



Chapter 3: Service Plan and Operations Budget

This chapter presents Marin Transit's service plan and operations budget for the next ten years. The service plan is Marin Transit's plan to provide service hours and service miles for Marin County local fixed route and paratransit services within available funding resources. Marin Transit's operations budget details the projected revenue and expenses for providing services by service type.

Major Challenges Facing Marin Transit

Declining Revenue

Like all transit agencies, Marin Transit faces very serious fiscal challenges due to decreasing revenue and increasing operational costs. State Transit Assistance (STA) funds for transit operations were severely cut, resulting in Marin Transit losing \$400,000 in FY 2008/2009. With the current state budget crisis, future STA funding is expected to be eliminated, which amounts to revenue losses of over \$1 million to Marin Transit annually. Additionally, there has been a slowdown locally in property tax growth and sales tax revenue losses, which will reduce Transportation Development Act (TDA) funding and Measure A sales tax funding. The losses in revenue have a direct bearing on Marin Transit's ability to deliver transit services. Passenger fares account for less than 25% of operation costs, and this proportion declines as operation costs increase.

Increasing Costs

The majority of Marin Transit costs are associated with the Golden Gate Transit contract for local service. The contract rate increases by 5% annually. In the current fiscal climate, this makes it difficult to maintain service levels. There is little room in the Golden Gate contract to reduce expenses or control cost increases.

Marin Transit will maintain current service levels and fares through FY 2009/2010 by relying on agency reserves and cutting other agency costs. In FY 2010/2011 and beyond, Marin Transit will need to implement additional cost saving strategies, such as service cuts and fare increases, unless revenues make a better than expected recovery.

Other Challenges

Marin Transit identified challenges in the 2006 Short Range Transit Plan that remain relevant, including:

- Becoming a mid-sized "full service" transit operator;



- Considering the options for receiving federal funds; and
- Responding to changing demographics in Marin County.

Marin Transit is in the process of increasing the staff size to accommodate the shift to becoming a mid-sized transit operator, including hiring a General Manager (started June 2008), an Administrative Assistant (started January 2009) and the anticipated hiring of a Finance Manager. As Marin Transit matures as an agency, this level of staffing will continue to be important to meet planning, contract oversight, and fiscal responsibilities.

Marin Transit still faces a choice about whether to become a direct recipient of federal funds or to continue receiving federal funding through the Golden Gate Transit contract. Receiving funds directly would not increase the amount of funding available to the region, but would give Marin Transit control over the allocations and ability to compete for discretionary funding. In becoming a federal recipient, Marin Transit would take on significant new administrative and reporting responsibilities.

Lastly, Marin County has a responsibility to its special needs population, including seniors and low-income residents. The senior population in Marin County is increasing as the County matures, and low-income populations are increasing due to the current tough economic times. Programs to address these populations' needs include travel training to encourage seniors to try fixed route transit, shuttle services that cater to their needs, and free youth passes to low income families. Marin Transit will work to ensure sufficient funding is available to meet mandated paratransit service demand and use any additional paratransit funding efficiently, through overflow taxis, to continue to meet the majority of demand for non-mandated trips.

Planned Service Levels

The service plan is financially constrained, and no funding is projected to be available for service expansion. Service reductions are needed in FY 2010/2011 to maintain a balanced budget. Service operated by Golden Gate Transit will be reduced by 7,660 hours (5.7%) in FY 2010/2011. This is the equivalent of rolling back service improvements made in FY2008/2009, which included frequency improvements on Route 17, Route 29, and Route 71. The resulting Golden Gate Transit service hours are still 4,500 hours over the FY2007/2008 service level.

Further reductions to the service operated by Golden Gate Transit are needed in FY 2013/2014 of around 7,666 annual hours (6%) to maintain a balanced budget. Service



levels would be at FY2006/2007 levels.

To offset the impact of the service reductions, Marin Transit will continue to pursue opportunities for grant funded and cost neutral service improvements. The local initiative program, outlined in the 2006 Short Range Transit Plan, was designed to provide matching funds to local communities to develop new service. However, the program was suspended in FY 2009/2010 in an effort to minimize the impact of reduced funding on existing service levels. If additional funding is available this program would be re-started and may be a way to create new services.

