Monterey-Salinas Transit District

FY 2023 & FY 2024

BUDGET

Adopted June 13, 2022

July 1, 2023 – June 30, 2024

Acknowledgements

Board of Directors

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Luis Alejo, County of Monterey

MST Staff Contributors

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Michael Kohlman, Chief Information Officer
Andrea Williams, Accounting & Budget Manager
Paul Lopez, Facilities Manager
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Ikuyo Yoneda-Lopez, Marketing & Customer Service Manager
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Contents
1. General Manager/CEO Budget Message ................................................................. 7
2. Budget Summary .................................................................................................. 9
3. Budget Preparation and Adoption Process ............................................................ 13
4. Monterey-Salinas Transit District Mission .............................................................. 14
5. FY 2022 - 2025 Goals, Objectives, and Action Plan ............................................. 14
6. FY 2023 and FY 2024 Draft Budget ......................................................................... 23
   A. Budget Summary ............................................................................................. 24
   B. 2-Year Action Plan ......................................................................................... 24
   C. General Budget Structure ............................................................................... 27
   D. FY 2023-FY2024 Budget Characteristics ....................................................... 28
Appendix: FY2023-2027 Capital Improvement Program ........................................... 47
1. General Manager/CEO Budget Message

TO: Monterey-Salinas Transit District Board of Directors, Community Members, and Employees

FROM: Carl Sedoryk, General Manager/CEO

I am pleased to present a balanced FY 2022/23 - FY 2023/24 Budget for your review and consideration. During the FY 2021/22 year, MST met the continuing COVID-19 pandemic challenge head on by protecting our employees and passengers from the virus and contributing to overall community recovery. Over the next two (2) years, we will support the Strategic Plan approved by the Board in FY 2021. We will work with the Board, our employees, and the community to accomplish many goals and keep key projects moving forward.

I am confident that the entire MST workforce will continue to provide our community the essential public service they depend upon to get to work, medical appointments, shopping, or wherever they want to go. The last year was extremely challenging and required patience, dedication, commitment, and resilience in the face of unpredictable and ever-changing conditions. Our employees’ dedication to serving the public is a major force that keeps MST moving forward and will allow us to get through the pandemic even stronger.

In recognition of efforts to articulate the meaning of MST to our employees and community, this Budget reflects the following branding vision and values:

**Mission:** Advocating and delivering quality public transportation as a leader within our community and industry.

**Vision:** Connecting communities. Creating opportunity. Being kind to our planet.

**Values:**
- Safety – Caring for others, in all we do.
- Dependability – Earning your trust, every day.
- Friendliness – Welcoming, helpful, and understanding.
- Achievement – Aspiring to be better.
- Diversity – Valuing our differences.
While preparing the annual 2-year budget, we examine our programs, service and financial operations, along with various economic forecasts and funding estimates from our regional, state and federal partners, to develop an overall financial outlook covering the next two years. The pandemic has impacted Monterey County and the region’s economic growth, especially in the hospitality sector. Local economic conditions and retail spending play major roles in the generation of sales tax revenue, which is a critical source of local operating revenue for MST.

While the pandemic was a considerable factor in the health of the economy over the last two years and will continue to influence inflation, the US economic forecasts from the Conference Board now points to the invasion of Ukraine by Russia as a major indicator of uncertainty in the economy along with influences from variants of COVID-19.

As of May 10, 2022, 72.5% of Californians were fully vaccinated and 73% of Monterey County residents who are eligible for the vaccination are considered fully vaccinated. With a Mandatory COVID Vaccination Policy in place, nearly 100% of the MST workforce have been fully vaccinated.

The financial outlook is more certain than during the past two budget cycles in part due to the passage of the federal Infrastructure Investment and Jobs Act (IIJA), certainty with funding and fare revenues generated from traditional MST partnerships with the colleges, university, and funding for the MST Trolley Monterey. While these funding sources are known, they do not represent levels seen before the pandemic and will remain depressed for the next two years. As a result, MST will rely on the unrestricted cash balance to supplement the budget over the next two years.

In order to return closer to pre-COVID levels of revenue and ridership, MST will implement a network redesign of our entire transit system focusing on providing more meaningful transit in those areas where demand for transit is greatest as approved by the Board of Directors in the Comprehensive Operational Analysis.

From a financial and budget perspective, there is still a lot of recovery to come, however MST’s conservative fiscal practices have provided adequate unrestricted reserves to maintain our operating and capital programs for the next two years.
2. Budget Summary

As we contemplate the Budget for fiscal years 2022/23 and 2023/24, the following items have been factored into the budget:

Service
- Implementation of the Board-approved Comprehensive Operational Analysis – Final Network Plan will occur in FY 2023 with seasonal service for the Trolley Monterey and the fall back-to-school season.
- Implementation of a new vanpool program to fill coverage gaps, especially in hard to serve areas.

Safety
- Physical barriers help keep passengers and drivers a safe distance from one another to limit the spread of COVID-19.
- Personal Protective Equipment (PPE) will continue to be provided to staff and the public, including hand sanitizer onboard buses.
- Disinfecting buses and office spaces means more work for our maintenance and janitorial teams, but keeps work spaces clean.
- All CDC, FTA, State and County guidelines to limit the spread will be followed.

Financial
- Sales tax revenues will marginally increase but long-range impacts are still unknown.
- Fares will change as a result of the implementation of the Final Network Plan and as directed by the Board. As a result, fare revenue assumptions are estimates only.
- Increased fuel and supplies expenses due to the Ukraine crisis and sanctions imposed on Russia as a result and global shortages in production.
- Federal revenues through traditional sources increased with the new federal transportation bill but use of unrestricted cash reserves are needed in the next two years to balance the budget. A Cash Flow Projection shows that reserves will be needed over the next 2-year budget as shown in the graph below:
<p>|
|---------------------------------|----------------|----------------|----------------|</p>
<table>
<thead>
<tr>
<th><strong>Cash Balance at Fiscal Yearend</strong></th>
<th><strong>FY 2022 ($)</strong></th>
<th><strong>FY 2023 ($)</strong></th>
<th><strong>FY 2024 ($)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Projected Unrestricted Cash Balance (June 30)</strong></td>
<td>45,487,800</td>
<td>39,937,475</td>
<td>33,813,691</td>
</tr>
<tr>
<td>15% Required Operating Reserve</td>
<td>7,826,151</td>
<td>8,809,083</td>
<td>9,015,426</td>
</tr>
<tr>
<td><strong>Projected Unrestricted Cash Balance (June 30) available less Reserve</strong></td>
<td>37,661,649</td>
<td>31,128,392</td>
<td>24,798,265</td>
</tr>
</tbody>
</table>
Employees

- Public transportation as an essential service means that employees continued to work in person.
- Virtual and In-person meetings will continue with health and safety protocols in place.
- Board meetings transitioned to a hybrid in-person and virtual meeting format.
- No furloughs or reductions in force are anticipated as we move into the next two fiscal years.
3. Budget Preparation and Adoption Process

MST follows the general process below when preparing and adopting the 2-year budget on an annual basis.

January
- Budget planning and revenue assumptions
- Establish a budget timeline

February/March
- Budget requests/ meet with departments
- Operating cost assumptions

April
- Budget preparation
- Review draft with departments

May
- Review Budget Summary with Admin. Committee

June
- Public Hearing and Budget adoption
4. Monterey-Salinas Transit District Mission

Advocating and delivering quality public transportation as a leader within our community and industry.

Our Vision:


Our Values:

1. Safety – Caring for others, in all we do.
2. Dependability – Earning your trust, every day.
3. Friendliness – Welcoming, helpful, and understanding.
4. Achievement – Aspiring to be better.

Strategic Goals

The Board responded to a survey to rank the importance of the seven strategic priorities or goals. The goal to develop and maintain adequate and stable long-term revenues was rated as the most important, with 83% of Board Members rating it as “critically important.” The second most important goal, with 58% of Board Members giving the “critically important” rating, was provide quality transit and mobility management service. All of the other goals can be considered of secondary importance.

The following are the strategic priorities and goal statements that MST will pursue over the next four years to coincide with two budget cycles of 2 years each. For each goal, the Board while working together with the Executive Leadership Team, has formulated initial objectives and desired outcomes. Easy to track performance goals and Indicators of success were defined to track relative progress towards the objectives and outcomes. Discrete tactics to be utilized taken towards the accomplishment of the strategic goals will be defined in each annual budget action plan during the life of the strategic plan. Measurement of progress towards strategic goals will be included in monthly performance dashboards, quarterly action plan updates, and through other reporting systems as directed by the Board.

5. FY 2022 - 2025 Goals, Objectives, and Action Plan

Goal #1: Develop and Maintain Adequate and Stable Long-Term Revenues.

Objectives/Outcomes:

Retain and grow public/private and public/public partnerships, fare-pricing strategies and revenue generation from the use of MST assets as a means to generate the
revenue required to construct needed capital facilities, purchase vehicles, sustain current and future transit services, and maximize the value of MST services to the community.

Through education and advocacy, encourage policymakers and the general public to enact legislation at local, state, and federal levels to provide sustained funding sources that will support the future growth of Monterey County’s public transportation system.

Performance Goals and Indicators of Success:

- Seek and execute competitive grants, public/private partnership funding agreements, and public/private financing to leverage funding received by formulas.
- Maintain adequate funding and cash reserves to support 2-year operating plans and 5-year constrained capital plan and comply with board policy.
- Identify potential funding sources for any emerging unfunded operating expenses or capital projects.
- Ensure annual financial and operating efficiency performance results fall within board approved budget and financial performance dashboard acceptable ranges.

Tactics:

- Adopt and execute annual state and federal legislative programs.
- Utilize debt financing from bonds, private financing, and other sources as appropriate.
- Identify additional partnerships to fund transit services outside of traditional tax sources.
- Maintain adequate cash reserves to support a state of good repair for assets.
- Identify grant opportunities to leverage local funds for transit projects.
- Research a permanent extension of Measure Q and/or opportunities for local funding to support fixed-route services and required infrastructure.
- Develop 2-year operating budget and 5-year Capital Improvement Program process.
Goal #2: Provide Quality Transit and Mobility Service for the Communities We Serve.

Objectives/Outcomes:

Develop and implement services, infrastructure, and technologies to meet and exceed the expectations of customers and maximize the value of MST in the community. Expand public/private, military, and educational partnerships. Continue to explore and implement new technologies and practices that enhance the overall customer experience, improve safety and sustainability, attract new customers, retain existing customers, and motivate employees.

Performance Goals and Indicators of Success:

- Annual passenger boarding grows rate grows in a direct relationship with regional employment and population trends.
- Recover 100% of annual pre pandemic passenger boarding by FY 2025.
- Receive an overall satisfaction with MST services rating of 80% from customers and stakeholders in biennial surveys.
- Ensure annual operating performance indicators fall within board approved budget and performance dashboard ranges in the areas of safety, operational effectiveness, on-time performance, customer satisfaction, employee satisfaction, and stakeholder satisfaction.
- Each year increase annual transit utilization by students and educational institutions.

Tactics:

✓ Continuation of programs that reward safe behavior.
✓ Fine-tune existing service to improve convenience and on-time performance.
✓ Monitor operating, maintenance, and financial performance statistics monthly and implement programs to support continuous improvement.
✓ Continue to monitor autonomous vehicle technology and implement as appropriate.
✓ Develop and improve workforce development programs.
✓ Continue planning activities for SURF! Busway and BRT transit improvements.
✓ Maintain MST Trolley contract with City of Monterey.
✓ Upgrade and enhance technologies to improve customer experience.

✓ Continue planning a comprehensive regional BRT system and apply for funding, as appropriate.

✓ Maintain and develop partnerships with alternative mobility providers, including taxis, vanpool, and transportation network company (TNC) to improve mobility options.

✓ Implement service plan utilizing South County operations and maintenance facility.

✓ Formulate and implement a 5-year Capital Improvement Program (CIP).

✓ Complete Comprehensive Operational Analysis (COA) and implement recommended transit network improvements.

Goal #3: Improve Board Protocols and Recommend Best Practices to Achieve Effective and Efficient Board Operations and Board Meeting Management.

Objectives/Outcomes:

Maintain and grow governance board to be fully involved, fully integrated, well informed, and well-functioning in their policy decision making process.

