



FYs 2014–2016 Triennial Performance Audit of Monterey-Salinas Transit (MST)

June 2017



Submitted to:

Transportation Agency for Monterey County

Prepared by:

Michael Baker
INTERNATIONAL

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Section I

Introduction

California’s Transportation Development Act (TDA) requires that a triennial performance audit be conducted of public transit entities that receive TDA revenues. The performance audit serves to ensure accountability in the use of public transportation revenue.

The Transportation Agency for Monterey County (TAMC) engaged Michael Baker International (Michael Baker) to conduct the TDA triennial performance audit of the public transit operators under its jurisdiction in Monterey County. This performance audit is conducted for the Monterey-Salinas Transit District (MST) covering the most recent triennial period, fiscal years (FY) 2013–14 through 2015–16.

The purpose of the performance audit is to evaluate MST’s effectiveness and efficiency in its use of TDA funds to provide public transportation in its service area. This evaluation is required as a condition for continued receipt of these funds for public transportation purposes. In addition, the audit evaluates MST’s compliance with the conditions specified in the California Public Utilities Code (PUC). This task involves ascertaining whether MST is meeting the PUC’s reporting requirements. Moreover, the audit includes calculations of transit service performance indicators and a detailed review of the transit administrative functions. From the analysis that has been undertaken, a set of recommendations has been made which is intended to improve the performance of transit operations.

In summary, this TDA audit affords the opportunity for an independent, constructive, and objective evaluation of the organizations and their operations that otherwise might not be available. The methodology for the audit included in-person interviews with management, collection, and review of agency documents, data analysis, and on-site observations. The *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* published by the California Department of Transportation (Caltrans) was used to guide the development and conduct of the audit.

Overview of the Transit System

MST was created on July 1, 2010, pursuant to state Assembly Bill (AB) 644 (The Monterey-Salinas Transit District Act), which established the special district and dissolved the Monterey-Salinas Transit Joint Powers Agency (JPA). The JPA had been created in 1972 and encompassed the cities and communities located on the Monterey Peninsula. In 1981, the JPA was expanded and amended as Monterey-Salinas Transit (MST) when Monterey Peninsula Transit absorbed the Salinas Transit System. The MST Board of Directors comprised eight member jurisdictions between 1981 and June 2010. The newly configured MST encompasses the cities of Gonzales, Greenfield, King City, Sand City, and Soledad, in addition to the cities and communities served under the former JPA.

Transit Service Area

Monterey County is located in the Central Coast region of California and forms the southern portion of Monterey Bay. The county is bordered by San Benito County to the east, San Luis Obispo County to the south, Fresno and Kings Counties to the southeast, and Santa Cruz County to the north. Established in 1850, the county was one of the original counties in California. The county derives its name from Monterey Bay, which was named in honor of the Conde de Monterey (Count of Monterey) by Sebastián Vizcaíno in 1602. Parts of Monterey County were ceded to San Benito County in 1874. Agriculture, education, government services, health care, military operations, and tourism are mainstays of the local economy. Major highways traversing Monterey County include US Highway 101 (US 101) and State Routes (SR) 1, 68, 146, 156, 183, and 198. US 101 is the main north–south highway that runs through the Salinas Valley and connects the county with the Bay Area and San Luis Obispo. SR 1 is the main coastal highway connecting the cities of Carmel-by-the-Sea, Monterey, and Seaside as well as the scenic Big Sur coastline to the south. SR 68 is the main east–west highway connecting Salinas and the Monterey Peninsula. A demographic snapshot of key cities and the county is presented in Table I-1.

**Table I-1
Monterey County Demographics**

City/Jurisdiction	2010 US Census Population	Change from 2000 US Census %	Population 65 Years & Older %	2017 State Department of Finance Estimates	Land Area (in square miles)
Carmel-by-the-Sea	3,722	-9.9%	35.68%	3,842	1.08
Del Rey Oaks	1,624	-1.6%	18.97%	1,681	0.48
Gonzales	8,187	+8.6%	5.99%	8,549	1.92
Greenfield	16,330	+29.8%	2.70%	17,866	2.14
King City	12,874	+16.0%	5.90%	14,480	3.85
Marina	19,718	-21.4%	11.38%	21,528	8.88
Monterey	27,810	-6.4%	15.45%	28,828	8.47
Pacific Grove	15,041	-2.8%	21.57%	15,498	2.87
Salinas	150,441	-0.6%	7.48%	162,470	23.18
Sand City	334	+28.0%	2.69%	384	0.56
Seaside	33,025	+4.2%	8.61%	34,165	9.24
Soledad	25,738	+124.8%	4.61%	26,065	4.41
Unincorporated Area	100,213	+0.6%	13.14%	107,009	3,254.87
Total Monterey County	415,057	+3.3%	10.70%	442,365	3,321.95

Source: 2010 US Census, California Department of Finance, 2017 Population Estimates

The city of Salinas is the county seat and largest city. The county and some northern incorporated cities experienced either negative or modest growth between the 2000 and 2010 US Census. The exceptions were the South County cities, with Soledad exhibiting the highest percentage increase in population. The senior citizen population, comprising residents aged 65 and over, is 10.7 percent countywide. The 2017 population for Monterey County is estimated to be 442,365 as reported by the California Department of Finance.

Transit System Characteristics

MST operates local and regional service connected by a series of transit centers with timed connections to help speed travel and provide quick and easy transfers. High-frequency commuter services complement local and neighborhood services. Regional services connect urban areas such as the Monterey Peninsula and Salinas, and connect to outlying areas. Regional service also connects areas beyond the county borders including with the Santa Cruz Metropolitan Transit District (Santa Cruz METRO) transit center in Watsonville and Santa Cruz as well as with Caltrain and Santa Clara Valley Transportation Authority (VTA) buses in Gilroy, Morgan Hill, and San Jose. Relatively new connections are also available for southern Monterey County with other Central Coast cities in San Luis Obispo County including San Miguel, Paso Robles, and Templeton.

Public transit modes encompass bus rapid transit (BRT), express, fixed route, trolley, shuttle, and Americans with Disabilities Act (ADA) paratransit. The main transit centers are the Marina Transit Exchange, Monterey Transit Plaza, Salinas Transit Center, and the Sand City Station. MST has mobility management centers located in Monterey and Salinas, which offer travel training and the MST Navigators services in addition to providing customer service and transit connections.

Most routes operate seven days a week with varying service hours based on the mode. Limited holiday service is operated on New Year's Day, Thanksgiving Day, and Christmas Day. Service operated on Martin Luther King Jr. Day, Presidents' Day, Veterans Day (observed), the day after Thanksgiving, Christmas Eve, and New Year's Eve is on the Saturday schedule. Service operated on Memorial Day, Independence Day, and Labor Day follows the Sunday schedule. A sampling of MST services includes the following:

- **MST Trolley:** The MST Trolley operates from downtown Monterey and Fisherman's Wharf along Cannery Row to the Monterey Bay Aquarium, providing residents and visitors with convenient connections to parking lots and transit centers. The service runs daily from Memorial Day weekend to Labor Day, and on weekends the remainder of the year. A special Monterey Bay Aquarium trolley provides direct summer service between the downtown Monterey parking garages and the aquarium.
- **Bus Rapid Transit (BRT):** MST operates a BRT service between Sand City, Seaside, and Monterey. The service, called JAZZ, is designed to be a high-frequency service with bus stop and traffic priority amenities designed to ease passenger boarding and reduce dwell times and trip times through congested corridors. Unique to the service is MST's collaboration with the Monterey Jazz Festival to develop a year-round linear jazz museum that features jazz-themed displays at new custom-designed bus shelters along the route.
- **University/College:** Fixed-route and express-route services are provided to California State University, Monterey Bay (CSUMB), and fixed-route to Hartnell College.

- **Big Sur:** MST operates daily summer service along the Big Sur coast highway, providing one of the most spectacular public transportation journeys in America. Weekend service is offered during the off-season.
- **Grapevine Express:** Daily service is offered connecting Monterey with Carmel-by-the-Sea and Carmel Valley. A number of wineries and tasting rooms are located within a short distance from the bus stops.
- **Presidio Express Service:** Fixed-route service is provided in the Presidio of Monterey and to various locations beyond the Presidio. A free shuttle is also operated within the Presidio.
- **South County connections:** Fixed-route service is offered from Soledad and Fort Hunter-Liggett into San Luis Obispo County. Additional fixed routes serve South County cities with connections going north to Salinas.
- **On-Call:** MST offers On-Call service in the cities of Marina, Gonzales, Greenfield, Soledad, and King City for areas that are best served by demand-response service. Passengers using the On-Call service must phone MST approximately one hour in advance and will then be directed to the closest pickup point. On-Call service has limited time points and provides scheduling flexibility for passengers outside a fixed-route service area.

A summary of MST’s fixed-route service is presented in the appendix.

MST RIDES – ADA Paratransit

MST RIDES provides curb-to-curb paratransit services within three-quarters of a mile on either side of an MST fixed-route line for those individuals with disabilities who cannot access the regular MST fixed-route service. Service is provided to the Monterey Peninsula, Carmel, Carmel Valley, Salinas, Chualar, Gonzales, Greenfield, Soledad, and King City and to the Watsonville Transit Center.

MST RIDES operates in concert with the service hours and days of operation of the MST fixed-route service. Reservation requests are received until 5:00 p.m. daily for next-day service and can be received up to seven days in advance. Based on vehicle availability, MST RIDES may need to schedule a pick up or drop off time within an hour of the time requested. There is also a 15-minute “ready window” on either side of the assigned pick up or drop off time that the RIDES vehicle may arrive. One registered personal care attendant accompanying a fare-paying passenger may ride free of charge, while other companions must pay full fare and may ride as space is available.

While not part of the ADA paratransit program, additional services are made available to RIDES-certified customers to provide increased opportunities to meet their transportation needs. The MST RIDES ST (Special Transit) program serves individuals who live beyond the 0.75-mile zone in communities in northern Monterey County as well as in areas between 0.75 mile and 1 mile of US 101 between Salinas and King City. Beyond King City, the RIDES ST program is available to anyone living within a mile of US 101 as far south as San Ardo, San Lucas, and Bradley. MST RIDES ST is for

the purpose of traveling into the ADA service area. Once inside the ADA service area, certified RIDES customers may take full advantage of the RIDES program.

A taxi voucher program is also available for seniors and disabled persons traveling in one of two areas. The voucher program was implemented to provide more mobility options for riders aged 65 years and older or who are certified by MST RIDES. One area includes anywhere within Salinas, and the second area comprises the cities of Carmel, Del Rey Oaks, Marina, Monterey, Pacific Grove, Sand City, and Seaside. The voucher is valid for a one-way trip originating and ending in the same area.

In addition, MST Special Medical Trips service provides out-of-county medical transportation two days per month—one day to San Jose area medical facilities and one day to San Francisco area medical facilities. The program is open to all Monterey County residents. Each trip originates at and return to the Salinas Transit Center.

Fares

Fixed-route fares are based on the length of the route. Routes are categorized into four types: Local, Primary, Regional, and Commuter. MST fixed-route fare media comprise cash and several pass options based on the number of consecutive days utilized. Discounted fares are applicable for the following passenger categories:

- 18 years and under
- 65 years and above
- Individuals with disabilities
- Medicare card holders
- Veterans

Proof of age, an MST Courtesy Card, or a Medicare card is required upon boarding. MST also honors discount courtesy cards issued by other transit systems. Measure Q provides funds for discounted fares, including half-price fares on all MST services for veterans. The current fare structure for MST is summarized in Table I-2.

**Table I-2
MST Fare Schedule**

Fare/Pass Category	Regular	Discount
Local	\$1.50	\$0.75
Primary (base)	\$2.50	\$1.25
Regional	\$3.50	\$1.75
Commuter	\$12.00	\$6.00
Children (maximum 46 inches tall, 3 children per paying adult)	Free	
GoPasses (consecutive days)		
31-Day Super	\$190.00	\$95.00

Fare/Pass Category	Regular	Discount
31-Day Basic	\$95.00	\$47.00
7-Day Super	\$50.00	\$25.00
Day Pass (available onboard)	\$10.00	\$5.00
Summer Youth (June 1–August 31)	\$38.00	

Source: MST

The GoPasses are valid on all MST bus routes. The 31-Day Basic GoPass requires an upcharge for regional and commuter trips, and the Day Pass requires an upcharge for commuter trips. A GoCard is a stored value card that is used like a debit card and requires a \$10 minimum purchase. Fares are automatically deducted from the card balance. Passengers receive an additional 10 percent value each time the card is reloaded. Organizations with at least three riders receive a discount on 31-Day Super and 31-Day Basic GoPasses. GoPasses can be purchased at MST customer service locations, on MST’s website, and at a number of retail outlets throughout the county.

During construction of the Holman Highway Roundabout, affected areas and bus routes have reduced bus pricing for residents and employees. The reduced pricing is offered only for the 31-Day Basic GoPasses. Through donations received from its member businesses, the Monterey County Hospitality Association purchased an additional 600 passes to distribute free to its member employees.

The MST RIDES fare structure is based on miles traveled, one way. Ticket books are available and may be purchased from MST customer service locations and by phone, mail, and online. The MST RIDES fare schedule is shown in Table I-3.

**Table I-3
MST RIDES Fare Schedule**

Distance/Fare Media	Fare
One-way, equal to or less than 2.7 miles	\$3.00
One-way, more than 2.7 miles or less than 17 miles	\$5.00
One-way, more than 17 miles	\$7.00
Ticket Books	Fare
Books of 30, \$1.00 tickets	\$30.00
Books of 10, \$5.00 tickets	\$50.00

Source: MST

Fleet

There were 153 total vehicles in the MST fleet during the audit period (fleet list as of October 2016). The larger fixed-route vehicles are diesel-powered, while the medium-sized fixed-route buses include a combination of diesel and gasoline vehicles. Diesel/electric hybrid vehicles are also part of the fleet of medium-sized vehicles, as is an electric battery-powered bus that was retrofitted in 2016 from a 12-year old historically-themed diesel-powered bus. All fixed-route vehicles are equipped with lifts or ramps in compliance with the ADA. Table I-4 shows the vehicle fleet information for the MST fixed-route service.