Figure 3-1 Planned Service Hours by Service Type

Fiscal Year	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Large Bus	132,654	135,310	127,646	127,646	127,646	119,987	119,987	119,987	119,987	119,987
Community Shuttles	6,972	7,113	7,113	7,113	7,113	7,113	7,113	7,113	7,113	7,113
Lifeline Shuttle	0	2,277	2,277	0	0	0	0	0	0	0
Muir Woods	846	2,106	2,106	2,106	2,106	2,106	2,106	2,106	2,106	2,106
Fixed Route Totals	140,472	146,807	139,146	136,869	129,209	129,209	129,209	129,209	129,209	129,209
Rural	11,057	11,057	11,057	11,057	11,057	11,057	11,057	11,057	11,057	11,057
Paratransit	54,213	55,839	57,515	59,240	61,017	62,848	64,733	66,675	68,675	70,736
EZ Rider	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100

Figure 3-2 Planned Service Miles by Service Type (in 1000s)

Fiscal Year	08/09	09/10	10/11	11/12	12/13	13/14	14/15	15/16	16/17	17/18
Large Bus	1,690	1,691	1,596	1,596	1,596	1,500	1,500	1,500	1,500	1,500
Community Shuttles	90	90	90	90	90	90	90	90	90	90
Lifeline Shuttle	0	35	35	0	0	0	0	0	0	0
Muir Woods	18	46	46	46	46	46	46	46	46	46
Fixed Route Totals	1,798	1,862	1,767	1,732	1,732	1,636	1,636	1,636	1,636	1,636
Rural	174	174	174	174	174	174	174	174	174	174
Paratransit	683	703	725	746	769	792	816	840	865	891
EZ Rider	26	26	26	26	26	26	26	26	26	26



Large Bus Fixed Route

Marin Transit will maintain the current number of large bus fixed route service hours and miles for the next fiscal year. Marin Transit will need to reduce service hours in FY 2010/2011 by 7,660 annual hours and in FY 2013/2014 by 7,660 hours if no additional revenue or costs savings are found. In FY 2008/2009, Marin Transit added additional peak hour frequency on Route 17 and Route 29. Marin Transit may choose to roll back these improvements based on their performance. Other potential reductions include:

- Route 17 under performing evening hours;
- Route 36 trips that have service alternatives;
- Route 35 under performing trips after 11:00 pm; and
- Route 23 under performing evening hours

Marin Transit will consider cost neutral changes to scheduling and routing that could increase ridership and better respond to local transit needs. Changes that will be evaluated include:

- Extending the Route 29 to Fairfax by reducing the Route 23 to hourly service;
- Creating half hour frequency on the Dominican College corridor by adjusting times on the Route 49 and Route 233;
- Reconfiguring the underperforming Route 52 and Route 51 in Novato;
- Reallocated underperforming evening hours on the Route 17; and
- Reallocating or changing Route 36 hours.

Community Shuttles

Similar to the other services, our current budget projections limit the ability to increase Community Shuttle service hours. Marin Transit has received Lifeline Grant funding to demonstrate a new community shuttle connecting the Marin City community with medical services in and around Marin General hospital. The grant, along with a local match, will provide funding for operation in FY 2009/2010 and 2010/2011. Depending on route performance, there may be an opportunity to apply for additional grant funds to continue this demonstration.

After two and a half years of operation, the Twin Cities Shuttle has consistently not met



the shuttle productivity standard of seven passengers per hour. The shuttle route was reconfigured in March, 2008 to eliminate some service duplication and fill a service gap in the Greenbrae area. Marin Transit will consider combining this service with the new lifeline demonstration shuttle, which could connect Marin City to the Greenbrae area. The service hours could also be reallocated to other areas with unmet transit service needs, for example weekend service on the Route 233.

Muir Woods

Marin Transit will assume operation of the Muir Woods Shuttle starting in Summer 2009. This service will be operated with joint funding from the National Park Service. Marin Transit expects to put this service out to bid for a new service contract in FY 2009/2010.

Rural Service

Rural service hours have increased significantly over the last three years. No additional service hour increases are expected during the ten-year planning period. However, Marin Transit does expect to make some adjustments to services based on the outcome of the grant funded¹ West Marin Needs Assessment.

In March 2008, Marin Transit started a dial-a-ride service to provide a minimal level of transit to the Muir Beach community. Stagecoach service stopped serving Muir Beach following a re-routing of the Route 61 South Route. This service is not meeting productivity standards and is expected to be discontinued in FY 2009/2010.

Paratransit and Special Services

Paratransit is the one area that Marin Transit is projecting service hours to increase due to increasing demand for the mandated service. Marin Transit is budgeting for an annual increase of 3% in service hours and service costs. If additional service is needed, this may impact Marin Transit's ability to continue providing the majority of non-mandated trips.

