within the previous section.

## TREND ANALYSIS

### Fixed-Route/DART

Between FY 2004/05 and FY 2006/07, Monterey-Salinas Transit's fixed-route/DART Operating Cost increased 25.7 percent, while Fare Revenue increased 36.4 percent and ridership 3.3 percent. This substantial increase in Fare Revenue can be attributed to a twenty-five cent fare increase implemented in FY 2005/06.

The operator's VSH and VSM increased 6.3 percent and 10.9 percent, respectively.

Overall, the service lost efficiency and effectiveness over the audit period, with increases in Operating Cost/VSH, Operating Cost/Passenger, and Operating Cost/VSM (18.2, 21.7, and 13.3 percent, respectively), and decreases in Passengers/VSH and Passengers/VSM (2.9 percent and 6.9 percent, respectively). The 14-percent fare increase did, however, lead to a 32.1 percent increase in the amount of fare collected per passenger. Across the audit period, MST's farebox recovery increased 8.5 percent.

Exhibit 2 Fixed-Route Performance Indicators

Performance Measure	Fixed-Route and DART		
	FY 2004/05	FY 2005/06	FY 2006/07
<b>Operating Cost (Actual \$)</b>	\$17,046,467	\$19,401,817	\$21,424,441
<i>Annual Change</i>		13.8%	10.4%
<b>Fare Revenue (Actual \$)</b>	\$4,612,000	\$5,661,000	\$6,289,280
<i>Annual Change</i>		22.7%	11.1%
<b>Vehicle Service Hours (VSH)</b>	196,699	197,865	209,087
<i>Annual Change</i>		0.6%	5.7%
<b>Vehicle Service Miles (VSM)</b>	2,929,738	2,887,400	3,249,965
<i>Annual Change</i>		-1.4%	12.6%
<b>Passengers</b>	4,738,112	4,793,200	4,892,345
<i>Annual Change</i>		1.2%	2.1%
<b>Employees</b>	233	227	246
<i>Annual Change</i>		-2.6%	8.4%
<b>Performance Indicators</b>			
<b>Operating Cost/VSH (Actual \$)</b>	\$86.66	\$98.06	\$102.47
<i>Annual Change</i>		13.1%	4.5%
<b>Operating Cost/Passenger (Actual \$)</b>	\$3.60	\$4.05	\$4.38
<i>Annual Change</i>		12.5%	8.2%
<b>Passengers/VSH</b>	24.09	24.22	23.40
<i>Annual Change</i>		0.6%	-3.4%
<b>Passengers/VSM</b>	1.62	1.66	1.51
<i>Annual Change</i>		2.6%	-9.3%
<b>Farebox Recovery</b>	27.1%	29.2%	29.4%
<i>Annual Change</i>		7.8%	0.6%
<b>Hours/Employee</b>	844.2	871.7	849.9
<i>Annual Change</i>		3.3%	-2.5%
<b>TDA Non-Required Indicators</b>			
<b>Operating Cost/VSM</b>	\$5.82	\$6.72	\$6.59
<i>Annual Change</i>		15.5%	-1.9%
<b>VSM/VSH</b>	14.89	14.59	15.54
<i>Annual Change</i>		-2.0%	6.5%
<b>VSH/FTE</b>	844.2	871.7	849.9
<i>Annual Change</i>		3.3%	-2.5%
<b>Fare/Passenger</b>	\$0.97	\$1.18	\$1.29
<i>Annual Change</i>		21.3%	8.8%