**Table I-4
MST Fixed-Route Transit Fleet**

Year	Make/Model	Quantity	Seating Capacity/ Wheelchair	Fuel Type
2000	Gillig Phantom	1	35/2	Diesel
2002	Gillig Suburban	3	39/2	Diesel
2002	Gillig Low Floor	12	37/2	Diesel
2003	Optima American Heritage Street Car	4	27/2	Diesel
2003	Optima American Heritage Street Car	2	28/2	Diesel
2003	Optima American Heritage Street Car	1	27/2	Electric/Battery
2003	Optima American Heritage Street Car	1	27/2	Diesel
2003	Gillig Phantom	8	35/2	Diesel
2003	Gillig Low Floor	12	36/2	Diesel
2003	Gillig Suburban	4	39/2	Diesel
2007	Gillig Low Floor	10	31/2	Diesel
2008	Gillig Low Floor	5	37/2	Diesel
2009	MCI Commuter	2	57/2	Diesel
2010	MCI Commuter	1	57/2	Diesel
2011	El Dorado Aerotech	4	18/2	Gasoline
2012	MCI Commuter	1	57/2	Diesel
2013	El Dorado Aerotech	1	18/2	Gasoline
2013	Gillig Low Floor Commuter	1	36/2	Diesel
2013	El Dorado Aero Elite	4	30/2	Diesel/Hybrid
2014	El Dorado Aerotech	5	18/2	Gasoline
2015	El Dorado Aerotech	15	18/2	Gasoline
2015	MCI Commuter	2	57/2	Diesel
2015	Gillig Low Floor	4	37/2	Diesel
2015	Gillig Low Floor	11	31/2	Diesel
2015	Ford Aeroelite	1	24/2	Gasoline
2016	El Dorado Aerotech	1	18/2	Gasoline
2016	Gillig Low Floor Commuter	3	36/2	Diesel
Total Fixed Route		119		

Source: MST Fleet List, October 2016

MST Paratransit Fleet

MST operates a paratransit fleet of 29 gasoline-powered vehicles including 5 on-call vehicles. Fleet vehicles vary by type and passenger capacity. All vehicles are wheelchair-accessible with tie-downs in compliance with the ADA. Table I-5 summarizes the paratransit fleet.

**Table I-5
MST Paratransit Fleet**

Year	Make/Model	Quantity	Seating Capacity/ Wheelchair	Fuel Type
2010	Ford AllStar	6	6/4	Gasoline
2011	Dodge Grand Caravan	3	4/2	Gasoline
2012	El Dorado Aerotech	1	6/4	Gasoline
2013	Ford Elkhart	11	12/4	Gasoline
2015	Ford AllStar	8	12/4	Gasoline
Total		29		Gasoline

Source: MST Fleet List, October 2016

MST On-Call Fleet

MST operates an on-call fleet of 5 gasoline-powered vehicles. Fleet vehicles are composed of Ford AllStar vehicles with varied passenger capacity. All vehicles are wheelchair-accessible with tie-downs in compliance with the ADA. Table I-6 summarizes the on-call fleet.

**Table I-6
MST On-Call Fleet**

Year	Make/Model	Quantity	Seating Capacity/ Wheelchair	Fuel Type
2007	Ford AllStar	1	16/2	Gasoline
2007	Ford AllStar	2	6/4	Gasoline
2008	Ford AllStar	1	14/2	Gasoline
2009	Ford AllStar	1	18/2	Gasoline
Total		5		

Source: MST Fleet List, October 2016

Section II

Operator Compliance Requirements

This section of the audit report contains the analysis of MST’s ability to comply with state requirements for continued receipt of TDA funds. The evaluation uses the *Performance Audit Guidebook* to assess transit operators. The guidebook contains a checklist of eleven measures taken from relevant sections of the PUC and the California Code of Regulations. Each of these requirements is discussed in the table below, including a description of the system’s efforts to comply with the requirements. In addition, the findings from the compliance review are described in the text following the table.

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The transit operator submitted annual reports to the RTPA based upon the Uniform System of Accounts and Records established by the State Controller. Report is due 90 days after end of fiscal year (Sept. 28/29), or 110 days (Oct. 19/20) if filed electronically (Internet).	Public Utilities Code, Section 99243	<p>Completion/submittal dates:</p> <p><i>For MST:</i></p> <p>FY 2014: October 20, 2014 FY 2015: October 15, 2015 FY 2016: October 18, 2016</p> <p><i>For MST RIDES: (Specialized Service)</i></p> <p>FY 2014: October 20, 2014 FY 2015: October 16, 2015 FY 2016: October 18, 2016</p> <p>Conclusion: Complied</p>
The operator has submitted annual fiscal and compliance audits to the RTPA and to the State Controller within 180 days following the end of the fiscal year (Dec. 27), or has received the appropriate 90-day extension by the RTPA allowed by law.	Public Utilities Code, Section 99245	<p>Completion/submittal dates:</p> <p>FY 2014: December 19, 2014 FY 2015: December 22, 2015 FY 2016: December 19, 2016</p> <p>Source: FY 2014–2016 MST Comprehensive Annual Financial Reports (CAFRs)</p> <p>Conclusion: Complied</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
<p>The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator’s compliance with Vehicle Code Section 1808.1 following a CHP inspection of the operator’s terminal.</p>	<p>Public Utilities Code, Section 99251 B</p>	<p>MST participates in the California Highway Patrol (CHP) Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim.</p> <p>Inspections were conducted at the MST facility located at One Ryan Ranch Road, Monterey.</p> <p>Inspection dates applicable to the audit period were April 21–24, 2014; April 28–30, 2015; and May 11–13, 2016.</p> <p><i>For contract operated vehicles:</i></p> <p>Inspections were conducted at the MV Transportation facility located at 1375 Burton Avenue in Salinas.</p> <p>Inspection dates applicable to the audit period were March 5–7, 2014; March 11, 2015; and March 16, 2016.</p> <p>Inspections were found to be satisfactory.</p> <p>Conclusion: Complied</p>
<p>The operator’s claim for TDA funds is submitted in compliance with rules and regulations adopted by the RTPA for such claims.</p>	<p>Public Utilities Code, Section 99261</p>	<p>Since becoming a transit district, MST has received the TDA funds allocated to Monterey County on behalf of its constituent agencies. During the audit period, TAMC reinstated formal claims procedures to meet statutory compliance and to maintain documented funding allocations between the two agencies. MST submits annual claims for Local Transportation Funds (LTF) and State Transit Assistance (STA) to TAMC in compliance with the rules and regulations</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		<p>adopted by TAMC. This includes providing supporting documentation and checking off standard assurances.</p> <p>Conclusion: Complied</p>
<p>If an operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.</p>	<p>Public Utilities Code, Section 99270.1</p>	<p>Since becoming a transit district and expanding its service area into non-urbanized areas by consolidating service in the South County, MST is subject to an intermediate ratio of no less than 15 percent as adopted by TAMC in 2004 by Resolution 2004-19. This revenue ratio is stated in the Financial Highlights section of the MST CAFR and the relatively new TAMC TDA Guidelines. The farebox ratios for MST were as follows:</p> <p>FY 2014: 20.91% FY 2015: 21.46% FY 2016: 25.27%</p> <p>Source: State Controller’s Report. The financial audits do not provide a calculation of farebox recovery.</p> <p>Conclusion: Complied</p>
<p>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 provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).</p>	<p>Public Utilities Code, Section 99266</p>	<p>Percentage increase in the MST operating budget:</p> <p>FY 2014: +3.3% FY 2015: +8.1% FY 2016: +9.7%</p> <p>Source: FY 2013–2016 MST Annual Budgets</p> <p>Conclusion: Complied</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The operator’s definitions of performance measures are consistent with Public Utilities Code Section 99247, including (a) operating cost, (b) operating cost per passenger, (c) operating cost per vehicle service hour, (d) passengers per vehicle service hour, (e) passengers per vehicle service mile, (f) total passengers, (g) transit vehicle, (h) vehicle service hours, (i) vehicle service miles, and (j) vehicle service hours per employee.	Public Utilities Code, Section 99247	MST’s definition of performance is consistent with PUC Section 99247. Conclusion: Complied
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating costs at least equal to one-fifth (20 percent), unless it is in a county with a population of less than 500,000, in which case it must maintain a ratio of fare revenues to operating costs of at least equal to three-twentieths (15 percent), if so determined by the RTPA.	Public Utilities Code, Sections 99268.2, 99268.3, 99268.12, 99270.1	MST is subject to the intermediate ratio for operators that serve both urbanized and non-urbanized areas. Conclusion: Not applicable
If the operator serves a rural area, or provides exclusive services to elderly and disabled persons, it has maintained a ratio of fare revenues to operating costs at least equal to one-tenth (10 percent).	Public Utilities Code, Sections 99268.2, 99268.4, 99268.5	MST is subject to the intermediate ratio for operators that serve both urbanized and non-urbanized areas. Conclusion: Not applicable
The current cost of the operator’s retirement system is fully funded with respect to the	Public Utilities Code, Section 99271	MST contributes toward its employees’ retirement through the California Public Employees’ Retirement System (CalPERS)

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA which will fully fund the retirement system within 40 years.		based on the 2% @ 55 formula. Employees are required to contribute 7 percent of covered salary to CalPERS. Contractual employees' retirement is provided through a 401(k) retirement savings plan. Conclusion: Complied
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.	California Code of Regulations, Section 6754(a)(3)	MST receives State Transit Assistance (STA) funds in addition to federal funds that are available to the district as reported in the federal NTD reports: FY 2014: Operations (\$10,356,762) Capital (\$1,148,496) FY 2015: Operations (\$9,369,570) Capital (\$7,580,232) FY 2016: Operations (\$8,755,441) Capital (\$782,085) Source: National Transit Database Conclusion: Complied

Findings and Observations from Operator Compliance Requirements Matrix

1. Of the compliance requirements pertaining to MST, the operator fully complied with all nine applicable requirements. Two compliance requirements did not apply to the operator (i.e., exclusive urbanized and rural farebox recovery ratios).
2. MST is subject to a 15 percent system-wide farebox standard pursuant to rules and regulations adopted by TAMC through resolution. During the audit period, MST exceeded the standard and attained a system-wide ratio of 20.91 percent in FY 2014, 21.46 percent in FY 2015, and 25.27 percent in FY 2016. The average farebox ratio during the period was 22.54 percent.
3. Both MST and its contract operator, MV Transportation, participate in the CHP Transit Operator Compliance Program and received vehicle inspections within the 13 months prior to each TDA claim. Satisfactory ratings were made for all inspections conducted during the audit period.
4. The operating budgets for MST exhibited modest fluctuations during the audit period and did not increase by more than 15 percent over the prior year. The FY 2014 operating budget increased 3.3 percent, followed by increases of 8.1 percent and 9.7 percent in FY 2015 and FY 2016, respectively. The passage of Measure Q, a new dedicated sales tax for MST, added to the budget revenues. The budget is divided by two service centers: fixed-route bus and public paratransit services. Each service center is balanced in terms of revenues and costs. MST also created a reserve account with a target 15 percent of total expenses that is funded.
5. MST applies State Transit Assistance funds toward operational expenses. Current law (SB 508) revises the STA qualifying criteria to determine the level of STA that could be used for operations. MST should work with TAMC to conduct the two-prong qualifying calculation and make required adjustments, if any, to MST's funding eligibility.

Section III

Prior Triennial Performance Recommendations

MST's efforts to implement the recommendations made in the prior triennial audit are examined in this section of the report. For this purpose, each prior recommendation for the agency is described, followed by a discussion of its efforts to implement the recommendation. Conclusions concerning the extent to which the recommendations have been adopted by the agency are then presented.

Prior Recommendation 1

Update performance targets for the mileage between road calls, based on past fleet mix of diesel and compressed natural gas.

Background: As part of its extensive maintenance protocol, MST has established performance targets to ensure that all facets of its operations function optimally. One of the goals of the Maintenance Department is to meet a fleet reliability standard of 7,000 miles or more between road calls, including superior vehicle appearance and cleanliness. Since becoming a transit district, MST has implemented a wide range of route services, diversified its fleet, and acquired newer vehicles. As MST continues to evaluate its fleet composition and determine the optimum vehicle type for the various routes, it was suggested that MST update its performance target for road calls based on the fleet mix. A 3- or 5-year historical average could be one method of updating the target that is relevant to the agency.

Actions taken by MST

MST develops a summary of monthly performance statistics for the Transportation, Maintenance, and Administration departments. The statistics are presented to the MST Board. One of the department reports is the Monthly Maintenance/Facilities Report, which includes the statistic Miles Between Major Mechanical Road Calls. The minimum performance target for this measure is shown to be 7,000 miles between major mechanical road calls, with a goal of 15,000 miles between major mechanical road calls. This goal was introduced to help meet the prior audit recommendation. Based on a historical comparison in the report, MST has met and exceeded this goal in the past several years. The miles for the three-year audit period include 15,403 miles between road calls in FY 2014, 21,306 miles in FY 2015, and 19,862 miles in FY 2016. Improved maintenance practices and fleet replacement are contributing factors to exceeding the goal.

Conclusion

This recommendation has been implemented.

Prior Recommendation 2

Work with TAMC on resubmitting TDA claims.

Background: As a transit district, MST receives TDA funds allocated to Monterey County on behalf of its constituent agencies but was no longer submitting annual claims for LTF and STA funding to TAMC. Previously, claims for TDA funds were submitted in compliance with the rules and regulations adopted by TAMC. As an industry measure for transparent and documented processes, it was recommended that MST work with TAMC to reinstate the formal TDA claims procedures and requirements to apply and receive the funds.

Actions taken by MST

TAMC reinstated the TDA claim process including developing the claim form, a list of supporting documents, and a standard assurance checklist. These forms are contained in the TAMC TDA Guidelines that were also developed during the audit period. MST completes the TDA claim form, submits proper documentation and signatures, and submits the package to TAMC for review and approval.

Conclusion

This recommendation has been implemented.

Prior Recommendation 3

Work with TAMC on updating unmet needs process in light of all TDA for transit due to new district formation.

Background: Due to new district formation and all LTF being allocated either to public transit or bicycle and pedestrian use, pursuant to PUC Section 99401(c), a formal unmet needs process is no longer required. However, in compliance with PUC Section 99238.5, TAMC is required to hold at least one public hearing to solicit comments and input on public transportation. TAMC has designated the Monterey-Salinas Transit Mobility Advisory Committee (MAC) as the Social Services Transportation Advisory Council (SSTAC) for Monterey County pursuant to TDA. As part of the SSTAC's efforts to collect public comments on unmet transit needs, SSTAC representatives attend outreach meetings in the fall at both north and South County locations. In conjunction with TAMC, MST should rotate public hearings around the county locations that represent MAC membership.