Performance Goals and Indicators of Success:

- Receive an annual overall satisfaction rating with board performance, staff support and board training and development opportunities from 85% of MST Board of Directors.

- Conduct at least one Strategic Planning workshop each year to review strategic plan progress and to review/reaffirm board adopted goals.

- Provide semi-annual updates and opportunities for review of Board policies.

- Conduct Transit 101 training on a variety of topics for Board members and provide opportunities for board members to participate in transit workshops and conferences.

Tactics:

✓ Continue to offer board member development opportunities.
✓ Monitor board reporting practices to make better use of limited time available for board meetings.

✓ Survey board members to determine overall satisfaction rating with board performance, staff support and board training and development opportunities.

✓ Continue regular CEO/Board member one-on-one sessions.

✓ Conduct continuous review of board adopted polices and update as needed.


Objectives/Outcomes:

Implement economically sound and environmentally friendly resource conservation policies that reduce dependence on scarce natural resources and the potential for negative impacts on our environment including reducing negative impacts of transportation-related to greenhouse gas emissions and global climate change.

Performance Goals and Indicators of Success:

- Meet or exceed annual Zero Emission Bus procurement requirements of the Innovative Clean Transit Rule.

- Increase annual capital budget funding for technologies and programs that reduce consumption and related costs of water, electric and natural gas and provide annual report results of investments made to date.

- Reduce by 50% consumption of pre-pandemic levels fossil and non-renewable fuels by FY 2025.

- Provide funding in capital plan for solar energy and energy storage technologies and procure appropriate technologies as funding allows.

- Seek appropriate recognition for achieving reducing greenhouse gas emissions, implementing zero-emissions goals, and other related resource conservation activities and achievements.

Tactics:

✓ Participate in national, state, and regional transit conferences, meetings, and zero-emission forums, user groups, etc., that identify and outline changes to federal and California Air Resources Board (CARB) emission requirements.
✓ Maintain a dialogue with CARB staff regarding emission requirements and emission reduction strategies.

✓ Complete CARB mandated Zero Emission Bus (ZEB) Roll Out Plan and develop capital financing plan to implement adopted goals.

✓ Identify opportunities for energy, water, gas, and other resource conservation programs.

✓ Implement ZEB vehicle, equipment, infrastructure, energy storage, and other technologies identified in ZEB Roll Out Plan.

✓ Monitor emerging technologies and determine cost-effective sustainable technologies and implement as appropriate.

**Goal #5: Educate the Public on MST Services Through Promotion, Communication and Advocacy.**

**Objectives/Outcomes:**

Attract new and retain existing riders and improve support for MST by utilizing effective marketing, promotion of brand identity, and communication techniques and by applying greater focus in meeting whole community and stakeholder needs.

**Performance Goals and Indicators of Success:**

- Achieve increased awareness of MST transportation and mobility services and the value they provide by community members in biennial surveys.

- Annually Increase patronage and usage of the MST RealTime suite and traveler information tools.

- Implement information campaigns that results in positive news media coverage of MST.

- Sustain and grow favorable community engagement through social media.

**Tactics:**

✓ Implement and develop coordinated, multi-media, bilingual media communications and advertising programs and including an emphasis on providing relevant messaging to youth markets.

✓ Improve MST online and social media presence and utilize new and emerging technologies to communicate with new markets.
Encourage transit-friendly land-use planning through further dissemination of the Designing for Transit manual.

Implement targeted marketing education and promotional efforts designed towards major employers, students, visitors, senior groups, hospitality industry, and non-traditional customers.

Develop an MST brand to market MST services and recruit future employees.

Incorporate MST brand into all communication/marketing materials and fleet.

**Goal #6: Promote Organizational Values to Maintain High-Quality Relationships with MST Employees, Contractors, Vendors, Board Members, and Community Stakeholders.**

**Objectives/Outcomes:**

Promote individual and organizational safety, efficiency, and effectiveness and enhance the satisfaction of our customers, employees, partners, board members, and other key stakeholders.

**Performance Goals and Indicators of Success:**

- Receive 80% of employees, customers, and stakeholders surveyed indicate overall satisfaction with MST services, practices and programs.

- Conduct at least two meeting each year between MST executive leadership team and the elected leadership of the Amalgamated Transit Union, Local 1225 and Monterey-Salinas Transit Employee Association.

- Maintain an accident frequency/severity experience that is within lowest 10% of shared indemnity pool members.

- Provide monthly, or more frequent, updates from MST leadership to the workforce and community-at-large utilizing a variety of communication media.

**Tactics:**

- Recognize and celebrate individual and group achievements in support of MST’s mission, vision, values, goals, and objectives.

- Conduct attitude and opinion surveys to gauge satisfaction of riders, non-riders, employees, and stakeholders.

- Improve communication with all employees and the Amalgamated Transit Union (ATU) leadership.
✓ Ensure employment contracts with ATU and Monterey-Salinas Transit Employee Association (MSTEA) agreements, work rules, and training are in place to promote a diverse, inclusive and equitable workplace, free from unlawful harassment supporting individual dignity and mutual cooperation in support of MST mission, values and goals.

✓ Develop and implement targeted marketing and promotional efforts designed towards major employers, students, senior groups, hospitality industry, tourists, and non-traditional riders will also assist in growing ridership.

✓ Develop and implement workforce recruitment, training, development, and succession plans to ensure a proper staff structure is in place that supports the mission, vision, and values to meet strategic goals and objectives.

✓ Develop innovative methods of communication to MST stakeholders.

✓ Promote employee incentives for recruitment.

✓ Develop a Spanish language social media presence.

Goal #7: Enhance Industry Leadership for Like-Sized Agencies within California and the United States.

Objectives/Outcomes:

Develop and implement programs and practices that distinguish MST as a leader within the public transit industry.

Indicators:

- MST staff shall participate in a leadership role in local, state and national industry trade associations.

- Seek and receive recognition and acknowledgement for programs and practices that show innovation and best practices.

Tactics:

✓ Seek appointment to leadership positions within appropriate national, state, and local trade, business and community associations, and committees.

✓ Develop and implement innovative programs that enhance the overall customer experience, improve safety and sustainability, reduce costs, attract new customers, retain existing customers, motivate employees, and reflect well on MST and the public transit industry in general.
✓ Implement targeted marketing, educational and promotional efforts designed towards major employers, students, visitors, senior groups, hospitality industry, and non-traditional customers.
6. FY 2023 and FY 2024 Draft Budget
A. Budget Summary

General Overview

Keeping in mind the vision, values, mission, strategic plan, objectives, and the extraordinary circumstances and recovery efforts of the COVID-19 global pandemic for FY 2023 and FY 2024, management has approached this budget cycle with the intention of providing your Board with a quality-driven, programmatic budget and at the same time recognizing the global financial uncertainties. The key business drivers listed below helped to inform this 2-year operating and capital Budget.

Key Business Drivers:

- Respond to and recover from a global pandemic to deliver safe public transportation services.
- Operate safely, efficiently and effectively.
- Maintain and/or increase customer satisfaction.
- Strengthen employee development and satisfaction.
- Enhance support by MST members and other stakeholders.

B. 2-Year Action Plan

Connecting communities.

1. Initiate East Alisal BRT and Salinas Transit Center (STC) Relocation Study as funding allows. December 2022

2. Develop plan to address outdated information technology legacy systems and continue implementation of 2019 – 2021 Information Technology Strategic Action Plan. December 2022

3. Complete implementation of Board approved service changes (Final Network Plan) to fixed route and Measure Q funded services along with supporting staffing plan and supporting fare policy. December 2022
4. Implement MST sponsored Vanpool Program to supplement existing fixed-route and mobility services. December 2022

5. Continue final design and submit application for FTA Capital Investment Grant (CIG) project evaluation, rating, and approval for SURF! Busway and Bus Rapid Transit Project (BRT). June 2024

6. Continue transit activities within board adopted operational and financial performance standards. Ongoing

7. Maintain ongoing community partnerships and seek new opportunities as appropriate. Ongoing

8. Develop and implement service levels, facilities, polices, and procedures appropriate to funding availability and community requirements. Ongoing

9. Provide administrative support in service to Monterey County Regional Taxi Authority and Monterey-Salinas Transit Corporation. Ongoing

10. Continue marketing and community outreach programs to promote and educate the communities we serve regarding the benefits of MST mobility services. Ongoing

Creating opportunity.

1. Initiate comprehensive campaign to promote increased inclusivity, diversity, and equity of employment of underrepresented groups within MST’s workforce. December 2022

2. Complete demonstration of contactless fare payment and mobile ticketing solution and determine feasibility of continuing technology on MST fixed route, MST RIDES and MST subsidized taxi services. July 2022


4. Continue partner-funded programs for students and educational organizations. October 2022

5. Complete Collective Bargaining Agreement with the Amalgamated Transit Union. December 2022
6. Complete Collective Bargaining Agreement with MST Employee Association MOU. February 2023

7. Initiate comprehensive records and document management system to support Records Retention Policy and continuity of operations. December 2023

8. Continue programs to support employment diversity, inclusiveness and equity for MST employees and customers Ongoing

9. Actively participate in state and national trade associations to support issues of local concern. Ongoing

10. Continue employee training and development opportunities through partnerships with local colleges, universities, trade associations, and vendors. Ongoing

11. Ensure compliance with federal, state, and local regulations, and conduct regular review of policies and practices. Ongoing

12. Adopt and execute federal and state legislative programs. Ongoing

13. Continue board development/educational activities and policy reviews. Ongoing

14. Continue to seek funding from grant sources and extra governmental partnerships to maintain and expand mobility services. Ongoing

15. Continue to adopt policies and adapt practices to existing Emergency Operations plan to address impacts of COVID-19 to the operations and workforce and ensure safety and cyber security of MST data and telecommunications systems, networks, and programs Ongoing

Being kind to our planet.

1. Continue implementation of Zero Emission Bus (ZEB) Roll Out Plan: Focus on ZEB vehicles, equipment, infrastructure, and develop long term funding plan to include public-private partnerships. Ongoing

2. Initiate research to determine levels of community support for local funding initiatives to support long term investments including fixed route operations, BRT and ZEB infrastructure investments. June 2023
3. Promote and participate in planning efforts for autonomous vehicle infrastructure where such technology would best support MST operations. Ongoing

4. Continue efforts to ensure passenger and employee safety and security. Ongoing

5. Continue efforts to finance and maintain a state of good repair for MST fleet, facilities and supporting infrastructure. Ongoing

C. General Budget Structure

The MST budget is divided into two service centers:

1. Fixed Route BUS: provides for operation of buses on fixed routes, MST lines which operate on a specified route at fixed times, and the MST On Call general public dial-a-ride services.

2. MST RIDES: provides for paratransit operation of small buses, vans, and taxis, and complies with the Americans with Disabilities Act.

Each service center budget is balanced; that is, expenditures do not exceed revenues including the use of unrestricted cash reserves. However, there are still a number of unknowns about the future due to the recovery from COVID-19, the war in Ukraine, fuel prices and supply chain issues and as such, there are a wide range of outcomes over the next 2 years.

Each service center has an operating budget and a capital budget. The operating budget covers day-to-day expenses associated with operating transit services. It is funded primarily with passenger fares, federal grants, state transit assistance, local transportation funds (generated by 1/4% of the state sales tax), partnerships with third party agreements/contracts/MOUs (colleges, Monterey Trolley, etc.) and advertising revenue.

Measure Q funding primarily supports the paratransit budgets with a small amount of support for the fixed-route service center to support MST’s services for seniors, veterans, and persons with disabilities using regular buses. New funding for this budget includes approximately $864,000 in reimbursement for non-emergency medical appointments for Central California Alliance for Health patients operated through the ADA RIDES program.

The capital budget is derived from the first two (2) years of the 5-Year Capital Improvement Program (CIP). The capital budget provides for purchases of accountable, non-consumable property. This primarily includes vehicle purchases, facilities improvements, equipment, and large public works-type projects. MST continuously
applies for federal and state sources to support the majority of capital funding needs. MST adopted and the California Air Resources Board approved a Zero Emissions Rollout Plan for MST to transition to zero-emissions buses over the next 20 years. The capital budget now includes a clean transit line item to save up for this unfunded mandate and to provide a local match for successful grant awards.

