



**MOBILITY FOR ALL**

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**2019  
ANNUAL  
REPORT**

**MST**  
MONTEREY-SALINAS TRANSIT

**ANNUAL REPORT**

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## 2019 BOARD OF DIRECTORS

City of King  
**Mike LeBarre**  
CHAIR

City of Monterey  
**Dan Albert**  
VICE-CHAIR

County of Monterey  
**Luis Alejo**

City of Carmel-By-The-Sea  
**Jeff Baron**

City of Del Rey Oaks  
**Kristin Clark**

City of Gonzales  
**Lorraine Worthy**

City of Greenfield  
**Yanely Martinez**

City of Marina  
**Frank O'Connell**

City of Pacific Grove  
**Joe Amelio**

City of Salinas  
**Tony Barrera**

City of Sand City  
**Mary Ann Carbone**

City of Seaside  
**David Pacheco**

City of Soledad  
**Anna Velazquez**

## BOARD MEETINGS

Usually occur on the second Monday of each month, 10:00 a.m., Monterey-Salinas Transit Board Room, 19 Upper Ragsdale Drive, Suite 100, Monterey, CA 93940

## MST MISSION

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



## GENERAL MANAGER'S MESSAGE

**REFLECTING BACK ON 2019** I am privileged with the honor of working with a dedicated team of local officials who comprise the board of directors for Monterey-Salinas Transit and the committed professionals who plan, implement, and deliver mobility to the residents and visitors of the communities of the Monterey Bay region. During the year, we constructed and rehabilitated new customer and employee facilities and continued progress on projects like the SURF! busway and the South County Operations and Maintenance Facility.

We persevered through a record breaking 35 day shutdown of the federal government and overcame legal challenges from the transit labor unions to access over \$10 million of federal funds. At the state level, we continued transitioning to a 100% zero-emission bus fleet to lower greenhouse gas emissions.

Locally, MST continued free fare weekend service in the City of Salinas and a free fare program to all Hartnell College students and a free fare zone at Monterey Peninsula college campuses. With the help of Measure Q funding in October 2019, MST realized the highest number of passengers on MST RIDES in the 30 year history of the program and provided over 320,000 trips to seniors, veterans, and persons with disabilities for the year.

All of this, and more, was completed while we provided over 4.2 million safe, dependable, and affordable passenger trips on a wide variety of service offerings. As we roll in to 2020, you can be certain the Monterey-Salinas Transit team will continue providing the very best mobility and public transit services to the people of Monterey County.

Carl Sedoryk  
**MST General Manager and CEO**



MST EARNED A 2019 ADWHEEL GRAND AWARD FROM THE AMERICAN PUBLIC TRANSPORTATION ASSOCIATION (APTA) FOR ITS RECENT REALTIME CAMPAIGN



*"More than 20,000 people a month now use RealTime across the four counties that MST serves."*

CARL SEDORYK  
MST GENERAL MANAGER & CEO

## INNOVATION DRIVES MST'S SUCCESS

**MONTEREY-SALINAS TRANSIT (MST)** took a forward-thinking approach to several 2019 projects, harnessing advanced technologies to better serve customers and lighten the environmental impact of public transit. As it recorded each new success, MST also set an example for agencies within California and across the United States.

"Customers expect MST to be at the forefront of new technologies and transit options," says MST General Manager and CEO Carl Sedoryk. "From our RealTime tools to the proposed SURF! busway, we are committed to offering convenient services that save passengers time and money, while minimizing traffic congestion and reducing greenhouse gas emissions."

### RealTime Award

MST earned a 2019 AdWheel Grand Award from the American Public Transportation Association (APTA) for its recent RealTime campaign, standing out among more than 300 entries.

