

## Chapter 2: Goals, Targets, and Performance

This chapter outlines goals, identifies targets, and evaluates Marin Transit's performance at three different levels: systemwide operations, route-level performance, and as an agency. This performance monitoring program is intended to measure the success of the local transit system using readily available data collected and analyzed by the Agency. The listed performance standards and objectives were originally established in the 2006 Short Range Transit Plan to reflect Measure A sales tax goals and Marin Transit's mission to improve local transit service. These goals have been updated in subsequent SRTP efforts though still reflect the overall goals of Measure A. The most current are presented below:

- 1) Systemwide Performance:
  - a. Relieves congestion and provides mobility as measured in total ridership;
  - b. Ensures high levels of customer satisfaction with services;
  - c. Provides transit services to Marin County;
  - d. Provides service levels to prevent overcrowding;
  - e. Promotes environmental justice based on demographic analysis; and
  - f. Meets cost efficiency standards based on cost per revenue hour.
- 2) Route Level Performance:
  - a. Meets productivity standards based on passengers per hour and service type;
  - b. Meets cost effectiveness standards based on subsidy per passenger trip and service type;
  - c. Provides adequate service frequency based on service typology;
  - d. Provides adequate span of service based on service typology; and
  - e. Provides competitive travel times to promote transit usage.
- 3) Agency Performance:
  - a. Attracts outside funding sources, including federal and state revenue, as well as other local funds;
  - b. Operates the system in a manner that encourages public involvement and participation; and
  - c. Maintains a capital plan to minimize air quality issues and provide quality amenities and vehicles.

A comprehensive review of performance measures and actual performance is presented in Table 2-9. Data presented in this section is based on contractor reported data for FY 2010-11.

### Systemwide Performance

Table 2-1 and Table 2-2 show an overview of historic performance trends over the last three fiscal years for Marin Transit's various programs, including local fixed-route, shuttle, rural, demand response, and recreational services.

**Table 2-1: Fixed Route Program Historic Performance**

Fiscal Year	Revenue Hours	Revenue Miles	Passenger Trips	Fare Revenue	Cost Per Revenue Hour	Total Cost
<b>Local Fixed-Route</b>						
FY 2008-09	121,841	1,646,107	3,189,643	\$3,340,855	\$117.83	\$14,356,785
FY 2009-10	121,630	1,399,437	3,085,494	\$3,005,724	\$124.95	\$15,197,932
FY 2010-11	115,236	1,422,337	3,111,046	\$3,589,725	\$142.90	\$16,467,586
<b>Community Shuttle</b>						
FY 2008-09	6,956	100,392	43,756	\$39,530	\$64.60	\$449,329
FY 2009-10	7,112	101,932	43,638	\$41,596	\$66.32	\$471,637
FY 2010-11	7,112	100,076	41,453	\$41,069	\$69.84	\$496,734
<b>Stagecoach Rural</b>						
FY 2008-09 <sup>(1)</sup>	11,401	202,746	58,830	\$74,166	\$60.03	\$687,293
FY 2009-10	11,189	191,311	59,159	\$72,476	\$56.76	\$635,056
FY 2010-11	11,037	199,325	63,526	\$78,603	\$71.81	\$792,477
<b>Muir Woods Shuttle</b>						
FY 2008-09 <sup>(2)</sup>	734	18,810	10,029	\$17,157	\$121.36	\$89,078
FY 2009-10	2,086	53,361	28,320	\$53,700	\$130.82	\$272,931
FY 2010-11	1,775	28,135	43,525	\$53,322	\$147.26	\$261,330
<b>Fixed-Route Total</b>						
FY 2008-09	140,932	1,968,055	3,302,258	\$3,471,708	\$110.57	\$15,582,485
FY 2009-10	142,017	1,746,041	3,216,611	\$3,173,496	\$116.73	\$16,577,556
FY 2010-11	135,160	1,749,873	3,259,550	\$3,762,719	\$133.31	\$18,018,127

**Notes:**

(1) Muir Beach Dial-A-Ride ended June 2009.

(2) Marin Transit began operating the Muir Woods Shuttle in May 2009, although the service was provided previously by Golden Gate Transit in partnership with Marin County's Department of Public Works.

**Table 2-2: Demand Response Program Historic Performance**

Fiscal Year	Revenue Hours	Revenue Miles	Passenger Trips	Fare Revenue	Cost Per Revenue Hour	Total Cost
<b>Local Paratransit</b>						
FY 2008-09 <sup>(1)</sup>	48,989	770,007	103,857	\$190,466	\$60.79/\$57.29 <sup>(2)</sup>	\$2,971,136
FY 2009-10	48,321	782,298	105,669	\$192,801	\$67.80 <sup>(3)</sup>	\$3,276,229 <sup>(3)</sup>
FY 2010-11	51,087	802,572	111,250	\$216,905	\$77.24	\$3,945,732
<b>Novato Dial-A-Ride</b>						
FY 2008-09	-	-	-	-	-	-
FY 2009-10 <sup>(1)</sup>	1,980	24,160	5,341	\$6,298	\$57.97	\$114,787
FY 2010-11	2,040	26,380	5,720	\$6,761	\$71.70	\$146,294
<b>Demand Response Total</b>						
FY 2008-09	48,989	770,007	103,857	\$190,466	\$60.65	\$2,971,136
FY 2009-10	50,301	806,458	111,010	\$199,099	\$67.41	\$3,391,016
FY 2010-11	53,127	828,952	116,970	\$223,666	\$77.02	\$4,092,026

**Notes:**

(1) EZ Rider shuttle service converted to Novato Dial-A-Ride in August 2009.