D. FY 2023-FY2024 Budget Characteristics

Revenue Assumptions

The FY2023-FY2024 budget assumes minimal increases in revenues which are based on retail sales and fuel taxes while at the same time eliminating federal financial assistance through the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA) of 2021 enacted December 27, 2020, and the American Rescue Plan (ARP) enacted March 11, 2021. Regular federal assistance jumps in FY 2023 as a result of the infrastructure bill but increases only slightly each remaining year of the bill.

Revenues derived from the Transportation Development Act – Local Transportation Fund and State Transit Assistance will grow compared to FY2022 funding levels. Additional State aid in the Governor’s May Revise will further help support the budget.

The budget contemplates a change in the MST fare structure in support of the Final Network Plan and adjusting fares to better mirror our transit peers along the Central Coast. MST is planning for additional free fare promotional days funded by State LCTOP apportionments and may consider free fares as part of the Governor’s budget.

The budget also assumes an uptick in revenue from public/private and public/public partnerships as compared to FY2022. During FY2022, minimal service was requested from the Presidio of Monterey for the military members living in the former Fort Ord. Local colleges and the CSU University will continue in-person classes but the contribution from CSUMB has declined since their decision to run an on-campus shuttle through contracted transportation services. MST and the three higher education institutions ended into agreement for the next 3-years helping to stabilize this partnership. For these reasons, the budget assumes that partnership revenues will continue to come in lower than pre-COVID levels but higher than FY2022.

Revenues to support the capital budget are from capital grants, apportionments, and MST’s capital reserve. MST will aggressively seek federal and state grants to further support the capital budget so that a minimal amount of capital reserve is needed.
Some unrestricted cash balance from previous years will roll over into the FY2023 capital budget for matching funds to implement the Zero Emissions Bus Rollout Plan, as required by the Innovative Clean Transit Rule.

Expenditure Assumptions

The FY 2023-2024 budget assumes a steady state in terms of expenditures which are based on implementing any service changes resulting from:

- Implementation of the changes from the Comprehensive Operational Analysis – Final Network Plan.
- Special projects identified in the capital improvement program including the SURF! Busway and Bus Rapid Transit Project.
- Preliminary planning efforts in support of the Salinas Operations and Maintenance Facility.
- Debt repayment for the low-interest federal loan provided to MST under the Build America Bureau Rural Project Initiative as part of the TIFIA program for the South County Operations and Maintenance Facility project. MST will continue to make interest-only payments in the months of July and January until principal payments are due in 2026.
- Implementation of a new commuter vanpool program.
- Increases in commodity prices including fuel due to the war in Ukraine and will have ripple effects on the supply chain.
DETAILED BUDGET
<table>
<thead>
<tr>
<th>Revenue Category</th>
<th>FY2022 BUDGET</th>
<th>FY2023 BUDGET</th>
<th>% Change</th>
<th>FY2024 BUDGET</th>
<th>% Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passenger Fares</td>
<td>2,189,500</td>
<td>2,364,654</td>
<td>16%</td>
<td>2,490,000</td>
<td>16%</td>
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<tr>
<td>Trolley</td>
<td>90,000</td>
<td>276,000</td>
<td>192%</td>
<td>276,000</td>
<td>100%</td>
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<tr>
<td>Revenue - Dod</td>
<td>87,000</td>
<td>50,000</td>
<td>-33%</td>
<td>50,000</td>
<td>-50%</td>
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<tr>
<td>Special Fares - Other</td>
<td>418,000</td>
<td>200,000</td>
<td>-53%</td>
<td>200,000</td>
<td>-50%</td>
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<tr>
<td>Advertising</td>
<td>150,000</td>
<td>250,000</td>
<td>67%</td>
<td>300,000</td>
<td>50%</td>
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<td>Other Auxiliary Revenue</td>
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<td>0%</td>
<td>1,000</td>
<td>0%</td>
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<tr>
<td>Investment Income</td>
<td>36,000</td>
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<td>0%</td>
<td>36,000</td>
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</tr>
<tr>
<td>Taxi Lease Revenue</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Non-Transportation Revenue</td>
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<td>LTF Operating Funds</td>
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<td>Other Local Funds</td>
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<td>3,962,555</td>
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<td>Federal 507 CARES/CORSAVAMPA ACT</td>
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<td>Vehicle Revenue Hrs (Projected)</td>
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MST FY 2023-2024 Budget / Page 33
## Budget - Monterey - Salinas Transit

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<tr>
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<th>FY2024 BUDGET</th>
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<td><strong>EXPENSES</strong></td>
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<th>FY2024 BUDGET</th>
<th>% CHANGE</th>
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<tr>
<td><strong>ADVERTISING &amp; MARKETING</strong></td>
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<tr>
<td>MARKETING SERVICES</td>
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<td>TROLLEY MARKETING</td>
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<td>TOTAL ADVERTISING &amp; MARKETING</td>
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<td><strong>PROFESSIONAL &amp; TECHNICAL</strong></td>
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<td>PHYSICAL EXAM</td>
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<td>OTHER PROFESSIONAL</td>
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### Budget FY2023 and FY2024

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<th>FY2023 Percentage</th>
<th>FY2023 Variance Over/Under</th>
<th>FY2024 Total Year</th>
<th>FY2024 Fixed Route</th>
<th>FY2024 Combined</th>
<th>FY2024 Percentage</th>
<th>FY2024 Variance Over/Under</th>
<th>% Change</th>
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<td><strong>Outside Labor</strong></td>
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<td>Custodial Services</td>
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<td>75,000</td>
<td>-</td>
<td>75,000</td>
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<td>57%</td>
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<td>-</td>
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<td><strong>Towing</strong></td>
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<td>-</td>
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<td>(7,000)</td>
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<td>-</td>
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<td>1,500</td>
<td>2,500</td>
<td>4,000</td>
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<td>-50%</td>
<td>1,000</td>
<td>-</td>
<td>1,500</td>
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<td>-</td>
<td>0%</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0%</td>
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<td>-</td>
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<td>(5,000)</td>
<td>-100%</td>
<td>-</td>
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<td>140,000</td>
<td>-</td>
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<td><strong>Maintenance Shop</strong></td>
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<td>(7,500)</td>
<td>-100%</td>
<td>-</td>
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<td>0%</td>
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<td>200</td>
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<td>-</td>
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<td>-</td>
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<td>15%</td>
<td>8,000</td>
<td>-</td>
<td>8,000</td>
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<td>-</td>
<td>-</td>
<td>160,000</td>
<td>-</td>
<td>0%</td>
<td>160,000</td>
<td>-</td>
<td>160,000</td>
<td>0%</td>
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<td>26,200</td>
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<td><strong>Gas</strong></td>
<td>81,000</td>
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<td>-</td>
<td>-</td>
<td>81,000</td>
<td>-</td>
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<td>81,000</td>
<td>-</td>
<td>81,000</td>
<td>0%</td>
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<td>250,000</td>
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<td>600,000</td>
<td>945,000</td>
<td>1,795,000</td>
<td>0%</td>
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<td>255,000</td>
<td>-</td>
<td>-</td>
<td>255,000</td>
<td>-</td>
<td>0%</td>
<td>265,000</td>
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<td>945,000</td>
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## MATERIALS AND SUPPLIES

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<th>FY2023 Budget</th>
<th>FY2024 Budget</th>
<th>% Change</th>
<th>Variance</th>
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<td>Printing</td>
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<td><strong>Riders Guides</strong></td>
<td>20,000</td>
<td>10,000</td>
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<td>-100%</td>
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<tr>
<td><strong>Tickets</strong></td>
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<td><strong>Passes</strong></td>
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## UTILITIES

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<td>Measure Q-FR</td>
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<td>5,175,000</td>
<td>1,200,000</td>
<td>9,790,000</td>
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<td>3,415,000</td>
<td>5,175,000</td>
<td>1,200,000</td>
<td>9,790,000</td>
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<tr>
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<td>9,239,300</td>
<td>3,415,000</td>
<td>5,175,000</td>
<td>1,200,000</td>
<td>9,790,000</td>
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MST FY 2023-2024 Budget / Page 37
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<th>Budget</th>
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<th>FY2023 BUDGET</th>
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<td>FY2023</td>
<td>FY2024</td>
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<td>TOTAL YEAR</td>
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<td>FIXED ROUTE</td>
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<td>MEASURE Q- FR</td>
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## FY2023 & FY2024 Budget
### Part A. Fixed Route Operating Budget

## REVENUES

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<th>Proposed FY2024</th>
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<td>Passenger Revenues</td>
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<td>Special Local Fares</td>
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<td>Contracts/Partnerships (Department of Defense, Colleges, Trolleys, Amtrak, etc.)</td>
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<td>Associated Transit Revenues</td>
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### FY2023 & FY2024 BUDGET
#### Part A. Fixed Route Operating Budget

**EXPENSES**

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<td><strong>Fringe Benefits</strong></td>
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<td>Increase in wages causes personal leave and holiday benefits to increase</td>
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<td>Security services, outside labor, computer maintenance, marketing, auditors, armored car, consulting, and other services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Fuel, Gas and Tires</strong></td>
<td>2,762,200</td>
<td>4,222,200</td>
<td>4,252,200</td>
</tr>
<tr>
<td>Costs for diesel, unleaded, lubricants and tires</td>
<td></td>
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<tr>
<td><strong>Materials and Supplies</strong></td>
<td>2,126,660</td>
<td>2,034,160</td>
<td>2,012,810</td>
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<tr>
<td>Vehicle maintenance parts, cleaning and office supplies, postage and printed materials</td>
<td></td>
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<td></td>
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<tr>
<td><strong>Utilities</strong></td>
<td>821,340</td>
<td>856,340</td>
<td>878,070</td>
</tr>
<tr>
<td>Telephone, power, gas, water/sewer and alarm services</td>
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<tr>
<td><strong>Insurance</strong></td>
<td>1,075,400</td>
<td>1,250,000</td>
<td>1,337,500</td>
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<tr>
<td>Liability, property and other insurance</td>
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<tr>
<td><strong>Taxes</strong></td>
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<td>311,068</td>
<td>311,068</td>
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<tr>
<td>Fuel, sales and property taxes</td>
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</tr>
<tr>
<td><strong>Purchased Transportation</strong></td>
<td>3,427,200</td>
<td>3,415,000</td>
<td>3,455,000</td>
</tr>
<tr>
<td>Purchased transportation contracts for MV Transportation for fixed-route, On Call and trolley services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Pass Through Expense</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Pass through on behalf of others</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Miscellaneous</strong></td>
<td>(1,481,950)</td>
<td>(1,921,250)</td>
<td>(1,720,509)</td>
</tr>
<tr>
<td>Training, travel, ad media, dues, subscriptions, permits, sales tax revenue expense, interfund transfer to Measure Q, and interest expense</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Leases and Rentals</strong></td>
<td>518,500</td>
<td>416,000</td>
<td>420,000</td>
</tr>
<tr>
<td>MST’s radio antenna site, Watsonville Transit Center, 19 Upper Ragsdale Assoc. Fees, JGW, Restroom facilities lease, and Storage unit rental</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td>$41,672,939</td>
<td>$46,431,218</td>
<td>$47,672,284</td>
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<td><strong>FY2023 &amp; FY2024 OPERATING SURPLUS/(DEFICIT)</strong></td>
<td>$1,150,700</td>
<td>$(5,089,975)</td>
<td>$(5,774,737)</td>
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## FY2023 & FY2024 Budget

### Part B. MST RIDES Operating Budget

#### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY2022</th>
<th>Proposed FY2023</th>
<th>Proposed FY2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passenger Revenues</td>
<td>115,000</td>
<td>180,000</td>
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<tr>
<td>Farebox and ticket book sales</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Special Local Fares</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Contracts/Partnerships (Department of Defense, Colleges, Trolleys, Amtrak, VTA, etc.)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales Tax</td>
<td>6,366,340</td>
<td>5,827,365</td>
<td>6,166,021</td>
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<tr>
<td>Sales Tax Measure Q</td>
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<tr>
<td>Federal Cash Grants</td>
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<td>864,000</td>
<td>864,000</td>
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<tr>
<td>Non Emergency Medical Trips</td>
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</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$6,481,340</td>
<td>$6,871,365</td>
<td>$7,215,021</td>
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#### Expenses