Introduced in 2017, MST RealTime shares stop-specific, up-to-the-second bus schedules by smartphone app, text, telephone or online map. MST worked with local partners to create a comprehensive educational marketing campaign promoting the new tools to first-time, existing and future passengers. The

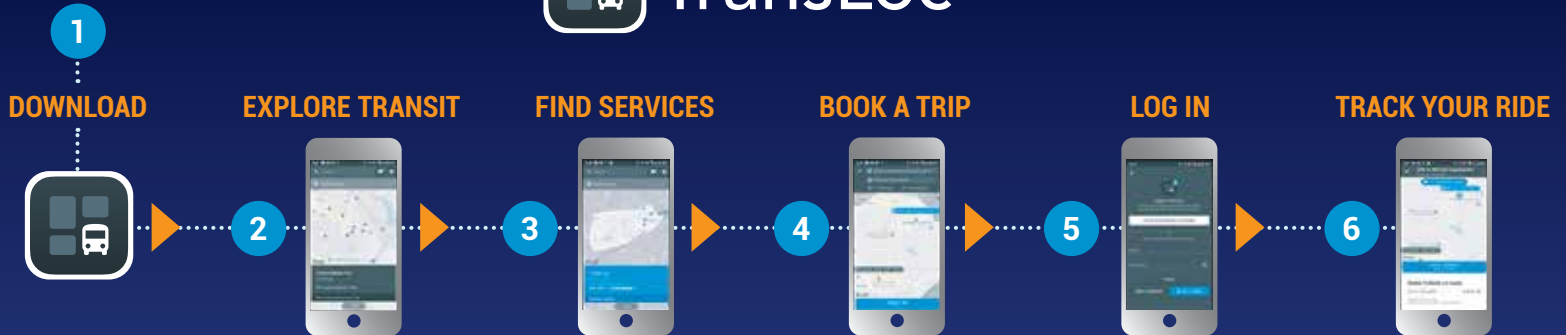
campaign generated a 230 percent increase in app usage and a 177 percent jump in text-based access to RealTime information since 2017. MST's overall ridership increased by 5.5 percent between 2017 and 2018.

"The rapid adoption rates underscore the tremendous success of this project," says Sedoryk. "More than 20,000 people a month now use RealTime across the four counties that MST serves. They can choose the platform that best suits their lifestyle to make informed travel decisions 24 hours a day, seven days a week."

MST Board Chair, Mike LeBarre and Sedoryk accepted AdWheel honors at APTA's October conference in New York City. MST was one of only 12 transit operators recognized in 2019, beating out larger agencies across the United States and Canada.

### TransLoc Microtransit App

A pilot program launched in August is simplifying transit service requests in remote corners of MST's 295-square-mile service area. The agency rolled out the TransLoc app for passengers of MST On Call, a flexible, on-demand service operating in Marina, Gonzales, Soledad, Greenfield and King City. Using a smartphone or tablet, customers can schedule mini-bus pick-ups, track vehicle location and estimated



*"TransLoc streamlines the MST On Call experience for passengers and staff. It also helps us track trip origins and destinations, so that we can better plan for the future."*

CARL SEDORYK, MST GENERAL MANAGER & CEO

## INNOVATION DRIVES MST'S SUCCESS (CONTINUED)

arrival times, and change trip details with simple taps on the screen.

While users may still schedule MST On Call pickups by phone, the new system offers a more efficient experience overall. TransLoc software also replaces the pen-and-paper scheduling work of MST dispatchers and drivers, who now coordinate rides on computers and tablets.

"TransLoc streamlines the MST On Call experience for passengers and staff. It also helps us track trip origins and destinations, so that we can better plan for the future," says Sedoryk.

MST administrators will evaluate and decide on future app use once the pilot ends in early 2020.

### Automatic Passenger Counters

MST installed automatic passenger counters (APC) on 111 fixed-route and on-call buses in 2019. The infrared APC sensors note where riders board and disembark, presenting an accurate, system-wide picture of transit use. In the past, MST estimated such numbers based on human counts and existing reports.

APC-generated information will shape future route and schedule updates. "This data helps us choose the right bus for the right route at the right time,"

says Lisa Rheinheimer, MST Assistant General Manager. "The numbers will also inform our infrastructure investments, helping MST make efficient use of taxpayer funds and grants."

### Remix

With access to the Remix transit-planning platform, MST administrators can more accurately analyze existing services and explore how moving stops, updating timetables or adding new lines will impact passengers.

The comprehensive, cloud-based program lets MST layer numbers from the agency's new automatic passenger counters with maps, ridership trends, origin-destination data and demographic information. Planners can then drag and drop routes and stop locations in real time to see what changes might mean for customers and overall traffic flow.

Remix helps her team test ideas and make smart decisions as neighborhoods grow and employment centers shift, explains Rheinheimer.

"Remix shows us anonymous data on where people are living, working and traveling, so that we can understand patterns and tailor services to our customers' needs," she says.