Actions taken by MST

The MAC now serves as TAMC's Social Services Transportation Advisory Committee. All MST mobility program services are planned and implemented with the input and oversight of the MAC. To solidify the integration of the SSTAC into the Mobility Advisory Committee, the bylaws of the

committee were updated in December 2015 to require compliance with SSTAC membership categories and involvement in soliciting unmet transit needs. TAMC ensures that SSTAC requirements are adhered to and has membership on the committee. Meetings are alternated between Salinas and Monterey. Also, as part of the MAC's efforts to collect public comments on unmet transit needs, MAC representatives attend outreach meetings in the fall at both north and South County locations. The meetings attempt to attract residents along the Monterey Peninsula, in the Salinas area, and in the south part of the county. Surveys and telephone calls are also received with feedback on unmet transit needs.

MST also indicated that MAC members and their organizations represent a significant cross section of affected constituents, thereby addressing their transportation needs regularly. As an example, membership on the MAC was expanded to include a local dialysis provider based on the increased number of RIDES trips to dialysis facilities. In addition, the committee chair is the director of the local United Way chapter.

Conclusion

This recommendation has been implemented.

Section IV

TDA Performance Indicators

This section reviews MST’s performance in providing transit service to the community in an efficient and effective manner. The TDA requires that at least five specific performance indicators be reported, which are contained in the following tables. Farebox recovery ratio is not one of the five specific indicators but is a requirement for continued TDA funding. Therefore, farebox calculation is also included. Two additional performance indicators—operating cost per mile and average fare per passenger—are also included. Findings from the analysis are contained in the section following the tables.

Tables IV-1 through IV-3 provide the performance indicators for MST system-wide, fixed-route, and MST RIDES paratransit. Charts are also included to depict the trends in the indicators. The primary source of the performance data is the annual State Controller’s Report, which presents the revenue, cost, and performance data by mode. The modal data are then summarized for systemwide figures.

**Table IV-1
MST TDA Performance Indicators
System-Wide**

Performance Data and Indicators	FY 2013	Audit Period			% Change FY 2013– 2016
		FY 2014	FY 2015 *	FY 2016 *	
Operating Cost	\$31,897,703	\$33,093,518	\$35,370,660	\$35,709,267	11.9%
Total Passengers	4,074,483	4,177,723	4,268,693	4,341,187	6.5%
Vehicle Service Hours	295,776	292,792	312,841	320,174	8.2%
Vehicle Service Miles	4,894,429	4,849,827	4,992,337	5,454,545	11.4%
Employee FTEs	311	303	298	298	-4.2%
Passenger Fares	\$7,290,715	\$6,920,943	\$7,590,372	\$9,022,366	23.8%
Operating Cost per Passenger	\$7.83	\$7.92	\$8.29	\$8.23	5.1%
Operating Cost per Vehicle Service Hour	\$107.84	\$113.03	\$113.06	\$111.53	3.4%
Operating Cost per Vehicle Service Mile	\$6.52	\$6.82	\$7.08	\$6.55	0.5%
Passengers per Vehicle Service Hour	13.8	14.3	13.6	13.6	-1.6%
Passengers per Vehicle Service Mile	0.83	0.86	0.86	0.80	-4.4%
Vehicle Service Hours per Employee	951.0	966.3	1,049.8	1,074.4	13.0%
Average Fare per Passenger	\$1.79	\$1.66	\$1.78	\$2.08	16.1%
Fare Recovery Ratio	22.86%	20.91%	21.46%	25.27%	10.5%

Source: State Controller's Reports

* Note: FY 2015 and FY 2016 costs include Measure Q sales tax service expenditures.

Table IV-2
MST TDA Performance Indicators
Fixed Route

Performance Data and Indicators	FY 2013	Audit Period			% Change FY 2013– 2016
		FY 2014	FY 2015 *	FY 2016 *	
Operating Cost	\$28,821,245	\$30,064,006	\$31,125,424	\$32,121,779	11.5%
Total Passengers	3,968,541	4,070,445	4,154,928	4,226,358	6.5%
Vehicle Service Hours	236,008	223,276	249,316	266,320	12.8%
Vehicle Service Miles	3,862,717	3,703,444	4,069,542	4,404,909	14.0%
Employee FTEs	277	269	266	266	-4.0%
Passenger Fares	\$6,921,260	\$6,593,103	\$7,121,328	\$8,562,400	23.7%
Operating Cost per Passenger	\$7.26	\$7.39	\$7.49	\$7.60	4.7%
Operating Cost per Vehicle Service Hour	\$122.12	\$134.65	\$124.84	\$120.61	-1.2%
Operating Cost per Vehicle Service Mile	\$7.46	\$8.12	\$7.65	\$7.29	-2.3%
Passengers per Vehicle Service Hour	16.8	18.2	16.7	15.9	-5.6%
Passengers per Vehicle Service Mile	1.03	1.10	1.02	0.96	-6.6%
Vehicle Service Hours per Employee	852.0	830.0	937.3	1,001.2	17.5%
Average Fare per Passenger	\$1.74	\$1.62	\$1.71	\$2.03	16.2%
Fare Recovery Ratio	24.01%	21.93%	22.88%	26.66%	11.0%

Source: State Controller's Reports

* Note: FY 2015 and FY 2016 costs include Measure Q sales tax service expenditures.

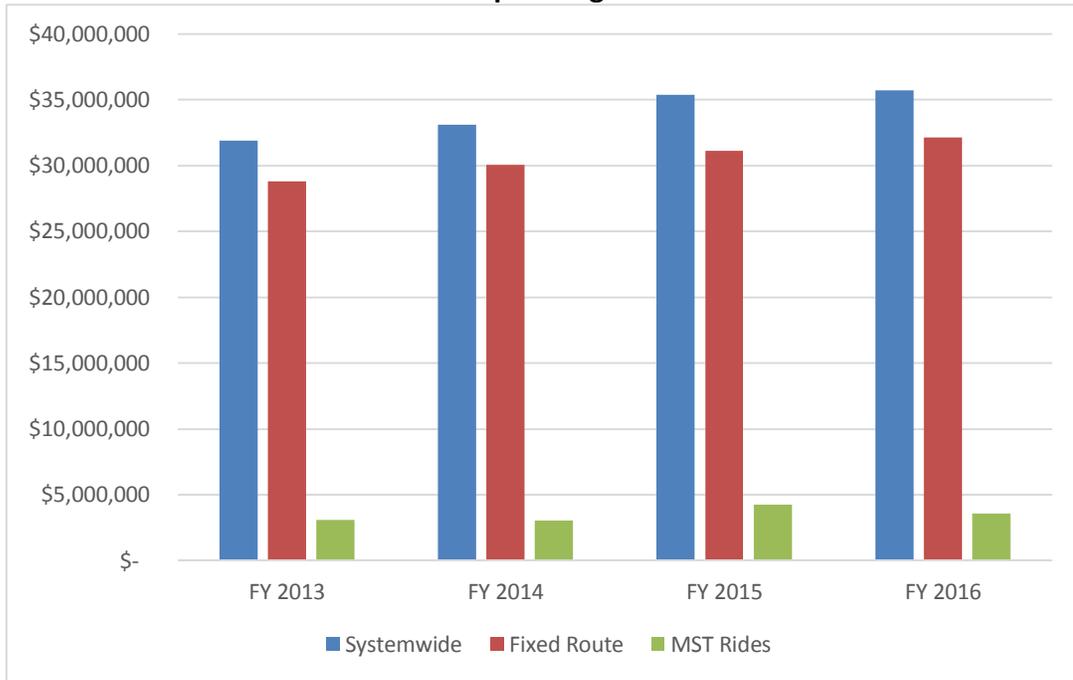
**Table IV-3
MST RIDES TDA Performance Indicators
Paratransit**

Performance Data and Indicators	FY 2013	Audit Period			% Change FY 2013– 2016
		FY 2014	FY 2015 *	FY 2016 *	
Operating Cost	\$3,076,458	\$3,029,512	\$4,245,236	\$3,587,488	16.6%
Total Passengers	105,942	107,278	113,765	114,829	8.4%
Vehicle Service Hours	59,768	69,516	63,525	53,854	-9.9%
Vehicle Service Miles	1,031,712	1,146,383	922,795	1,049,636	1.7%
Employee FTEs	34	34	32	32	-5.9%
Passenger Fares	\$369,455	\$327,840	\$469,044	\$459,966	24.5%
Operating Cost per Passenger	\$29.04	\$28.24	\$37.32	\$31.24	7.6%
Operating Cost per Vehicle Service Hour	\$51.47	\$43.58	\$66.83	\$66.62	29.4%
Operating Cost per Vehicle Service Mile	\$2.98	\$2.64	\$4.60	\$3.42	14.6%
Passengers per Vehicle Service Hour	1.8	1.5	1.8	2.1	20.3%
Passengers per Vehicle Service Mile	0.10	0.09	0.12	0.11	6.5%
Vehicle Service Hours per Employee	1,757.9	2,044.6	2,427.6	2,927.7	66.5%
Average Fare per Passenger	\$3.49	\$3.06	\$4.12	\$4.01	14.9%
Fare Recovery Ratio	12.01%	10.82%	11.05%	12.82%	6.8%

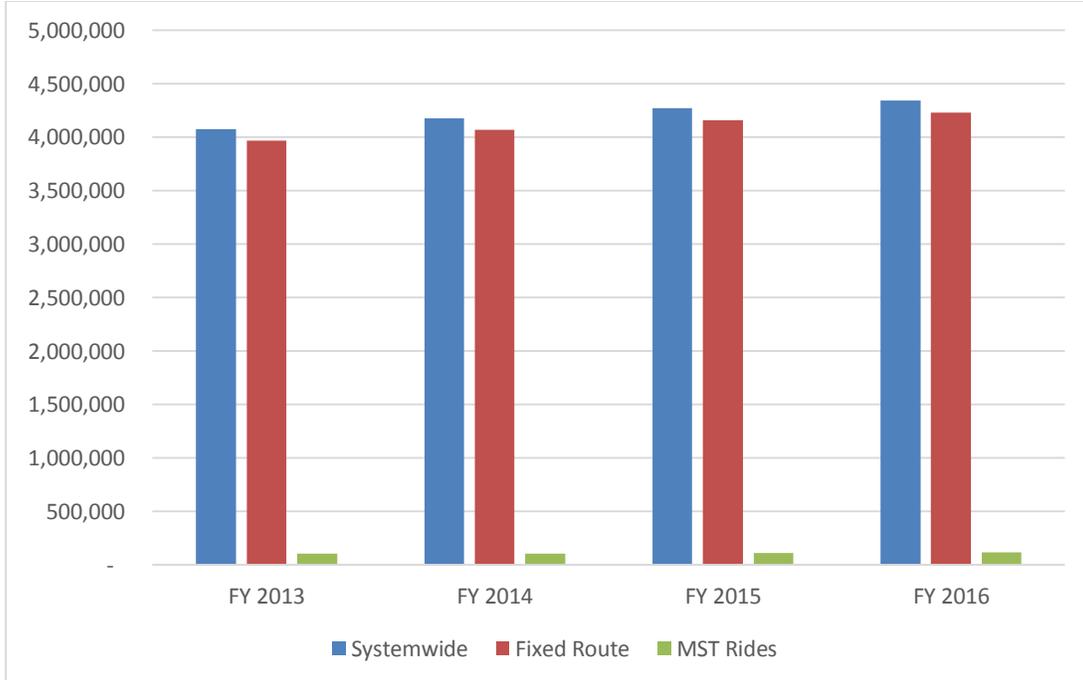
Source: State Controller's Reports

* Note: FY 2015 and FY 2016 costs include Measure Q sales tax service expenditures.