Exhibit 3 Ridership

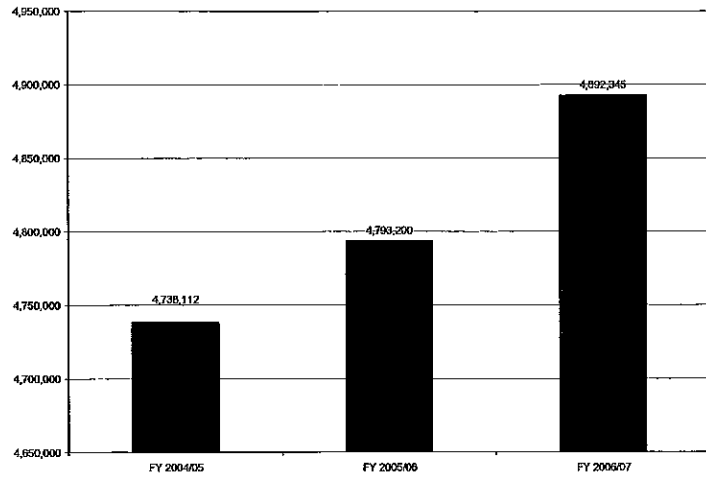


Exhibit 4 Operating Cost/VSH

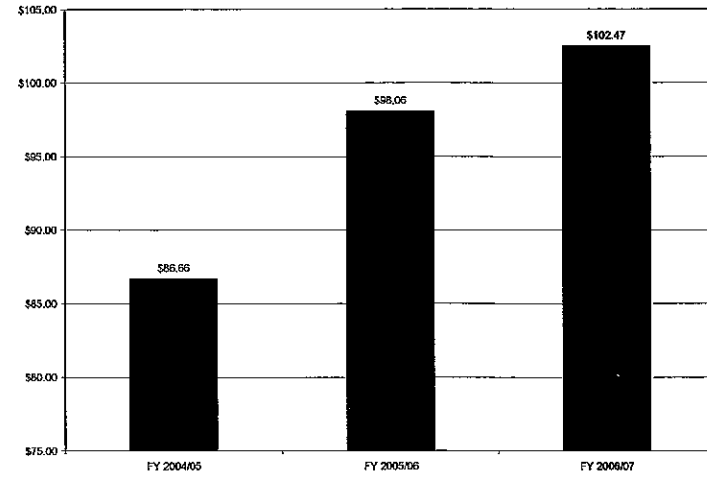


Exhibit 5 Operating Cost/VSM

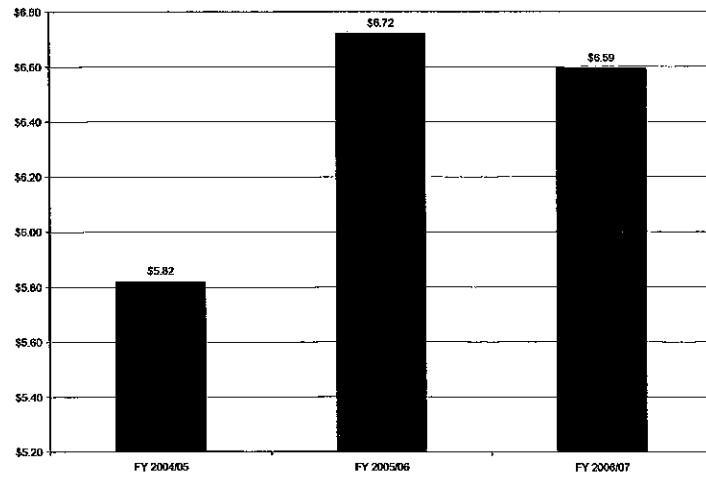


Exhibit 6 VSM/VSH

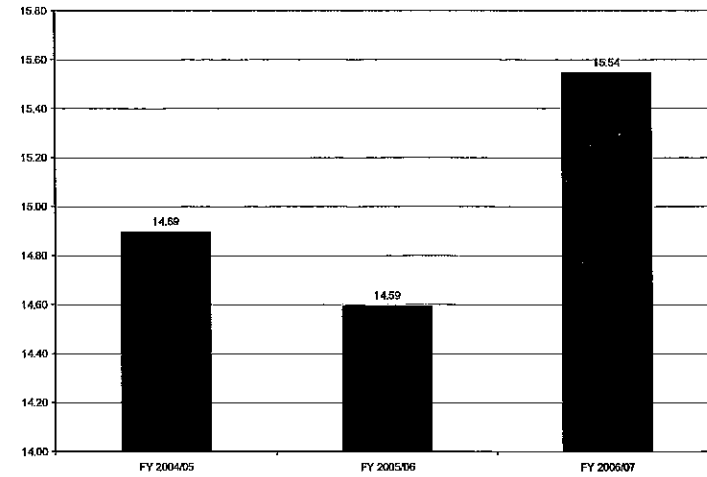


Exhibit 7 Operating Cost/Passenger

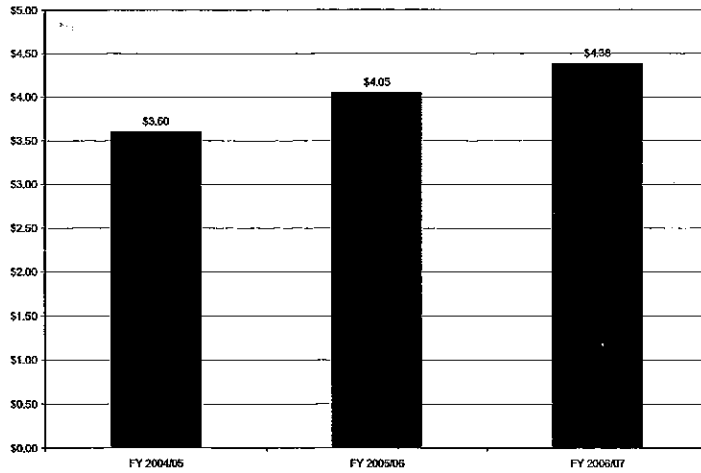


Exhibit 8 Passengers/VSH

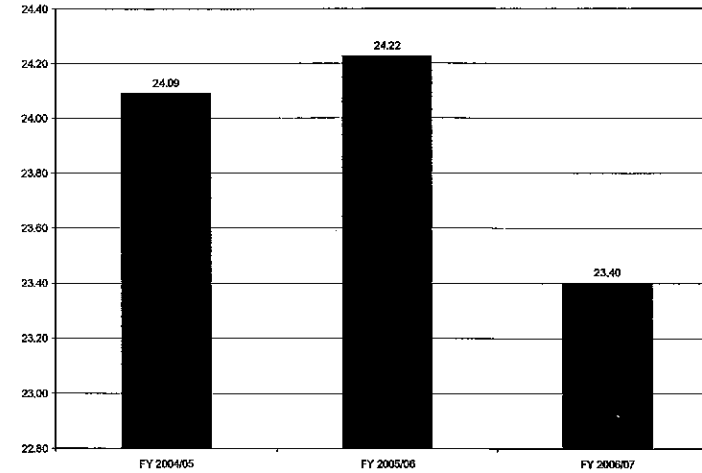


Exhibit 9 Passengers/VSM

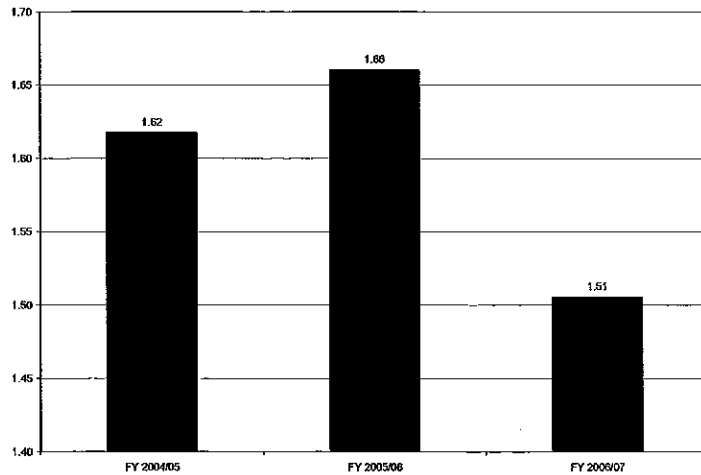


Exhibit 10 VSH/FTE

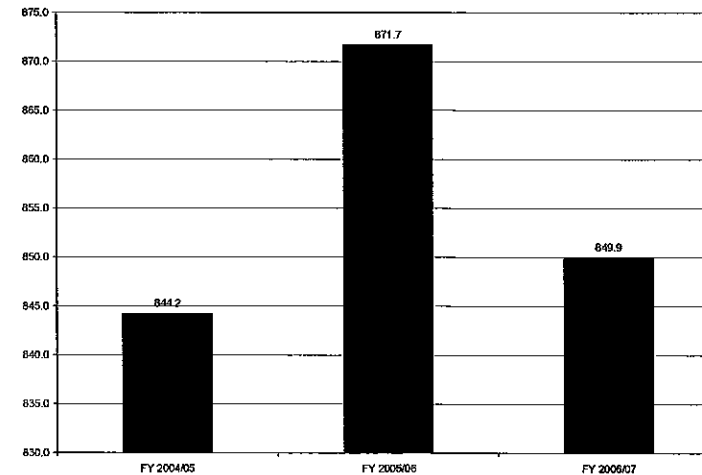


Exhibit 11 Farebox Recovery

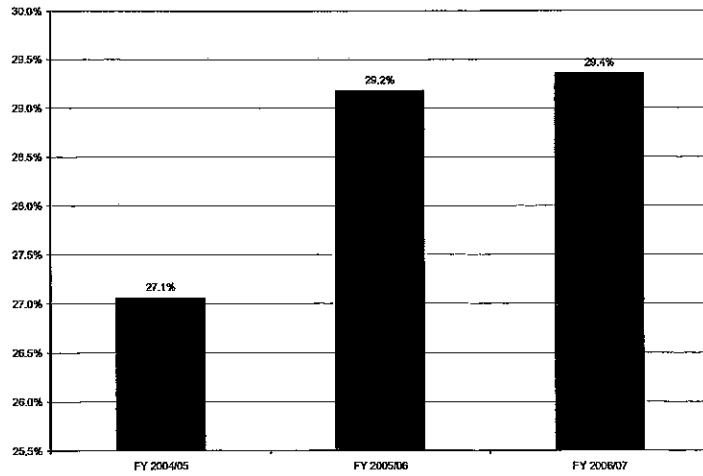
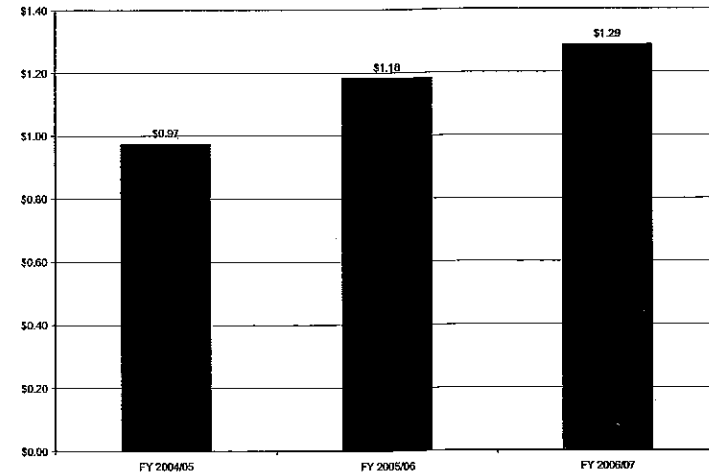


Exhibit 12 Fare/Passenger



## RIDES

Between FY 2004/05 and FY 2006/07, the Monterey-Salinas Transit District's complementary paratransit program's Operating Cost and Fare Revenue both decreased (20.8 percent and 36.4 percent respectively). Annual Ridership, Vehicle Service Hours and Vehicle Service Miles increased only modestly across the audit period.

Overall, the Monterey-Salinas Transit District's RIDES program became more efficient across the audit period, with significant decreases in Operating Cost/VSH, Operating Cost/Passenger, and Operating Cost/VSM (21.5, 20.8, and 23.6 percent, respectively). The industry-standard measure for passenger subsidy—Farebox Recovery—increased from 9.2 percent in FY 2004/05 to 10.7 percent in FY 2006/07 (15.5-percent increase). Taken together, this indicates the program is improving in efficiency and effectiveness.