Marin Transit has allocated funding for taxi programs outlined in the MTC-funded 2007 Taxi Study to Enhance Social Service and Public Paratransit Programs. Programs including a possible demonstration Marin County taxi voucher program in a selected area of the County.

¹ West Marin Needs Assessment funded from Caltrans Transportation Planning Grant



Operations Budget

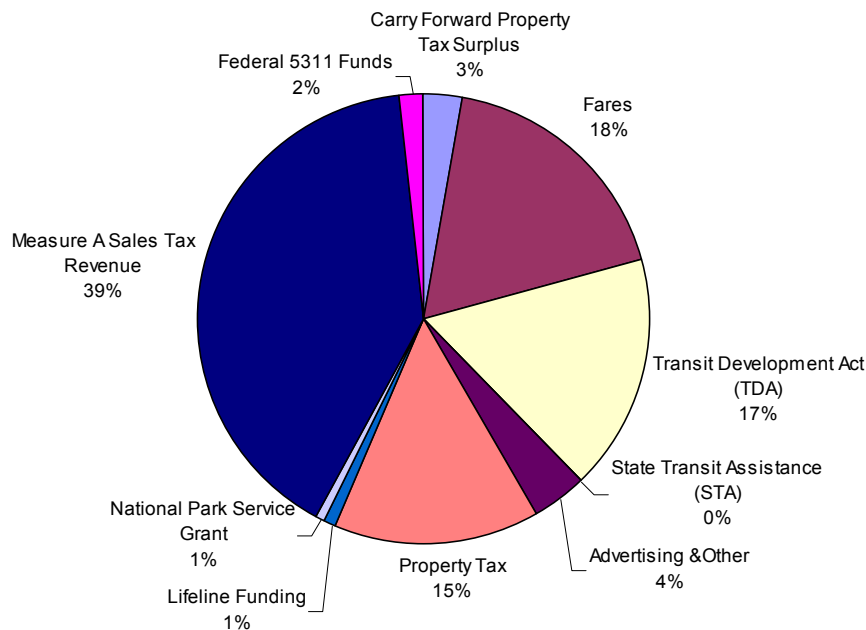
Figure 3.3 summarizes Marin Transit’s operations budget by service area. Additional detail for each service area (local, rural, paratransit/special) is included in Figures 3.4, 3.5, and 3.6.

Revenue

No single revenue source makes up the majority of Marin Transit operating funds (Figure 3-3). The primary revenue sources for Marin Transit operations are²:

- Transportation Development Act Funds;
- State Transit Assistance Funds (STA);
- Measure A Sales Tax Operating funds;
- Fares;
- Property Taxes; and
- Federal Section 5311 Rural Transit Funds.

Figure 3-3 Revenue Sources FY 2009/2010



² Additional details on revenue sources in 2006 Short Range Transit Plan, page 7-3
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Transportation Development Act Funds and Measure A funds are tied to sales tax revenue and are projected to decrease by 13% in FY 2009/2010, recover by 10% in FY 2010/2010, and increase annually by 3%.

After FY 2008/2009, Marin Transit is not assuming State Transit Assistance Funds (STA) revenue will be available for transit until FY 2012/2013, when STA revenues are then projected to increase 5% annually from the reduced FY 2008/2009 level.

Fares are projected to increase by 2% annually on all services except paratransit, where they are projected to increase 3% annually, due to increasing service levels. In FY 2010/2011, Marin Transit is planning a fare increase of \$.25 on all services for a resulting \$2.25 adult fare and a \$1.25 reduced fare. This fare increase is projected to give a 10% increase in fare revenue. In FY 2012/2013, Marin Transit is planning a fare increase of an additional \$.25 on all services, resulting in a \$2.50 adult fare and \$1.50 reduced fare. The second fare increase is projected to give a 9% increase in fare revenue. Marin Transit is planning a third fare increase in FY 2017/2018 that is projected to give a 10% increase in fare revenue. The fares increase would result in a \$3.00 adult fare and \$1.75 reduced fare.

Increases in property tax revenues are projected to slow to 5.4% annually for FY 2010/2011 – FY 2012/FY2013, while previous rates were greater than 6%. After FY 2012/2013, property tax revenues are projected to start increasing by 6.5% annually.

Federal Section 5311 Rural Transit Funds are limited for the region and projected to grow by no more than 3% per year.

Expenses

Marin Transit's major operational expenses are:

- Large Bus Fixed Route contract with Golden Gate Transit;
- Shuttle Service contract with Marin Airporter;
- Rural Service contract with MV Transportation;
- Paratransit Service contract with Whistlestop Wheels; and
- Salaries and Administrative Costs.