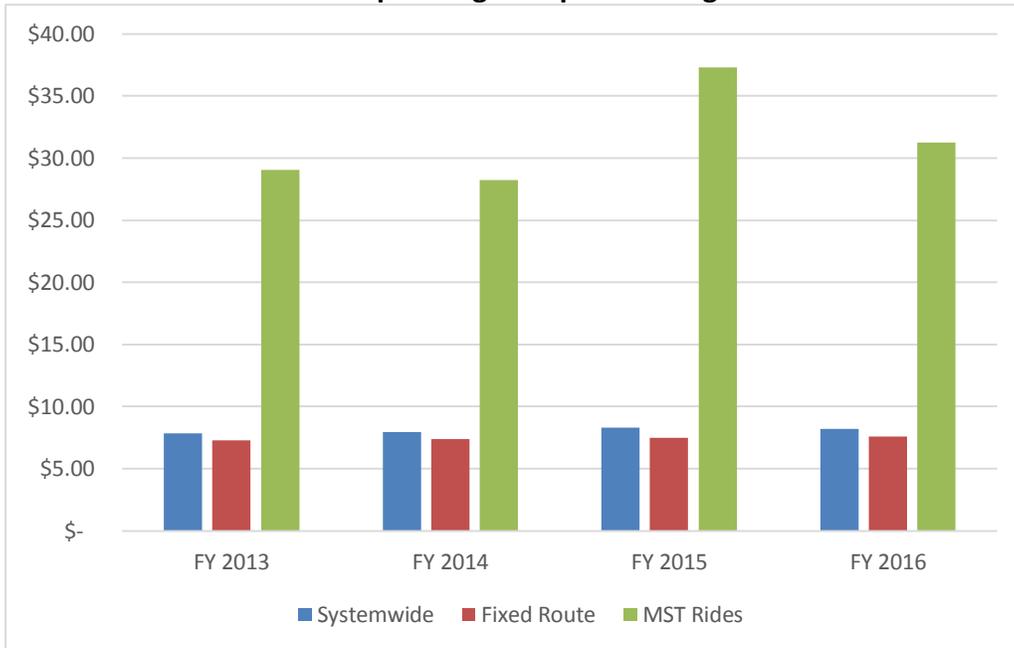
**Graph IV-1
MST Operating Costs**



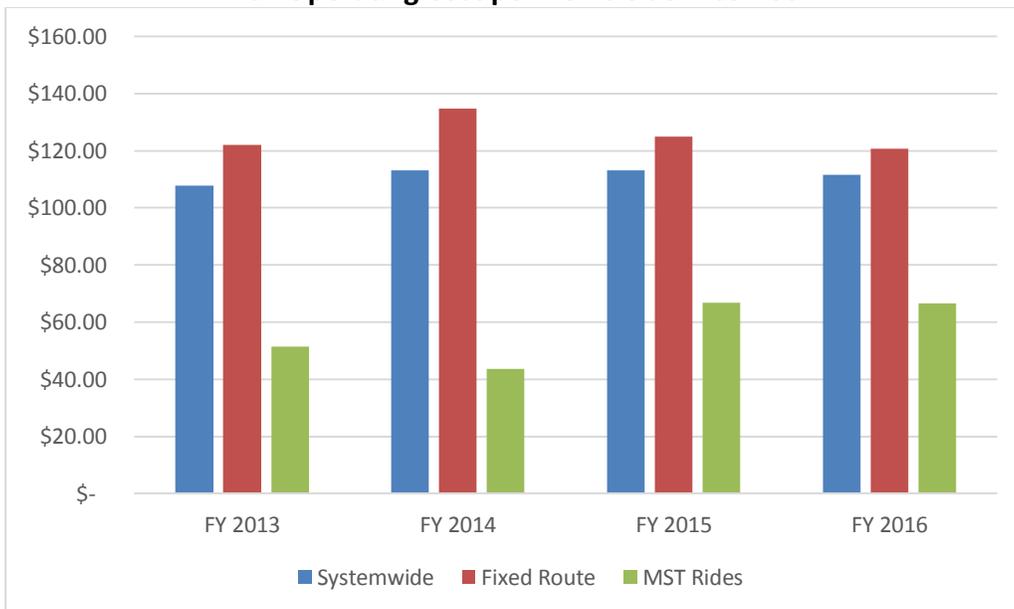
**Graph IV-2
MST Ridership**



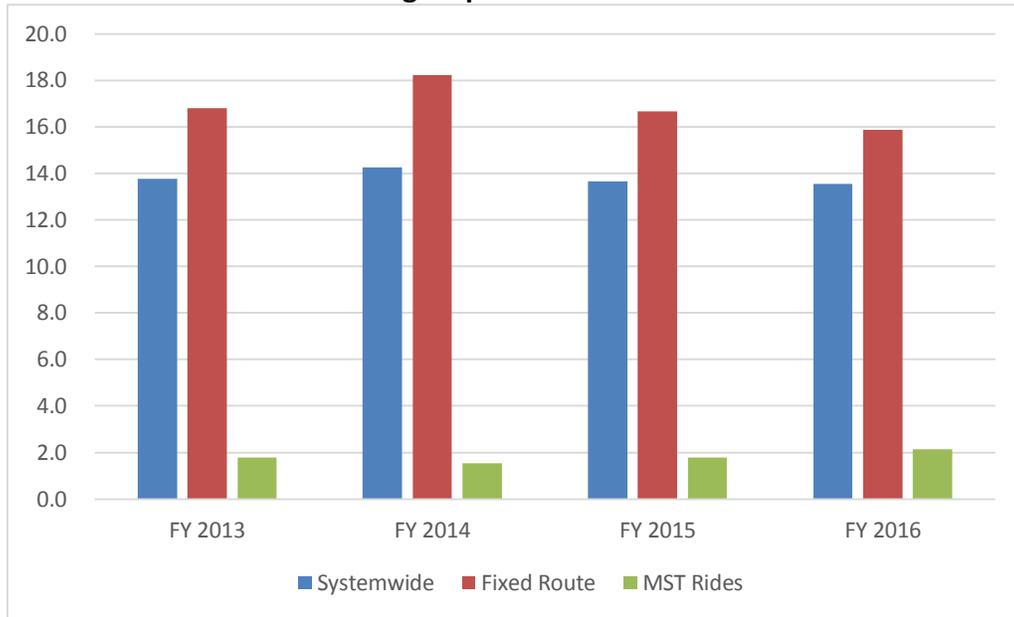
Graph IV-3
MST Operating Cost per Passenger



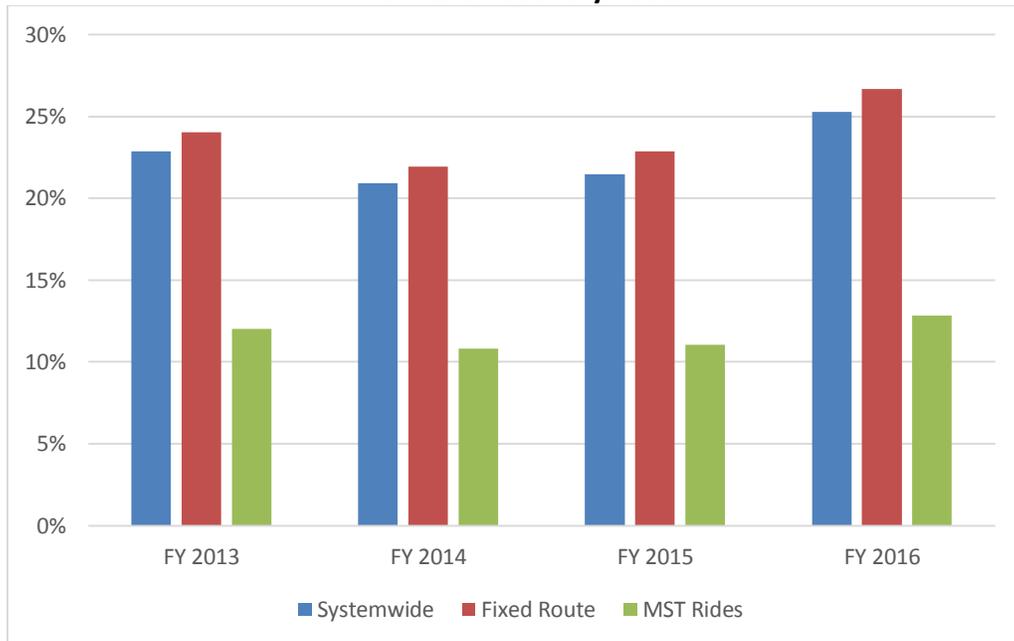
Graph IV-4
MST Operating Cost per Vehicle Service Hour



Graph IV-5
MST Passengers per Vehicle Service Hour



Graph IV-6
MST Fare Recovery Ratio



Findings from Verification of TDA Performance Indicators

1. MST operating costs increased by about 12 percent system-wide over the audit period from the FY 2013 base year through FY 2016. Operating costs reflect exclusions from depreciation costs. The largest increases in cost occurred during FYs 2015 and 2016, which are attributed to numerous events such as service expansion and improvements paid for by the new Measure Q local transit sales tax, a new route funded by the state cap-and-trade program, additional military bus routes, and additional service requested by California State University, Monterey Bay (CSUMB). By mode, fixed-route operating costs increased by the same percentage, while MST RIDES operating costs increased close to 17 percent. In FY 2015, MST showed one-time expenses for grant administration assistance to TAMC of about \$1.2 million, which was reflected as “Other Expense” in the MST CAFR. Other expenses decreased during this same time period, some of which can be attributed to lower fuel prices.
2. Ridership on MST increased by 6.5 percent system-wide for the three-year period. Fixed-route ridership increased by the same rate, while MST RIDES ridership increased by 8.4 percent. As the vast majority of ridership is on the fixed route, actual figures show an increase on fixed route from 3.97 million passengers in FY 2013 to 4.23 million in FY 2016. Overall ridership achieved gains from special grant-funded bus lines including for the military that made up for some losses in core fixed-route ridership.
3. The provision of revenue hours and miles by MST saw general increases system-wide during the audit period. System-wide vehicle service hours increased 8.2 percent, whereas vehicle service miles increased 11.4 percent. The impact of increased service from Measure Q revenue and additional requests is reflected in the increased hours and miles. Fixed-route revenue hours increased 12.8 percent and miles increased 14.0 percent. Paratransit revenue hours decreased 9.9 percent but miles increased 1.7 percent.
4. Operating cost per passenger increased by 5.1 percent system-wide for MST. Cost per passenger increased by a comparable 4.7 percent on fixed route and by 7.6 percent on MST RIDES. The trends for this indicator reflect slightly higher growth in operating cost compared to growth in ridership.
5. Operating cost per hour system-wide increased by 3.4 percent for MST over the three years, as fixed route operating cost per hour decreased slightly by 1.2 percent and MST RIDES cost per hour increased by 29.4 percent. Both operating costs and revenue hours for fixed route grew in tandem, while for MST RIDES these variables both increased for a few years, then decreased in FY 2016 with revenue hours decreasing at a faster rate.
6. System-wide, the passengers per vehicle service hour metric was relatively stable. This included a 5.6 percent decline on fixed route from 16.8 passengers per hour to 15.9 for the three years, and an increase of 20.3 percent on MST RIDES from 1.8 to 2.1 passengers per hour.

7. The fare recovery ratio remained relatively strong over the audit period for MST. MST adheres to a minimum TDA farebox ratio of 15 percent established by TAMC. During the audit period, the system-wide farebox averaged 22.54 percent, which includes both fixed route and MST RIDES. Separately, fixed route farebox averaged 23.82 percent for the three years and MST RIDES averaged 11.56 percent. The growth in farebox recovery was supported by an increase in passenger revenue of close to 24 percent, which includes passenger fares and special fares through MST partners including the Department of Defense, CSUMB, Hartnell College, City of Monterey, and Monterey Bay Aquarium. On a modal basis, fixed-route fare revenues increased 23.7 percent and paratransit fare revenues increased 24.5 percent.

Section V

Review of Operator Functions

This section provides an in-depth review of various functions within MST. The review highlights accomplishments, issues, and/or challenges that were determined during the audit period. The following functions were reviewed at MST’s offices in Monterey:

- Operations
- Maintenance
- Planning
- Marketing
- General Administration and Management

Within some departments are subfunctions that also require review, such as Grants Administration that falls under General Administration.

Operations

MST’s mission statement is “advocating and delivering quality public transportation as a leader within our community and within our industry.” The three-year period experienced by MST can be characterized as having positive developments that allowed the transit system to implement and plan for new cutting-edge technologies and expanded services throughout the region. A number of positive events brought more certainty to the agency. One was a successful resolution to the pension reform dispute with the Amalgamated Transit Union and the State of California that had threatened federal funding for MST services in the past. Another was the recovering local economy that generated increased sales tax revenues for the TDA local transportation fund, as well as state cap-and-trade legislation providing MST funds to support services that reduce greenhouse gas emissions. Further, the additional annual revenue generated by the local Measure Q ballot initiative provides MST a long-needed level of financial stability.

In 2015, MST debuted California’s first wireless power transfer (WPT) trolley service. The trolley is the nation’s first using this clean-powered system entirely on a public right-of-way. Supplied by WAVE (Wireless Advanced Vehicle Electrification Inc.), trolley batteries wirelessly connect to a charger installed under the roadbed. When the trolley stops for passengers, the battery receives a brief charge and keeps the vehicle running on lighter batteries than used on standard electric buses. Engineers removed the diesel engine and transmission from a 12-year-old vehicle and replaced them with a state-of-the-art rechargeable battery system and electric drive components. MST is also testing the WPT trolley between Monterey, Pacific Grove, and Carmel-by-the-Sea.

MST has addressed passenger wait time at bus stops by installing electronic signs with real-time arrival and departure information at transit stations and stops in Salinas, Marina, and Monterey,

and at JAZZ bus rapid transit shelters in Monterey, Seaside, and Sand City. This technology cuts wait times, which improves the bus riding experience. After testing solar-powered electronic signs at CSUMB, MST introduced the signs at stops in rural southern Monterey County. The real-time bus signs were installed at Soledad Mission Shopping Center, Greenfield's Santa Lucia Shopping Center, Mee Memorial Hospital, and at the corner of Division and Canal in King City. Additional electronic signs were installed in San Lucas and San Ardo.

Regarding transit expansion during the audit period, MST extended service to additional Monterey County communities and enhanced options for university students and staff. Since the integration of the South County cities into MST, the service area has seen rapid growth. MST streamlined routes and adjusted schedules for its services in order to be more cost-effective and responsive to riders. MST also implemented new services that travel farther into neighboring San Luis Obispo County.

Several new and enhanced routes from the past few years include the following:

- Line 42 provides connection between East Salinas and the Westridge Shopping Center. The route is funded, in part, by state cap-and-trade money designated for communities defined as disadvantaged by the California Environmental Protection Agency.
- Line 81 links Fort Hunter Liggett with San Jose International Airport and trains at San Jose Diridon Station. Line 81 also serves the San Jose Greyhound Station, Salinas Transit Center, Soledad Mission Shopping Center, and Pine Canyon.
- Line 84 links San Lucas to King City, Salinas, and Natividad Medical Center. The route was the first step toward establishing more robust rural services south of King City. This is the agency's first fixed route in the South County region.
- Line 85 connects Camp Roberts and Fort Hunter Liggett with San Miguel, Paso Robles, and Templeton in San Luis Obispo County.
- Line 86 carries South County passengers to San Jose International Airport and serves regional retail centers and transit hubs.

Based on the success of MST routes serving CSUMB, school officials funded a significant service expansion on and around the campus. The additional support triples the university's previous financial commitment, which covers all or part of the cost of four bus lines serving students, staff, and community members. The routes affected include Lines 17, 25, and 26. They operate daily during the school year and enable more frequent service that is better aligned with class schedules and library hours. MST also increased service on routes to and from Hartnell College and the Monterey College of Law, which also hosts some of CSUMB's classes.

MST continues its growth with other significant activities including the current rehabilitation of its 37-year-old facility in Ryan Ranch, purchase of additional electric-powered buses and support

vehicles, installation of new bus shelters, and deployment of the latest technologies and apps to provide real-time next bus arrival information directly to customers' mobile devices.

Existing MST mobility programs supported by the initial revenues generated from Measure Q sales tax receipts include the taxi voucher program and travel training outreach that teaches passengers to independently ride MST buses. The money also funds the administration of MST's Navigators program, a group of volunteers who answer transit questions, move scooters on and off the bus, carry packages for passengers, and provide other help for those who need assistance. In December 2015, MST devoted additional Measure Q funds to a half-price fare discount for military veterans.

Partnerships with local military facilities and installations have been instrumental in supporting ridership growth and compensating for some losses from MST's core ridership segments. MST transports officers, enlisted personnel, Department of Defense contract employees, military students, instructors, faculty, and staff to the Naval Postgraduate School, Presidio of Monterey, and Fort Hunter Liggett while offering extended service on its regional buses. These routes serve individuals who commute to and from work or school, while also providing access to shopping and leisure activities off the installations. The number of military training personnel at Fort Hunter Liggett has increased.

There was concern regarding the military partnerships after implementation of the July 2014 Presidio reductions that were required because Congress allowed the expanded federal transit benefit to be reduced by nearly 50 percent effective December 2013. However, Congress voted in December 2015 to raise the transit benefit again on a permanent basis. The benefit was raised for the Presidio participants on March 10, 2016. The partnerships are made possible in large part by the Department of Defense's (DOD) Mass Transportation Benefit Program under Executive Order 13150 for its members. The purpose of this program is to offset commuting costs to active duty military members and DOD civilian employees. Participants receive a Department of Transportation debit card with the monthly federal transit benefit preloaded. Funds on the debit card allow the purchase of a Military GoPass valid for unlimited use on all MST bus routes for 31 consecutive days upon first use. Funds on the debit card are replenished on the tenth of each month.