(2) Cost per revenue hour for paratransit and EZ Rider, respectively

(3) Costs starting in FY 2009-10 include directly purchased fuel costs.

Local fixed-route service carries the majority of Marin Transit riders and provides transfers to regional service operated by Golden Gate Transit. While ridership dropped somewhat from FY 2008-09 to FY 2009-10, passenger trips increased in FY 2010-11 despite a significant reduction in service hours.

Community shuttle service started in September 2006, serving areas with lower transit demand and specialized markets. Ridership in FY 2010-11 decreased slightly from the prior year, but performance has otherwise remained relatively steady over the past three years.

Marin Transit's rural program includes the West Marin Stagecoach service. Ridership continues to increase on the West Marin Stagecoach. The Muir Beach Dial-A-Ride service, which began in March 2008, was discontinued in June 2009 due to low ridership. Marin Transit worked with the Transportation Authority of Marin (TAM) to identify ride-share program options for Dial-A-Ride passengers that may have been impacted by the service elimination.

Marin Transit's Demand Response program includes both traditional local paratransit and dial-a-ride service. In August 2009, the EZ Rider shuttle service was converted into the Novato Dial-A-Ride. This service was intended to fill the transit service gaps in Novato due to limited fixed route coverage. Over the past three years, ridership on Marin Transit demand response services has been increasing steadily by about 5% annually.

Marin Transit operates the Muir Woods Shuttle in partnership with the National Park Service. Before May 2009, this service was provided by Golden Gate Transit and the County of Marin. From 2009 through

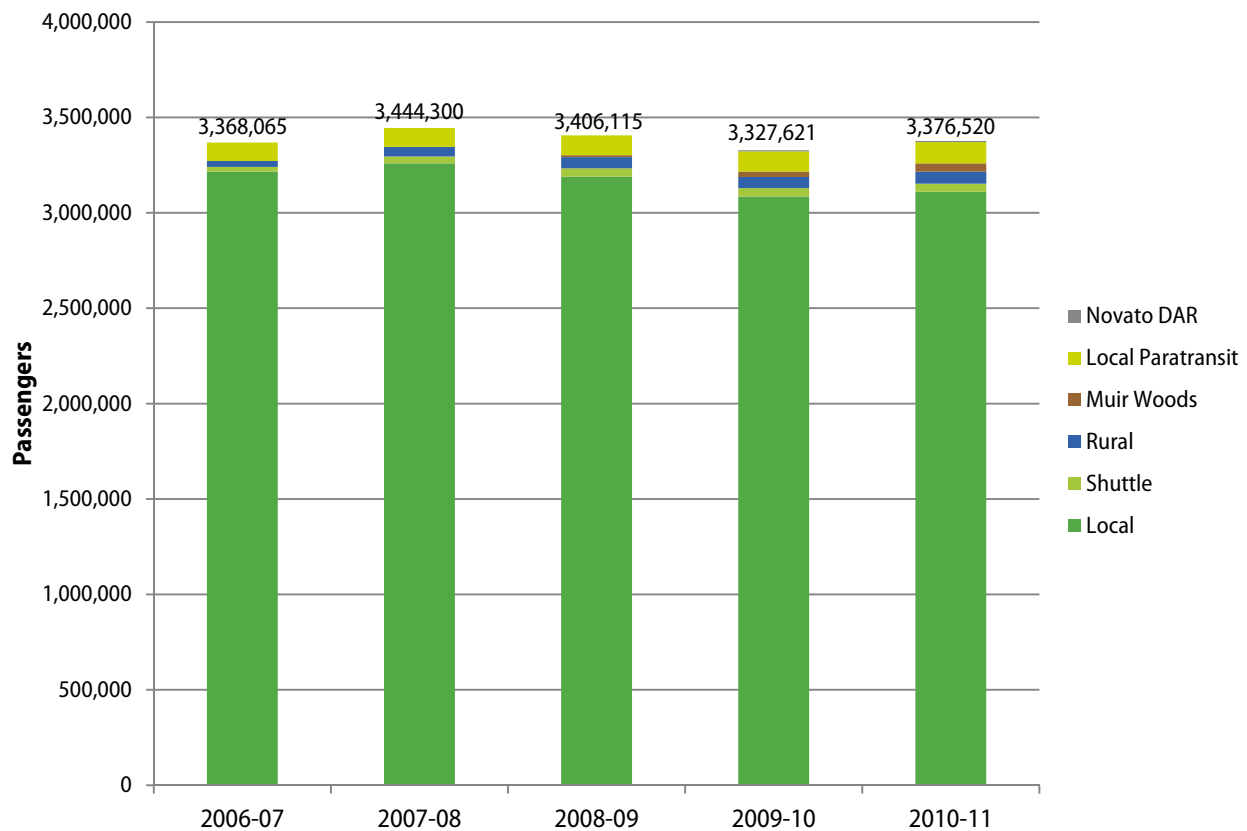
September 2011, Golden Gate Transit operated the service under contract with Marin Transit. This route provides service between Sausalito/Marin City and the Muir Woods National Monument. Demand for the shuttle service has grown considerably over the past three years of operation, resulting in significant increases in both service hours and ridership.

**Goal A:** *Relieves congestion and provides mobility as measured in total ridership*

At a minimum, Marin Transit aims to ensure ridership increases are on par with population increases in Marin County.

**Performance:** Annual ridership on all Marin Transit services for the past five years is shown in Figure 2-1. Marin Transit met its ridership performance goal in FY 2010-11 when ridership increased 1.34% over the previous year compared to the County’s population increase of 0.9% between 2010 and 2011.