<table>
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<tr>
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<th>FY2022</th>
<th>Proposed FY2023</th>
<th>Proposed FY2024</th>
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</thead>
<tbody>
<tr>
<td>Salaries and Wages</td>
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<td>141,000</td>
<td>145,000</td>
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<td>Two FTE equivalents</td>
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<tr>
<td>Fringe Benefits</td>
<td>83,200</td>
<td>74,500</td>
<td>78,800</td>
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<tr>
<td>Health, dental, life and vision insurance, PERS retirement benefits, personal leave and workers compensation insurance</td>
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<tr>
<td>Services</td>
<td>88,000</td>
<td>88,000</td>
<td>91,900</td>
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<tr>
<td>Professional Services</td>
<td></td>
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</tr>
<tr>
<td>Fuel, Gas and Tires</td>
<td>548,700</td>
<td>945,000</td>
<td>945,000</td>
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<tr>
<td>Unleaded, lubricants and tires</td>
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<td></td>
</tr>
<tr>
<td>Materials and Supplies</td>
<td>20,500</td>
<td>22,500</td>
<td>22,500</td>
</tr>
<tr>
<td>Vehicle maintenance parts, cleaning and office supplies, postage and printed materials</td>
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<td></td>
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<tr>
<td>Utilities</td>
<td>1,440</td>
<td>1,440</td>
<td>1,440</td>
</tr>
<tr>
<td>Telephone, power, gas, water/sewer and alarm services, cellular phones</td>
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</tr>
<tr>
<td>Purchased Transportation</td>
<td>5,355,700</td>
<td>5,405,000</td>
<td>5,630,000</td>
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<tr>
<td>MV Transportation, Inc., taxi vouchers</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Miscellaneous</td>
<td>202,300</td>
<td>193,925</td>
<td>204,900</td>
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<tr>
<td>Sales tax revenue expense and staff travel and training</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>$6,436,340</td>
<td>$6,871,365</td>
<td>$7,119,540</td>
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**FY2023 & FY2024 Operating Surplus/(Deficit)**

<table>
<thead>
<tr>
<th></th>
<th>FY2023</th>
<th>FY2024</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$45,000</td>
<td>$95,481</td>
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MST FY 2023-2024 Budget / Page 41
# FY2023 & FY2024 Budget
## Part C. MST Measure Q Operating Budget

### Revenues

<table>
<thead>
<tr>
<th></th>
<th>FY2022</th>
<th>Proposed FY2023</th>
<th>Proposed FY2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Passenger Revenues</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Farebox and ticket book sales</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>4,065,060</td>
<td>5,424,635</td>
<td>5,311,019</td>
</tr>
<tr>
<td>Sales Tax Measure Q</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Federal Cash Grants</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>CARES Act 5307</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$ 4,065,060</strong></td>
<td><strong>$ 5,424,635</strong></td>
<td><strong>$ 5,311,019</strong></td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY2022</th>
<th>Proposed FY2023</th>
<th>Proposed FY2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Wages</td>
<td>309,600</td>
<td>329,000</td>
<td>339,000</td>
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<tr>
<td>Mobility staff</td>
<td></td>
<td></td>
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<tr>
<td>Fringe Benefits</td>
<td>140,900</td>
<td>168,900</td>
<td>177,800</td>
</tr>
<tr>
<td>Health, dental, life and vision insurance, PERS retirement benefits, personal leave and workers compensation insurance</td>
<td></td>
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<td></td>
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<tr>
<td>Services</td>
<td>64,900</td>
<td>63,900</td>
<td>58,900</td>
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<tr>
<td>Professional Services</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Fuel, Gas and Tires</td>
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<tr>
<td>Unleaded, lubricants and tires</td>
<td></td>
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<td></td>
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<tr>
<td>Materials and Supplies</td>
<td>83,750</td>
<td>88,950</td>
<td>88,950</td>
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<tr>
<td>Vehicle maintenance parts, cleaning and office supplies, postage and printed materials</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>1,920</td>
<td>1,920</td>
<td>1,920</td>
</tr>
<tr>
<td>Telephone, power, gas, water/sewer and alarm services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchased Transportation</td>
<td>1,144,200</td>
<td>1,817,000</td>
<td>1,917,000</td>
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<tr>
<td>MV Transportation, Inc., taxi vouchers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>2,072,690</td>
<td>2,568,965</td>
<td>2,338,449</td>
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<tr>
<td>Sales tax revenue expense and staff travel and training and Interfund transfer from Fixed Route</td>
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<td></td>
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<tr>
<td>Leases and Rentals</td>
<td>134,500</td>
<td>136,000</td>
<td>139,000</td>
</tr>
<tr>
<td>MST's radio antenna site, and 201 Pearl Street in Monterey, and 15 Lincoln Street Salinas</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$ 4,065,060</strong></td>
<td><strong>$ 5,424,635</strong></td>
<td><strong>$ 5,311,019</strong></td>
</tr>
</tbody>
</table>

**FY2023 & FY2024 Operating Surplus/(Deficit)**

|                         | $ -        | $ -             | $ -             |

MST FY 2023-2024 Budget / Page 42
# Monterey-Salinas Transit

## Personnel Staffing - Fiscal Years 2023 and 2024

<table>
<thead>
<tr>
<th>Operations:</th>
<th>FY2022 Budget</th>
<th>Net Additions (Reductions)</th>
<th>FY2023 Budget</th>
<th>FY2024 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant General Manager/Chief Operating Officer</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Coach Operators - Full Time*</td>
<td>126</td>
<td>126</td>
<td>126</td>
<td>126</td>
</tr>
<tr>
<td>Coach Operators - Full Time Extra Board</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Coach Operators - Occupational Injuries*</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Coach Operators - Part Time (Limited Duty)</td>
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<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Director of Transportation Services</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Chief Operating Officer</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Transportation Manager</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Operations Superintendent</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Operations Supervisor</td>
<td>9</td>
<td>1</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td>Operations Analyst</td>
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<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Communications System Supervisor</td>
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<tr>
<td>Communications System Specialists</td>
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<td>6</td>
<td>6</td>
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<tr>
<td>ITS Technician</td>
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<td>2</td>
<td>2</td>
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<tr>
<td>Contract Services Manager</td>
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<td>1</td>
</tr>
<tr>
<td>Mobility Services Manager</td>
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<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Mobility Services Coordinator</td>
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<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Mobility Specialist</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
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<tr>
<td>Mobility Assistant</td>
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<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Safety Training Coordinator</td>
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<td>1</td>
<td>1</td>
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<tr>
<td>Trainer</td>
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<tr>
<td><strong>Total Operations</strong></td>
<td><strong>160</strong></td>
<td><strong>2</strong></td>
<td><strong>162</strong></td>
<td><strong>162</strong></td>
</tr>
</tbody>
</table>

| Vehicle Maintenance:                 |               |                             |               |               |
| Maintenance Manager                  | 1             | 1                           | 1             | 1             |
| Fleet Superintendent                 | 1             | 1                           | 1             | 1             |
| Fleet Supervisors                    | 3             | 1                           | 4             | 4             |
| Maintenance Analyst                  | 1             | 1                           | 1             | 1             |
| Mechanics                            | 23            | 1                           | 24            | 24            |
| Electronic Technician                | 2             | 2                           | 2             | 2             |
| Utility Service Worker               | 12            | 1                           | 13            | 13            |
| Inventory Clerk                      | 3             | 1                           | 4             | 4             |
| **Total Vehicle Maintenance**        | **46**        | **4**                       | **50**        | **50**        |

| Facilities:                          |               |                             |               |               |
| Facilities Manager                   | 1             | 1                           | 1             | 1             |
| Facilities Technician III             | 1             | 1                           | 1             | 1             |
| Facilities Technician II              | 1             | 1                           | 1             | 1             |
| Facilities Technician I               | 6             | 1                           | 7             | 7             |
| **Total Facilities**                  | **9**         | **1**                       | **10**        | **10**        |
## Monterey-Salinas Transit
### Personnel Staffing - Fiscal Years 2023 and 2024

<table>
<thead>
<tr>
<th>Administration:</th>
<th>FY2022 Budget</th>
<th>Net Additions/Reductions</th>
<th>FY2023 Budget</th>
<th>FY2024 Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Manager/CEO</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Assistant General Manager</td>
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<td>1</td>
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<td>1</td>
</tr>
<tr>
<td>Chief Information Officer</td>
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<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Director of Human Resources/Risk Management</td>
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<td>1</td>
<td>1</td>
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<tr>
<td>Director of Planning and Innovation</td>
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<td>1</td>
<td>1</td>
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<td>General Accounting &amp; Budget Manager</td>
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<td>1</td>
</tr>
<tr>
<td>Project Management Coordinator</td>
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</tr>
<tr>
<td>Civil Rights Officer</td>
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</tr>
<tr>
<td>Planning Manager</td>
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<tr>
<td>Information Technology Manager</td>
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</tr>
<tr>
<td>Marketing and Customer Service Manager</td>
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<td>1</td>
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<tr>
<td>Risk &amp; Security Manager</td>
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<td>Purchasing Agent</td>
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<td>Compliance Analyst</td>
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<td>Grants Analyst</td>
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<td>Schedule/Planning Analyst</td>
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<td>Accountant</td>
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<td>1</td>
</tr>
<tr>
<td>Assistant Planner</td>
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<td>Executive Assistant to the GM</td>
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<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Customer &amp; Community Relations Supervisor</td>
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<td>1</td>
<td>1</td>
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<tr>
<td>Information Technology Technician</td>
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<td>2</td>
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<td>1</td>
<td>1</td>
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<tr>
<td>Customer Service Supervisor</td>
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<td>(1)</td>
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<tr>
<td>Payroll Specialist</td>
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<td>1</td>
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<tr>
<td>Human Resources Assistant</td>
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<td>2</td>
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**MST Total Personnel Staffing**

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* As Coach Operators with occupational injuries recover, they return to work as full-time Coach Operators.
FY 2023-2024 BUDGET

CAPITAL
Appendix: FY2023-2027 Capital Improvement Program
Monterey-Salinas Transit District

FY 2023-2027
Capital Improvement Program

June 2022
Acknowledgments

With support from the Board of Directors, the Executive Leadership Team, and MST Managers, MST staff work to align, optimize, and manage financial resources. This Capital Improvement Program helps to guide the District’s financial planning efforts; supports the prioritization of projects; helps inform the development of MST’s operating budget, capital budget and other management plans and reports; and supports special programs and projects.