A joint project between MST and CSUMB includes the CSUMB University Pass program that offers unlimited access to MST's entire network. The University Pass program also funds expanded transit services on campus including the CSUMB Otter Trolley as well as off-campus connections to Marina, Seaside, Sand City, and downtown Monterey. In addition, at Hartnell College in Salinas, the Associated Student Senate continues to fund a free fare zone at the Central Salinas campus and an expanded zone to include its Alisal campus located on the east side of the city. This free fare zone allows students to board MST for free at bus stops adjacent to the two campuses. Return trips to the college campuses are full fare, providing effectively a 50 percent discount to Hartnell students who use MST to get to and from class. With the success of this program, Hartnell College extended its free fare zone by adding its King City satellite campus in August 2013.

During the audit period, the MST Board of Directors approved a five-year contract with MV Transportation for the operation of MST RIDES ADA and Special Transportation Paratransit services and other dial-a-ride and fixed-route transit services. In total, these programs represent approximately 40 percent of all services offered by MST. MV Transportation has held this contract with MST since 2004. The contract extension covers the period July 2013 through July 2018 and includes two optional two-year extensions to July 2022. The contract is divided between two service models, one covering provisions for MST RIDES ADA and Special Transportation Paratransit services, and the second for fixed-route, public dial-a-ride (MST On-Call), and trolley services.

MST staff implemented the Dispatch Operations Reference Information System (DORIS) that streamlines the coordination and dissemination of route and schedule information to operations staff. DORIS provides drivers and communications systems specialists with the most current and accurate operational information to deploy MST routes. DORIS helps reduce duplication effort and provides drivers with what they need to drive the bus. Trapeze TransitMaster GPS was implemented in fall 2014 to track vehicle departure and arrival times and provide real-time data for bus arrival for passengers. Also, upgrades to Giro Hastus software were made to better plan, optimize, and manage scheduling and operations.

After vehicles pull in at the end of the day, fareboxes are probed by utility service workers in order to electronically download data stored in the farebox. The cash box is removed from the farebox and the contents placed in receiver units. There is no direct handling of cash. Brink’s armored car service arrives twice a week at the Monterey and Salinas facilities to pick up the receiver units, which are processed at the Brink’s facility in San Jose and deposited at Rabobank. MST is able to print the GFI report, and the Brink’s deposit report gets recorded into the general ledger. MST establishes a 1 percent tolerance level for revenue discrepancy, which then alerts the revenue department for follow-up.

All MST buses are equipped with seven to eight cameras. In addition to cameras on the vehicle fleet, security cameras are installed at all MST facilities, including upgrades at the transit centers. Overall, security cameras have reduced MST’s risk liability and incidents and have decreased the need for law enforcement collaboration. The cameras have a 72-hour footage loop.

On-time performance of the buses is tracked using the TransitMaster GPS system, which electronically tracks all scheduled arrivals at published time-points. Table V-1 shows the on-time performance for the service. MST has improved its on-time performance for both fixed route and MST RIDES, resulting in improved system-wide performance. The goal is 90 percent on time, and MST essentially met the goal in FY 2016. Better connectivity of routes and times improved on-time performance.

**Table V-1
On-Time Performance**

On-Time Performance				
	FY 2013	FY 2014	FY 2015	FY 2016
MST Fixed Route	82.51%	82.74%	85.65%	89.50%

On-Time Performance				
	FY 2013	FY 2014	FY 2015	FY 2016
MST RIDES	84.87%	84.96%	83.57%	89.60%
System Average	83.69%	83.85%	84.61%	89.55%

Source: MST

In regard to vehicle safety, MST tracks the number of accidents, which are categorized as preventable or non-preventable. According to the Federal Motor Carrier Safety Administration, a preventable accident is one that occurs because the driver fails to act in a reasonably expected manner to prevent it. A non-preventable accident is the result of a collision or incident while the driver was lawfully operating the vehicle. Table V-2 summarizes the accidents recorded during the audit period.

Table V-2
System-Wide Accidents

	FY 2013	FY 2014	FY 2015	FY 2016
Preventable Accidents	18	24	22	21
Non-Preventable Accidents	28	24	21	20
Total	46	48	43	41
Miles Between Preventable Collisions (Fixed Route)	234,031	194,790	232,360	257,153
Miles Between Preventable Collisions (MST RIDES)	87,640	79,939	76,613	92,764

Source: MST

The number of preventable accidents averaged between 21 and 24 during the audit period. The number of non-preventable accidents was about the same. Bus cameras have helped to reduce incidents.

The number of collisions is monitored monthly. The MST Safety Committee meets quarterly to discuss potential safety issues. Post-accident/incident re-training is conducted after every accident, incident, or leave of absence. Driver trainers are offered a bonus for the completion of 16 hours of safety training offered through the US Department of Transportation. MST offers an annual safety bonus as an incentive to promote safe driving operations.

Specialized Transportation Services

Specialized transportation services have been provided through paratransit and taxi-voucher programs. MST is the designated Consolidated Transportation Services Agency for Monterey County. The agency employs three mobility specialists and one ADA eligibility specialist.

The paratransit division, MST RIDES, provides service to persons with disabilities in Monterey County through its contract operator, MV Transportation. RIDES vehicles are owned by MST but are operated by MV Transportation. Paratransit services are provided within a 0.75-mile corridor on either side of an MST mainline bus route operating during the same days and times that the

bus operates. An estimated 40 percent of paratransit trips are for dialysis appointments. MV Transportation also operates the demand-response services in the South County cities of Gonzales, Greenfield, King City, and Soledad.

MST maintains a monthly customer service update report that summarizes customer satisfaction, late arrivals, employee courtesy, ADA compliance, and no-shows. Table V-3 summarizes the number of no-shows and late cancellations incurred during the audit period.

Table V-3
MST RIDES – No-Shows and Cancellations

	FY 2013	FY 2014	FY 2015	FY 2016
No-Shows	4,450	3,888	6,786	7,128
Late Cancellations	n/a	3,830	5,674	10,171

Source: MST

The number of no-shows increased 60 percent from 4,450 in the FY 2013 base year to 7,128 in FY 2016, the result in part of growth in the number of RIDES passengers for the same time period. While RIDES ridership increased by 8 percent for the audit period, the number of no-shows increased more rapidly. The rate of no-shows as a percentage of total riders was 3.6 percent in FY 2014, 5.9 percent in FY 2015, and 6.2 percent in FY 2016. Industry standards are generally in the range of less than 5 percent. Late cancellations, defined as not cancelling the trip at least two hours prior to pickup time, also increased significantly during the three years.

MST cites an increase in trip requests from new and existing customers including from adult day health centers such as the La Casa Adult Day Health Center in Salinas. To help with appointment reminders, MST is implementing an interactive voice response telephone system that automatically places a telephone call the night before the passenger’s trip. The 2013 revised no-show policy describes the no-show penalty process based on a passenger’s percentage of scheduled trips in any month. A 10 percent no-show rate is the threshold for consideration of violation of the no-show policy. A warning letter and actual denial of service are imposed, and an appeals process is available to the passenger.

Off-peak overflow service is available to ambulatory ADA riders using taxicabs as part of the mobility management program. The operating contract allowed MV Transportation to subcontract with a third-party cab operator that is required to be compliant under the master contract. However, MV Transportation’s oversight of the taxi operator was not meeting the standard and MST took over taxi administration. In March 2014, MST signed a four-year accessible tax lease agreement with Salinas Yellow Cab to lease a vehicle. The taxi operator must comply with the lease provisions, including mandatory driver training, ridership reporting, and vehicle maintenance intervals. Failure to submit documentation in a timely manner could result in financial penalties and possible termination of the agreement.

Personnel

Nonexempt personnel such as drivers and maintenance and utility workers are represented by ATU, Local 1225, based in San Francisco. MST reports a good working relationship between management and the union. All drivers assigned to MST’s directly operated services are full-time. Routes are bid out quarterly. MST maintains a 24 percent extraboard to fill in shifts as needed. For every four full-time hires, an additional hire is made for the extraboard. The average tenure of the drivers is about 11 years, and turnover is relatively low compared to the industry average. Almost a quarter of drivers for fixed route are contracted with MV Transportation, which conducts its own hiring and training. More service implemented during the audit period required additional hiring to fill vacancies. Overtime and extraboard coach operators were used as hiring was ramping up. A suggestion box is located in the driver lounge for ideas.

The Director of Transportation Service developed a database of driver records and history for improved management of resources. A classification and compensation study was completed to review options for employee working status. MST provides a breakdown of FTEs for both directly employed and contract staffs by dividing the number of employee labor hours by 2,000. MST has been accounting for its FTEs for both directly and contracted operated services, as summarized in Table V-4.

**Table V-4
Employee Labor Hours/Full-Time Equivalent**

	MST Employees		Contracted Employees	
	Work Hours	FTEs	Work Hours	FTEs
FY 2013	457,194	229	224,375	112
FY 2014	460,447	230	202,152	101
FY 2015	437,763	219	231,483	116
FY 2016	454,352	227	244,942	122

Source: MST

Driver recruitment is conducted using various methods such as through job fairs, the California Employment Development Department, bus ads, print ads, and social media. Recruitment is targeted to reach veterans, and a number of bus operators are former military personnel pursuing a second career. Hiring standards are based on personality and having a customer service orientation. In order to hire and retain the best qualified coach operators, MST uses the Bus Operator Selection Survey (BOSS) program to evaluate coach operator candidates. The BOSS program is a pre-employment screening program composed of 52 questions used to measure an applicant’s potential for success, risk, and critical performance behaviors such as safety, customer service, and attendance. The customer service module is regularly revisiting and updated as necessary.

MST emphasizes safety and invests heavily upfront in personnel. This philosophy is followed to save the agency from going through potential driver discipline later. New coach operators must

pass an extensive seven- to eight-week training program. During that training period, they have approximately 15–20 hours of classroom time and at least 120 hours of behind-the-wheel training. The safety/training officer, with the assistance of a select group of certified Department of Transportation trainers, oversees the training of new coach operators. The Department of Transportation trainers are highly experienced coach operators with excellent safety and personnel records who have a major role in training new employees. Safety training includes crisis training for issues like fare disputes, and understanding the role of the bus as a safe place for youth in crisis. MST grew its number of road supervisors to nine as the service expanded.

Once new coach operators have completed their initial training, including qualification on every type of coach in the fleet, they transition to the skilled oversight of MST line instructors. During this training phase, trainees drive in-service, interact with passengers, and complete the full duties of a coach operator including conducting pre- and post-trip inspections. Inspection forms that note defects remain on the bus for maintenance to address. MST worked with MV Transportation during a leadership change when a long-time contract manager departed and a successor manager was not qualified.

Another way MST tracks the effectiveness of its safety programs is by monitoring its accident and injury claims history. By using an Experience Modification Factor (EMF), MST can compare past loss experiences from accidents to the expected experience for a specific period of time. The EMF calculated by the California Transit Insurance Pool (CalTIP) for MST shows changes in accident severity and frequency. MST generally has between 8 to 10 drivers on disability at any one time, with some claims for workers compensation. Human resources deem whether the injured driver is eligible for time off, and the driver works with the supervisor to receive approval. With good relations between MST and ATU, the rate of grievances has been very low. A safety committee composed of two members each from MST and ATU conducts grievance hearings, with the risk manager providing the deciding vote. The MST Chief Executive Officer also reviews the written documentation.

Maintenance

The stated goal of MST's Maintenance Department is to provide safe, clean, and reliable vehicles to meet operational/service requirements. During the audit period, the Maintenance Department operated from the Thomas D. Albert Division in Monterey and the Clarence "Jack" Wright Division in Salinas. The Monterey maintenance division has three service bays, two lifts, and one pit. The Salinas division has three service bays and three lifts. MST received \$10 million to rehabilitate and expand its Monterey maintenance facility. A temporary smaller location is being used during the remodel of the Monterey facility. Maintenance moved shop in 30 days to this new location.

Buses and drivers serving southern Monterey County routes must travel from as far as the Monterey and Salinas facilities to begin and end each day. To decrease the fuel and labor costs associated with that travel time, the agency is finalizing plans for a new King City maintenance facility. MST submitted a bid for former city redevelopment agency land in the city's industrial park

and purchased the property for about \$470,500. Following the planning and design process, construction is slated to begin in 2017.

Maintenance is overseen by the Assistant General Manager/Chief Operating Officer (COO), who provides direction to the maintenance manager and four maintenance supervisors who oversee daily operations. In addition, maintenance staff comprises 21 maintenance technicians, 1 shop helper, and 9 utility service workers. Parts inventory, including 3 inventory control clerks, was transferred out of maintenance and into procurement under the Assistant General Manager of Finance and Administration for better cost control. Parts inventory value fluctuated between \$277,000 and \$309,000 at any given time during the three-year period.

Some senior-level maintenance technicians have been with MST close to 20 years, while about a third of the MST technicians have 8 years or less of experience. MST generally seeks candidates with heavy-duty engine experience. MST recruits through the County Workforce Development Board where MST had a seat on the board during the audit period. MST incentivizes Automotive Service Excellence (ASE) certifications of its mechanics at the entry level as well as at the intermediate and advanced levels; these certifications are reviewed in the overall skills assessment for promotions. Several maintenance technicians have certification.

When new buses are delivered to MST, the vendors from Gillig and MCI will travel to MST's maintenance facilities to conduct specialized training. MST will also send one mechanic at a time to regional training at SamTrans in San Mateo. Specialized training includes developing maintenance skills for an electric fan versus a hydraulic fan. MST is also a member of the Southern California Regional Transit Training Consortium. The consortium is a training resource network comprising community colleges, universities, transit agencies, and public and private organizations focused on the development and delivery of training and employment of the transit industry workforce that is proficient at the highest standards, practices, and procedures for the industry. MST also partners with Hartnell College's Agricultural Business and Technology Institute diesel mechanic training program.

The Monterey-Salinas Transit Maintenance & Facilities Management Plan 2013–2014, which was revised in December 2013, outlines the procedures in place to maintain and service MST's vehicle fleet. The plan contains MST's maintenance protocols and the Fleet Management Plan, which provides a timetable for the replacement of revenue vehicles in accordance with FTA guidance.

Directly operated bus transmissions are traded out, some vehicle support tasks are contracted out, and tires are leased. Under the MV Transportation contract, MV-owned vehicles as well as MST-owned vehicles that MV operates such as the trolleys are maintained by the contractor. An MV maintenance manager provides daily oversight and transmits to MST a list of vehicles that are placed out of service. MST randomly selects two vehicles at a time on a monthly basis to inspect. MV Transportation corporate maintenance staff also randomly conduct inspections twice a year. Buses are generally placed out of service due to a lack of parts availability.