*Two battery-electric buses now operate on Line 41, serving the Salinas Transit Center, East Alisal corridor and Northridge Mall.*

## INNOVATION DRIVES MST'S SUCCESS (CONTINUED)

### New Zero-Emission Buses

This year, the MST Board of Directors approved the purchase of two more zero-emission vehicles, adding to the two battery-electric buses purchased in 2018.

Two battery-electric buses now operate on Line 41, serving the Salinas Transit Center, East Alisal corridor and Northridge Mall. A smiling electric plug decal on the exterior of each vehicle emphasizes MST's commitment to clean, quiet vehicles.

"MST has long experimented with innovative technologies, including lead-acid batteries, compressed natural gas, locally grown biodiesel, and a pioneering wireless inductively-charged trolley," says Norm Tuitavuki, MST Deputy Chief Operating Officer. "Investing in battery-electric buses moves us closer to our goal of a zero-emission fleet by 2040."

MST funded its existing battery-electric buses with help from the Monterey Bay Air Resources District and California Climate Investment cap-and-trade dollars. Two electric coaches came from Build Your Dreams in Lancaster, Calif.; Gillig, located in Livermore, Calif., will build the next two vehicles.

### New MST Trolleys

In July, MST introduced five vintage-style trolleys on its popular Monterey Trolley route. The vehicles, constructed by Hometown Trolley in Wisconsin, replaced a fleet of 16-year-old trolleys that reached the end of their useful life. MST's new trolleys generated positive feedback from passengers and operators during the 2019 summer season, when 180,000 visitors and residents boarded the free service between downtown Monterey and Cannery Row.

### SURF! Line

MST began environmental review and preliminary design work for the SURF! Line, a busway project that would extend current JAZZ service between Sand City and Marina. Operating on the Monterey Branch Line rail corridor to the west of Highway 1, the new route would increase reliability and cut bus travel times from 30 minutes to 10 with a dedicated lane for MST coaches. Transportation Agency for Monterey County (TAMC) Measure X funds will support half of the estimated \$40 million SURF! project. MST will secure additional funds from state, and/or federal sources.

## MEASURE



PASSED WITH 72% OF MONTEREY COUNTY VOTE IN NOVEMBER 2014



BEGAN 2015: 10 MILLION PER YEAR FOR 15 YEARS



TO SUPPORT PUBLIC TRANSPORTATION FUNDING



FOR SENIORS, VETERANS AND PEOPLE WITH DISABILITIES

5 YEARS LATER...

*Trips on Measure Q programs have grown over 60% with over 125,000 additional trips being made each year by local seniors, veterans and persons with disabilities.*

## MST CELEBRATES 5 YEARS OF MEASURE Q IMPACT

**AFTER FOUR PREVIOUSLY FAILED ATTEMPTS** at raising local sales taxes in Monterey County, Monterey-Salinas Transit struck on its own in 2014 to fund essential transit services for seniors, veterans and people with disabilities. With 72 percent saying “Yes” to transit, local voters overwhelmingly approved Measure Q in November 2014, supporting a 15-year, 1/8-cent local sales tax. Five years later, Measure Q collections are positively impacting thousands of local residents.

“Since the historic passage of Measure Q, MST has invested in everything from 50-percent fare reductions for the MST RIDES ADA paratransit program, new routes serving seniors and veterans, to expanded taxi voucher programs and mobility services. Trips on Measure Q programs have grown over 60% since the passage of our local sales tax in 2014 with over 125,000 additional trips being made each year by local seniors, veterans and persons with disabilities,” says MST General Manager and CEO Carl Sedoryk. “We’re proud to serve our friends and neighbors who need a helping hand.”


### Reaching Measure Q Goals

The four goals set as Measure Q collections began have now been met.

1. **MST Navigators expansion.** New incentives helped MST recruit volunteers who teach individuals with mobility challenges to navigate the public transit system.
2. **Free bus passes for veterans.** MST teamed up with local organizations to honor deserving veterans with free transit passes.
3. **Veterans-helping-veterans program.** Inspired by the MST Navigators program, MST trained military veterans to help their comrades use local public transit services.
4. **Volunteer driver reimbursements.** The MST Transportation Reimbursement Incentive Program (TRIPS) program pays participants who reimburse relatives, friends and neighbors 40 cents per mile, up to 250 miles per month, when they drive qualified Monterey County residents to medical appointments and other basic services.