MST Board of Directors
Chair, Dan Albert, City of Monterey
Vice-chair, Anna Velazquez, City Soledad
Jeff Baron, City of Carmel-by-the Sea
John Gaglioti, City of Del Rey Oaks
Lorraine Worthy, City of Gonzales
Yanely Martinez, City of Greenfield
Mike LeBarre, City of King
David Burnett, City of Marina
Joe Amelio, City of Pacific Grove
Tony Barrera, City of Salinas
Mary Ann Carbone, City of Sand City
Dave Pacheco, City of Seaside
Luis Alejo, County of Monterey

MST Contributors
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Kelly Halcon, Director of Human Resources & Risk
Michael Kohlman, Chief Information Officer
Andrea Williams, Accounting & Budget Manager
Paul Lopez, Facilities Manager
Frank Marcos, Maintenance Manager
Ikuyo Yoneda-Lopez, Marketing & Customer Service Manager
Deanna Smith, Civil Rights Officer
Lisa Cox, Risk and Security Manager
Marzette Henderson, Transportation Manager
Cristy Sugabo, Mobility Services Manager
Matt Deal, Grants Analyst
# Table of Contents

Acknowledgments .................................................................................................................. 2

MST Board of Directors ........................................................................................................ 2
MST Contributors .................................................................................................................. 2

1. Introduction ......................................................................................................................... 5

2. Overview of the MST System ............................................................................................... 6

2.1 History .............................................................................................................................. 6

2.2 Governance ....................................................................................................................... 6

2.3 Areas Served and Services Provided .................................................................................. 7

2.4 Physical Infrastructure and Capital Assets ........................................................................ 8

2.4.1 Bus – Rolling Stock ...................................................................................................... 8
2.4.2 Bus Support Equipment, Facilities & ITS ................................................................... 8
2.2.3 Communications and Radio Equipment ....................................................................... 8
2.2.4 Safety and Security ..................................................................................................... 8
2.2.5 Preventative Maintenance .......................................................................................... 8
2.2.6 Bus Stations and Stops ............................................................................................... 8
2.2.7 Major Facilities Expansion and Rehabilitation .......................................................... 8

3. MST Strategic Plan, Goals, and 2-Year Action Plan ............................................................ 10

3.1 Strategic Plan .................................................................................................................... 10

3.2 Strategic Plan Goals ......................................................................................................... 10

3.3 2-Year Action Plan ........................................................................................................... 11

4. Capital Improvement Program ............................................................................................ 13

4.1 About the CIP .................................................................................................................... 13

4.2 CIP Development Process ............................................................................................... 14

4.3 CIP Consistency with Other Programs and Plans ............................................................. 14

4.4 Capital Improvement Program Categories ......................................................................... 14

4.4.1 Bus – Rolling Stock .................................................................................................... 15
4.4.2 Bus Support Equipment, Facilities & ITS ................................................................. 15
4.4.3 Communications and Radio Equipment ..................................................................... 15
4.4.4 Safety and Security ................................................................................................... 15
4.4.5 Preventative Maintenance ......................................................................................... 15
4.4.6 Bus Stations and Stops ............................................................................................. 15
4.4.7 Major Facilities Expansion and Rehabilitation ......................................................... 15

4.5 Capital Funding: Committed and Secure Funds ............................................................... 16

4.6 Capital Improvement Program Summary .......................................................................... 20

5.0 CIP Program Detail .......................................................................................................... 21
1. Introduction

This Capital Improvement Program (CIP) summarizes Monterey-Salinas Transit District’s (MST’s) capital financial plan for the period FY23-FY27. The CIP aims to:

- Develop a fiscally constrained 5-year program of projects to support the MST transit system.
- Review and forecast capital revenue sources between FY 23-27 and assess the District’s financial capacity to carry out proposed capital investments.
- Allow regional transportation partners, the MST Board of Directors, and MST staff to formulate strategies in advance of potential financial challenges.
- Inform federal, state, and regional partners about the financial challenges and opportunities to implementing the Innovative Clean Transit rule.
- Inform requests for federal, state, and regional funds.
- Provide transparent and accessible information to the MST Board and community about transit projects and programs of regional significance.
- Serve as an implementation tool to support the MST Strategic Plan’s goals, objectives, and strategies.

MST’s capital plans are driven by the MST Strategic Plan, as adopted by the Board of Directors as part of the FY2022/23-FY2023/24. The District has committed to advancing the Mission statement: “Advocating and delivering quality public transportation as a leader within our community and industry.” The financial and project readiness forecast in the CIP is based on the best available information at the time of publication and outlines a financial scenario based on that information. The CIP will be updated as new information becomes available during the annual budget preparation process.
2. Overview of the MST System

2.1 History

MST began operations in 1973 as Monterey Peninsula Transit formed by a joint-powers agreement and, by 1981, included the City of Salinas by consolidating two separate municipal public transit systems into a viable network of local service throughout a 110 square-mile service area. In 1997, MST began operation of RIDES, a demand-response paratransit service for persons with disabilities which had been previously operated by the County government. Over the years, MST’s service area has expanded to what is as of fiscal year 2020 approximately 295 square miles.

As of July 1, 2010, the MST Joint Powers Agency was replaced by the Monterey-Salinas Transit District, which was created through legislation (AB 644 Caballero) passed by the California Legislature and signed into law by Governor Arnold Schwarzenegger. The borders of the MST District are contiguous with those of the County of Monterey. Monterey County is located along the Central Coast of California, bordered to the south by San Luis Obispo County, the west by the Pacific Ocean, the east by San Benito County, and the north by Santa Cruz County.

2.2 Governance

MST is governed by a board of directors composed of one representative from each member jurisdiction. Each member jurisdiction will appoint a regular member as well as an alternate member to the MST board of directors. Each member has one vote. Membership in the District is limited by the County of Monterey and the incorporated cities within the County. Board members may be elected officials or officers or employees of the appointing member. The current membership includes only elected officials.

At the present, thirteen Board members form MST’s governing board. Members of the MST Board provide strategic and policy guidance to achieve MST’s mission. The Chair of the MST Board of Directors serves a two-year term along with a Vice-chair.
2.3 Areas Served and Services Provided

MST provides bus transit services throughout Monterey County and north into downtown Watsonville, as well as south to San Miguel, Paso Robles, and Templeton in northern San Luis Obispo County. There is no other organization within Monterey County with a similar scope of public transportation service.

In FY 2022, MST’s fixed-route bus system consisted of 33 routes, down from 24 routes the previous year. Of the 33 routes, 17 are directly operated by MST personnel, 16 routes are operated by MV Transportation, Incorporated (MV).

In FY 2021, vehicles on MST routes traveled 2,955,461 miles and carried 1,280,619 passengers. RIDES, MST’s paratransit service, transported 124,134 persons with disabilities on 39 specially equipped minibuses, minivans, and sedans.

In addition to MST’s fixed-route and ADA paratransit services, MST provides an On Call demand-response service in the cities of Marina, Gonzales, Soledad, Greenfield, and King City. Mobility services, funded with Measure Q revenues, support special transportation including taxi vouchers, special medical trips to Santa Clara, Palo Alto, and San Francisco, a travel reimbursement program, travel training, and navigators to help others ride the bus.

Figure 2 - Regional Map as of December 2021
2.4 Physical Infrastructure and Capital Assets

2.4.1 Bus – Rolling Stock
MST’s fleet consists of 100 heavy duty Gillig buses, 2 BYD and 2 GILLIG battery electric buses, 9 trolley-style buses, 105 light duty buses, and support vehicles.

2.4.2 Bus Support Equipment, Facilities & ITS
MST support equipment, facilities and ITS infrastructure consist of equipment which support bus maintenance, unforeseen facility improvements, and information technology hardware to support the work of MST staff. From time to time, these pieces of equipment, facilities and technology need replacing or new technology becomes available to support ongoing operations.

2.2.3 Communications and Radio Equipment
MST communications and radio equipment support the necessary function of operating a transit system. From time to time, communication and radio equipment needs to be replaced or upgraded.

2.2.4 Safety and Security
The safety and security system consists of access control to MST facilities, onboard cameras, and station area cameras to provide for the Department of Homeland Security measures and Federal Transit Administration (FTA) requirements necessary of transit operations. From time to time, safety and security equipment must be replaced or upgraded.

2.2.5 Preventative Maintenance
Preventative maintenance includes major components to keep buses running longer as well as shop tools and equipment. An efficient and well-functioning preventative maintenance program is vital to ensuring that the MST bus fleet is in a state of good repair.

2.2.6 Bus Stations and Stops
Bus stations and stops includes upgrades, renovations, or replacements of existing stops and stations as well as new major new transit infrastructure. The new SURF! Busway and Bus Rapid Transit Project is considered new transit infrastructure. Keeping the existing bus stops and stations in a state of good repair helps defer major investments in the future and extends its useful life.

2.2.7 Major Facilities Expansion and Rehabilitation
Major facilities expansion and rehabilitation includes facilities used for operations and maintenance, mobility services, administration, and customer service. Efficient and
well-functioning facilities are vital to ensuring that MST is meeting the mission of the organization and expectations of the public.
3. MST Strategic Plan, Goals, and 2-Year Action Plan

3.1 Strategic Plan

On an annual basis, the MST Board of Directors conducts a strategic planning session at its January meeting. The result is a Strategic Plan which represents the collaboration of the MST Board of Directors and staff to develop a multi-year vision and identify strategic priorities to focus MST resources and energies.

Monterey-Salinas Transit District Mission

Advocating and delivering quality public transportation as a leader within our community and within our industry.

Vision:


Values:

- Safety – Caring for others, in all we do.
- Friendliness – Welcoming, helpful, and understanding.
- Dependability – Earning your trust, every day.
- Diversity – Valuing our differences.
- Achievement – Aspiring to be better.

3.2 Strategic Plan Goals

Goal #1: Develop and Maintain Adequate and Stable Long-Term Revenues.

Goal #2: Provide Quality Transit and Mobility Service for the Communities We Serve.

Goal #3: Improve Board Protocols and Recommend Best Practices to Achieve Effective and Efficient Board Operations and Board Meeting Management.


Goal #5: Educate the Public on MST Services Through Promotion, Communication and Advocacy.
Goal #6: Promote Organizational Values to Maintain High-Quality Relationships with MST Employees, Contractors, Vendors, Board Members, and Community Stakeholders.

Goal #7: Enhance Industry Leadership for Like-Sized Agencies within California and the United States.

3.3 2-Year Action Plan

The 2-Year Action Plan accompanies the Strategic Plan to support the mission, vision, goals, objectives, outcomes, indicators and tactics. The 2-Year Action Plan is updated annually during the Board’s strategic planning session in January ahead of the budget preparation process.

Below is a list of actions to be taken over the next two years which support the Strategic Plan and CIP. Actions which specifically support the CIP are noted in *italics* and **bold**:

**Connecting communities.**

1. Initiate East Alisal BRT and Salinas Transit Center (STC) Relocation Study as funding allows. December 2022

2. *Develop plan to address outdated information technology legacy systems and continue implementation of 2019 – 2021 Information Technology Strategic Action Plan. December 2022*

3. Complete implementation of Board approved service changes (Final Network Plan) to fixed route and Measure Q funded services along with supporting staffing plan and supporting fare policy. December 2022

4. Implement MST sponsored Vanpool Program to supplement existing fixed-route and mobility services. December 2022

5. *Continue final design and submit application for FTA Capital Investment Grant (CIG) project evaluation, rating, and approval for SURF! Busway and Bus Rapid Transit Project (BRT). June 2024*

6. Continue transit activities within board adopted operational and financial performance standards. Ongoing

7. Maintain ongoing community partnerships and seek new opportunities as appropriate. Ongoing
8. Develop and implement service levels, facilities, polices, and procedures appropriate to funding availability and community requirements. Ongoing

9. Provide administrative support in service to Monterey County Regional Taxi Authority and Monterey-Salinas Transit Corporation. Ongoing

10. Continue marketing and community outreach programs to promote and educate the communities we serve regarding the benefits of MST mobility services. Ongoing

Creating opportunity.

1. Initiate comprehensive campaign to promote increased inclusivity, diversity, and equity of employment of underrepresented groups within MST’s workforce. December 2022

2. Complete demonstration of contactless fare payment and mobile ticketing solution and determine feasibility of continuing technology on MST fixed route, MST RIDES and MST subsidized taxi services. July 2022


4. Continue partner-funded programs for students and educational organizations. October 2022

5. Complete Collective Bargaining Agreement with the Amalgamated Transit Union. December 2022

6. Complete Collective Bargaining Agreement with MST Employee Association MOU. February 2023

7. Initiate comprehensive records and document management system to support Records Retention Policy and continuity of operations. December 2023

8. Continue programs to support employment diversity, inclusiveness and equity for MST employees and customers Ongoing

9. Actively participate in state and national trade associations to support issues of local concern. Ongoing

10. Continue employee training and development opportunities through partnerships with local colleges, universities, trade associations, and vendors. Ongoing

11. Ensure compliance with federal, state, and local regulations, and conduct regular review of policies and practices. Ongoing
12. Adopt and execute federal and state legislative programs. Ongoing

13. Continue board development/educational activities and policy reviews. Ongoing

14. Continue to seek funding from grant sources and extra governmental partnerships to maintain and expand mobility services. Ongoing

15. Continue to adopt policies and adapt practices to existing Emergency Operations plan to address impacts of COVID-19 to the operations and workforce and ensure safety and cyber security of MST data and telecommunications systems, networks, and programs Ongoing

Being kind to our planet.