The contract rate with Golden Gate Transit increases 5% annually and is a significant cost driver in Marin Transit's forecasts.



Figure 3-4 10 year Financial Projection

	FY 2008/2009 Revised Budget	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
LOCAL FIXED ROUTE										
<u>Fixed Route</u>										
Planned Service Hours	132,654	135,310	127,650	127,650	119,990	119,990	119,990	119,990	119,990	119,990
Blended Rate	\$109.56	\$115.28	\$120.42	\$126.44	\$132.76	\$139.40	\$146.37	\$153.69	\$161.37	\$169.44
<u>Shuttle Service</u>										
Planned Service Hours	6,972	9,390	9,390	7,113	7,113	7,113	7,113	7,113	7,113	7,113
Blended Rate	\$57.24	\$58.76	\$61.43	\$66.61	\$69.94	\$73.44	\$77.11	\$80.96	\$85.01	\$89.26
<u>Muir Woods Shuttle Service</u>										
Planned Service Hours	845.75	2,106.14	2,106.14	2,106.14	2,106.14	2,106.14	2,106.14	2,106.14	2,106.14	2,106.14
Blended Rate	\$98.38	\$98.38	\$101.33	\$104.37	\$107.50	\$110.73	\$114.05	\$117.47	\$120.99	\$124.62
Total Fixed Route Operating Expenses*	\$15,657,479	\$17,232,623	\$17,048,915	\$17,726,413	\$17,579,228	\$18,464,148	\$19,346,934	\$20,291,171	\$21,289,359	\$22,363,053
Total Fixed Route Operating Revenue	\$17,346,861	\$15,486,325	\$16,871,342	\$17,226,249	\$18,165,601	\$18,718,910	\$19,510,097	\$20,108,701	\$20,725,560	\$21,742,550
Annual Surplus/Deficit	\$1,689,383	(\$1,746,298)	(\$177,573)	(\$500,164)	\$586,373	\$254,761	\$163,163	(\$182,470)	(\$563,799)	(\$620,504)
PARATRANSIT & SPECIAL NEEDS TRANSIT										
<u>Local Paratransit</u>										
Planned Service Hours	54,213	55,839	57,515	59,240	61,017	62,848	64,733	66,675	68,675	70,736
Hourly Cost	\$29.20	\$30.08	\$30.98	\$31.91	\$32.86	\$33.85	\$34.87	\$35.91	\$36.99	\$38.10
<u>Intercounty Paratransit</u>										
Planned Service Hours	17,584	18,112	18,655	19,215	19,791	20,385	20,996	21,626	22,275	22,943
Hourly Cost	\$30.41	\$31.32	\$32.26	\$33.23	\$34.23	\$35.25	\$36.31	\$37.40	\$38.52	\$39.68
<u>EZ Rider Transit Services</u>										
Planned Service Hours	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Hourly Cost	\$57.63	\$59.36	\$61.14	\$62.97	\$64.86	\$66.81	\$68.81	\$70.88	\$73.00	\$75.19
<u>Taxi Services</u>										
Tax Program	\$0	\$170,000	\$178,500	\$187,425	\$196,796	\$206,636	\$216,968	\$227,816	\$239,207	\$251,167
Total Paratransit Operating Expense*	\$5,310,887	\$6,068,623	\$6,189,924	\$6,476,548	\$6,778,607	\$7,125,258	\$7,432,716	\$7,778,760	\$8,152,228	\$8,578,204
Total Paratransit Operating Revenue	\$5,965,714	\$6,079,971	\$6,188,964	\$6,387,505	\$6,708,586	\$7,059,032	\$7,408,465	\$7,775,506	\$8,156,648	\$8,552,129
Annual Surplus/Deficit	\$654,827	\$11,348	(\$960)	(\$89,044)	(\$70,021)	(\$66,226)	(\$24,251)	(\$3,253)	\$4,420	(\$26,075)
RURAL TRANSIT SERVICE										
<u>West Marin Stagecoach</u>										
Planned Service Hours	11,057	11,057	11,057	11,057	11,057	11,057	11,057	11,057	11,057	11,057
Hourly Cost	\$59.77	\$62.76	\$65.90	\$69.19	\$72.65	\$76.28	\$80.10	\$84.10	\$88.31	\$92.72
<u>Dial a Ride</u>										
Planned Service Hours	1,000	0	0	0	0	0	0	0	0	0
Hourly Cost	\$42.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Total Rural Transit Operating Expenses*	\$909,074	\$929,106	\$968,398	\$1,015,145	\$1,064,619	\$1,122,674	\$1,172,587	\$1,229,958	\$1,292,615	\$1,365,649
Total Rural Transit Operating Revenue	\$1,033,380	\$967,307	\$1,005,116	\$1,035,936	\$1,070,234	\$1,107,210	\$1,143,002	\$1,179,422	\$1,214,739	\$1,255,659
Annual Surplus/Deficit	\$124,306	\$38,200	\$36,719	\$20,791	\$5,615	(\$15,464)	(\$29,584)	(\$50,536)	(\$77,876)	(\$109,989)
SYSTEMWIDE SUMMARY, ALL SERVICES										
Total Expenses	\$21,877,440	\$24,230,352	\$24,207,237	\$25,218,107	\$25,422,453	\$26,712,080	\$27,952,238	\$29,299,889	\$30,734,202	\$32,306,907
Total Revenues	\$24,345,955	\$22,533,603	\$24,062,478	\$24,646,464	\$25,940,895	\$26,881,309	\$28,057,386	\$29,059,093	\$30,092,032	\$31,545,022
Annual Surplus/Deficit	\$2,468,515	(\$1,696,750)	(\$144,759)	(\$571,643)	\$518,442	\$169,229	\$105,148	(\$240,796)	(\$642,170)	(\$761,884)
Cumulative Surplus/Deficit	\$2,468,515	\$771,765	\$627,007	\$55,364	\$573,806	\$743,035	\$848,184	\$607,388	(\$34,782)	(\$796,667)