### Looking Ahead

By next summer, MST hopes to implement a paratransit emergency response program that will help the agency coordinate evacuations and emergency assistance for individuals with physical or cognitive disabilities. MST is also



*"The Salinas Mobility Services Center has been a huge success. It provides a safe, realistic replica of real-world travel."*

**ROBERT WEBER**  
MST CHIEF OPERATING OFFICER

## MST CELEBRATES 5 YEARS OF MEASURE Q IMPACT (CONTINUED)

pursuing grant funds to support a sixth Measure Q goal, which involves creating a flexible voucher medium that passengers can use on both MST RIDES routes and commercial transportation services.

"As we celebrate our initial Measure Q success, we're outlining ambitious programs that will assist deserving community members over the next five years," says Cristy Sugabo, MST Mobility Services Manager.

### Salinas Mobility Services Center

Another exciting Measure Q-inspired addition is the MST Salinas Mobility Services Center that opened in February 2019. Dedicated to the memory of Alma Almanza, an enthusiastic local transit supporter who advocated for individuals with disabilities, the indoor facility houses a simulated street environment with real-life features: bus shelters, benches, curbs, traffic signals and informational signs, plus a model MST RIDES ADA paratransit bus and full-sized MST coach with ramps, lifts, fare boxes, working route signs and more.

Individuals who use wheelchairs, walkers or other mobility devices enjoy a comfortable, convenient opportunity to practice navigating the MST system before they travel. Customers can confirm their MST RIDES eligibility at the center, as well.

"The Salinas Mobility Services Center has been a huge success. It provides a safe, realistic replica of real-world travel, easing the anxiety that people may have about riding the bus when they are no longer able to drive due to age or disability," says MST Chief Operating Officer Robert Weber.

### More Measure Q Success Stories

While Measure Q funds support many different initiatives, each shares a common goal.

"By channeling Measure Q dollars toward innovative programs, MST gives seniors, veterans and people with disabilities a new sense of freedom," Weber says. "With convenient, affordable access to the wider community, these individuals can live fuller, more independent lives."

#### MST Transportation Reimbursement Incentive Program (TRIPS):

44 participants made 1,239 trips (through September 2019)

#### Half-price fares for passengers using MST RIDES ADA paratransit services:

35 percent increase in volume since September 2017





*MST works with three local universities to offer free services.*

## FREE FARE PROGRAMS ATTRACT NEW MST RIDERS

**AS PUBLIC TRANSIT AGENCIES NATIONWIDE** face declining ridership, MST's innovative community partnerships are generating increased passenger numbers.

"Much of the recent ridership loss throughout the country is due to a combination of record-low fuel prices, the low cost of car ownership, increased availability of drivers licenses, and the loss of affordable housing among those who traditionally depend on public transportation. Monterey County is not immune to these issues," says Michelle Overmeyer, MST Director of Planning and Innovation. "However, MST is driving overall ridership with programs that make transit look free to passengers on certain lines."

The agency established its first free line 25 years ago, partnering with the city of Monterey and the Monterey Bay Aquarium on the Waterfront Area Visitor Express (WAVE). Now operating as the Monterey Trolley, the weekend, holiday and summer-season service transports visitors and residents between downtown Monterey, the Aquarium and Cannery Row.

Since then, MST has expanded its free fare offerings by tapping into California Climate Investment Grant (formerly cap-and-trade) funds and teaming up with public and nonprofit partners. As MST leaders research new collaboration opportunities, they have been invited to share success stories at industry

conferences across the United States.

"The key to these partnerships is demonstrating that MST is responsible and responsive to the needs of the community, while helping third parties recognize that public transit investments reduce traffic congestion, cut greenhouse gas emissions and improve overall quality of life," Overmeyer says.

**Educational Partnerships.** MST works with three local universities to offer free services. A new Monterey Peninsula College program launched in August 2019 lets individuals with a valid student ID board MST buses for free at stops on the Monterey and Marina campuses. Hartnell College expanded its MST partnership in August, extending free student fares across all MST stops and routes. Students and staff with a valid California State University Monterey Bay (CSUMB) ID also enjoy free fares on campus and across the MST service area. The transit agency works with CSUMB planners to tailor select routes to the needs of the campus community.