1. Continue implementation of Zero Emission Bus (ZEB) Roll Out Plan: Focus on ZEB vehicles, equipment, infrastructure, and develop long term funding plan to include public-private partnerships. Ongoing

2. Initiate research to determine levels of community support for local funding initiatives to support long term investments including fixed route operations, BRT and ZEB infrastructure investments. June 2023

3. Promote and participate in planning efforts for autonomous vehicle infrastructure where such technology would best support MST operations. Ongoing

4. Continue efforts to ensure passenger and employee safety and security. Ongoing

5. Continue efforts to finance and maintain a state of good repair for MST fleet, facilities and supporting infrastructure. Ongoing

4. Capital Improvement Program

4.1 About the CIP

The MST FY 2023-2027 Capital Improvement Program includes projects that will receive funding over the next 5 years and represents over $39.4 million in region-wide investment. An additional $102.6 million is needed to fully fund the capital program. Projects include new transportation infrastructure, vehicle and equipment purchases, as well as investments in technology.
4.2 CIP Development Process

MST staff from the Capital, Facilities, Maintenance, and Information Technology departments contributed to the identified needs contained in this CIP. Focus was given to safety and maintaining a state of good repair as well as technology advancements in the transit industry.

After capital projects are nominated by MST departments, a 5-year estimate of capital funding helps to narrow the number of projects to match reasonably expected revenue. Following review by the Board Operations Performance Committee of the Draft CIP, the first two years of projects are included in the annual 2-year Budget. The following flow chart shows the CIP development process and how it supports the annual Budget:

4.3 CIP Consistency with Other Programs and Plans

This CIP is internally and externally consistent with these programs and plans:

- MST FY 2022/23 Operating and Capital Budget
- 2045 MTP/SCS and RTP Projects List
- FFY 2020-2021 to 2023-2024 Metropolitan Transportation Improvement Program prepared by the Association of Monterey Bay Area Governments

4.4 Capital Improvement Program Categories

The CIP projects are segregated into 7 categories which match federal funding categories. The following provides a brief description of each category:
4.4.1 Bus – Rolling Stock
Rolling stock includes MST’s heavy duty buses, battery electric vehicles, trolley-style buses, cutaway mini-buses, and support vehicles. Most things with wheels are included on this list of rolling stock.

4.4.2 Bus Support Equipment, Facilities & ITS
MST support equipment, facilities and ITS infrastructure consist of equipment which support bus maintenance, unforeseen facility improvements, and information technology hardware to support the work of MST staff.

4.4.3 Communications and Radio Equipment
MST communications and radio equipment support the necessary function of operating a transit system.

4.4.4 Safety and Security
The safety and security system consists of access control to MST facilities, onboard cameras, and station area cameras to provide for the Department of Homeland Security measures necessary of transit operations.

4.4.5 Preventative Maintenance
Preventative maintenance includes major components to keep buses running longer as well as shop tools and equipment. An efficient and well-functioning preventative maintenance program is vital to ensuring that the MST bus fleet is in a state of good repair.

4.4.6 Bus Stations and Stops
Bus stations and stops includes upgrades, renovations, or replacements of existing stops and stations as well as new major new transit infrastructure.

4.4.7 Major Facilities Expansion and Rehabilitation
Major facilities expansion and rehabilitation includes facilities used for operations and maintenance, mobility services, and customer service. Efficient and well-functioning facilities are vital to ensuring that MST is meeting the mission of the organization and expectations of the public.
4.5 Capital Funding: Committed and Secure Funds

MST LOCAL AND VOTER-APPROVED FUNDING

MST is eligible for and receives local funds to support public transportation capital projects through competitive grants as well as from two local measures. The CIP anticipates $16.4 million in local funding between FY23 and FY27, including:

Measure Q

MST placed Measure Q on the November 2014 ballot and Monterey County voters approved Measure by 72% of the vote. Measure Q is a 15 year and authorizes the imposition of a retail transactions and use tax with the proceeds to be invested in services and projects which benefit seniors, Veterans, and people with disabilities. The Measure extends from 2015 through 2030. Planned investments are summarized in the Measure Q Transit Investment Plan and associated updates. Consistent with spending objectives reported to the Measure Q Oversight Committee, this Capital Improvement Program assumes that the majority of funding will be spent delivering service with $688,505 being set aside as the local match for federal 5310 funding for vehicle replacements. A total of 18 RIDES vehicles will be replaced over the programming period.

Measure X

The Transportation Agency for Monterey County placed the Transportation Safety & Investment Plan known as Measure X on the November 8, 2016 ballot and the measure was approved with 67.7% approval from Monterey County voters.

The measure is anticipated to generate an estimated $20 million annually for a total of $600 million over thirty years through a retail transactions and use tax of three-eighths’ of one percent (3/8%). The revenue from the sales tax measure will be used to fund transportation safety and mobility projects in Monterey County. Measure X funds will be used for the SURF! Busway and Bus Rapid Transit Project ($11.8 million) as well as for the Salinas Operations and Maintenance Facility project ($3 million).

AB 2766

Since 1991, the AB 2766 Subvention Fund Program provides a funding source to cities and counties to develop clean transportation programs and reduce vehicle...
emissions. These funds are managed locally through the Monterey Bay Air Resources District and distributed yearly on a competitive basis. When grants have been awarded to MST, funding has been used as a local match to leverage other state and federal programs. Funding from this source is dependent on Air Resources District grant awards on a yearly basis.

**MST Financing**

From time to time, MST has the need to finance capital projects including rolling stock, property and buildings, and construction. Financial loans are available from the commercial banking market as well as through the Build America Bureau under the TIFIA program. This CIP does not contemplate financing capital projects through the next 5 years.

**STATE FUNDING OPPORTUNITIES**

MST is eligible for and receives State of California funds through the competitive grant process as well as from formula programs. The CIP anticipates $11.3 million in state funding between FY23 and FY27, including:

*California Transit and Intercity Rail Capital Program (TIRCP)*

The Transit and Intercity Rail Capital Program (TIRCP) was created by Senate Bill (SB) 862 (2014), to provide grants from the Greenhouse Gas Reduction Fund to fund transformative capital improvements that will modernize California’s intercity, commuter, and urban rail systems, and bus and ferry transit systems to significantly reduce emissions of greenhouse gases, vehicle miles traveled, and congestion. MST, in partnership with the Transportation Agency for Monterey County, applied for $25 million in funding the construction phase of the SURF! Busway and Bus Rapid Transit Project. If awarded, the amount will be added to the CIP.

*Low Carbon Transit Operations Program (LCTOP)*

The Low Carbon Transit Operations Program provides operating and capital assistance for transit agencies to reduce greenhouse gas emission and improve mobility, with a priority on serving disadvantaged communities.

*Hybrid and Zero-Emission Truck and Bus Voucher Incentive Project (HVIP)*

The Hybrid and Zero-Emission Truck and Bus Voucher Incentive Project (HVIP) is a voucher whereby purchasers (MST) can buy vehicles that are cleaner, quieter, and in line with California Air Resources Board regulations. The vouchers incentive the
purchase of zero-emission vehicles that reduce the incremental cost of commercial vehicles.

*Senate Bill (SB) 1*

State of Good Repair Senate Bill (SB) 1, passed in April 2017, provides for new operating and capital funding sources for public transit. SB1 establishes a new “Transportation Improvement Fee” (TIF) under the Vehicle License Fee law. The TIF is based on a vehicle’s current market value and ranges from $25 to $175. Fee revenues are dedicated to the STA program ($105 million per year) for state of good repair investments. MST anticipates that State of Good Repair funding will be $2.1 million but is dependent on market value.

Another program that receives funding under SB1 is the Local Partnership Program (LPP). LPP provides funding to counties, cities, transit districts, and regional transportation agencies in which voters have approved fees or taxes dedicated solely to transportation improvements or that have imposed fees, including uniform developer fees, dedicated solely to transportation improvements. The program provides funding to local and regional agencies to improve aging Infrastructure, road conditions, active transportation, transit and rail. There is both a formulaic and competitive component to LPP. MST anticipates that LPP funding at $4.1 million over the next 5 years.

**FEDERAL TRANSIT ADMINISTRATION – CAPITAL FUNDS**

MST is eligible for and receives Federal Transit Administration (FTA) funds through the competitive grant process as well as from formula programs. The CIP anticipates $11.6 million in federal funding between FY 2022/23 and FY2026/27, including:

*FTA Section 5310*

The 5310 program for the Enhanced Mobility of Seniors and Individuals with Disabilities improves mobility by removing barriers to transportation service and expanding transportation mobility options. This program supports transportation service plans, designs, and construction to meet the special transportation needs of seniors and individuals with disabilities in large urbanized (more than 200,000), small urbanized (50,000 - 200,000), and rural (fewer than 50,000) areas. Eligible projects include both traditional capital investment and non-traditional investment which go beyond the Americans with Disabilities Act complementary paratransit services. Funding is anticipated at $787,107 over the 5 years of the CIP.
**FTA Section 5339**

The federal Bus and Bus Facilities program funds new and replacement buses in addition to bus-related equipment and facilities. Eligible projects include fleet or service expansions, maintenance and transfer facilities, terminals, passenger shelters, the bus portion of intermodal facilities, computers, garage equipment and bus rebuilds. Grants are awarded by the Federal Transit Administration to states and local governments, as well as to sub-recipients including public agencies, private companies and non-profit organizations in public transportation. The program has both discretionary and competitive components. MST anticipates receiving $5.5 million in Section 5339 funding in this CIP.

**FTA Section 5307**

The Federal Section 5307 Urbanized Area Formula program provides funds to urbanized areas and state Governors for transit capital and operating assistance, and for transportation-related planning. Eligible uses include planning, engineering, design, and evaluation of transit projects; technical transportation-related studies; capital investments in bus and bus-related activities; capital investments in new and existing fixed guideway systems; and signals, communications, and computer hardware and software. The Federal Transit Administration administers 5307 grants. These formula-based grants are awarded on population, population density, passenger miles, and revenue/route miles for various modes.

In total, MST has programmed $5.4 million in Section 5307 funding for capital needs over the 5-year period.

**Capital Investment Grants (CIG)**

This FTA discretionary grant program funds transit capital investments, including heavy rail, commuter rail, light rail, streetcars, and bus rapid transit. Federal transit law requires transit agencies seeking CIG funding to complete a series of steps over several years. MST will continue to seek small starts project approval under the CIG program. MST anticipates that it will seek $15 million in funding under the CIP program for construction of the SURF! Busway and Bus Rapid Transit Project to match State TIRCP funding.
4.6 Capital Improvement Program Summary

MST is actively working on multiple fronts to create a safer and more reliable experience both on and off transit. MST brings together in one place a long list of projects and planning efforts underway to support the goals of the Strategic Plan. Route changes and service improvements will be implemented after the Comprehensive Operational Analysis concludes in 2021. The result may be to reallocate limited resources where they are needed most. Implementation and expansion of the bus rapid transit JAZZ service with the new SURF! Busway and Bus Rapid Transit Project is a major component of the CIP where frequent and reliable service will be at the core.

Updating and replacing our transit fleet which complies with the Innovative Clean Transit (ICT) Rule is a focus in years 2 and 4 of the CIP. The ICT requires that 25% of new buses purchased in years 2026, 2027 and 2028 need to be zero-emission buses (ZEB). The physical infrastructure to support ZEBs will begin in earlier years. Making safety improvements are also an important focus of this CIP.