**Figure 2-1: Total Marin Transit Passenger Trips**



---

**Goal B:** *Ensures high levels of customer satisfaction with services*

Based on customer surveys, the Agency's target is for 75% of respondents rating services as "good" or "excellent." The Agency also aims to conduct surveys at least every five years.

**Performance:** Marin Transit continues to improve customer satisfaction by working with Golden Gate Transit to refine how customer complaints are handled and by working to increase options for customers to provide feedback to the Agency, including onboard comment cards, which are currently available on Stagecoach, Shuttle, and Paratransit vehicles. The Marin Transit website allows customers to submit comments through an online comment form.

In 2005, 55% of survey respondents rated transit services as "good" or "excellent." An updated systemwide onboard survey will be conducted in the fall of 2012.

---

**Goal C:** *Provides accessible and reliable transit services to Marin County*

Marin Transit's goal is to provide transit service to major origins and activity centers within the County. This goal includes providing transit within ¼ mile of 85% of all County residents by census block, 80% of major employers and other large trip generators, and 90% of large multifamily housing developments as well as ensuring that 90% and 75% of middle and high schools are within ½ mile and ¼ mile, respectively, of transit service.

The Agency also aims to have less than 1% of fixed-route trips missed or removed from the daily schedule, and for at least 90% of all paratransit trips arriving within the pick-up window.

**Performance:** Based on 2010 Census data, about 79% of Marin County residents are within ¼ mile of existing transit. Of all major employers (defined as having more than 250 employees) 80% are within a ¼ mile of transit. About 90% of large multifamily housing units (defined as having 40 units or more) are served by transit. Of schools serving grades 8 and higher, including public and private schools, 77% are within ¼ mile of existing transit services, and 95% are within ½ mile.

The analysis does not include service provided by other transit service providers, such as Golden Gate Transit, that does serve areas beyond the ¼ and ½ mile distance from Marin Transit bus routes.

In the last year, about 0.02% of local fixed-route services were missed or canceled, and about 88% of paratransit pick-ups were made on time.

---

---

**Goal D:** *Provides service levels to prevent overcrowding*

Marin Transit aims to minimize the number of overloaded trips and overcrowding.

**Performance:** Marin Transit works closely with its contractors, specifically Golden Gate Transit, to ensure passengers are not left behind due to overcrowding or overloads. Overcrowding is particularly monitored on routes to and from the Canal area of San Rafael, routes that provide service along Highway 101, routes that provide supplemental school service, Muir Woods Shuttle trips, and West Marin Stagecoach routes that provide weekend summer service. Marin Transit provides frequent bus service using articulated buses in the Canal area of San Rafael to minimize overcrowding and ensure passengers wait no longer than 15 minutes for the next bus during peak periods. Shadow, or back-up buses have been deployed on the Muir Woods Shuttle to accommodate peaks in demand based on weather and traffic.

Marin Transit started tracking trips with overloads in December 2007. In FY 2010-11, local fixed-route services averaged 2.58 overloads per month.

---

**Goal E:** *Promotes environmental justice based on demographic analysis*

Acknowledging of the population that Marin Transit serves, Marin Transit has additional coverage goals to provide transit services within ¼ mile of 85% of seniors (population breakdown by census block), 90% of all census block groups exceeding the median of zero car households, and 90% of all census block groups below the County median income level.

**Performance:** Based on 2010 US Census data, 94.0% of all census block groups with a percentage of zero car households greater than the county median are served by transit and 94.2% of census block groups with a median income level below the county median are within ¼ mile of transit. This analysis does not include other transit service providers, which may serve some of the block groups located beyond the ¼ and ½ mile distance from Marin Transit bus routes.

Approximately 77% of seniors (by census block) are within ¼ mile of existing fixed-route transit service. Most of the areas with senior populations that are not served by transit are located in Novato and the Peacock Gap areas. It should be noted that the analysis does not include demand response services, such as the Novato Dial-A-Ride, or other transit service providers, that may serve census blocks beyond the ¼ mile distance from Marin Transit bus routes.

---

**Goal F:** *Meets cost efficiency standards based on cost per revenue hour*

The Agency monitors cost efficiency in terms of operating cost per revenue hour. Currently, performance targets are \$110 per hour for fixed-route and \$80 per hour for demand response

programs. *These targets are based on a peer review conducted in 2011 and will increase annually based on three percent escalation.*

**Performance** Operating costs per revenue hour continued to increase steadily over the past three years, particularly for fixed-route services. While demand response operating costs are rising, the Agency's performance goal of \$80 per hour is still being met at an average of \$78.48 average per hour.

For fixed-route services, however, the goal of \$110 per hour is a systemwide target merging all fixed-route programs. In FY 2010-11, the fixed route hourly rate average was \$132.94. The majority of fixed route hours and the highest cost for services are associated with those contracted services operated by Golden Gate Transit. As a result, this contract has the most significant impact on the hourly average. Individually, two of the four Marin Transit fixed route programs met the fixed-route target.

Beginning in 2008, the agency restructured its contract provisions through a new Request for Proposal (RFP) to improve cost efficiencies on three of its contracted services; the Community Shuttle program, Stagecoach Rural program, and the paratransit program. Currently, Marin Transit is in discussion with Golden Gate Transit to reduce local fixed route costs.

## Route Level Performance

Table 2-7 shows route-level performance for all Marin Transit services for FY 2010-11 with routes grouped by service typology.

### **Goal A:** *Meets productivity standards based on passengers per hour/trip and service typology*

The Agency has specified productivity goals measured by passengers per hour or trip and based on service typologies, as shown in Table 2-3.