**Free 40s Routes.** MST's groundbreaking "Ride the 40s on Us" campaign offers free weekend and holiday fares on 40s routes that start and end in the city of Salinas. Established as a pilot program in 2017, the Ride the 40s initiative was so

*MST provides a convenient, affordable and environmentally friendly transportation option for enlisted individuals and civilian staffers.*



## FREE FARE PROGRAMS ATTRACT NEW MST RIDERS (CONTINUED)

well received that MST's board of directors extended funding through June 2020. MST has been able to sustain an 80% increase in weekend passenger boardings translating into over 100,000 additional passengers traveling to shopping centers, medical appointments, family functions and church events at no cost during the first year.

**Military Partnerships.** Monterey County is home to a number of military installations including the Defense Language Institute, Naval Postgraduate School, Fort Hunter Liggett and Camp Roberts. After the terrorist attacks of September 11, 2001, local military bases closed their gates to public transit. However, with expanding missions which created additional traffic congestion on and around military installations, the Presidio of Monterey partnered with MST to implement commuter services from remote military housing locations directly to each military base to be 100% funded utilizing the military federal transit benefit. Over the years, ridership grew from zero to over 900,000 passenger boardings, comprising one-fifth of all MST passenger trips. In July 2019, MST celebrated the 10-year military partnership with a ceremony at Monterey's Defense Language Institute Foreign Language Center. By leveraging federal transit benefits and creating routes that serve the

DLI, Naval Postgraduate School, Fort Hunter Liggett and Camp Roberts, MST provides a convenient, affordable and environmentally friendly transportation option for enlisted individuals and civilian staffers. MST's programs have been recognized by the secretary of the Army and serve as a model for defense communities nationwide.

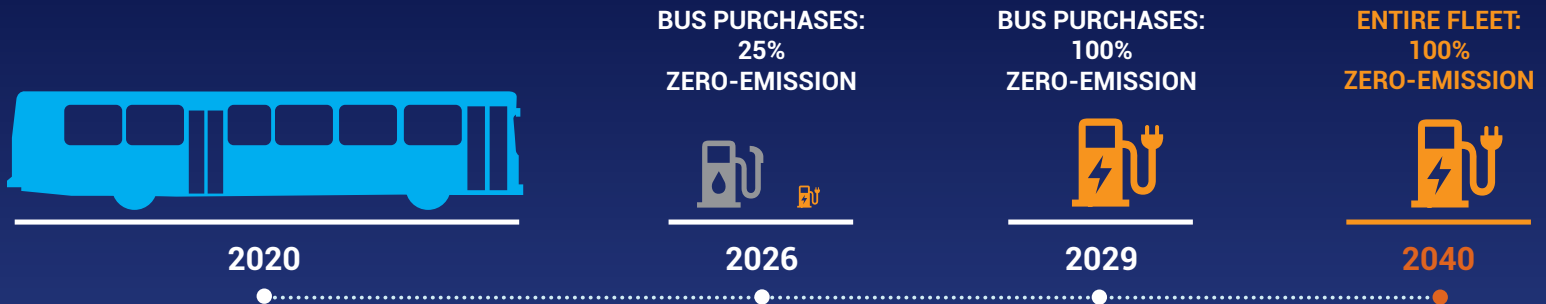
*"The key to these partnerships is demonstrating that MST is responsible and responsive to the needs of the community, while helping third parties recognize that public transit investments reduce traffic congestion, cut greenhouse gas emissions and improve overall quality of life."*

**MICHELLE OVERMEYER**

MST DIRECTOR OF PLANNING AND INNOVATION

*Our industry plays an important role in reducing the greenhouse gas emissions that contribute to global climate change.*

CARL SEDORYK, MST GENERAL MANAGER & CEO



## 2040: 100% ZERO-EMISSION BUSES

### SEDORYK HELPS OPERATORS ADDRESS STATEWIDE TRANSIT CHALLENGES

**MST GENERAL MANAGER AND CEO CARL SEDORYK** completed a two-year term as chair of the California Transit Association (CTA) executive committee in November. Fellow transit professionals elected him to the post, which advocates for public transit operators, customers and related businesses at the state and national levels.