Over the next five years, the MST will roll out a robust investment in transit infrastructure and service improvements, including:

- Replacing aging buses and expanding our transit fleet to increase service capacity, improve safety, comfort, reliability, and maintaining a state of good repair.
- Beginning preliminary design and engineering for the Salinas Operations and Maintenance Facility Project.
- Completing the final design and starting construction of the SURF! Busway and Bus Rapid Transit project.
- Maintaining a state of good repair at MST facilities.
- Making the transit system smarter and more reliable by investing in new technology, improving integration between traffic signals and transit, and improving real-time transit information.
5.0 CIP Program Detail
## Five-Year CIP: Summary by Capital Program

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<td>$28,139</td>
<td>$132,731</td>
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<tr>
<td>F - Bus Stations / Stops</td>
<td>$2,400,000</td>
<td>$2,000,000</td>
<td>$7,819,969</td>
<td>$0</td>
<td>$0</td>
<td>$12,219,969</td>
<td>$41,409,985</td>
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<tr>
<td>G - Major Facilities Expansion / Rehab</td>
<td>$2,100,000</td>
<td>$1,775,000</td>
<td>$275,000</td>
<td>$275,000</td>
<td>$275,000</td>
<td>$4,700,000</td>
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<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$10,250,370</strong></td>
<td><strong>$11,188,457</strong></td>
<td><strong>$11,937,050</strong></td>
<td><strong>$2,887,675</strong></td>
<td><strong>$3,119,766</strong></td>
<td><strong>$39,383,318</strong></td>
<td><strong>$102,616,468</strong></td>
</tr>
</tbody>
</table>

<p>| ICT Compliance                                      | $5,189,000 | $10,568,000 | $5,692,000 | $6,870,000 | $13,567,500 | $41,886,500 | $28,778,920 |</p>
<table>
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<tr>
<th>Source</th>
<th>Funding Program Description</th>
<th>FY 2022/23</th>
<th>FY 2023/24</th>
<th>FY 2024/25</th>
<th>FY 2025/26</th>
<th>FY 2026/27</th>
<th>5-Year Total</th>
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</thead>
<tbody>
<tr>
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<td>-</td>
<td>381,925</td>
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<td>405,182</td>
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<td>FTA 5311(f)</td>
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<tr>
<td></td>
<td>FTA 5339</td>
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<td>2,940,000</td>
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<td>-</td>
<td>5,461,985</td>
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<td>FTA 5307 Traditional (General Fund)</td>
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<td>649,271</td>
<td>1,576,579</td>
<td>799,876</td>
<td>1,455,637</td>
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<td>FTA CIG</td>
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<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>State</td>
<td>LCTOP</td>
<td>375,000</td>
<td>2,147,733</td>
<td>869,919</td>
<td>550,000</td>
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<td>HVIP</td>
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<td>-</td>
<td>-</td>
<td>-</td>
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<tr>
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<td>SB 1 SGR</td>
<td>1,740,275</td>
<td>-</td>
<td>159,135</td>
<td>163,909</td>
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<td>SB1 LPP</td>
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<td>825,000</td>
<td>4,075,800</td>
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<tr>
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<td>AB 2766</td>
<td>-</td>
<td>300,000</td>
<td>400,000</td>
<td>-</td>
<td>-</td>
<td>700,000</td>
</tr>
<tr>
<td>Local</td>
<td>Measure Q</td>
<td>-</td>
<td>95,481</td>
<td>245,864</td>
<td>101,296</td>
<td>245,864</td>
<td>688,505</td>
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<td>Measure X</td>
<td>3,500,000</td>
<td>3,500,000</td>
<td>7,819,969</td>
<td>-</td>
<td>-</td>
<td>14,819,969</td>
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<tr>
<td></td>
<td>MST Finance</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>MST Capital Budget (General Fund)</td>
<td>460,350</td>
<td>349,047</td>
<td>40,584</td>
<td>42,412</td>
<td>43,265</td>
<td>935,658</td>
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</table>
# A+ Bus Rolling Stock

Cost escalation at 3% starting in FY 2022/23

## Fiscal Year: FY 2023-2024

### Subtotal Bus Rolling Stock:

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>Cost $</th>
<th>$391,929</th>
<th>$391,929</th>
<th>$391,929</th>
<th>$391,929</th>
<th>$391,929</th>
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</tr>
</thead>
<tbody>
<tr>
<td>A3</td>
<td>Replace Non-Revenue Vehicle: Transit Connect (3 units)</td>
<td>$193,656</td>
<td>$193,656</td>
<td>$193,656</td>
<td>$193,656</td>
<td>$193,656</td>
<td>$193,656</td>
<td>$193,656</td>
<td>$193,656</td>
<td>$193,656</td>
<td>$193,656</td>
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</tr>
<tr>
<td>A4</td>
<td>Replace Non-Revenue Vehicle: Shop Truck (1 unit)</td>
<td>$20,650</td>
<td>$20,650</td>
<td>$20,650</td>
<td>$20,650</td>
<td>$20,650</td>
<td>$20,650</td>
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<td>$20,650</td>
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</table>

Subtotal Bus Rolling Stock: $10,089,986

## Fiscal Year: FY 2024-2025

### Subtotal Bus Rolling Stock:

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>Cost $</th>
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<th>$408,624</th>
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<th>$408,624</th>
<th>$408,624</th>
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<th>$408,624</th>
<th>$408,624</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Replace 5668-Cutaway Panorama Buses (3 units)</td>
<td>$228,006</td>
<td>$228,006</td>
<td>$228,006</td>
<td>$228,006</td>
<td>$228,006</td>
<td>$228,006</td>
<td>$228,006</td>
<td>$228,006</td>
<td>$228,006</td>
<td>$228,006</td>
<td></td>
</tr>
<tr>
<td>A3</td>
<td>Replace Non-Revenue Vehicle: Transit Connect (3 units)</td>
<td>$52,188</td>
<td>$52,188</td>
<td>$52,188</td>
<td>$52,188</td>
<td>$52,188</td>
<td>$52,188</td>
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<td>$52,188</td>
<td>$52,188</td>
<td>$52,188</td>
<td></td>
</tr>
<tr>
<td>A4</td>
<td>Replace Non-Revenue Vehicle: Shop Truck (1 unit)</td>
<td>$21,803</td>
<td>$21,803</td>
<td>$21,803</td>
<td>$21,803</td>
<td>$21,803</td>
<td>$21,803</td>
<td>$21,803</td>
<td>$21,803</td>
<td>$21,803</td>
<td>$21,803</td>
<td></td>
</tr>
<tr>
<td>A5</td>
<td>Replace Heavy-Duty Fixed Route Buses (3 units with ZEBs)</td>
<td>$15,070,000</td>
<td>$15,070,000</td>
<td>$15,070,000</td>
<td>$15,070,000</td>
<td>$15,070,000</td>
<td>$15,070,000</td>
<td>$15,070,000</td>
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<td>$15,070,000</td>
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</tr>
</tbody>
</table>

Subtotal Bus Rolling Stock: $7,670,600

## Fiscal Year: FY 2025-2026

<table>
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<th>No.</th>
<th>Description</th>
<th>Cost $</th>
<th>$416,192</th>
<th>$416,192</th>
<th>$416,192</th>
<th>$416,192</th>
<th>$416,192</th>
<th>$416,192</th>
<th>$416,192</th>
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<th>$416,192</th>
<th>$416,192</th>
</tr>
</thead>
<tbody>
<tr>
<td>A2</td>
<td>Replace Non-Revenue Vehicle: Passenger Vehicle (2 units)</td>
<td>$21,803</td>
<td>$21,803</td>
<td>$21,803</td>
<td>$21,803</td>
<td>$21,803</td>
<td>$21,803</td>
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<td>$21,803</td>
<td>$21,803</td>
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</tr>
<tr>
<td>A3</td>
<td>Replace Non-Revenue Vehicle: Transit Connect (3 units)</td>
<td>$84,415</td>
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<td>$84,415</td>
<td>$84,415</td>
<td>$84,415</td>
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<td>$84,415</td>
<td>$84,415</td>
<td>$84,415</td>
<td></td>
</tr>
<tr>
<td>A4</td>
<td>Replace Non-Revenue Vehicle: Shop Truck (1 unit)</td>
<td>$22,500</td>
<td>$22,500</td>
<td>$22,500</td>
<td>$22,500</td>
<td>$22,500</td>
<td>$22,500</td>
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<td>$22,500</td>
<td>$22,500</td>
<td>$22,500</td>
<td></td>
</tr>
<tr>
<td>A5</td>
<td>Replace Heavy-Duty Fixed Route Buses (3 units with ZEBs)</td>
<td>$21,622,000</td>
<td>$21,622,000</td>
<td>$21,622,000</td>
<td>$21,622,000</td>
<td>$21,622,000</td>
<td>$21,622,000</td>
<td>$21,622,000</td>
<td>$21,622,000</td>
<td>$21,622,000</td>
<td>$21,622,000</td>
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</tr>
<tr>
<td>A6</td>
<td>Replace Medium-Duty / Light-Duty Fixed Route Buses (5 units)</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
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</tr>
<tr>
<td>A7</td>
<td>Annual Zero Emissions Vehicles Compliance Fund</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
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</tbody>
</table>

Subtotal Bus Rolling Stock: $14,082,570

**KCT Compliance need:** $19,144,600

*Year Total: $47,086,234

$787,927

$0

$4,671,608

$4,990,010

$0

$1,917,822

$503,275

$4,330,030

$688,055

$0

$760,910

$19,490,133

$74,971

$23,439,464

$18,520,780

**MST FY 2023-2024 Budget / Page 75**
## B - Bus Support Equipment and Facilities/ITS

### Fiscal Year 2023-2024 Budget

**Cost escalation at 3% starting in FY 2023/24**

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>FY 2022/23</th>
<th>FY 2023/24</th>
<th>FY 2024/25</th>
<th>FY 2025/26</th>
<th>FY 2026/27</th>
<th>FY 2027/28</th>
<th>FY 2028/29</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Total Grant, Measure Q or Less Funded (M)</strong></td>
<td>$4,079,000</td>
<td>$2,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td></td>
<td><strong>Total Grant &amp; MST Funded (M)</strong></td>
<td>$4,079,000</td>
<td>$2,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
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### MST FY 2023-2024 Budget

<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
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<th>FY 2023/24</th>
<th>FY 2024/25</th>
<th>FY 2025/26</th>
<th>FY 2026/27</th>
<th>FY 2027/28</th>
<th>FY 2028/29</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Total Grant, Measure Q or Less Funded (M)</strong></td>
<td>$4,079,000</td>
<td>$2,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
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<tr>
<td></td>
<td><strong>Total Grant &amp; MST Funded (M)</strong></td>
<td>$4,079,000</td>
<td>$2,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
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</table>

*Rollbacks from previous fiscal year*
### MST FY 2023-2024 Budget

#### C - Communications/ Radio Equipment

Cost escalation at 3% starting in FY 2022/23

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Description</th>
<th>Cost</th>
<th>$310</th>
<th>$311(d)</th>
<th>$239</th>
<th>E37/ Traditional</th>
<th>FTA CBR/ TIP Program</th>
<th>LCTOP/ TCB/PRM</th>
<th>SBT SGR</th>
<th>SBT LPP</th>
<th>Measure Q</th>
<th>Measure X</th>
<th>NET Financial Debt Loan</th>
<th>Total Grant, Measure Q or Less Funded ($)</th>
<th>NET Capital Budget ($)</th>
<th>Unhanded</th>
<th>Total Grant &amp; NET Financial Debt Loan</th>
</tr>
</thead>
</table>
| FY 2023-24  | Upgrade/Replace Handheld Radio & Related Equip. | $1,900 |       |         | 0     | 0                | 0                    | 0                | 0       | 0       | 0        | 0        | $0                    | $1,900                | $0                   | $0       | $0
| FY 2023-24  | Upgrade/Replace Handheld Radio & Related Equip. | $1,900 |       |         | 0     | 0                | 0                    | 0                | 0       | 0       | 0        | 0        | $0                    | $1,900                | $0                   | $0       | $0
| FY 2023-24  | Upgrade/Replace Handheld Radio & Related Equip. | $1,900 |       |         | 0     | 0                | 0                    | 0                | 0       | 0       | 0        | 0        | $0                    | $1,900                | $0                   | $0       | $0

- **Subtotal for Communications/ Radio Equip.**: $1,900

#### FY 2023-24

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Description</th>
<th>Cost</th>
<th>$310</th>
<th>$311(d)</th>
<th>$239</th>
<th>E37/ Traditional</th>
<th>FTA CBR/ TIP Program</th>
<th>LCTOP/ TCB/PRM</th>
<th>SBT SGR</th>
<th>SBT LPP</th>
<th>Measure Q</th>
<th>Measure X</th>
<th>NET Financial Debt Loan</th>
<th>Total Grant, Measure Q or Less Funded ($)</th>
<th>NET Capital Budget ($)</th>
<th>Unhanded</th>
<th>Total Grant &amp; NET Financial Debt Loan</th>
</tr>
</thead>
</table>
| FY 2023-24  | Upgrade/Replace Handheld Radio & Related Equip. | $1,900 |       |         | 0     | 0                | 0                    | 0                | 0       | 0       | 0        | 0        | $0                    | $1,900                | $0                   | $0       | $0
| FY 2023-24  | Upgrade/Replace Handheld Radio & Related Equip. | $1,900 |       |         | 0     | 0                | 0                    | 0                | 0       | 0       | 0        | 0        | $0                    | $1,900                | $0                   | $0       | $0
| FY 2023-24  | Upgrade/Replace Handheld Radio & Related Equip. | $1,900 |       |         | 0     | 0                | 0                    | 0                | 0       | 0       | 0        | 0        | $0                    | $1,900                | $0                   | $0       | $0