MST uses Trapeze Enterprise Asset Management software that is tied into the fueling system software program, FuelFocus. Vehicle parts inventory is tracked by the AssetWorks program, which allows parts to be automatically deducted from the inventory when utilized. The value of the parts inventory is also gauged. Vehicle parts are bar-coded and cycle counts are conducted on a weekly and monthly basis. This information is reported to the MST Board of Directors. Parts are procured from a list of vendors.

The preventive maintenance inspection (PMI) program is structured according to the original equipment manufacturer (OEM) requirements. MST ensures that all PMIs meet and/or exceed the requirements of the original manufacturer. MST’s goal is to meet or exceed the required PMI rate of 80 percent. A graph contained in the Monthly Maintenance & Facilities Plan presented to the MST Board shows that MST’s PMIs have been on time with very few exceptions for a couple of months in the past three years. In FYs 2014 and 2015, monthly PMIs conducted on time were in the high 80 percent/low 90 percent range, whereas in FY 2016, the majority of PMIs were in the high 90 percent range. A schedule of MST’s preventive maintenance inspections is summarized in Table V-5.

**Table V-5
Preventive Maintenance Inspections**

Fleet Make/Equipment	3,000 Miles	5,000 Miles	6,000 Miles
Gillig Vehicles	Safety inspection: oil change, brake, tire inspection, steam clean engine		Detailed PM inspections per OEM requirements
MCI Vehicles		Detailed PM inspections per OEM requirements	
Engine Oil and Filters	Changed at 3,000-, 5,000-, or 6,000-mile intervals for specific fleet series, based on OEM requirements		
Wheelchair Lifts	Cleaned, cycled, and checked for proper operation		

Source: MST Maintenance & Facilities Management Plan 2013–2014

Vehicle defects are reported by the drivers on the daily Vehicle Inspection Report (VIR) or “defect card.” A defect card is prepared for each bus in revenue service. If no problems or defects are found, the VIR is signed off with the notation that no defects were discovered. The VIRs are reviewed by the maintenance supervisors daily. MST tracks the number of road calls per mode in the annual federal National Transit Database report, which are summarized in Table V-6.

**Table V-6
System-Wide Road Calls**

	FY 2013	FY 2014	FY 2015	FY 2016
MST Fixed Route	279	299	272	332
MST RIDES	13	14	16	21

	FY 2013	FY 2014	FY 2015	FY 2016
Total	292	313	288	353
Miles Between Road calls (Fixed Route)	15,576	15,403	21,306	19,862
Miles Between Road calls (MST RIDES)	79,385	66,713	78,331	68,484

Source: MST; National Transit Database

The industry standard for road calls for a heavy bus is about 7,000 miles; MST exceeded the standard in each year of the audit period. This is the minimum performance target, and MST sets a goal of 15,000 miles between major mechanical road calls. MST has met and exceeded this goal the past several years. In addition, MST set a minimum performance target of 30,000 miles between road calls for paratransit and a goal of 60,000 miles. This goal has also been met. Under the taxi program, PMIs are scheduled every 5,000 miles with fines imposed should the taxi provider not meet the schedule. Both MST and its contract operator, MV Transportation, received satisfactory ratings for all vehicle inspections conducted during the audit period as part of the CHP Transit Operator Compliance Program.

The maintenance cost per mile, another key statistic reviewed monthly, has shown decreases, which is a positive trend. The cost per mile was \$1.20 in FY 2014, \$1.01 in FY 2015, and \$0.93 in FY 2016. Lower fuel prices and newer buses placed in the revenue fleet were contributors to the trend.

Planning

A significant change to Planning during the audit period was the hiring of a Director of Planning and Marketing to enhance departmental activity and service delivery. The director has gained seats on committees such as the TAMC Bicycle & Pedestrian Committee and the Wayfinding Planning Advisory Committee to provide transit input. Planning staff also continued participating in meetings with various local agencies, including the Association of Monterey Bay Area Governments, the Monterey County Hospitality Association, the Monterey County Business Council, and the Fort Ord Reuse Authority.

When the military benefit was reduced in 2014, targeted recruitment efforts were conducted by the business development staff in the Planning Department to maximize military and civilian participation in the federal transit benefit program. The recruitment effort was intended to stabilize and grow revenues for MST to continue operating the military-funded routes.

Planning and scheduling staff also focus efforts on service changes, which are made generally twice a year, once during Memorial Day weekend and again during Labor Day weekend. Changes are made when the area's schools, colleges, and universities return to session. Staff coordinate efforts with CSUMB to review routes serving the campus and to plan for any changes to those routes when school begins in August. New bus stops are also planned and approved to improve service.

Route analysis is conducted using performance metrics and giving attention to poorer performing routes. Routes are adjusted for factors including traffic conditions and route productivity. Key

metrics include ridership, passengers per hour, on-time performance, and accidents. The riders guide is also reviewed for mistakes. The analysis and route adjustments have improved through a more methodical approach toward developing and making the changes. Also, new route planning includes outreach with affected riders such as the military and people in disadvantaged areas. For example, outreach was conducted for Line 42 using state cap-and-trade funding requiring service to disadvantaged areas.

With regard to the Measure Q sales tax efforts, Planning held a kickoff steering committee meeting in June 2015 and conducted a community survey to gather feedback from seniors, persons with disabilities, veterans, and/or their advocates about their mobility needs and challenges. The special survey is in addition to ridership surveys conducted by MST every two to three years to understand community needs and gauge satisfaction of current services. In February 2016, MST developed the Measure Q Transit Investment Plan to guide expenditures of the sales tax revenue for seniors, veterans, and people with disabilities. The tax is implemented for a 15-year period through 2030, and the investment plan shows a phased approach for new and enhanced programs. Planning organized an internal group including operations, maintenance, planning, and mobility management to coordinate efforts.

Planning was involved with the environmental permitting for the new MST operations and maintenance facility in Monterey. The planning director was the agency contact for the draft Initial Study and Mitigated Negative Declaration document completed in April 2015 and to receive comments during the 30-day review period. The final document was submitted in July 2015, and a public hearing was held during the TAMC board meeting.

In prior years, MST conducted focused planning studies including the Monterey-Salinas Transit District South County Area Service Analysis Phases I and II, the Peninsula Area Service Study Final Report of Findings, and Complementary Paratransit (MST RIDES) Plan. The previous Business Plan and Short Range Transit Plan were completed in June 2005; a strategic goal and action plan was more recently undertaken in 2014 and 2016. MST is also currently completing a South County marketing study using a Caltrans/Federal Transit Administration rural intercity transit fund. Furthermore, the prior bus design guidelines developed by MST has been replaced by the American Public Transit Association's Design of On-street Transit Stops and Access from Surrounding Areas for greater applicability to complete street designs.

Marketing

MST has been publicly recognized for its achievements which provide a favorable reflection of its services and visibility. MST earned the 2015 Outstanding Transportation Agency Award from the California Association for Coordinated Transportation (CalACT). MST was recognized for its new wireless electric trolley and for its success in building collaborative partnerships that support new routes and services. Those community partnerships also led to the passage of Measure Q. In 2016, MST celebrated 125 years of public transit including a commemoration of its first horse-drawn trolleys.

MST hosted three major public transit conferences in the fall of 2014. CalACT held its 21st National Conference on Rural Public and Intercity Bus Transportation at the Monterey Plaza Hotel & Spa in October. The end of that event overlapped with the opening of Shaping the New Future of Paratransit: An International Conference on Demand Responsive Transit, a Monterey gathering sponsored by the Paratransit Committee of the National Transportation Research Board. Two weeks later, the California Transit Association came to the Monterey Marriot and Monterey Conference Center with its 49th annual fall conference and EXPO.

In June 2015, the new MST Bus Stop Shop opened in downtown Monterey for riders to receive information and assistance. Housed at 201 Pearl Street, across from the Monterey Transit Plaza, the facility is located adjacent to Monterey’s busiest public transit hub. The shop also offers convenient restroom and lunch facilities for MST coach operators.

The awareness campaign that MST undertook in 2014 for the Measure Q ballot measure provided a large audience for mobility programs. Following kickoff of the campaign with advertising brochures about Measure Q, the private sector took over as a third party to advocate for the measure.

MST uses a number of media tools and approaches to market its services to the public. Marketing and customer service are overseen by a marketing manager and the Director of Planning and Marketing. In addition, one community relations coordinator, a customer service supervisor, and five customer service representatives are assigned to MST transit centers located in Marina, Monterey, and Salinas. The customer service personnel are bilingual in English and Spanish.

The MST Riders Guide is published and released twice annually. The Riders Guide is assembled with a glossy cover and a foldout system-wide map in the middle. New or specialized services are publicized through the distribution of brochures. The MST Annual Report is published in a 20-page glossy brochure format, with a “fast facts” insert inside. The Annual Report features a message from the general manager, financial data, ridership highlights, new services and programs, employee of the year/month, legislative initiatives, MST’s mission and strategic goals, and a roster of the Board of Directors. The 2016 Annual Report provided customer satisfaction ratings from its latest rider survey, highlighting six satisfaction categories including overall MST rating, safe driving, friendliness, and cleanliness. The vast majority of returned surveys rated MST good or excellent for each category.

Online marketing and information is provided through MST’s dedicated website, found at <http://mst.org/>, as well as through social media. The website contains extensive information about MST’s routes, fares, mobility management programs, administration, financials, and employment opportunities. An electronic copy of the Riders Guide can be accessed on the website. Conforming to Title VI requirements, the MST website includes copies of the most recent Title VI plan and a dedicated bilingual site for civil rights and filing a Title VI complaint. The website also contains a Google Transit trip planner and a Google Translate tool.

MST also extensively uses social media including Facebook, Twitter, Instagram, and YouTube to keep in touch with riders, post press releases, and send bus alerts. YouTube videos are used as an advertising and mobility management tool. These electronic platforms are part of the movement by MST toward technology tools to create efficiencies and real-time information for its customers. A link to the transit app is available from the MST website to directly tie the rider into the electronic messaging of bus schedules and arrivals. The free user-friendly transit app gives passengers real-time bus arrival information on their iPhone or Android device. The app shows next bus arrivals, locates their nearest bus stop, and allows the user to set alerts for preferred routes.

MST staff also have had board seats on some community agencies such as the Monterey County Workforce Development Board and the Monterey County Convention and Visitors Bureau. In addition, MST has a partnership with the Carmel Valley Chamber of Commerce involving Line 24–Carmel Valley Grapevine Express, which runs between downtown Monterey and Carmel Valley Village through the Carmel Valley wine country. The route allows riders to visit the various wineries en route. Another route that caters to the local tourism industry is Line 22–Big Sur, which operates daily along SR 1 on a seasonal basis from Memorial Day weekend through Labor Day, as well as on weekends and holidays during the rest of the year.

Measure Q provides a significant boost in funding for MST’s mobility management efforts for community outreach and volunteer initiatives, including the MST Navigators program. The program involves volunteers (Navigators) who are available to train others to ride the bus and navigate the MST system, assist seniors on shopping trips by bus, give public presentations, and represent MST at health and welfare events in the community. The program is marketed through a trifold brochure and dedicated website at www.MSTMobility.org. The screening process involves an application followed by an interview and criminal background check. Program volunteers need to be at least 18 years of age. MST also offers free fixed-route travel training to teach interested individuals how to safely and independently ride the MST bus system.

MST derives revenue from interior and exterior advertising space on its buses. Bus wrap advertising is not allowed. Also, advertising space is not available on bus shelters per MST policy. Rates are structured per ad charged on a per month net basis. Production and mounting costs include labor and materials. Nonprofit organizations receive two months of advertising for the price of one. MST generates approximately \$275,000 annually in advertising revenue. The advertising program is contracted through Chidlaw Marketing.

Complaints are received and handled by customer service and are logged into the customer service database. MST has adopted standard operating procedures to ensure that customer comments, complaints, and compliments are promptly and accurately entered into the service reports database for follow-up and to ensure that customer service reports are promptly and thoroughly processed with final resolution provided to MST’s customers.

Most complaints pertain to improper driving, no show, passed by, and other service and bus operator incidents. Once the complaint is received, it is routed via email to the appropriate department head to address and validate. Upgraded cameras and video on the buses allow for

review of incidents and verification of facts. The images are automatically downloaded to a server. MST follows up with the customer if that preference is indicated. Complaints are tracked by type in the monthly customer service update report and are separated between MST generated complaints and other provider complaints. The number of valid complaints is also recorded, as are employee and service compliments received from riders.

General Administration and Management

MST's administration is governed by a Board of Directors comprising one representative from each member jurisdiction, including the County of Monterey. Each board member serves at the pleasure of the appointing member jurisdiction. Members are either elected officials or officers or employees of the appointing member jurisdiction. There are currently 13 board members. The Board convenes the second Monday of each month at 10:00 a.m. For the audit period through June 2016, the Board met in the Monterey Bay Air Resources District boardroom. MST acquired a new administration building including a boardroom at 19 Upper Ragsdale Drive in Monterey, located about a mile away from its operations facility. MST administrative staff had been at the older operations/administrative facility for nearly 40 years.

The Board appoints the General Manager/Chief Executive Officer (CEO) to administer the operations of MST. Key administrative personnel serving under the direction of the General Manager/CEO are the Assistant General Manager/COO, the Assistant General Manager for Finance & Administration, the Director of Human Resources & Risk Management, and the Director of Information Technology.

MST embraces the use of key performance indicators to regularly evaluate the transit system. For each board meeting, a monthly report is compiled using dashboard-type statistics and graphs to compare historic and current performance data against goals and minimum standards. These monthly performance statistics are created for the Transportation, Maintenance, and Administration departments and are divided between fixed route and MST RIDES performance. More detailed descriptions and data for each department are included in attachments to the dashboard report. At the end of each fiscal year, MST also reports the status of its achievement of performance goals. MST staff review performance in all of its relevant performance area indicators: safety, service, reliability, and finance, and work toward operating within acceptable performance parameters.

The key performance indicators represent outputs and results from MST's adoption of seven strategic goals that follow its mission, guide growth, and improve service delivery over a three-year period:

1. To develop adequate and stable long-term revenues.
2. To provide quality transit and mobility management services.
3. To implement board protocols and best practices to achieve effective and efficient board operations and board meeting management.

4. To research, implement, and promote policies and practices that encourage environmental sustainability and resource conservation.
5. To educate the public on MST services through promotion, communication, and advocacy.
6. To actively promote organizational values to maintain high-quality relationships with MST employees, contractors, vendors, and community stakeholders.
7. To attain industry leadership for like-sized agencies within California and the United States.