As chair, Sedoryk was instrumental in negotiating California's Innovative Clean Transit Regulation. The guidelines will help public transit fleets transition from fossil fuels to 100 percent zero-emission buses by 2040.

"Our industry plays an important role in reducing the greenhouse gas emissions that contribute to global climate change. As we negotiated regulations, however, we stressed that local communities cannot bear undue financial burdens to meet this new state mandate," Sedoryk says.

During his tenure, the CTA also successfully informed the public of the negative impacts Proposition 6 presented. The ballot measure would have repealed the Senate Bill 1 fuel tax that generates vital public transit and transportation infrastructure funding. A seven-year battle centered on the 2013

Public Employees Pension Reform Act (PEPRA) was resolved in 2019 for MST, as well. Federal courts sided with the state of California and public transit operators, freeing up federal transit funds that had been withheld by the United States Department of Labor.

"With these issues resolved, operators can focus on what's important: expanding transit access and reducing the environmental impact of transportation," says Sedoryk. "It was an honor to serve the CTA and its constituents in this role."

Looking forward, California transit agencies face continued recruitment challenges created by a strong economy and a changing workforce. As Baby Boomers reach retirement age, record-low unemployment makes it difficult to attract new drivers. Hiring shortages have forced MST to reduce some services.

"MST is working to make coach operator jobs more attractive to local residents, so that we can continue supporting the growing mobility needs of our community," Sedoryk says.





*This fall, MST updated the 30-year-old Salinas Transit Center facility with a new Portland Loo restroom that offers a clean, user-friendly experience.*

## FACILITY UPDATES IMPROVE CUSTOMER AND EMPLOYEE EXPERIENCES

**RECENT RENOVATIONS AND UPCOMING CONSTRUCTION** are creating a more pleasant experience for MST passengers, drivers, customer service professionals and mechanics.

The Salinas Transit Center (STC) serves over 300,000 passengers a year. This fall, MST updated the 30-year-old facility with a new Portland Loo restroom that offers a clean, user-friendly experience. Durable, graffiti-resistant, reliable and wheelchair-accessible, it's one of the few public restrooms available in downtown Salinas.

The remodeled STC customer service office features new furniture, expanded storage and a brighter work environment for team members who answer passenger questions and sell bus passes. Crews also renovated the STC staff breakroom and added dedicated employee restrooms at the facility. Outside, new drought-tolerant landscaping welcomes customers and reduces water consumption. MST completed additional breakroom, restroom and storage renovations at its Clarence J. Wright Operations and Maintenance Facility in Salinas, important to supporting maintenance and operations functions since 1986.

In December 2019, MST awarded a design-build contract for the new South County Operations and Maintenance Facility in King City's East Ranch Business Park. The project will support MST's fixed-route and on-call services in southern Monterey and San Luis Obispo counties. Basing buses near the start of regional routes, rather than 50 miles away in Salinas, reduces labor costs, decreases vehicle wear and tear, and curbs both fuel consumption and overall emissions.

The United States Department of Agriculture (USDA) provided a \$5 million project loan through its Community Facilities Direct Loan Program. This marks the USDA's first partnership with a public transit operator, and the collaboration could serve as a model for other like-sized agencies. MST also received \$4 million in support from the Federal Transit Administration, and will pay down project debt with Transportation Agency for Monterey County (TAMC) Measure X funds.

The 18-month construction project is slated to begin in summer 2020.





## 2019 EMPLOYEE OF THE YEAR

**RENALDO BEGAN HIS CAREER AS A COACH OPERATOR** with Monterey-Salinas Transit in April of 1989 and has continued to provide a high level of support to MST's Mission. A recent recipient a 25-year safe driving award, Renaldo has also received multiple attendance, customer service, and outstanding achievement awards. Also, Renaldo was previously recognized as MST's Employee of the Month in November of 1994 and February of 2002.

Recently, Renaldo became aware that a long time passenger had become ill and was recuperating at a local care facility. The passenger did not have much family in the area, and Renaldo made a point of visiting this individual on his time off to provide his support. Renaldo has always maintained a positive and supportive relationship with many of his passengers, and this is just one more example of his willingness to go the extra mile to serve our customers.

We are pleased to recognize Renaldo for his excellent performance and for his dedication to those who depend upon MST for safe, friendly, and efficient service.