**Table 2-3: Productivity Goals by Typology**

Typology	Routes	Target (minimum)
Urban Trunk	36, 71	25 passengers/ REVENUE HOUR
Urban Core	35, 45	25 passengers/ REVENUE HOUR
Regular Local	17, 22, 23, 29, 49, 52	20 passengers/ REVENUE HOUR
Local Connector	19, 51, 221, 233, 259	8 passengers/ REVENUE HOUR
Supplemental	113, 114, 117, 125, 126, 127, 139	20 passengers/TRIP
Rural	61, 62, 68	4 passengers/ REVENUE HOUR
Recreational	66	20 passengers/TRIP
Demand Response	Local DAR, Novato DAR	2 passengers/ REVENUE HOUR

**Performance:** Figure 2-2 shows the productivity of each route for the last fiscal year compared to the service standard. Productivity goals for all urban trunk, urban core, and demand response services were met. More than half of the regular local, local connector, rural, and supplemental services met their respective targets.

Productivity levels in FY 2010-11 were significantly below targets for both Route 221 and Route 62, and both were discontinued in FY 2011-12. The productivity level for Route 259 was also quite low but restructuring of this service in FY 2011-12 has significantly improved performance.

### **Goal B:** *Meets cost effectiveness standards based on subsidy per trip and service type*

The Agency has specified cost effectiveness goals measured by average subsidy per passenger and based on service typologies, as shown in Table 2-4.

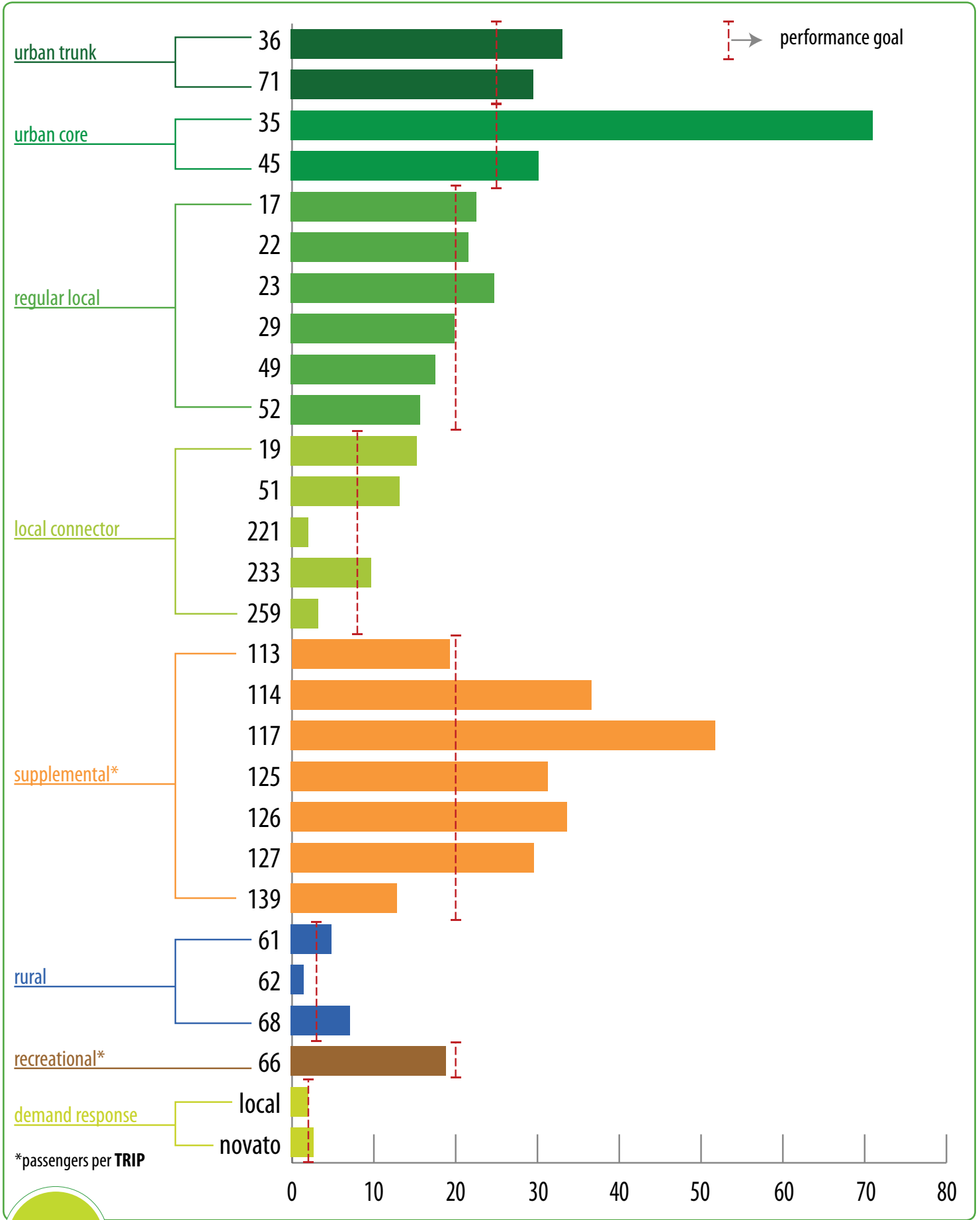


**Table 2-4: Cost Effectiveness Goals by Typology**

Typology	Routes	Target (maximum)
Urban Trunk	36, 71	\$5.00/passenger
Urban Core	35, 45	\$3.00/passenger
Regular Local	17, 22, 23, 29, 49, 52	\$5.00/passenger
Local Connector	19, 51, 221, 233, 259	\$8.00/passenger
Supplemental	113, 114, 117, 125, 126, 127, 139	\$5.00/passenger
Rural	61, 62, 68	\$12.00/passenger
Recreational	66	\$3.00/passenger
Demand Response	Local DAR, Novato DAR	\$30.00/passenger

**Performance:** Figure 2-3 shows the cost effectiveness of each route for the last fiscal year compared to the service standard. Maximum subsidy goals were met for all or most urban trunk and supplemental routes, while about half of the urban core and demand response service met their respective targets.