- **Subtotal for Communications/ Radio Equip.**: $1,900

#### FY 2023-24

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Description</th>
<th>Cost</th>
<th>$310</th>
<th>$311(d)</th>
<th>$239</th>
<th>E37/ Traditional</th>
<th>FTA CBR/ TIP Program</th>
<th>LCTOP/ TCB/PRM</th>
<th>SBT SGR</th>
<th>SBT LPP</th>
<th>Measure Q</th>
<th>Measure X</th>
<th>NET Financial Debt Loan</th>
<th>Total Grant, Measure Q or Less Funded ($)</th>
<th>NET Capital Budget ($)</th>
<th>Unhanded</th>
<th>Total Grant &amp; NET Financial Debt Loan</th>
</tr>
</thead>
</table>
| FY 2023-24  | Upgrade/Replace Handheld Radio & Related Equip. | $1,900 |       |         | 0     | 0                | 0                    | 0                | 0       | 0       | 0        | 0        | $0                    | $1,900                | $0                   | $0       | $0
| FY 2023-24  | Upgrade/Replace Handheld Radio & Related Equip. | $1,900 |       |         | 0     | 0                | 0                    | 0                | 0       | 0       | 0        | 0        | $0                    | $1,900                | $0                   | $0       | $0
| FY 2023-24  | Upgrade/Replace Handheld Radio & Related Equip. | $1,900 |       |         | 0     | 0                | 0                    | 0                | 0       | 0       | 0        | 0        | $0                    | $1,900                | $0                   | $0       | $0

- **Subtotal for Communications/ Radio Equip.**: $1,900

#### 5 Year Total

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Description</th>
<th>Cost</th>
<th>$310</th>
<th>$311(d)</th>
<th>$239</th>
<th>E37/ Traditional</th>
<th>FTA CBR/ TIP Program</th>
<th>LCTOP/ TCB/PRM</th>
<th>SBT SGR</th>
<th>SBT LPP</th>
<th>Measure Q</th>
<th>Measure X</th>
<th>NET Financial Debt Loan</th>
<th>Total Grant, Measure Q or Less Funded ($)</th>
<th>NET Capital Budget ($)</th>
<th>Unhanded</th>
<th>Total Grant &amp; NET Financial Debt Loan</th>
</tr>
</thead>
</table>
| FY 2023-24  | Upgrade/Replace Handheld Radio & Related Equip. | $1,150 |       |         | 0     | 0                | 0                    | 0                | 0       | 0       | 0        | 0        | $0                    | $1,150                | $0                   | $0       | $0

- **Subtotal for Communications/ Radio Equip.**: $1,150

- **5 Year Total** | $8,310 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $0 | $8,310 | $8,310 | $0 | $0
## D - Safety & Security

Cost escalation at 3%

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>No.</th>
<th>Description</th>
<th>Cost</th>
<th>$3T</th>
<th>$3T(1/2)</th>
<th>$3S</th>
<th>$3T Traditional</th>
<th>FTA (S/ T) Program</th>
<th>LCTOP Technology</th>
<th>SRT SGR</th>
<th>SRT LPP</th>
<th>Measure Q</th>
<th>Measure X</th>
<th>AB 2764</th>
<th>FORA</th>
<th>MST Finance</th>
<th>Bank Loss</th>
<th>Total Grant</th>
<th>MST Capital</th>
<th>MST Capital Budget (b)</th>
<th>Unloaded</th>
<th>Total Grant &amp; MST Capital Budget (b)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2023-24</td>
<td>D1</td>
<td>Upgrade Purchases Vehicle Based Security Cameras System (13 Units)</td>
<td>$564,028</td>
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<td>$3T(1/2)</td>
<td>$3S</td>
<td>$3T Traditional</td>
<td>FTA (S/ T) Program</td>
<td>LCTOP Technology</td>
<td>SRT SGR</td>
<td>SRT LPP</td>
<td>Measure Q</td>
<td>Measure X</td>
<td>AB 2764</td>
<td>FORA</td>
<td>MST Finance</td>
<td>Bank Loss</td>
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<td>$0</td>
<td>$864,028</td>
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5 Year Total: $2,996,658
## E - Preventive Maintenance

Cost escalation at 3%

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<th>Cost 2026-2027</th>
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<th>SRT LPP</th>
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<th>Measure X</th>
<th>MST Finance</th>
<th>Total Grant, Measures Q or Loan Funded ($)</th>
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Subtotal Preventive Maintenance: $25,000

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Subtotal Preventive Maintenance: $29,790

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Subtotal Preventive Maintenance: $28,823

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Subtotal Preventive Maintenance: $27,319

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Subtotal Preventive Maintenance: $28,159

8-Year Total: $108,791

MST FY 2023-2024 Budget / Page 83
### Fiscal Year 2022-2023

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Subtotal Bus Stations / Stops: $2,400,000

### Fiscal Year 2023-2024

<table>
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<tr>
<th>No.</th>
<th>Description</th>
<th>Cost</th>
<th>S51E</th>
<th>S51(2)</th>
<th>S53B</th>
<th>S337 Traditional</th>
<th>FTA O&amp;G / TRIP Program</th>
<th>LCTON / TRIP/RVP</th>
<th>SBI SGR</th>
<th>SBI RLP</th>
<th>Measure G</th>
<th>Measure X</th>
<th>MST Finance Bank Loans</th>
<th>Total Grant, Measure G, or Less Funded ($)</th>
<th>MST Capital Budget ($)</th>
<th>Unfunded</th>
<th>Total Grant &amp; MST Capital (Total)</th>
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</thead>
<tbody>
<tr>
<td>F1</td>
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<td>$0</td>
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Subtotal Bus Stations / Stops: $2,000,000

### Fiscal Year 2024-2025

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<th>Cost</th>
<th>S51E</th>
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<th>S53B</th>
<th>S337 Traditional</th>
<th>FTA O&amp;G / TRIP Program</th>
<th>LCTON / TRIP/RVP</th>
<th>SBI SGR</th>
<th>SBI RLP</th>
<th>Measure G</th>
<th>Measure X</th>
<th>MST Finance Bank Loans</th>
<th>Total Grant, Measure G, or Less Funded ($)</th>
<th>MST Capital Budget ($)</th>
<th>Unfunded</th>
<th>Total Grant &amp; MST Capital (Total)</th>
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</thead>
<tbody>
<tr>
<td>F1</td>
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Subtotal Bus Stations / Stops: $7,910,000

### Fiscal Year 2025-2026

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<th>S337 Traditional</th>
<th>FTA O&amp;G / TRIP Program</th>
<th>LCTON / TRIP/RVP</th>
<th>SBI SGR</th>
<th>SBI RLP</th>
<th>Measure G</th>
<th>Measure X</th>
<th>MST Finance Bank Loans</th>
<th>Total Grant, Measure G, or Less Funded ($)</th>
<th>MST Capital Budget ($)</th>
<th>Unfunded</th>
<th>Total Grant &amp; MST Capital (Total)</th>
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</thead>
<tbody>
<tr>
<td>F1</td>
<td>SURF: Busway - C/D</td>
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Subtotal Bus Stations / Stops: $14,405,945

### Fiscal Year 2026-2027

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<th>Description</th>
<th>Cost</th>
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<th>S51(2)</th>
<th>S53B</th>
<th>S337 Traditional</th>
<th>FTA O&amp;G / TRIP Program</th>
<th>LCTON / TRIP/RVP</th>
<th>SBI SGR</th>
<th>SBI RLP</th>
<th>Measure G</th>
<th>Measure X</th>
<th>MST Finance Bank Loans</th>
<th>Total Grant, Measure G, or Less Funded ($)</th>
<th>MST Capital Budget ($)</th>
<th>Unfunded</th>
<th>Total Grant &amp; MST Capital (Total)</th>
</tr>
</thead>
<tbody>
<tr>
<td>F1</td>
<td>SURF: Busway - C/D</td>
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<td>$0</td>
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</tr>
</tbody>
</table>

Subtotal Bus Stations / Stops: $0

5 Year Total: $28,625,964

| No. | Description                          | Cost   | $0   | $0     | $0     | $0               | $0                      | $0                | $0     | $0     | $0         | $0       | $0                      | $0                         | $0                    | $0      | $0                              |

5 Year Total: $28,625,964
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<thead>
<tr>
<th>Fiscal Year</th>
<th>No.</th>
<th>Description</th>
<th>Cost</th>
<th>S210</th>
<th>S311(b)</th>
<th>S220</th>
<th>S337 Traditional</th>
<th>FTA CIG / TPA Program</th>
<th>FTA TRIP/PHIP</th>
<th>SBI SGR</th>
<th>SBI LJP</th>
<th>Measure Q</th>
<th>Measure X</th>
<th>MST Finance: Debt Loan</th>
<th>Total Grant, Measure Q, or Loan Funded (a)</th>
<th>MST Capital Budget (b)</th>
<th>Unfunded</th>
<th>Total Grant &amp; MST (了多少)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2023/24</td>
<td>G1</td>
<td>MTA Repairs, Rehabilitation, and Beautification</td>
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<tr>
<td></td>
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<td>G3</td>
<td>BOC Storage Areas</td>
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<td>G4</td>
<td>BOC Generator Upgrades</td>
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<tr>
<td></td>
<td>G5</td>
<td>BOC TAM, O&amp;M, Facility, FIA, Arch, Design, Env</td>
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<tr>
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<td>G7</td>
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Subtotal Major Facilities Expansion / Rehab: $5,000,000

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>No.</th>
<th>Description</th>
<th>Cost</th>
<th>S210</th>
<th>S311(b)</th>
<th>S220</th>
<th>S337 Traditional</th>
<th>FTA CIG / TPA Program</th>
<th>FTA TRIP/PHIP</th>
<th>SBI SGR</th>
<th>SBI LJP</th>
<th>Measure Q</th>
<th>Measure X</th>
<th>MST Finance: Debt Loan</th>
<th>Total Grant, Measure Q, or Loan Funded (a)</th>
<th>MST Capital Budget (b)</th>
<th>Unfunded</th>
<th>Total Grant &amp; MST (了多少)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2024/25</td>
<td>G1</td>
<td>BOC TAM, O&amp;M, Facility, FIA, Arch, Design, Env</td>
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<td>$1,020,000</td>
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</tr>
<tr>
<td></td>
<td>G2</td>
<td>BOC Battery Charging Infrastructure</td>
<td>$270,000</td>
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<td></td>
<td></td>
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<tr>
<td></td>
<td>G3</td>
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Subtotal Major Facilities Expansion / Rehab: $1,770,000

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<th>No.</th>
<th>Description</th>
<th>Cost</th>
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<th>S311(b)</th>
<th>S220</th>
<th>S337 Traditional</th>
<th>FTA CIG / TPA Program</th>
<th>FTA TRIP/PHIP</th>
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<th>SBI LJP</th>
<th>Measure Q</th>
<th>Measure X</th>
<th>MST Finance: Debt Loan</th>
<th>Total Grant, Measure Q, or Loan Funded (a)</th>
<th>MST Capital Budget (b)</th>
<th>Unfunded</th>
<th>Total Grant &amp; MST (了多少)</th>
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</thead>
<tbody>
<tr>
<td>FY 2025/26</td>
<td>G1</td>
<td>BOC Battery Charging Infrastructure</td>
<td>$270,000</td>
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<td>BOC TAM, O&amp;M, Facility, FIA, Arch, Design, Env</td>
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Subtotal Major Facilities Expansion / Rehab: $1,020,000

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<th>No.</th>
<th>Description</th>
<th>Cost</th>
<th>S210</th>
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<th>Measure X</th>
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Subtotal Major Facilities Expansion / Rehab: $270,000

5 Year Total: $19,590,000

MST FY 2023-2024 Budget / Page 87