Exhibit 13 RIDES Performance Indicators

Performance Measure	RIDES		
	FY 2004/05	FY 2005/06	FY 2006/07
<b>Operating Cost (Actual \$)</b>	\$1,884,811	\$1,628,331	\$1,491,999
<i>Annual Change</i>		-13.6%	-8.4%
<b>Fare Revenue (Actual \$)</b>	\$174,000	\$156,000	\$159,095
<i>Annual Change</i>		-10.3%	2.0%
<b>Vehicle Service Hours (VSH)</b>	36,352	36,165	36,651
<i>Annual Change</i>		-0.5%	1.3%
<b>Vehicle Service Miles (VSM)</b>	620,573	638,998	643,049
<i>Annual Change</i>		3.0%	0.6%
<b>Passengers</b>	66,538	65,514	66,508
<i>Annual Change</i>		-1.5%	1.5%
<b>Employees</b>	23	26	30
<i>Annual Change</i>		13.0%	15.4%
<b>Performance Indicators</b>			
<b>Operating Cost/VSH (Actual \$)</b>	\$51.85	\$45.03	\$40.71
<i>Annual Change</i>		-13.2%	-9.6%
<b>Operating Cost/Passenger (Actual \$)</b>	\$28.33	\$24.85	\$22.43
<i>Annual Change</i>		-12.3%	-9.7%
<b>Passengers/VSH</b>	1.83	1.81	1.81
<i>Annual Change</i>		-1.0%	0.2%
<b>Passengers/VSM</b>	0.11	0.10	0.10
<i>Annual Change</i>		-4.4%	0.9%
<b>Farebox Recovery</b>	9.2%	9.6%	10.7%
<i>Annual Change</i>		3.8%	11.3%
<b>Hours/Employee</b>	1,580.5	1,391.0	1,221.7
<i>Annual Change</i>		-12.0%	-12.2%
<b>TDA Non-Required Indicators</b>			
<b>Operating Cost/VSM</b>	\$3.04	\$2.55	\$2.32
<i>Annual Change</i>		-16.1%	-8.9%
<b>VSM/VSH</b>	17.07	17.67	17.55
<i>Annual Change</i>		3.5%	-0.7%
<b>VSH/FTE</b>	1,580.5	1,391.0	1,221.7
<i>Annual Change</i>		-12.0%	-12.2%
<b>Fare/Passenger</b>	\$2.62	\$2.38	\$2.39
<i>Annual Change</i>		-8.9%	0.5%