*Operating expenses reflect all the costs of operating the service, including administrative costs



Figure 3-5 Local Fixed Route Service FY 2008/2009 – FY 2017/2018

	FY 2008/2009 Revised Budget	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
CONTRACT EXPENSES										
Service Operated By Golden Gate Transit										
Base Hours	132,654	135,310	127,650	127,650	119,990	119,990	119,990	119,990	119,990	119,990
Rate, Blended	\$109.56	\$115.28	\$120.42	\$126.44	\$132.76	\$139.40	\$146.37	\$153.69	\$161.37	\$169.44
Total, Blended Base	\$14,082,574	\$14,786,703	\$15,371,301	\$16,139,866	\$15,929,915	\$16,726,411	\$17,562,731	\$18,440,868	\$19,362,911	\$20,331,057
Peak Expansion Hours	3,263	5,593	0	0	0	0	0	0	0	0
Peak Expansion Rate	\$124.86	\$131.10	\$137.65	\$144.54	\$151.76	\$159.35	\$167.32	\$175.68	\$184.47	\$193.69
Total, Expansion Peak	\$407,357.30	\$733,243.14	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Off Peak Expansion Hours	456	782	0	0	0	0	0	0	0	0
Off Peak Expansion Rate	\$95.54	\$100.32	\$105.33	\$110.60	\$116.13	\$121.94	\$128.03	\$134.43	\$141.16	\$148.21
Total, Expansion Off Peak	\$43,600	\$78,480	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
GGT Contract Expense	\$14,533,531	\$15,598,425	\$15,371,301	\$16,139,866	\$15,929,915	\$16,726,411	\$17,562,731	\$18,440,868	\$19,362,911	\$20,331,057
Community Shuttle Service²										
Hours	6972	9390	9390	7113	7113	7113	7113	7113	7113	7113
Blended Rate	\$57.24	\$58.81	\$61.49	\$66.65	\$69.98	\$73.48	\$77.16	\$81.02	\$85.07	\$89.32
Community Contracted Service	\$399,051	\$552,247	\$577,414	\$474,094	\$497,799	\$522,689	\$548,823	\$576,264	\$605,077	\$635,331
Muir Woods Shuttle Service										
Hours	845.75	2,106.14	2,106.14	2,106.14	2,106.14	2,106.14	2,106.14	2,106.14	2,106.14	2,106.14
Rate	\$98.38	\$98.38	\$101.33	\$104.37	\$107.50	\$110.73	\$114.05	\$117.47	\$120.99	\$124.62
Total Contract Amount	\$83,205	\$207,202	\$213,418	\$219,821	\$226,415	\$233,208	\$240,204	\$247,410	\$254,832	\$262,477
Subtotal, Contract Expense³	\$15,015,787	\$16,357,874	\$16,162,134	\$16,833,781	\$16,654,129	\$17,482,307	\$18,351,758	\$19,264,542	\$20,222,821	\$21,228,866
OTHER EXPENSES										
Marin Transit Administration	\$565,989	\$755,362	\$756,975	\$778,961	\$801,672	\$847,732	\$849,366	\$868,000	\$893,859	\$946,110
Shuttle Fuel	\$68,103	\$74,913	\$82,405	\$90,645	\$99,710	\$109,681	\$120,649	\$132,713	\$145,985	\$160,583
Muir Woods Other Costs	\$7,600	\$21,704	\$22,355	\$23,026	\$23,717	\$24,428	\$25,161	\$25,916	\$26,693	\$27,494
Lifeline Shuttle Fuel Cost	\$0	\$22,770	\$25,047	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Subtotal, Direct Expenses	\$641,692	\$874,749	\$886,782	\$892,632	\$925,098	\$981,841	\$995,176	\$1,026,629	\$1,066,537	\$1,134,188
TOTAL EXPENSES	\$15,657,479	\$17,232,623	\$17,048,915	\$17,726,413	\$17,579,228	\$18,464,148	\$19,346,934	\$20,291,171	\$21,289,359	\$22,363,053