Passenger subsidy levels were especially higher than targets on the Route 221 and Route 62, both of which were discontinued in FY 2011-12. The subsidy level for Route 259 was also quite high, and the route has since been restructured to increase productivity.



\*passengers per TRIP



Figure 2-2: FY2010-11 Productivity by Route and Typology

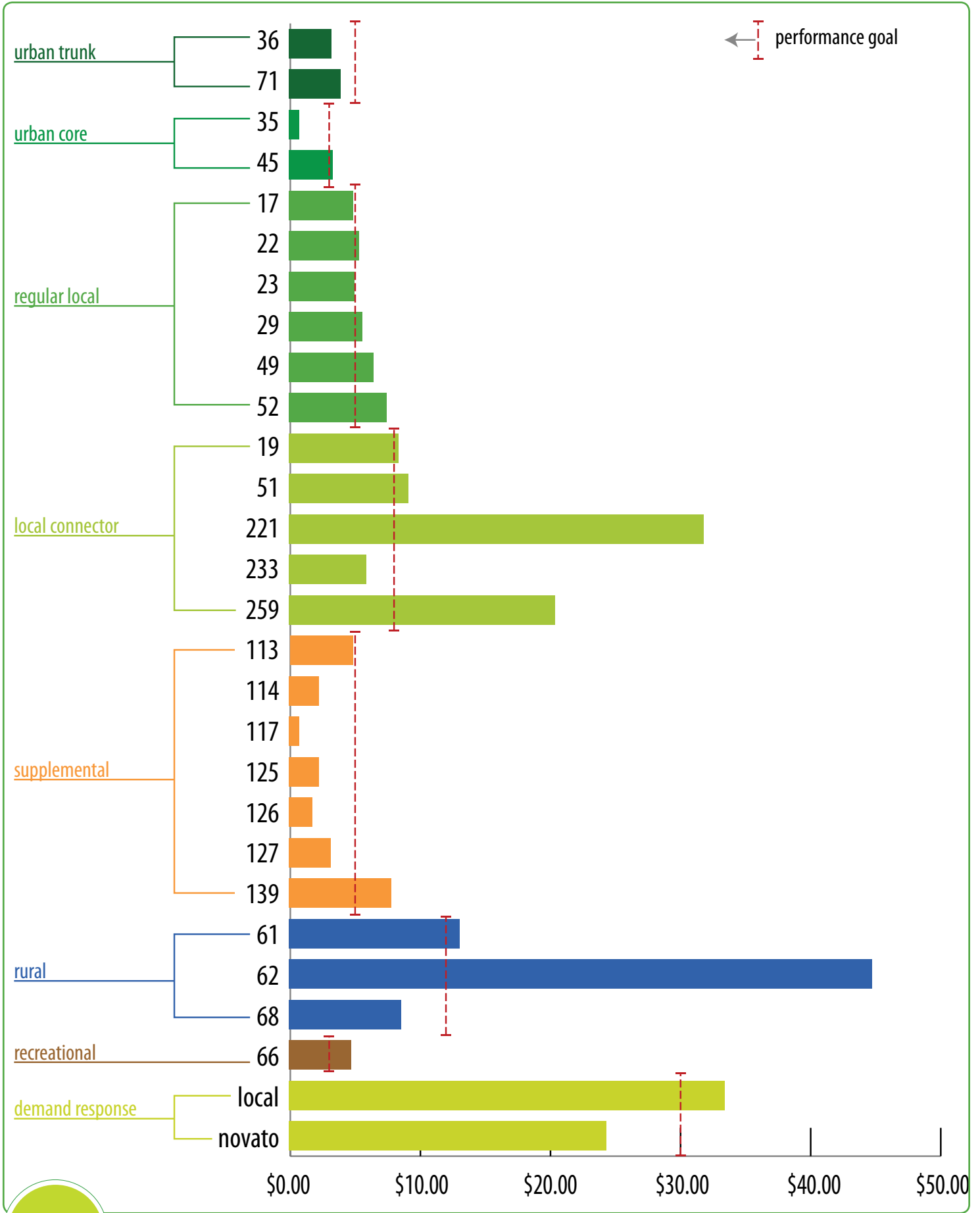


Figure 2-3: FY2010-11 Passenger Subsidy by Route and Typology

**Goal C:** *Provides adequate service frequency based on service typology*

The Agency has specified service frequency targets based on service typology and the markets served by each route, as shown in Table 2-5. As many of these routes provide overlapping service within a given corridor, corridor frequencies are often surpassing targets identified at the route level. As a result, current route frequencies achieve some of the corridor frequency goals outlined in Measure A.

**Table 2-5: Service Frequency Goals by Typology**

Typology	Routes	Target (minimum)	
		Peak (min)	Off-Peak (min)
Urban Trunk	36, 71	30 <sup>(1)</sup>	30 <sup>(1)</sup>
Urban Core	35, 45	15	30
Regular Local	17, 22, 23, 29, 49, 52	30	60
Local Connector	19, 51, 221, 233, 259		60
Rural	61, 62, 68		120
Recreational	66		60

**Notes:**

(1) Frequency targets for Urban Trunk services are based on all services in the Highway 101 corridor that serve the local bus pads and transfers stops.

**Performance:** Service frequency goals were met for all local connector and almost all rural routes, as well as the recreational route. About half of the urban core and regular local routes met their respective targets. It should be noted that regional Golden Gate Transit “corridor” services along Highway 101 create service frequencies that assist the Agency in meeting service targets for the Urban Trunk services.