Exhibit 14 Ridership

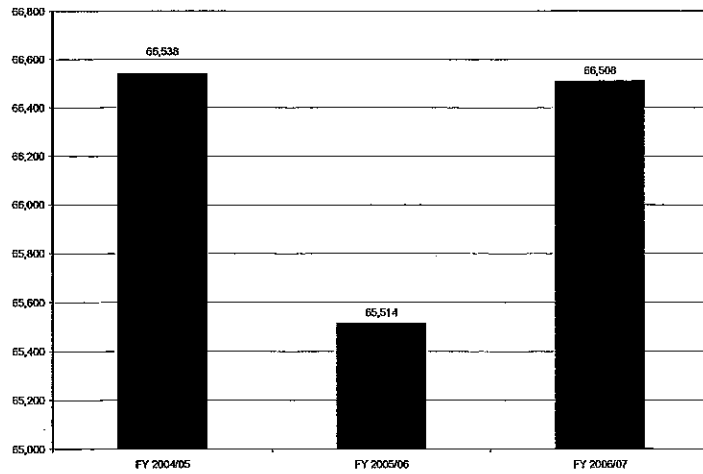


Exhibit 15 Operating Cost/VSH

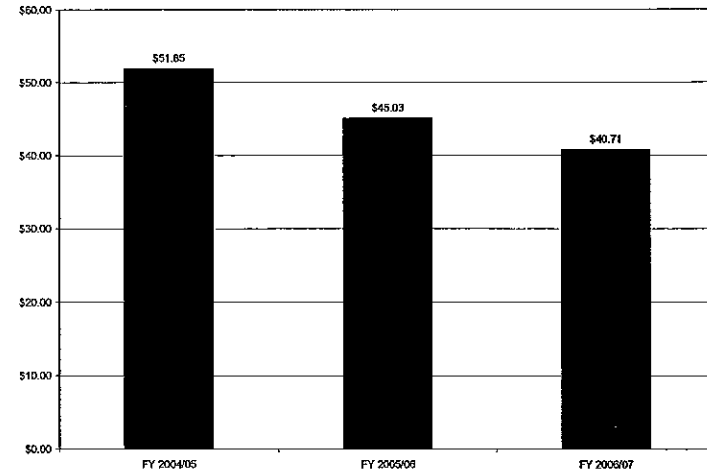


Exhibit 16 Operating Cost/VSM

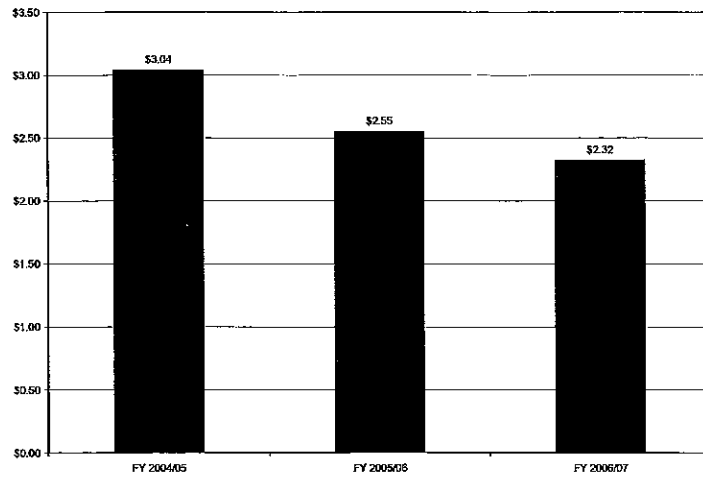


Exhibit 17 VSM/VSH

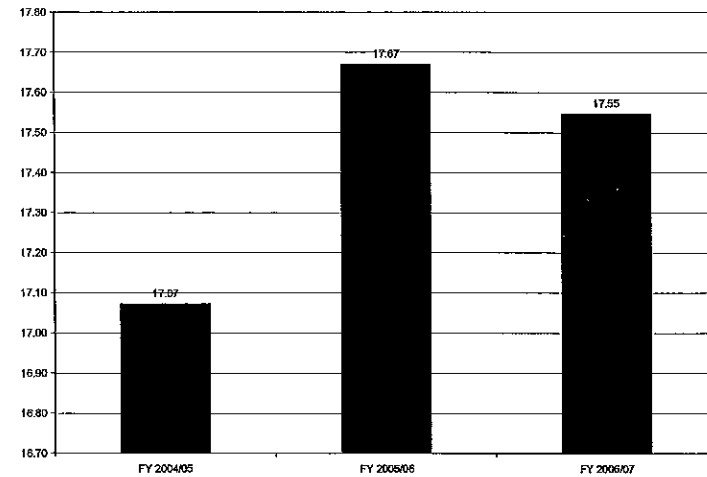


Exhibit 18 Operating Cost/Passenger

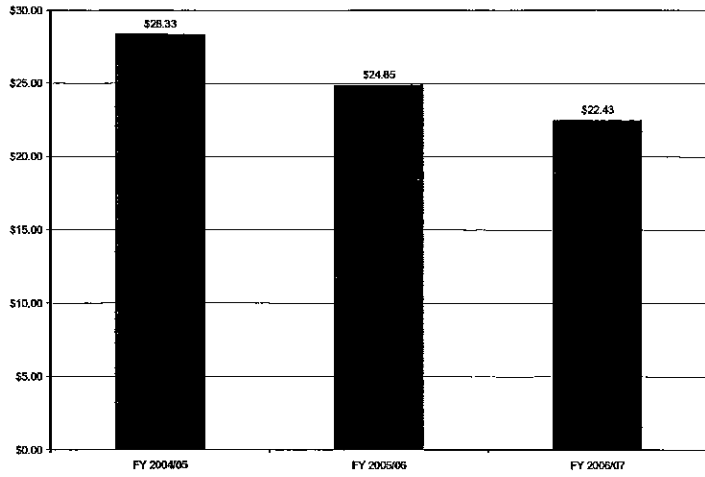


Exhibit 19 Passengers/VSH

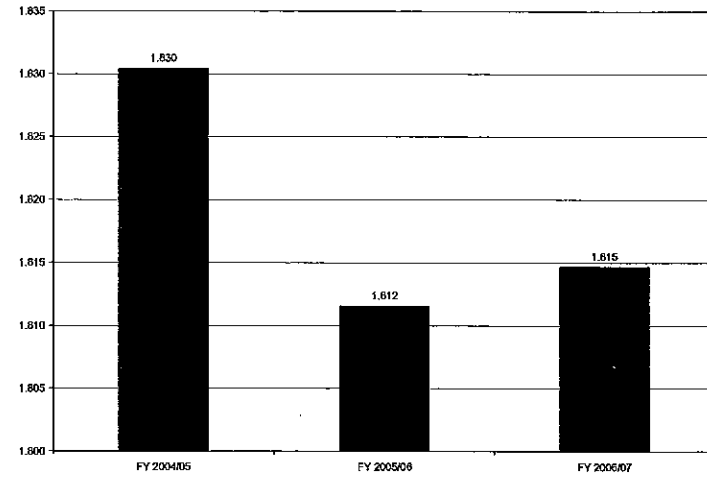


Exhibit 20 Passengers/VSM