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Figure 3-5 Local Fixed Route Service FY 2008/2009 – FY 2017/2018 (Continued)

	FY 2008/2009 Revised Budget	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
OPERATING REVENUES										
Carry Forward Property Tax Surplus		\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000	\$550,000
Fixed Route Passenger Fares	\$3,583,821	\$3,653,582	\$4,009,363	\$4,087,635	\$4,446,902	\$4,533,925	\$4,622,688	\$4,713,226	\$4,805,575	\$5,276,556
Shuttle Fares	\$42,044	\$42,885	\$47,173	\$48,117	\$52,447	\$53,496	\$54,566	\$55,657	\$56,771	\$62,448
Muir Woods Fares	\$8,172	\$20,602	\$22,662	\$23,115	\$25,195	\$25,699	\$26,213	\$26,737	\$27,272	\$27,818
Transit Development Act (TDA)	\$3,650,000	\$3,480,000	\$3,830,710	\$3,961,858	\$4,096,940	\$4,236,075	\$4,379,384	\$4,526,992	\$4,679,028	\$4,835,625
State Transit Assistance (STA)	\$210,885	\$0	\$0	\$0	\$0	\$0	\$221,429	\$232,501	\$244,126	\$256,332
Advertising Revenue	\$478,800	\$493,164	\$507,959	\$523,198	\$538,894	\$555,060	\$571,712	\$588,864	\$606,530	\$624,725
Other Miscellaneous Revenue	\$72,385	\$74,083	\$62,761	\$64,201	\$64,627	\$67,834	\$70,226	\$72,516	\$74,003	\$74,548
Property Tax	\$375,000	\$690,282	\$703,366	\$716,712	\$760,953	\$808,070	\$858,250	\$911,691	\$968,606	\$1,029,220
Federal Surplus Funds from GGT	\$1,409,362	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Lifeline Funding Marin City Shuttle	\$0	\$127,667	\$130,167	\$0	\$0	\$0	\$0	\$0	\$0	\$0
National Park Service Grant	\$0	\$150,000	\$150,000	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0
Measure A Sales Tax Revenue	\$7,432,392	\$6,204,060	\$6,857,181	\$7,101,414	\$7,629,642	\$7,888,749	\$8,155,629	\$8,430,517	\$8,713,650	\$9,005,278
Homeward Bound Bus Tickets	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000
TOTAL OPERATING REVENUE	\$17,346,861	\$15,486,325	\$16,871,342	\$17,226,249	\$18,165,601	\$18,718,910	\$19,510,097	\$20,108,701	\$20,725,560	\$21,742,550
Annual Surplus/Deficit	\$1,689,383	(\$1,746,298)	(\$177,573)	(\$500,164)	\$586,373	\$254,761	\$163,163	(\$182,470)	(\$563,799)	(\$620,504)

Notes:

Based upon contract approved with GGT as of January 12, 2006, and amended in December 2007.
 Hourly cost based on contract amendment with GGT, December 2007. Escalated at 5% annually.
 Assumes administrative costs are shared. (See Admin Expense detail)
 TDA revenue associated with local routes. TDA assumed to grow at same rate as Measure A.
 STA reduced in current year, and zeroed for three years, and then FY2008-09 figure grown by 5%, and grows by 5% annually.
 Ad revenue assumed to grow at 3% per year.
 Other revenue includes phones and leases at SRTC. Grows by 3% a year.



