Back to Basics:

Why the Future of Transit Depends on Getting the Fundamentals Right



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Agenda

1. Intro to Monterey-Salinas Transit
2. MST at a Crossroads
3. Fundamentals at Work
4. Balancing Multiple Priorities
5. Closing Thoughts
6. Q&A

1. Introduction

MST snapshot:

- Ridership – 3M
- Operating budget - $57.2M
- Fixed-routes – 42
- Employees - 250

Vision:

- Connecting communities
- Creating opportunity
- Being kind to our planet



“It’s not rocket science, it’s bus science.”

– Carl G. Sedoryk, MST General Manager/CEO



2. MST at a crossroads

Are we solving the right problems?

Are we meeting the paradoxical demands of our employees, customers, stakeholders, and policy board?

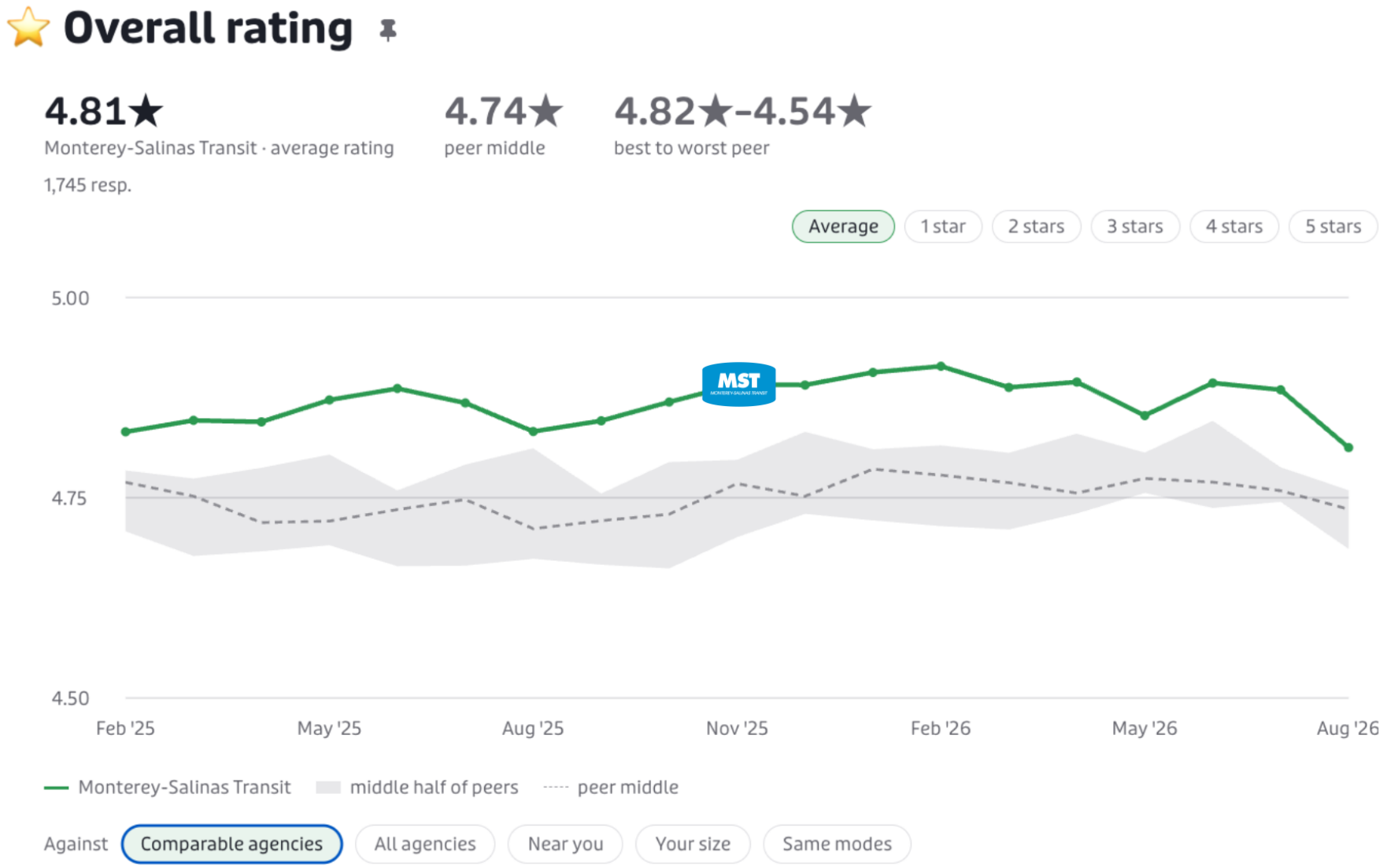


3. Fundamentals at work

Fundamentals

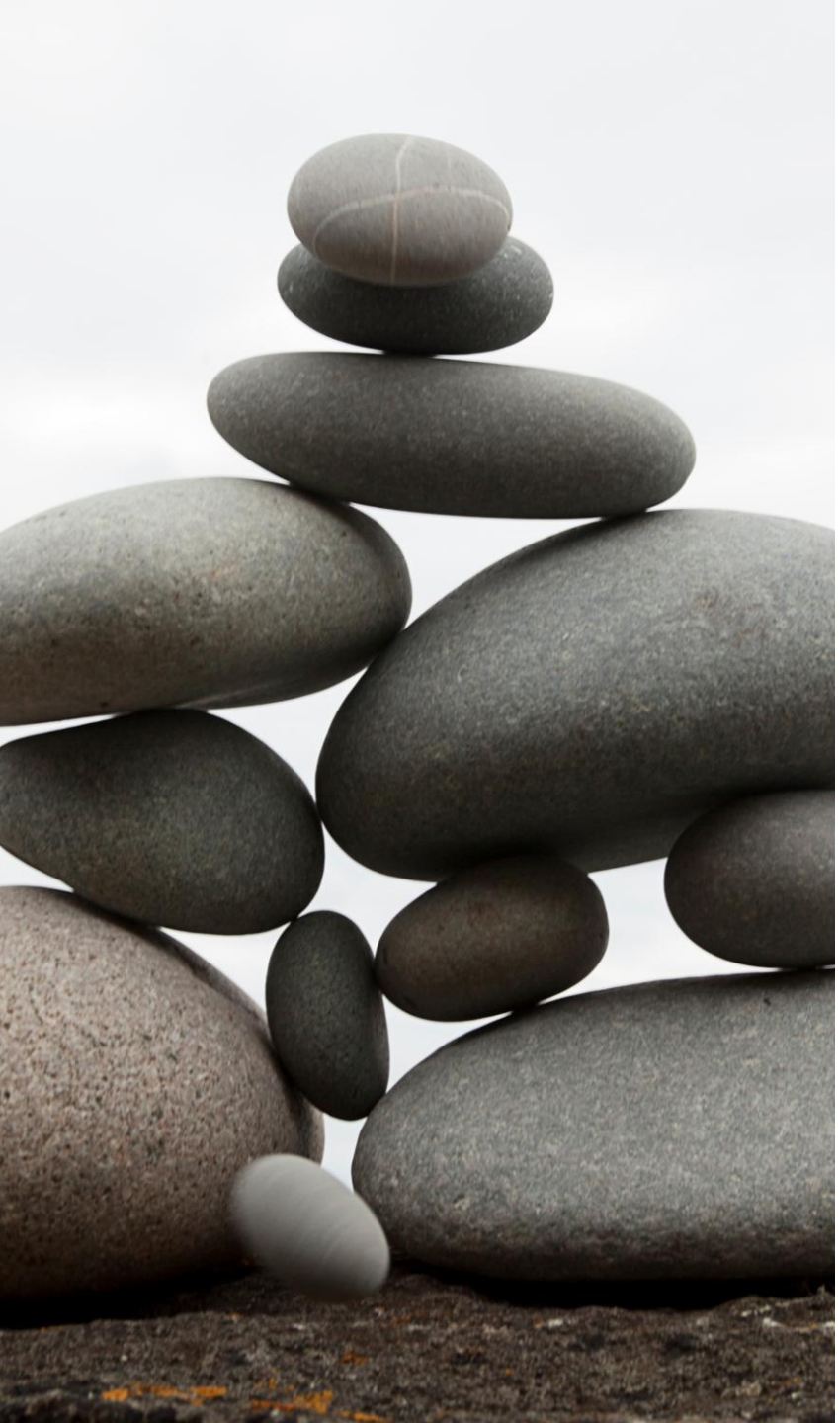
	MST performance (August 2026)
Reliability	82% on-time passenger boardings (69.5% US airlines)
Frequency	45% riders have 15-minute service 28% riders have 30-minute service 27% riders have 60-minute or more service
Customer satisfaction	92% rider satisfaction with MST
Workforce	Fewer than 10 open positions of 250 employees
Fiscal responsibility	$11.1M FY 2027 budgeted operating deficit $46.4M current cash balance

Rate-My-Ride Trip rating



Rate-My-Ride

- **Context-specific questions** as users move through their journeys: **at the stop, onboard and end of trip.**
- **Questions on safety, stop amenities, on-time performance, crowding, cleanliness and more.**



4. Balancing Multiple Priorities

- 2022 Better Bus Network
- Customer satisfaction and retention
- Workforce
- Innovation and strategic planning
- Deficit reduction task force
- Major capital projects

SURF! Busway and BRT Project



5. Closing thoughts

Sometimes, the doing the basics brilliantly is the next big thing

- Focus on what matters most
- Align innovation with mission, vision, and values
- Remember why we are here - customers
- Build strong fiscal foundations
- Technology projects should amplify excellence



Q & A