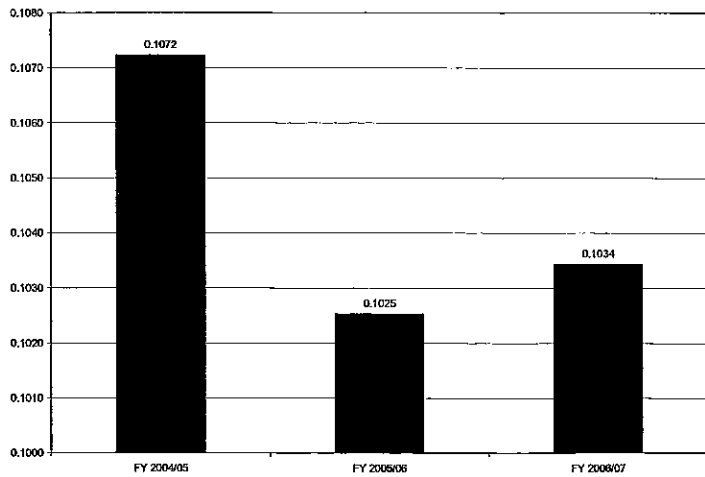


Exhibit 21 VSH/FTE

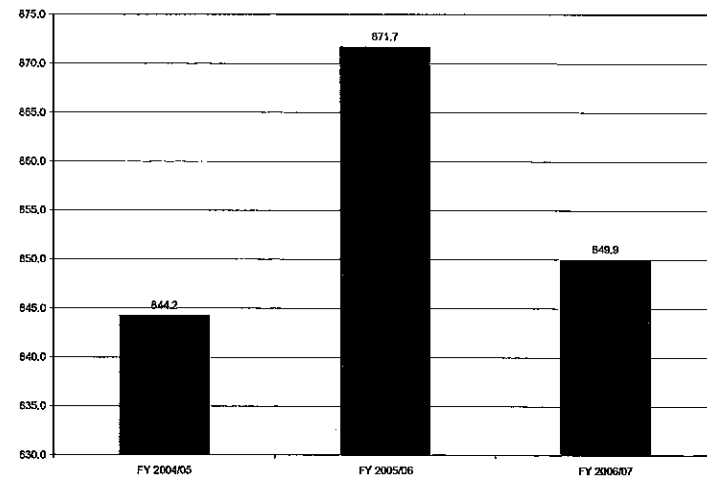


Exhibit 22 Farebox Recovery

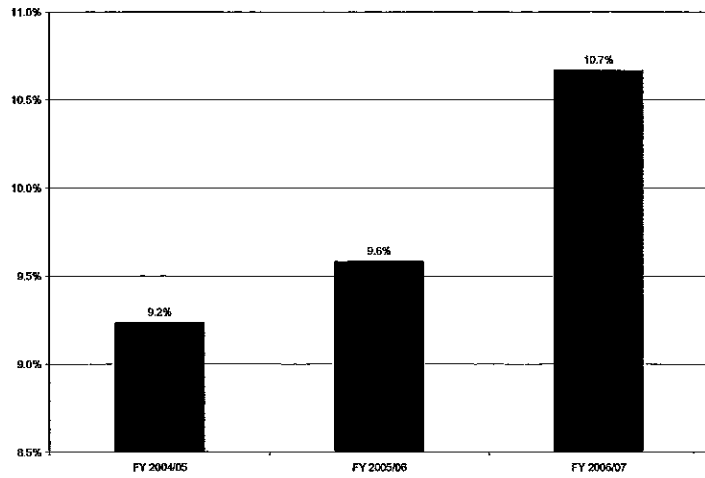
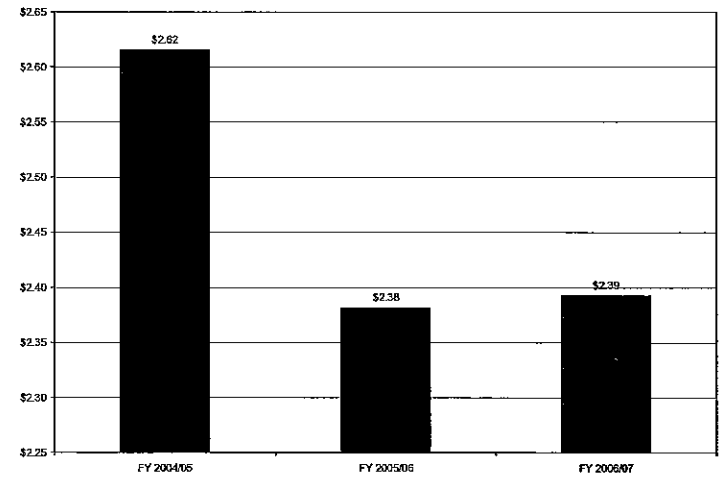


Exhibit 23 Fare/Passenger



## Exhibit 24 Program Goals

Goals	Timeframe
1 Improve service design and infrastructure	2011
2 Develop stable long-term revenue sources	2011
3 Enhance information technology	2011
4 Improve service quality	2011
5 Conserve natural resources	2011