Figure 3-6 Rural Service FY 2008/2009 – FY 2017/2018

	FY 2008/2009 Revised Budget	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
CONTRACT EXPENSES										
Stagecoach										
Hours	11,057	11,057	11,057	11,057	11,057	11,057	11,057	11,057	11,057	11,057
Hourly Rate	\$59.77	\$62.76	\$65.90	\$69.19	\$72.65	\$76.28	\$80.10	\$84.10	\$88.31	\$92.72
Contract Fixed Costs	\$42,700	\$46,345	\$50,537	\$55,357	\$60,901	\$67,276	\$74,607	\$83,038	\$92,734	\$103,884
Total, Stagecoach	\$703,577	\$693,921	\$728,617	\$765,048	\$803,300	\$843,465	\$885,638	\$929,920	\$976,416	\$1,025,237
Dial a Ride										
Hours	1000									
Hourly Rate	\$42.00									
Total, Dial a Ride	\$42,000									
OTHER COSTS										
Marin Transit Administration	\$163,497	\$188,840	\$189,244	\$194,740	\$200,418	\$211,933	\$212,342	\$217,000	\$223,465	\$236,528
TOTAL OPERATING COST	\$909,074	\$929,106	\$968,398	\$1,015,145	\$1,064,619	\$1,122,674	\$1,172,587	\$1,229,958	\$1,292,615	\$1,365,649
OPERATING REVENUES										
Passenger Fares	\$65,000	\$66,300	\$72,930	\$74,389	\$81,084	\$82,705	\$84,359	\$86,047	\$87,767	\$96,544
FTA Section 5311	\$326,291	\$336,080	\$346,162	\$356,547	\$367,243	\$378,261	\$389,609	\$401,297	\$413,336	\$425,736
Admin Revenues	\$39,463	\$39,463	\$7,604	\$6,777	\$3,288	\$6,616	\$7,767	\$8,524	\$7,124	\$3,222
Measure A	\$602,626	\$525,464	\$578,420	\$598,223	\$618,620	\$639,628	\$661,267	\$683,555	\$706,512	\$730,158
TOTAL OPERATING REVENUE	\$1,033,380	\$967,307	\$1,005,116	\$1,035,936	\$1,070,234	\$1,107,210	\$1,143,002	\$1,179,422	\$1,214,739	\$1,255,659
Annual Surplus/Deficit	\$124,306	\$38,200	\$36,719	\$20,791	\$5,615	(\$15,464)	(\$29,584)	(\$50,536)	(\$77,876)	(\$109,989)



Figure 3-7 Paratransit Service FY 2008/2009 – FY 2017/2018

	FY 2008/2009 Revised Budget	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
CONTRACT EXPENSES										
Paratransit Service (Local)										
Service Hours	54,213	55,839	57,515	59,240	61,017	62,848	64,733	66,675	68,675	70,736
Hourly Rate	\$29.20	\$30.08	\$30.98	\$31.91	\$32.86	\$33.85	\$34.87	\$35.91	\$36.99	\$38.10
Contractor Administrative Cost	\$1,280,783	\$1,319,206	\$1,358,783	\$1,399,546	\$1,441,533	\$1,484,779	\$1,529,322	\$1,575,202	\$1,622,458	\$1,671,131
Local Paratransit Op Cost	\$2,863,803	\$2,998,632	\$3,140,485	\$3,289,754	\$3,446,854	\$3,612,224	\$3,786,329	\$3,969,661	\$4,162,739	\$4,366,116
Paratransit Service (Intercounty)										
Service Hours	17,584	18,112	18,655	19,215	19,791	20,385	20,996	21,626	22,275	22,943
Contractor Vehicle Hourly Rate	\$30.41	\$31.32	\$32.26	\$33.23	\$34.23	\$35.25	\$36.31	\$37.40	\$38.52	\$39.68
Contractor Administrative Cost	\$347,679	\$358,109	\$368,853	\$379,918	\$391,316	\$403,055	\$415,147	\$427,601	\$440,429	\$453,642
Intercounty Paratransit Op Cost	\$882,408	\$925,404	\$970,695	\$1,018,413	\$1,068,695	\$1,121,687	\$1,177,543	\$1,236,428	\$1,298,513	\$1,363,983
EZ Rider Service										
Service Hours	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100	2,100
Hourly Rate	\$57.63	\$59.36	\$61.14	\$62.97	\$64.86	\$66.81	\$68.81	\$70.88	\$73.00	\$75.19
EZ Rider Transit Services Cost	\$121,023	\$124,654	\$128,393	\$132,245	\$136,212	\$140,299	\$144,508	\$148,843	\$153,308	\$157,908
OTHER EXPENSES										
Marin Transit Administration	\$707,486	\$944,202	\$946,219	\$973,702	\$1,002,090	\$1,059,665	\$1,061,708	\$1,085,000	\$1,117,324	\$1,182,638
Mobility Manager		\$126,372								
General Insurance	\$21,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
Fuel -- Marin Transit	\$401,739	\$433,878	\$468,588	\$506,075	\$546,561	\$590,286	\$637,509	\$688,510	\$743,591	\$803,078
Fuel -- GGT	\$123,420	\$129,591	\$136,071	\$142,874	\$150,018	\$157,519	\$165,395	\$173,664	\$182,348	\$191,465
Fuel -- Whistlestop	\$71,589	\$75,168	\$78,927	\$82,873	\$87,017	\$91,368	\$95,936	\$100,733	\$105,770	\$111,058
Central Dispatch (Mera)	\$23,419	\$24,122	\$24,845	\$25,591	\$26,358	\$27,149	\$27,964	\$28,802	\$29,666	\$30,556
Taxi Services	\$0	\$170,000	\$178,500	\$187,425	\$196,796	\$206,636	\$216,968	\$227,816	\$239,207	\$251,167
Homeward Bound Bus Tickets	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000	\$84,000
Travel Training	\$11,000	\$12,600	\$13,200	\$13,596	\$14,004	\$14,424	\$14,857	\$15,302	\$15,761	\$16,234
TOTAL EXPENSES	\$5,310,887	\$6,068,623	\$6,189,924	\$6,476,548	\$6,778,607	\$7,125,258	\$7,432,716	\$7,778,760	\$8,152,228	\$8,578,204