**Goal D:** *Provides adequate span of service based on service typology*

The Agency has specified span of service targets based on service typology and the markets served by each route, as shown in Table 2-6.

**Table 2-6: Span of Service Goals by Typology**

Typology	Routes	Target (minimum)	
		Weekday (hrs)	Weekend (hrs)
Urban Trunk	36, 71	14	14
Urban Core	35, 45	14	12
Regular Local	17, 22, 23, 29, 49, 52	12	8
Local Connector	19, 51, 221, 233, 259	8	-
Rural	61, 62, 68	8	8
Recreational	66	-	8

**Performance:** Span of service goals were met for all urban core, regular local, and recreational routes. Most of the local connector and rural routes met their respective targets, while none of the urban trunk routes met the 14 hour span of service target. However, regional 101 Golden Gate Transit “corridor” services provide spans that combine to meet this performance goal.

---

**Goal E:** *Provides competitive travel times to promote transit usage*

To promote the use of transit, the Agency aims to provide travel times that are competitive with the automobile. Based on non-congested conditions, scheduled transit travel times for each local fixed-route service in each direction should be no more than 150% longer than the equivalent auto travel times.

**Performance:** Of the 11 local fixed-route services, four routes met the travel time target in both directions and one met the target in a single direction. Route 35 in the eastbound direction and Route 23 in the westbound direction have the longest transit travel times compared to auto travel, taking more than twice as long to complete a trip.

Table 2-7: FY 2010-11 Performance by Route

Route	Revenue Hours	Revenue Miles	Operating Cost	Passenger Trips	Fare Revenue	Cost Per Revenue Mile	Cost Per Revenue Hour	Subsidy Per Passenger	Farebox Recovery Ratio	Passenger Per Revenue Hour/Trip <sup>(1)</sup>
<b>Urban Trunk</b>										
36	3,994	52,177	\$583,138	132,600	\$152,937	\$11.18	\$146.00	\$3.24	26.2%	33.2
71	11,015	179,228	\$1,674,485	326,815	\$377,822	\$9.34	\$152.02	\$3.97	22.6%	29.7
<b>Urban Core</b>										
35	9,495	66,744	\$1,300,876	675,335	\$779,448	\$19.49	\$137.00	\$0.77	59.9%	71.1
45	8,599	79,297	\$1,181,029	260,334	\$300,652	\$14.89	\$137.34	\$3.38	25.5%	30.3
<b>Regular Local</b>										
17	12,416	175,295	\$1,717,546	281,526	\$325,096	\$9.80	\$138.34	\$4.95	18.9%	22.7
22	18,163	218,947	\$2,576,268	393,870	\$454,893	\$11.77	\$141.84	\$5.39	17.7%	21.7
23	8,766	67,441	\$1,348,220	217,989	\$250,855	\$19.99	\$153.81	\$5.03	18.6%	24.9
29	12,423	139,108	\$1,684,818	248,514	\$286,868	\$12.11	\$135.62	\$5.63	17.0%	20.0
49	9,014	143,832	\$1,216,286	159,065	\$183,793	\$8.46	\$134.94	\$6.49	15.1%	17.6
52 <sup>(2)</sup>	7,623	110,054	\$1,043,620	120,454	\$139,041	\$9.48	\$136.90	\$7.51	13.3%	15.8
<b>Local Connector</b>										
19	4,746	65,731	\$700,541	72,989	\$84,288	\$10.66	\$147.61	\$8.44	12.0%	15.4
51	7,164	98,948	\$986,399	95,260	\$109,709	\$9.97	\$137.68	\$9.20	11.1%	16.8
221 <sup>(3)</sup>	1,778	26,670	\$125,064	3,804	\$3,883	\$4.69	\$70.34	\$31.86	3.1%	2.1
222 <sup>(4)</sup>	-	-	-	-	-	-	-	-	-	-
233	3,048	32,258	\$207,217	29,984	\$29,638	\$6.42	\$67.98	\$5.92	14.3%	9.8
257 <sup>(5)</sup>	-	-	-	-	-	-	-	-	-	-
259	2,286	41,148	\$164,453	7,665	\$7,548	\$4.00	\$71.94	\$20.47	4.6%	3.4

Table 2-7: FY 2010-11 Performance by Route (con't)

Route	Revenue Hours	Revenue Miles	Operating Cost	Passenger Trips	Fare Revenue	Cost Per Revenue Mile	Cost Per Revenue Hour	Subsidy Per Passenger	Farebox Recovery Ratio	Passenger Per Revenue Hour/Trip <sup>(1)</sup>
<b>Supplemental</b>										
113	219	2,324	\$71,112	11,889	\$13,575	\$30.60	\$325.16	\$4.84	19.1%	19.3
114 <sup>(6)</sup>	67	1,515	\$12,592	3,603	\$4,392	\$8.31	\$187.10	\$2.28	34.9%	36.8
117	281	3,079	\$70,349	36,923	\$42,059	\$22.85	\$250.00	\$0.77	59.8%	51.9
125	102	1,928	\$19,819	5,752	\$6,566	\$10.28	\$194.49	\$2.30	33.1%	31.4
126	323	4,295	\$76,200	25,794	\$29,435	\$17.74	\$235.77	\$1.81	38.6%	33.8
127	622	9,650	\$167,029	38,195	\$43,564	\$17.31	\$268.71	\$3.23	26.1%	29.7
139	203	2,226	\$37,259	4,139	\$4,732	\$16.74	\$183.27	\$7.86	12.7%	13.0
<b>Rural</b>										
61	5,174	87,636	\$371,005	25,889	\$31,899	\$4.23	\$71.70	\$13.10	8.6%	5.0
62 <sup>(7)</sup>	878	20,473	\$63,436	1,377	\$1,724	\$3.10	\$72.25	\$44.82	2.7%	1.6
68	4,984	91,216	\$358,036	36,260	\$44,980	\$3.93	\$71.84	\$8.63	12.6%	7.3
<b>Recreational</b>										
66	1,775	28,136	\$261,330	43,525	\$53,322	\$9.29	\$147.26	\$4.78	20.4%	24.5
<b>Paratransit</b>										
Local	51,087	730,569	\$3,945,732	111,250	\$216,905	\$5.40	\$77.24	\$33.52	5.5%	2.2
Novato DAR	2,040	28,914	\$146,294	5,720	\$6,761	\$5.06	\$71.70	\$24.39	4.6%	2.8
<b>Total</b>	<b>188,286</b>	<b>2,578,308</b>	<b>\$22,110,153</b>	<b>3,376,520</b>	<b>\$3,986,385</b>	<b>\$8.81</b>	<b>\$117.43</b>	<b>\$5.37</b>	<b>18.0%</b>	<b>17.9</b>