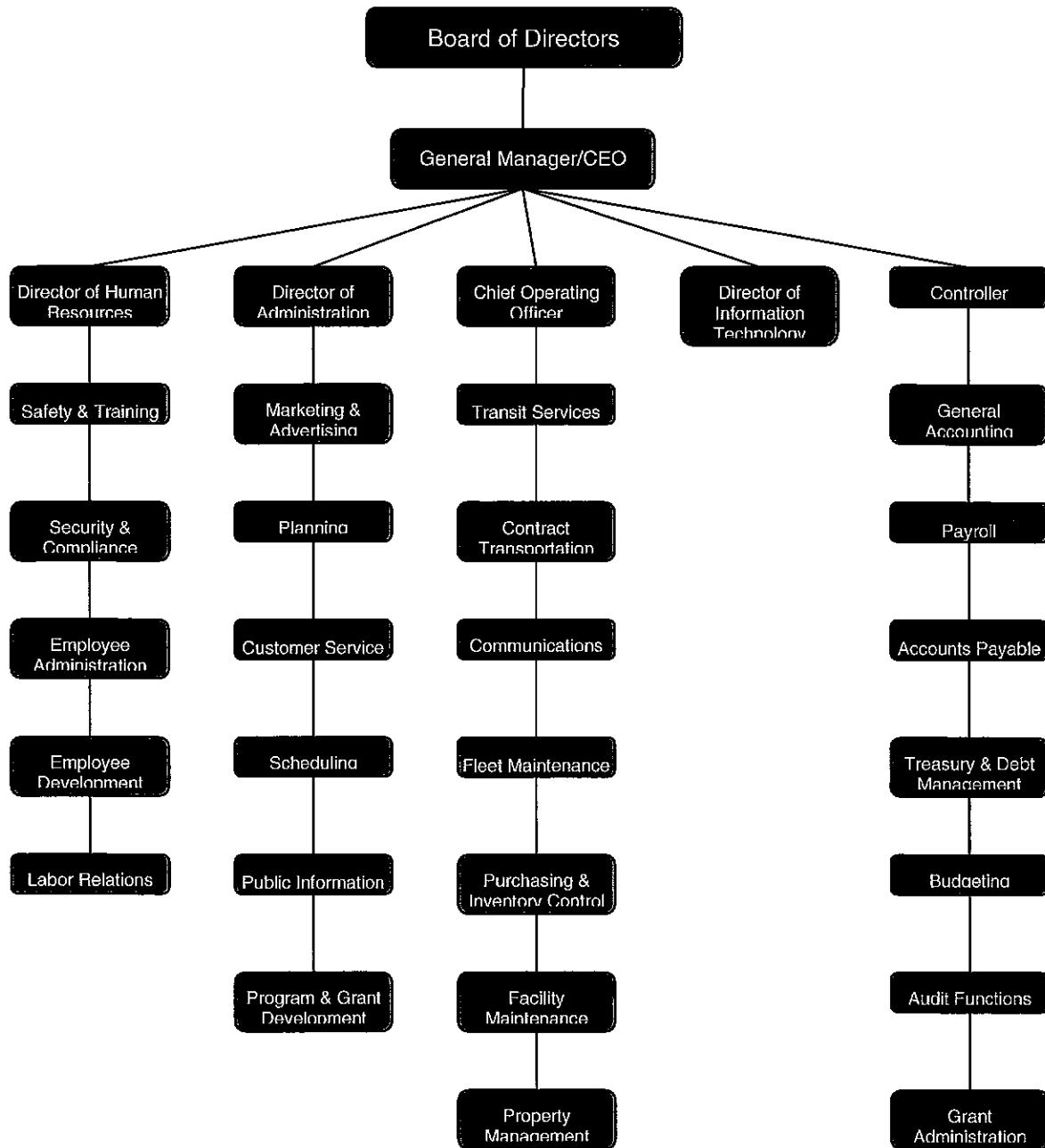
Source: MST FY 2008 Operating and Capital Budget.

## FUNCTIONAL REVIEW

Our functional review of the Monterey-Salinas Transit District's public transit programs identifies and determines the extent and efficiency of the following functional activities:

- General management and organization,
- Service planning,
- Scheduling, dispatching, and operations,
- Personnel management and training, and
- Administration.

Exhibit 25 Organizational Chart



### General Management and Organization

The Monterey-Salinas Transit District is a joint powers authority governed by a Board of Directors with a representative from each of the following member jurisdictions: County of Monterey; Cities of Carmel, Del Rey Oaks, Marina, Monterey, Pacific Grove, Salinas, and Seaside; as well as an at-large representative from the South County cities. The program is managed by a General Manager who reports directly to the Board of Directors. In 2005, Monterey-Salinas Transit created a new position, Chief Operating Officer, which is in charge of maintenance and transportation.

### Administrative Oversight

Transit functions (administration, dispatch, and operations) are overseen by the Transit Services Manager, who reports to the Chief Operating Officer. Drivers are supervised directly by a group of eight Operations Supervisors. Other personnel include a Communications System Supervisor and a Contract Administrator who oversees the District's paratransit (RIDES) contract.

### Service Planning

Service planning falls within the responsibility of the Director of Administration, who oversees one planner, schedule/planning analyst, scheduling assistant, two planning interns, and GIS specialist. Planning staff prepare operating schedules, monitor service performance, prepare planning documents, and plan facilities improvements. The most recent Short Range Transit Plan was completed in-house in 2006. The plan identified three major issues:

- 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 community back additional funding to satisfy current and future demand?

MST is in the process of expanding the Salinas Transit Center, constructing a mixed-use transit center in Marina, as well as a satellite operations and fueling facility at the former Fort Ord.

### Maintenance Review

The Maintenance Division is overseen by the Chief Operating Officer. Day-to-day maintenance functions is the responsibility of the Facilities Manager, Fleet Manager, Maintenance Supervisor, and Purchasing and Inventory Control Officer. The majority of maintenance work is performed in-house with the exception of some specialty work including paint and body work. MST received satisfactory CHP terminal inspection ratings during the audit period.