These strategic goals are included in MST's Annual Report and budget and were updated in the FY 2014–2016 Draft Strategic Goals and Objectives and carried out through the 2016 Draft Action Plan. Each goal includes indicators of success to measure the success of tactics in accomplishing the objectives and realizing the desired outcomes. The action plan reports on the status of 21 activities toward achieving each goal. One such action was to develop a succession planning strategy for key positions in which an organizational structure was proposed in January 2016. Another activity set out by the Board was the creation and adoption of a cash balance reserve policy in May 2016. A reserve target of 15 percent of budgeted operating expenses was established. In the FY 2016 budget, the reserve was quantified at 17.5 percent. A subsequent strategic plan update was completed in March 2017 with consultant facilitation covering the FY 2018–20 period.

MST administrative staff make four to five advocacy trips to brief and update state and federal legislators and administrators in Sacramento and Washington, DC. The Finance Committee meets several times annually to develop a budget.

A trigger for the strategic activity by MST was when the Board of Directors took action during the spring of 2014 in support of the placement of Measure Q, a one-eighth (1/8) cent countywide sales tax measure on the November 2014 ballot. After reviewing poll results that showed strong voter support for a small countywide sales tax increase to support a constrained program of transit service improvements for seniors, veterans, and persons with disabilities, the Board conducted a hearing to solicit input from the public regarding this proposed measure. In addition, it adopted the legal documentation required to submit the measure to the Monterey County Board of Supervisors for action directing the County Elections Department to include the sales tax on the upcoming November 4, 2014, ballot. The measure passed with 72.5 percent voter approval, exceeding the special tax requirement of two-thirds super majority vote.

Grants Management

MST relies on a variety of state and federal grants and other funding mechanisms to support its transit system. Programs such as the TDA and the FTA urbanized and rural area grants allocate funds annually by formula, while others such as the Monterey Bay Air Resources District's AB 2766 Motor Vehicle Emissions Reduction Program and Caltrans discretionary planning grants are competitively awarded based on merit. A large amount of State Proposition 1B funds were applied for and granted as the funding program winds down.

MST’s Grants Analyst procures and manages grants utilized by the district, while a Compliance Analyst ensures all regulatory requirements are met. The Grants Analyst receives daily emails from eCivus, an online grant research database and management tool. The analyst and the Assistant General Manager for Finance & Administration meet weekly to review the status of grant procurements and drawdowns. The analyst also reports to MST’s executive group of managers. Grants are tracked on an Excel spreadsheet that is categorized according to grant type, contract number, FTA grant description, budget, and the period of eligible expenses from start to finish. Table V-6 provides a snapshot summary of MST’s recent grant activity.

**Table V-6
MST Grant Summary**

	Class	Type	Project	Budget Federal/State	Start	End	Type
1	5307	JARC transfer to 5307	RIDES software	\$400,000	10/1/2012	12/31/2016	Capital
2	5307	NF transfer to 5307	Senior Shuttle Bus	\$118,000	10/1/2012	12/31/2016	Capital
3	Prop 1B	CalOES	Security (TDA fence)	\$402,615	10/28/2015	3/31/2018	Capital
4	Prop 1B	PTMISEA	Bus Replacement & Equip	\$6,154,181	2011	3/31/2017	Capital
5	Prop 1B	PTMISEA	ITS upgrade	\$2,200,000	2011	4/30/2017	Capital
6	Prop 1B	PTMISEA	Facilities Rehabilitation & Expansion	\$6,158,874	2013	3/30/2018	Capital
7	Prop 1B	PTMISEA	South County Maintenance Facility	\$1,000,000	6/17/2015	2/28/2018	Capital
8	Prop 1B	PTMISEA	Bus Shelters	\$250,000	6/17/2015	9/30/2016	Capital
9	Prop 1B	PTMISEA	Transit Pass Vending Machines	\$250,000	6/17/2015	6/30/2017	Capital
10	5310	Elderly & Disabled	6 RIDES Buses	\$420,000	12/1/2015	12/1/2022	Capital
11	Cap & Trade	TIRCP	TDA Rehab	\$10,000,000	5/19/2016	6/30/2019	Capital
12	Cap & Trade	LCTOP	30ft BYD Bus for Line 42	\$296,890	6/9/2016	6/30/2017	Capital
13	Cap & Trade	LCTOP	Line 42 operating assistance for E Salinas	\$345,563	6/1/2015	6/1/2018	Operations
14	5310	Elderly & Disabled	\$32K for Taxi Vouchers	\$32,000	8/1/2016	8/1/2017	Operations
15	5311(f)	Intercity	South County Marketing	\$100,000	7/1/2015	3/1/2017	Capital
16	AB 2766	MBUAPCD	1 Nissan Leaf	\$27,000	12/1/2015	12/31/2016	Capital
17	AB 2766	MBUAPCD	Additional peak hour trips on Line 20	\$175,000	1/13/2015	1/13/2017	Operations

	Class	Type	Project	Budget Federal/State	Start	End	Type
18	AB 2766	MBUAPCD	Line 10 Continuation	\$59,929	2/19/2016	2/19/2018	Operations
19	TAMC	TAMC	TAMC Planning Award	\$65,000	7/1/2016	6/30/2018	Operations
20	PL	AMBAG	AMBAG Planning Award	\$65,000	7/1/2016	6/30/2018	Operations
21	AB 2766	MBUAPCD	Q Jump 218/Fremont	\$50,000	2/19/2016	2/19/2018	Capital

Source: MST

Capital grants awarded have been allocated toward vehicle procurement, facilities rehabilitation and expansion, BRT infrastructure, video cameras, and information technology system upgrades. Operational grant awards have been allocated toward new service expansion, mobility management, senior taxi vouchers, travel training, and transit studies. The MST Board adopted a financing plan that will replace up to seven vehicles per year that have met or exceeded their useful lives based on federal transit asset management rules.

There are several examples of successful grant procurements by MST. A \$1.7 million Federal Transit Administration Clean Fuels Grant helped MST complete the trolley wireless power transfer (WPT) infrastructure and vehicle improvements without local tax dollars or passenger fares. Congressman Sam Farr, Senators Barbara Boxer and Dianne Feinstein, and Assemblymembers Bill Monning and Luis Alejo also supported MST’s efforts, along with the City of Monterey, the Association of Monterey Bay Area Governments (AMBAG), and the Monterey Bay Aquarium.

MST also received a federal Clean Fuels Grant for up to 83 percent of the cost of four hybrid buses. The State of California Hybrid Truck and Bus Voucher Incentive Program added a \$20,000 credit for each of the \$230,000 vehicles, and the remaining local match came from State of California Proposition 1B Public Transportation Modernization, Improvement, and Service Enhancement Account funds.

MST contributed a 20 percent local match to a FTA Intercity Bus Program grant that funded 80 percent of the cost of nine solar-powered bus signs. MST will also install two real-time electronic signs in San Lucas and San Ardo, using funds from another FTA Intercity Bus Program grant.

In 2015, MST received a \$10 million state cap-and-trade grant to fund renovations at the Thomas D. Albert Operations Facility. The current Ryan Ranch infrastructure accommodates one-third of the agency’s bus fleet, yet approximately two-thirds of MST routes operate on the Monterey Peninsula. By expanding storage and maintenance facilities closer to those routes, MST will reduce equipment wear and tear and decrease the amount of fuel used to transport buses between Salinas and Monterey each day. The agency will also minimize the staffing costs that come with transferring empty buses at the start and finish of the service day. The \$10 million cap-and-trade grant will support renovations estimated to cost \$18 million overall.

MST's next proposed Salinas project aims to convert all buses operating within the city limits to an electric system. The agency has applied for another grant through the FTA's Low or No Emission Vehicle Deployment Program, along with a state match that would help pay for nine electric buses and five charging stations. Building on the success of the MST trolley, this larger-scale wireless power transfer system would bring zero-emission public transit to residents throughout Salinas.

MST is also working with California State University, Monterey Bay and the Fort Ord Reuse Authority to install electric charging equipment on the CSUMB campus. Project leaders hope to secure funds for the equipment, as well as electric buses, shelters, and additional passenger amenities, by partnering on applications for state and federal seed money. Further, to help fund a new King City maintenance facility, MST applied for a US Department of Agriculture loan that supports community projects in rural cities with fewer than 20,000 residents. This is the first time a transit agency has solicited funds through the program.

Expenditures are tracked and managed through the Navision financial software suite. Within the Navision software program, the AwardVision module tracks grants, monitors drawdowns, and issues purchase order numbers and invoices. The grant analyst assigns a grant code in addition to a project code. Coding is required on all purchase orders and invoices. The General Manager's signing authority is up to \$25,000. Any amount exceeding \$25,000 requires board authorization.

Section VI

Findings

The following summarizes the major findings obtained from this triennial audit covering fiscal years 2014 through 2016. A set of recommendations is then provided.

Triennial Audit Findings

1. Of the compliance requirements pertaining to MST, the operator fully complied with all nine applicable requirements. Two compliance requirements did not apply to the operator (i.e., exclusive urbanized and rural farebox recovery ratios).
2. MST is subject to a 15 percent system-wide farebox standard pursuant to rules and regulations adopted by TAMC through resolution. During the audit period, MST exceeded the standard and attained a system-wide ratio of 20.91 percent in FY 2014, 21.46 percent in FY 2015, and 25.27 percent in FY 2016. The average farebox ratio during the period was 22.54 percent.
3. Both MST and its contract operator, MV Transportation, participate in the CHP Transit Operator Compliance Program and received vehicle inspections within the 13 months prior to each TDA claim. Satisfactory ratings were made for all inspections conducted during the audit period.
4. MST implemented each of the three prior performance audit recommendations. The prior recommendations pertained to updating maintenance performance targets, resubmitting the TDA claim, and working with TAMC to update the unmet transit needs process.
5. Ridership on MST increased by 6.5 percent system-wide for the three-year period. As the vast majority of ridership is on the fixed route, actual figures show an increase on fixed route from 3.97 million passengers in FY 2013 to 4.23 million in FY 2016. Overall ridership achieved gains from special grant-funded bus lines including for the military that made up for some losses in core fixed-route ridership.
6. Passengers per service hour was relatively stable, although there was a slight decline on fixed route and a small increase on MST RIDES for the three-year audit period.
7. Operating cost performance metrics showed general positive trends as measured by the cost per service hour and cost per passenger. These measures showed nominal increases over the three-year period as service provision and ridership increased in close relationship to cost.
8. A number of positive events brought more financial certainty to the agency, including successful resolution to the pension reform dispute, the recovering local economy that generated increased sales tax revenues, and passage of the local Measure Q ballot initiative

that provides MST a long-needed level of financial stability and greater service to seniors, veterans, and people with disabilities.

9. MST remains on the forefront environmental responsibility as evidenced by its debut of California's first wireless power transfer trolley service, and ongoing procurement of alternative clean-fuel buses and support vehicles.
10. Technology innovation is leveraged by MST to greatly enhance customer service as well as achieve more operating efficiencies. MST deployed the latest technologies and apps to provide real-time next bus arrival information directly to customers' mobile devices. MST staff also upgraded scheduling software and implemented a new dispatch operations system that streamlines the coordination and dissemination of route and schedule information to operations staff.
11. Operations and maintenance facility expansions are following the growth in service, in particular the expansion of service in the South County. To decrease the fuel and labor costs associated with that travel time, the agency is finalizing plans for a new King City maintenance facility.
12. Organizationally, MST boosted its administrative staffing with key management hires including a Director of Planning and Marketing and a Compliance Analyst. From a strategic perspective, MST embraces the use of key performance indicators to regularly evaluate the transit system. The indicators represent outputs and results from MST's adoption of seven strategic goals that follow its mission, guide growth, and improve service delivery.

Recommendations

1. Provide calculation of farebox recovery in the annual financial audit.

An audited farebox recovery calculation is typically included in the financial statements of the transit operator. With implementation of State Senate Bill 508, specific adjustments could be made to the transit farebox ratio including inclusion of local support revenues, and exemptions for new services. Given that the TAMC adopted farebox ratio for MST is system-wide, the audited farebox calculation should be derived for the entire service, although farebox recovery by mode (fixed route and dial-a-ride) can also be determined. The audited farebox ratio provides an official performance standard which MST is required to meet to remain eligible for TDA funds.

2. Work with TAMC to apply State Transit Assistance operating qualifying criteria.

MST applies State Transit Assistance Funds toward operational expenses. Current state law reinstates the operator qualifying criteria to determine the amount of STA that could be used for operations.¹ MST should work with TAMC to conduct the two-prong qualifying calculation using audited operating costs and revenue service hours, and make required adjustments, if any, to MST's funding eligibility. A sliding scale is now used to reduce operating funding eligibility if the operator does not meet the qualifying criteria, as provided through SB 508. The calculation should be conducted as part of the annual financial audit or completed by MST staff, and included in MST's TDA claim submittal to TAMC so that the appropriate allocations of STA are made. MST will also be able to budget for the proper amount of STA for operations.

3. Address increasing rates of MST RIDES no-shows and late cancellations.

The increase in no-shows and late cancellations on MST RIDES grew more rapidly compared to gains in ridership. As a result, the percentage of no-shows relative to the number of passengers has risen and exceeded general industry performance standards for no-show rates. An increase in reservation requests from current and new customers occurred including from adult daycare health centers. To help with appointment reminders, MST implements the interactive voice response telephone system that automatically places a telephone call the night before the passenger's trip. In addition to this device, MST should continue working with its customers and their caregivers to educate and train them in using the transit service. This may include dedicating mobility management resources such as from the MST Navigators program to work closely with these riders. While enforcement of the adopted no-show policy is an option, the process should be reviewed for its applicability and used discretely as another tool in improving no-show rates.