**Notes:**

- (1) Passengers per revenue hour shown for all services except Supplemental services, where passengers per trip is used  
(2) Route 52 service ended March 10, 2012  
(3) Route 221 service ended in July 29, 2011  
(4) Route 222 service began August 1, 2011  
(5) Route 257 service began March 11, 2012  
(6) Route 114 is a seasonal route that operates in June and July only.  
(7) Route 62 service ended January 29, 2012

## Agency Level Performance

Agency level performance goals are aimed at organizational achievements that are not directly linked to the service Marin Transit provides.

---

### **Goal A:** *Attracts outside funding sources, including federal, state, and toll revenue as well as other local funds*

Marin Transit uses local Measure A funds as the local match for state and federal grant sources and to pay for administrative costs associated with securing grant funding. As Marin Transit has increased staff, the Agency has been able to implement more programs and secure additional grant funding. It is Marin Transit's goal to maintain 2% of its budget as grant funded.

**Performance:** In FY 2010-11, the Agency was able to secure 5% of its budget from outside funding sources, as shown in Table 2-8.

---

### **Goal B:** *Operates the system in a manner that encourages public involvement and participation*

**Performance:** Marin Transit is committed to encouraging public involvement and participation in the local transit planning and monitoring process. Marin Transit implemented its second passenger survey in 2008, collecting over 3,000 passenger surveys and surveying every route in the system. A third systemwide passenger survey will be conducted in Fall 2012 and Marin Transit will continue to conduct passenger surveys every four years. In addition to the comprehensive systemwide onboard surveys, Marin Transit conducted surveys on Routes 19, 49, 51, 52, and 71 in FY 2010-11 and FY 2011-12 for use in the Novato and Tiburon Transit Needs Assessment Studies.

Marin Transit holds various public meetings in local communities to gather feedback on the system and communicate directly with bus passengers. The Novato and Tiburon Transit Needs Assessment Studies are recent examples of Marin Transit's planning approach based on community and stakeholder participation.

Stakeholder advisory groups, known as the Marin Mobility Consortium, were developed in 2010 to target expansion of transportation options for Marin's senior, disabled, and low-income residents. This group is chaired by Marin Transit's Community Mobility Manager and has over 60 active members. Consortium meetings are held quarterly and additional meetings are held by the steering committee and focused workgroups.

Marin Transit staffs the Marin County Paratransit Coordinating Council to facilitate discussion and maintain accessibility of transit services to those unable to ride fixed route transit as defined under the Americans with Disabilities Act. Marin Transit also participates in Golden Gate Transit's Accessibility Committee and Bus Passenger Advisory Committee to hear from general public riders and riders with disabilities regarding accessibility issues on the fixed route bus system.



**Goal C:** *Maintains a capital plan to minimize air quality issues and provide quality amenities and vehicles*

**Performance:** Marin Transit's capital plan is described in Chapter 4 and includes programs to improve bus stops and purchase new hybrid vehicles.

**Table 2-8: Outside Grant Funding by Fiscal Year**

Fund Source	FY 2010-11 Actual	FY 2011-12 Est Actual	FY 2012-13 Budget
FTA 5311 (rural funding)	\$105,337	\$213,007	\$166,144
FTA 5311f (rural vehicles)	\$288,518	-	-
Caltrans Planning Grants- FTA 5304 (West Marin Needs Assessment 08/09, Novato Needs Assessment 10/11, Tiburon Needs Assessment)	\$79,954	\$63,753	\$145,000
Lifeline –State Transit Assistance (Marin City Shuttle, Route 35)	\$153,098	\$146,470	\$588,079
State Transportation Improvement Program (South Novato Bus Stop Improvements)	\$27,158	\$750,000	\$1,823,000
State Infrastructure Bond Funds (shuttle vehicles, Hybrid local match, Muir Woods vehicles) <sup>1</sup>	\$100,000	\$353,514	\$1,168,430
New Freedom Funds –FTA 5317 (Volunteer Driver, Mobility Management)	\$178,246	\$89,984	\$22,835
American Reinvestment and Recovery Act (AVL, MDT, DMS, Stage Vehicles)	\$116,699	\$403,631	-
State of Good Repair-FTA 5309 (Bus Stop Improvements)	-	\$76,000	\$860,000
National Park Service Grant (Muir Woods Shuttle)	\$133,852	\$130,157	\$150,000
Paul Sarbanes Transit in the Parks- FTA 5320 (Muir Woods Shuttle)	-	\$340,224	\$1,100,000
Transit Capital - FTA 5307 – Paratransit Vehicles	-	-	\$195,621
Job Access Reverse Commute – FTA 5316 (Mobility Management Technology)	-	-	\$300,000
Job Access Reverse Commute- FTA 5316 (Shuttle Service)			\$105,920
<b>Total Grant Funds</b>	<b>\$1,182,862</b>	<b>\$2,566,740</b>	<b>\$6,625,029</b>
<b>Marin Transit Budget</b>	<b>\$24,048,098</b>	<b>\$27,408,582</b>	<b>\$33,451,792</b>
<b>% of Total Budget</b>	<b>5%</b>	<b>9%</b>	<b>20%</b>

**Notes:**

(1) Funds may be delayed according to State bond sales.