Exhibit 26 Fleet Inventory

Fleet					Fleet				
Number	Number	Manufacturer	Model	Mileage	Number	Number	Manufacturer	Model	Mileage
1	801	FLXIBLE	35102-S50-G	241113	51	1705	GILLIG	LOW FLOOR	186484
2	802	FLXIBLE	35102-S50-G	259714	52	1706	GILLIG	LOW FLOOR	184435
3	803	FLXIBLE	35102-S50-G	262735	53	1707	GILLIG	LOW FLOOR	184620
4	804	FLXIBLE	35102-S50-G	260214	54	1708	GILLIG	LOW FLOOR	188889
5	805	FLXIBLE	35102-S50-G	263374	55	1709	GILLIG	LOW FLOOR	176450
6	806	FLXIBLE	35102-S50-G	263376	56	1710	GILLIG	LOW FLOOR	194578
7	807	FLXIBLE	35102-S50-G	236705	57	1711	GILLIG	LOW FLOOR	179153
8	808	FLXIBLE	35102-S50-G	269731	58	1712	GILLIG	LOW FLOOR	194096
9	1001	ORION	ORION V	277737	59	1713	GILLIG	LOW FLOOR	113375
10	1002	ORION	ORION V	195090	60	1714	GILLIG	LOW FLOOR	136380
11	1003	ORION	ORION V	274054	61	1715	GILLIG	LOW FLOOR	135315
12	1004	ORION	ORION V	252982	62	1716	GILLIG	LOW FLOOR	129177
13	1005	ORION	ORION V	251495	63	1717	GILLIG	LOW FLOOR	110477
14	1006	ORION	ORION V	265237	64	1718	GILLIG	LOW FLOOR	129288
15	1007	ORION	ORION V	293329	65	1719	GILLIG	LOW FLOOR	114892
16	1008	ORION	ORION V	289657	66	1720	GILLIG	LOW FLOOR	117751
17	1009	ORION	ORION V	285423	67	1721	GILLIG	LOW FLOOR	120038
18	1101	GILLIG	PHANTOM	324303	68	1722	GILLIG	LOW FLOOR	126173
19	1102	GILLIG	PHANTOM	351721	69	1723	GILLIG	LOW FLOOR	111049
20	1103	GILLIG	PHANTOM	341290	70	1724	GILLIG	LOW FLOOR	114325
21	1104	GILLIG	PHANTOM	370271	71	1801	GILLIG	SUBURBAN	250243
22	1105	GILLIG	PHANTOM	357032	72	1802	GILLIG	SUBURBAN	271291
23	1106	GILLIG	PHANTOM	341714	73	1803	GILLIG	SUBURBAN	265073
24	1107	GILLIG	PHANTOM	354822	74	1804	GILLIG	SUBURBAN	271503
25	1108	GILLIG	PHANTOM	355701	75	1805	GILLIG	SUBURBAN	207168
26	1109	GILLIG	PHANTOM	319471	76	1806	GILLIG	SUBURBAN	195087
27	1110	GILLIG	PHANTOM	362923	77	1807	GILLIG	SUBURBAN	197887
28	1111	GILLIG	PHANTOM	352422	78	1808	GILLIG	SUBURBAN	208438
29	1112	GILLIG	PHANTOM	375341	79	902	FORD	AEROTECH LB	185495
30	1113	GILLIG	PHANTOM	376027	80	903	FORD	AEROTECH LB	182051
31	1114	GILLIG	PHANTOM	374736	81	904	FORD	AEROTECH LB	191759
32	1115	GILLIG	PHANTOM	370695	82	905	FORD	AEROTECH LB	162300
33	1116	GILLIG	PHANTOM	355466	83	906	FORD	AEROTECH LB	200557
34	1117	GILLIG	PHANTOM	374983	84	909	FORD	AEROTECH LB	148079
35	1118	GILLIG	PHANTOM	358830	85	910	FORD	AEROTECH LB	139958
36	1119	GILLIG	PHANTOM	370905	86	912	FORD	AEROTECH LB	148158
37	1120	GILLIG	PHANTOM	371935	87	913	FORD	AEROTECH LB	160069
38	1121	GILLIG	PHANTOM	323330	88	914	FORD	AEROTECH LB	163132
39	1122	GILLIG	PHANTOM	158032	89	915	FORD	AEROTECH LB	148483
40	1123	GILLIG	PHANTOM	143206	90	916	FORD	AEROTECH LB	97595
41	1124	GILLIG	PHANTOM	140094	91	917	FORD	AEROTECH LB	88250
42	1125	GILLIG	PHANTOM	158579	92	918	FORD	AEROTECH LB	141762
43	1126	GILLIG	PHANTOM	148407					
44	1127	GILLIG	PHANTOM	141924					
45	1128	GILLIG	PHANTOM	136988					
46	1129	GILLIG	PHANTOM	152357					
47	1701	GILLIG	LOW FLOOR	186401					
48	1702	GILLIG	LOW FLOOR	185024					
49	1703	GILLIG	LOW FLOOR	196657					
50	1704	GILLIG	LOW FLOOR	189861					

Marketing and Public Information

The Director of Administration is responsible for marketing activities and oversees a Marketing/Public Information specialist, four Customer Service Representatives,

and a Customer Service Supervisor. All marketing activities are performed in-house, including production of a comprehensive bilingual rider guide, content for both the MST and TAMC websites, and guides for individual routes and services (RIDES, trolley, etc).