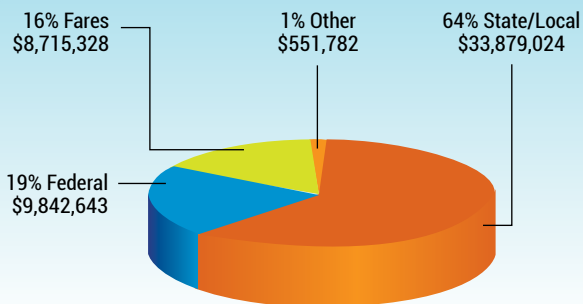
**RENALDO HERNANDEZ**

## 2019 EMPLOYEE OF THE MONTH

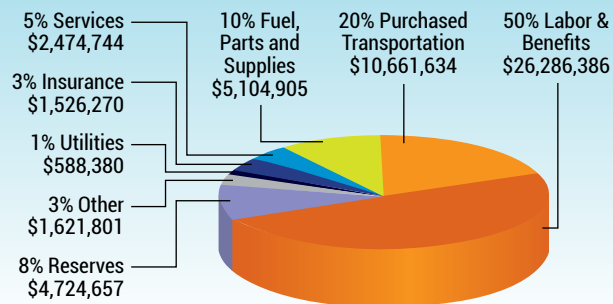
<b>January</b>	Michelle Overmeyer
<b>February</b>	Ruben Gomez
<b>March</b>	Reymond Rivera
<b>April</b>	Randy Asencio
<b>May</b>	Sherman Upshaw
<b>June</b>	Dave Bielsker
<b>July</b>	Lesley Van Dalen
<b>August</b>	Gabriel Garcia
<b>September</b>	Danny Aquino
<b>October</b>	Renaldo Hernandez
<b>November</b>	Elena Grigorichina
<b>December</b>	Claudia Valencia

## 2019 FINANCIALS

### OPERATING REVENUE TOTAL: \$52,988,777



### OPERATING EXPENSES TOTAL: \$52,988,777



## 2019 ANNUAL REPORT CONTRIBUTORS

**Carl Sedoryk**, General Manager/CEO, MST  
**Lisa Rheinheimer**, Assistant General Manager, MST  
**Robert Weber**, Chief Operating Officer, MST  
**Norman Tuitavuki**, Deputy Chief Operating Officer, MST  
**Kelly Halcon**, Director of Human Resources/Risk Management, MST  
**Mark Eccles**, Director of Information Technology, MST  
**Michelle Overmeyer**, Director of Planning & Innovation, MST  
**Cristy Sugabo**, Mobility Services Manager, MST  
**Susan Boettner**, Graphic Designer  
**Renee Brincks**, Freelance Writer  
**Randy Tunnell**, Photographer



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(post-consumer waste)

TEAR OFF PERFORATED CARD AND FOLD TO WALLET-SIZE

## STRATEGIC GOALS 2018-2020

### 1) **Develop and Maintain Adequate and Stable Long Term Revenues**

Maintain 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 policy makers and the general public to enact legislation at local, state and federal levels to provide sustained revenue sources that will support the future growth of Monterey County's public transportation system.

### 2) **Provide Quality Transit and Mobility Management Services**

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

### 3) **Maintain board protocols and best practices to achieve effective and efficient board operations and board meeting management**

Offer training and orientation for board members and provide concise reports that result in a well-informed, well-satisfied, participatory policy governance board.

### 4) **Promote policies and practices that encourage environmental sustainability and resource conservation**

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.

### 5) **Educate the public on MST services through promotion, communication and advocacy**

Attract new riders and improve community support for MST by utilizing effective marketing, promotion, and communication techniques and by applying greater focus in meeting individual community and stakeholder needs.

### 6) **Promote organizational values to maintain high quality relationships with MST employees, contractors, vendors, board members and community stakeholders**

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

### 7) **Maintain industry leadership for like-sized agencies within California and the United States**

Develop and implement programs and practices that distinguish Monterey-Salinas Transit as a leader with the public transit industry.