**Table 2-9: System Performance Objectives, Measures and Actual Performance**

Level	Goal	Performance Target	Actual Performance
Systemwide	A. Relieves congestion and provides mobility	Total ridership increasing at least the rate of population growth in Marin County	Population growth, 0.96% Ridership growth, 1.34%
	B. Ensure high levels of customer satisfaction with services performed by the Agency	75% of respondents rate the services “good” or “excellent” in survey taken at least every five years	55% in 2005
	C. Provides accessible and reliable transit services to Marin County	85% of all residents in Marin County within ¼ mile of transit route	79.2%
		80% of major employers and other trip generators are within ¼ mile of transit route	80.0%
		90% of middle and high schools are within ½ mile of a transit route, 75% within ¼ mile	95% within ½ mile 77% within ¼ mile
		90% of large multifamily housing (40+ units) within ¼ mile of a transit route	90.1%
		<1% of trips missed or removed from daily schedule	0.02%
		90% of all paratransit trips arrive within pick-up window	88.2%
	D. Provides service levels to prevent overcrowding	Minimize overloaded trips	2.58/month
	E. Promotes environmental justice based on demographic analysis	85% of all census block groups exceeding the County median of senior population served by transit (within ¼ mile)	77.8%
		90% of all census block groups exceeding the County median of zero car households served by transit (within ¼ mile)	94.0%
		90% of all census block groups below the County median income level served by transit (with ¼ mile)	94.2%
	F. Meets cost efficiency standards based on cost per revenue hour	\$110 per hour maximum for fixed-route services	\$134
		\$80 per hour maximum for demand response services	\$78

Route	A. Meets productivity standards based on passengers per hour/trip and service typology	25 passengers per hour minimum for Urban Trunk routes	2 of 2
		25 passengers per hour minimum for Urban Core routes	2 of 2
		20 passengers per hour minimum for Regular Local routes	4 of 6
		8 passengers per hour minimum for Local Connector routes	3 of 5
		20 passengers per trip minimum for Supplemental routes	5 of 7
		4 passengers per hour minimum for Rural routes	2 of 2
		20 passengers per trip minimum for Recreational routes	0 of 1
		2 passengers per hour minimum for Demand Response programs	2 of 2
	B. Meets cost effectiveness standards based on subsidy per trip and service typology	\$5.00 maximum average subsidy for Urban Trunk routes	2 of 2
		\$3.00 maximum average subsidy for Urban Core routes	1 of 2
		\$5.00 maximum average subsidy for Regular Local routes	1 of 6
		\$8.00 maximum average subsidy for Local Connector routes	1 of 5
		\$5.00 maximum average subsidy for Supplemental routes	6 of 7
		\$12.00 maximum average subsidy for Rural routes	1 of 3
		\$3.00 maximum average subsidy for Recreational routes	0 of 1
		\$30.00 maximum average subsidy for Demand Response programs	1 of 2
	C. Provides adequate service frequency based on service typology	30 min peak/30 min off-peak minimum headway for Urban Trunk routes	2 of 2
		15 min peak/30 min off-peak minimum headway for Urban Core routes	1 of 2
		30 min peak/60 min off-peak minimum headway for Regular Local routes	3 of 6
		60 min minimum headway for Local Connector routes	5 of 5
		120 min minimum headway for Rural routes	2 of 3
30 min minimum headway for Recreational routes		1 of 1	

	D. Provides adequate span of service based on service typology	14 hr weekday/14 hr weekend minimum span of service for Urban Trunk routes	0 of 2
		14 hr weekday/12 hr weekend minimum span of service for Urban Core routes	2 of 2
		12 hr weekday/8 hr weekend minimum span of service for Regular Local routes	6 of 6
		8 hr weekday minimum span of service for Local Connector routes	4 of 5
		8 hr weekday/8 hr weekend minimum span of service on Rural routes	2 of 2
		10 hr weekend minimum span of service on Recreational routes	1 of 1
		E. Provides competitive travel times to promote transit usage	Travel time on local fixed-route services by route and direction does not exceed 150% of uncongested auto travel time
Agency	A. Attracts outside funding sources, including federal, state and toll revenue, as well as other local funds	Grants account for 2% of the Marin Transit Budget (excludes STA and TDA)	3.3%
	B. Operate the system in manner that encourages public involvement and participation	Provide channels for customer feedback in English and Spanish	Survey, Paratransit Coordinating Council, on-board comment cards, email, and phone calls
		All meetings to be held in accessible locations that are served by transit (within ¼ mile)	Yes, meeting locations include: Novato City Hall, Hamilton Community Center, Marin City Senior Center, Marin Transit Offices, Point Reyes Dance Palace, Stinson Community Center
		Continued participation in Bus Passenger Advisory Committee and Advisory Committee on Accessibility	Yes
C. Maintain a capital plan to minimize air quality issues and provide quality amenities and vehicles		Most recent capital plan adopted by Marin Transit Board January 31, 2011	