¹ Public Utilities Code Section 99314.6

Appendix – MST Fixed Route Services

Table A
MST Fixed Route Services

Route Number	Description	Key Destinations/Timepoints
JAZZ	BRT Aquarium-Sand City (A-B-C Lines)	<ul style="list-style-type: none"> ▪ Sand City Station ▪ Monterey Transit Plaza ▪ Aquarium
1	Asilomar-Monterey	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Aquarium-Foam & Irving ▪ Pacific Grove-Lighthouse & Fountain ▪ Asilomar & Sinex ▪ Pacific Grove Golf Course
2	Pacific Grove-Carmel	<ul style="list-style-type: none"> ▪ Carmel 6th & Mission ▪ Del Monte Center ▪ Monterey Transit Plaza ▪ Aquarium-Foam & Irving ▪ Pacific Grove-Forest & Forest Hill ▪ Pacific Grove-Lighthouse & Fountain
3	CHOMP-Monterey	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Franklin & High ▪ Via Gayuba & Via Paraiso ▪ CHOMP
7	Del Rey Oaks-Monterey	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Del Monte Center ▪ Glenwood Circle ▪ Monterey Regional Airport ▪ CTB McGraw Hill ▪ Del Rey Oaks-Via Verde & Canyon Del Rey
8	Ryan Ranch-Sand City (via Seaside & Del Rey Oaks)	<ul style="list-style-type: none"> ▪ Sand City Station ▪ Seaside-Broadway & Noche Buena ▪ Seaside-Kimball & Noche Buena ▪ Del Rey Oaks-Via Verde & Canyon Del Rey ▪ CTB McGraw Hill ▪ Ryan Ranch Upper Ragsdale & Lower Ragsdale
10	Marina-Monterey	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Sand City Station ▪ Marina Transit Exchange
11	Carmel-Sand City	<ul style="list-style-type: none"> ▪ Sand City Station ▪ Yosemite & Ord Grove ▪ Broadway & Noche Buena ▪ Fremont & Francis ▪ Del Monte Center ▪ Carmel-6th & Mission
12	The Dunes-NPS	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ NPS-Sloat & 9th Street

Route Number	Description	Key Destinations/Timepoints
		<ul style="list-style-type: none"> ▪ Broadway & Noche Buena ▪ Fitch Park-Ardenes & Aachen ▪ Fitch Park-Ardenes & Hatten ▪ DOD Annex-Gigling & 6th ▪ The Dunes Shopping Center
14	La Mesa-NPS	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ NPS-Sloat Avenue & 9th ▪ La Mesa-Spruance & Fechteler ▪ La Mesa-Bergin & Ride Share
16	Marina-The Dunes (via CSUMB)	<ul style="list-style-type: none"> ▪ The Dunes Shopping Center ▪ CSUMB Alumni & Visitor’s Center ▪ Schoonover & White Court ▪ Abrams & Lexington ▪ Reservation & Beach ▪ Marina Transit Exchange
18	Monterey-The Dunes	<ul style="list-style-type: none"> ▪ Del Monte Center Gate 3 ▪ Monterey Transit Plaza ▪ Sand City Station ▪ Noumea & Luzon ▪ VA Clinic ▪ CSUMB Alumni & Visitor’s Center ▪ Schoonover & White Court ▪ Imjin & 4th ▪ The Dunes Shopping Center
19	Del Monte Center-CSUMB East Campus	<ul style="list-style-type: none"> ▪ Bunker Hill & Yorktown ▪ Schoonover & White Court ▪ CSUMB Alumni & Visitor’s Center ▪ Monterey Transit Plaza ▪ Del Monte Center Gate 1 ▪ Del Monte Center Gate 3
20	Salinas-Monterey (via Marina)	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Sand City Station ▪ Marina Transit Exchange ▪ Salinas Transit Center
21	Pebble Beach-Salinas Express	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ Marina Transit Center ▪ Dunes Shopping Center ▪ Sand City Station ▪ Monterey Transit Plaza ▪ Monterey Conference Center ▪ Aquarium ▪ Inn at Spanish Bay ▪ Lodge at Pebble Beach
22	Big Sur-Monterey	<ul style="list-style-type: none"> ▪ Price Fitness Center ▪ Rifle Range Bldg 627

Route Number	Description	Key Destinations/Timepoints
		<ul style="list-style-type: none"> ▪ Monterey Conference Center ▪ Monterey Transit Plaza ▪ Del Monte Center ▪ Carmel-6th & Mission ▪ Point Lobos ▪ Andrew Molera State Park ▪ Big Sur River Inn ▪ Big Sur Nepenthe
23	Salinas-King City	<ul style="list-style-type: none"> ▪ Hartnell College ▪ Salinas Transit Center ▪ Chualar-Grant & South ▪ Gonzales Center ▪ Soledad-Front & San Vicente ▪ Soledad-Mission Shopping Center ▪ Greenfield-Santa Lucia Square ▪ King City-Mee Memorial ▪ King City-1st & Pearl
24	Monterey-Carmel Valley Grapevine Express (via Carmel)	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Del Monte Center ▪ Del Monte Center Gate 3 ▪ Carmel-6th & Mission ▪ Carmel Rancho ▪ Chateau Julien ▪ Mid Valley Center ▪ Rippling River
25	CSUMB-Salinas	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ CSUMB Alumni & Visitor's Center
26	CSUMB-East Campus Express	<ul style="list-style-type: none"> ▪ CSUMB Alumni & Visitor's Center ▪ Manassas & Wilderness ▪ Bunker Hill & Yorktown
27	Watsonville-Marina	<ul style="list-style-type: none"> ▪ Marina Transit Exchange ▪ Moro Cojo-Esperanza & Vista de Tierra ▪ Castroville-Merritt & Union ▪ Moss Landing-Hwy 1 & Dolan Road ▪ Watsonville Transit Center
28	Watsonville-Salinas (via Castroville)	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ Castroville-Merritt & Union ▪ Moss Landing-Hwy 1 & Dolan Road ▪ Watsonville Transit Center
29	Watsonville-Salinas (via Prunedale)	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ N. Main & Laurel ▪ Northridge Mall ▪ Prunedale Park & Ride ▪ Prunetree Center ▪ Watsonville Transit Center

Route Number	Description	Key Destinations/Timepoints
41	Northridge-Salinas (via East Alisal)	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ E. Alisal & Towt ▪ Natividad Medical Center ▪ Northridge Mall
42	Westridge-Spreckels	<ul style="list-style-type: none"> ▪ Spreckels Crossing ▪ E. Alisal & Towt ▪ Williams & Bardin ▪ Natividad Medical Center ▪ Laurel & Main ▪ Westridge Shopping Center
43	South Salinas-Salinas (via SVMH)	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ SVMH ▪ Brunken & Malarin ▪ S. Main & Stephanie ▪ S. Main & Plaza
44	Northridge-Salinas (via Westridge)	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ Post & Davis ▪ Westridge ▪ Northridge Mall
45	Northridge-Salinas (via East Market)	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ Sanborn & Market ▪ Sanborn & Del Monte ▪ Independence & Nantucket ▪ Boronda & San Juan Grande ▪ Northridge Mall
46	Salinas-Natividad	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ Salinas Adult School ▪ Natividad Medical Center
47	Hartnell-Alisal Campus	<ul style="list-style-type: none"> ▪ Hartnell College Circle ▪ Salinas Transit Center ▪ Alisal & Towt ▪ Hartnell College Alisal Campus
48	Salinas-Salinas Airport Business Center	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ E. Alisal & Towt ▪ Salinas Airport Business Center
49	Salinas-Santa Rita (via Northridge)	<ul style="list-style-type: none"> ▪ Salinas Transit Center ▪ N. Main & Laurel ▪ Northridge Mall ▪ Boronda & San Juan Grade
55	Monterey-San Jose Express	<ul style="list-style-type: none"> ▪ Price Fitness Center ▪ Rifle Range Bldg 627 ▪ Monterey Transit Plaza ▪ Sand City Station ▪ Prunedale Park & Ride ▪ Gilroy Caltrain Station ▪ San Jose Diridon Station

Route Number	Description	Key Destinations/Timepoints
56	Salinas-Monterey via Hwy 68	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Monterey Regional Airport ▪ Ryan Ranch-Wilson & Ragsdale ▪ Hwy 68 & Laguna Seca ▪ Portola & Creekside ▪ Salinas Transit Center
69	Presidio-Del Monte Center	<ul style="list-style-type: none"> ▪ Del Monte Center ▪ Del Monte Center Gate 3 ▪ Monterey Transit Plaza ▪ Private Bolio Gate ▪ Rifle Range Bldg 619 ▪ Price Fitness Center
70	Presidio-La Mesa	<ul style="list-style-type: none"> ▪ La Mesa-Bergin & Ride Share ▪ La Mesa-Spruance & Fechteler ▪ Glenwood Circle ▪ Pacific & Buena Vista ▪ Franklin Gate ▪ Private Bolio Gate ▪ Rifle Range Bldg 619 ▪ Price Fitness Center
72	Presidio-N. Salinas Express	<ul style="list-style-type: none"> ▪ Price Fitness Center ▪ Rifle Range Bldg 627 ▪ Patton & 15th Infantry ▪ Reservation & Imjin ▪ Salinas Laurel & Main ▪ N. Main & Boronda ▪ N. Main & San Juan Grade
74	Presidio-Toro Park (via Schoonover Park)	<ul style="list-style-type: none"> ▪ Portola & Anza ▪ Portola & Creekside ▪ Preston & Ready ▪ Schoonover & White ▪ DOD Annex-Gigling & 6th ▪ Tyler & Franklin ▪ Franklin Gate ▪ Price Fitness Center

Route Number	Description	Key Destinations/Timepoints
75	Presidio-Marshall Park Express	<ul style="list-style-type: none"> ▪ Marshall Park-Malmedy & Kalborn ▪ Fitch Park-Ardenes & Aachen ▪ Fitch Park-Ardenes & Hatten ▪ Stillwell Park-Monterey & Normandy ▪ Stillwell Park-Noumea & Luzon ▪ Hayes Park-Monterey & Buna ▪ Sand City Station ▪ Tyler & Franklin ▪ Franklin Gate ▪ Private Bolio Gate ▪ Rifle Range & Bldg 619 ▪ Price Fitness Center
76	Presidio-Stilwell Park Express	<ul style="list-style-type: none"> ▪ Noumea & Luzon ▪ Monterey Road & Normandy ▪ Monterey Road & Buna ▪ Sand City Station ▪ Tyler & Franklin ▪ Franklin Gate ▪ Private Bolio Gate ▪ Rifle Range & Bldg 619 ▪ Price Fitness Center
78	Presidio-Santa Cruz Express	<ul style="list-style-type: none"> ▪ Price Fitness Center ▪ Rifle Range Bldg 627 ▪ Patton Ave., 15th Infantry ▪ Tyler & Franklin ▪ Monterey Transit Plaza ▪ Sand City Station ▪ Marina-Del Monte & Palm ▪ Castroville-Merritt & Union ▪ Salinas Road Park & Ride ▪ Aptos-Soquel Drive & State Park Drive ▪ Cabrillo College ▪ Dominican Hospital ▪ Santa Cruz Metro Center Lane 3
82	Fort Hunter Liggett-Salinas Express	<ul style="list-style-type: none"> ▪ Hwy 68 & Laureles Grade ▪ Salinas Transit Center ▪ Soledad-Mission Shopping Center ▪ Greenfield-Santa Lucia Square ▪ King City-1st & Pearl ▪ King City-Mee Memorial ▪ Fort Hunter Liggett-Infantry Road & HQ Bldg

Route Number	Description	Key Destinations/Timepoints
84	Soledad-Paso Robles Express	<ul style="list-style-type: none"> ▪ Soledad Transit Center ▪ Soledad Mission Shopping Center ▪ Greenfield El Camino & Real Walnut ▪ King City Mee Memorial Hospital ▪ San Ardo Cattlemand & Main Street ▪ Paso Robles-Niblick & Woodland Plaza ▪ Paso Robles Transit Center
85	Fort Hunter Liggett-Templeton	<ul style="list-style-type: none"> ▪ Hwy 68 & Canyon Del Rey ▪ Soledad Mission Shopping Center ▪ Fort Hunter Liggett Infantry & HQ Bldg ▪ Camp Roberts ▪ San Miguel Mission & 14th St ▪ Paso Robles-Niblick & Woodland Plaza ▪ Paso Robles Transit Center ▪ Templeton Twin Cities Hospital ▪ Templeton Las Tablas Park & Ride
86	King City-San Jose/San Jose Airport	<ul style="list-style-type: none"> ▪ King City Mee Memorial Hospital ▪ Greenfield El Camino & Real Walnut ▪ Gonzalez Shopping Center ▪ Hwy 68 & Ragsdale ▪ Salinas Transit Center ▪ Prunedale Park & Ride ▪ Gilroy Caltrain Station ▪ San Jose Airport ▪ Diridon Station
91	Sand City-Del Mesa Carmel	<ul style="list-style-type: none"> ▪ Del Mesa Carmel ▪ Pacific Meadows ▪ Carmel Rancho-Save Mart ▪ Crossroads Shopping Center ▪ Crossroads Safeway ▪ Carmel Foundation ▪ Carmel-6th & Mission ▪ CHOMP ▪ Del Monte Center ▪ Monterey Sports Center ▪ Monterey Transit Plaza ▪ Sand City Station
92	CHOMP-Del Mesa Carmel (via Carmel)	<ul style="list-style-type: none"> ▪ Pacific Meadows ▪ Carmel Rancho-Save Mart ▪ Crossroads Shopping Center ▪ Crossroads Safeway ▪ Carmel Foundation ▪ Carmel-6th & Mission ▪ CHOMP

Route Number	Description	Key Destinations/Timepoints
93	Ryan Ranch-Monterey Senior Shuttle	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Del Monte Center ▪ Glenwood Circle ▪ Monterey Regional Airport ▪ Ryan Ranch Upper Ragsdale & Lower Ragsdale
94	Sand City-Carmel Rancho Senior Shuttle	<ul style="list-style-type: none"> ▪ Carmel Rancho ▪ Crossroads Shopping Center ▪ Santa Lucia & Monte Verde ▪ Carmel-6th & Mission ▪ CHOMP ▪ Del Monte Center ▪ Monterey Transit Plaza ▪ Euclid & Casanova ▪ Hilby & Wheeler ▪ Villa Del Monte ▪ Sand City Station
95	Williams Ranch-Northridge Senior Shuttle	<ul style="list-style-type: none"> ▪ Northridge Mall ▪ Regency Circle ▪ N. Main & Laurel ▪ Salinas Transit Center ▪ SVMH ▪ Blanco Circle ▪ Williams & E. Alisal ▪ Mesquite & Tumbleweed
Presidio	Presidio Shuttle	<ul style="list-style-type: none"> ▪ Patton Avenue & 15th Infantry ▪ Rifle Range & Bldg 619 ▪ Price Fitness Center
MST On Call	MST On Call Marina	<ul style="list-style-type: none"> ▪ Marina Neighborhoods
MST On Call	MST On Call South County	<ul style="list-style-type: none"> ▪ Gonzales ▪ Greenfield ▪ King City ▪ Soledad
Trolley	MST Trolley Monterey	<ul style="list-style-type: none"> ▪ Monterey Transit Plaza ▪ Downtown Parking Garage ▪ Pacific & Del Monte ▪ Fisherman’s Wharf ▪ Cannery Row ▪ Monterey Bay Aquarium
Special Service	Del Rey Oaks-Sand City/Monterey	<ul style="list-style-type: none"> ▪ Canyon Del Rey & Del Rey Gardens ▪ Sand City Station ▪ Tyler & Franklin

Source: MST