## 2019 FAST FACTS

## MST FIXED ROUTE

## MST RIDES

## MST SERVICE AREA

*The average household spends 16 cents of every dollar on transportation, and 93% of this goes to buying, maintaining, and operating cars, the largest expenditure after housing.*

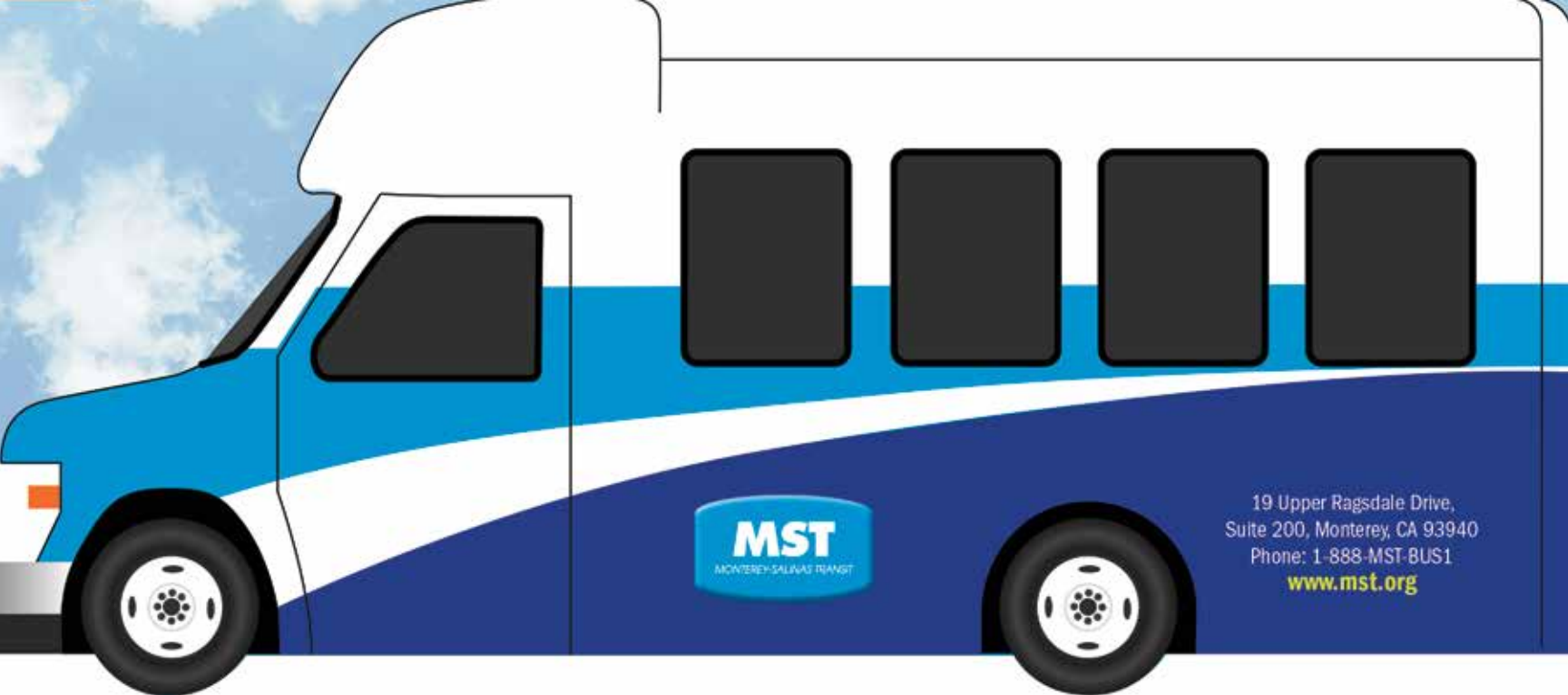
Population Served: **435,594**  
 Service Area: **295 square miles**  
 Fleet Size: **128**  
 Operating Expenses FY 2019: **\$42,089,179**  
 Capital Expenses FY 2019: **\$6,804,309**  
 Passengers Carried: **4,272,624**  
 Farebox Recovery Ratio: **20%**  
 Stops in Service Area: **1,324**  
 Revenue Miles Traveled: **4,684,476**  
 Routes: **61**  
 Employees: **253**

Fleet Size: **40**  
 Operating Expenses FY 2019: **\$6,174,941**  
 Capital Expenses FY 2019: **\$94,973**  
 Passengers Carried: **205,138**  
 Farebox Recovery Ratio: **4.50%**  
 Revenue Miles Traveled: **1,287,264**



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[www.mst.org](http://www.mst.org)





**MST**

MONTEREY-SALINAS TRANSIT

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