Continue on next page



Figure 3-7 Paratransit Service FY 2008/2009 - FY 2017/2018 (Continued)

	FY 2008/2009 Revised Budget	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017	FY 2017/2018
OPERATING REVENUES										
Paratransit Fares (Local)	\$179,008	\$184,378	\$202,816	\$208,901	\$215,168	\$234,533	\$241,569	\$248,816	\$256,280	\$263,969
Paratransit Fares (Intercounty)	\$92,718	\$95,500	\$98,365	\$101,315	\$104,355	\$107,486	\$110,710	\$114,031	\$117,452	\$120,976
EZ Rider Fares	\$6,306	\$6,495	\$7,145	\$7,288	\$7,506	\$8,182	\$8,427	\$8,680	\$8,940	\$9,209
State Transit Assistance (STA)	\$18,376	\$0	\$0	\$0	\$19,294	\$20,259	\$21,272	\$22,336	\$23,452	\$24,625
Property Tax	\$2,151,444	\$2,310,944	\$2,354,747	\$2,399,427	\$2,547,539	\$2,705,278	\$2,873,271	\$3,052,183	\$3,242,724	\$3,445,651
Fuel Reimbursement -- GGT	\$123,420	\$129,591	\$136,071	\$142,874	\$150,018	\$157,519	\$165,395	\$173,664	\$182,348	\$191,465
Fuel Reimbursement -- Whistlestop	\$71,589	\$75,168	\$78,927	\$82,873	\$87,017	\$91,368	\$95,936	\$100,733	\$105,770	\$111,058
Interest	\$24,888	\$24,888	\$24,888	\$24,888	\$24,888	\$24,888	\$24,888	\$24,888	\$24,888	\$24,888
Property Tax Transfer Fees	\$20,504	\$20,504	\$20,504	\$20,504	\$20,504	\$20,504	\$20,504	\$20,504	\$20,504	\$20,504
GGT Local Paratransit Payment	\$578,813	\$607,753	\$638,141	\$670,048	\$703,550	\$738,728	\$775,664	\$814,447	\$855,170	\$897,928
GGT Intercounty Paratransit Payment	\$788,167	\$829,904	\$872,331	\$917,098	\$964,340	\$1,014,201	\$1,066,833	\$1,122,396	\$1,181,061	\$1,243,007
Measure A	\$1,807,879	\$1,576,393	\$1,735,260	\$1,794,668	\$1,855,859	\$1,918,885	\$1,983,802	\$2,050,666	\$2,119,536	\$2,190,473
Other/New Revenue	\$102,603	\$218,453	\$19,770	\$17,621	\$8,548	\$17,202	\$20,195	\$22,162	\$18,522	\$8,377
TOTAL OPERATING REVENUE	\$5,965,714	\$6,079,971	\$6,188,964	\$6,387,505	\$6,708,586	\$7,059,032	\$7,408,465	\$7,775,506	\$8,156,648	\$8,552,129
Annual Surplus/(Deficit)	\$654,827	\$11,348	(\$960)	(\$89,044)	(\$70,021)	(\$66,226)	(\$24,251)	(\$3,253)	\$4,420	(\$26,075)