

## Chapter 3: Service Plan

The service plan outlined below shows anticipated future transit service levels by revenue hours and revenue miles over the next ten years. Recognizing that limited financial resources are available for transit services within the life of this study, recommendations for needed service improvements beyond the Agency's financial means are included in this chapter. These changes are needed to achieve many of the goals of the Measure A Expenditure Plan and to create a transit network within the County that provides a feasible and sustainable mobility option while helping to reduce roadway congestion within the County.

This service plan was developed recognizing a number of challenges. These include declining revenues, increasing service costs, an aging population, and the need to address the mandates of local funding measures. In response to these challenges, Marin Transit has continued to diversify its planning and operations practices to better match service levels to demand, control costs, and better respond to local mobility needs. Additional opportunities will be recognized with improvements in the regional transit and other alternative transportation options within the County. Further description of these challenges and opportunities is presented below.

### Challenge: Declining Revenue

Like all transit agencies, Marin Transit faces very serious fiscal challenges due to decreasing revenue and increasing operational costs. Current economic conditions have slowed property tax growth and sales tax revenue, which reduce Transportation Development Act (TDA) and Measure A sales tax funds. Impacts to these revenue streams have a direct bearing on Marin Transit's ability to deliver transit services. Passenger fares account for less than 25% of operating costs, and this proportion declines as operating costs increase.

### Challenge: Increasing Costs

The majority of Marin Transit costs are associated with the delivery of the local services provided by Golden Gate Transit. This challenge is compounded by current contract provisions that include annual rate increases of 5%. In the current fiscal climate, this makes it difficult to maintain service levels. Efforts are currently underway to negotiate a new agreement with Golden Gate Transit to introduce measures to stabilize costs and provide the Agency additional financial sustainability.

Prior to initiating negotiations with Golden Gate Transit and in recognition of the financial realities of decreasing revenues and increasing costs, Marin Transit evaluated all of its expenses to determine potential cost savings measures. The Agency took measures over the last several years to help sustain its resources which included:

- A review and reduction of administrative costs and agency initiatives, including marketing, special service funds and planning funds;
- Launch of Marin Access to provide lower cost senior and special needs transportation to control paratransit demand and cost increases;

- Major service cuts in March of 2010 including a 5.5% reduction (6,690 revenue hours) of fixed route local service;
- Competitive procurement of the Community Shuttle services in 2009;
- Competitive procurement of all paratransit services in 2010;
- A re-bid of Rural and Recreational services in the fall of 2011 which resulted in a reduced hourly rate and an overall cost savings for the agency; and
- Notice of termination to Golden Gate Transit to initiate a renegotiation effort of the interagency agreement. Terms of a renegotiated contract or agreement would be effective January 2014.

To reflect these recent measures by the Agency, operating budget figures and assumptions were updated in the financial model. These included a drop in the hourly rate for Rural and Recreational (Muir Woods Shuttle) services starting in February 2012 and a reduction in the local fixed route hourly cost assumption starting in January 2014.

### **Challenge: Aging, Disabled, and Low-Income Populations**

Marin County has an ongoing responsibility to its special needs population, including seniors, disabled, 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 difficult economic times. The last rider survey of local transit riders showed 61% of riders earn less than \$25,000 per year and future population trends show 40% of the County's population over 62 by 2030. Marin Transit currently supports ongoing programs to address these populations' needs including group pass programs with Homebound Bound and the County's Health and Human Services Agency, travel training with seniors to encourage use of the fixed route services, expanded shuttle services that cater to their needs, and free youth passes for low income families. New programs such as volunteer driver and gap grant assistance introduced through grants and Measure B funding increase mobility options for these populations. Marin Transit will work to ensure sufficient funding is available to meet mandated paratransit service demand and use any additional paratransit funding efficiently and to continue to meet the majority of demand for non-mandated trips.

### **Challenge: Agency Self Sufficiency**

Marin Transit identified challenges in previous Short Range Transit Plans that remain relevant, including aspects of becoming a mid-size "full service" transit operator and the ability to receive federal funds. As an agency, Marin Transit has matured into its role and responsibilities of becoming a mid-sized transit operator and in providing local transit services to Marin County.

With increasing staff and recent investments in an integrated data management system and accounting software, Marin Transit has enhanced its capabilities and management control over its finances and operations data. This level of sophistication allows the Agency to accurately and efficiently comply with reporting requirements typically required at the regional, state, and federal levels. In addition, the Agency has improved its ability to oversee all its contract operations, manage planning and capital projects, and procure equipment.

Beginning in 2011, Marin Transit staff requested consideration of the Federal Transit Administration (FTA) and the MTC to become a direct recipient of federal funds, rather than having these funds continued to be programmed through Golden Gate Transit, on our behalf. Receiving funds directly will not increase the amount of funding available to the region, but will provide Marin Transit increased access to allocations for the County and allow the Agency to compete for discretionary funding such as the recently awarded Paul S. Sarbanes Transit in Parks and State of Good Repair Federal grants. These discussions will continue in parallel with contract discussions with Golden Gate Bridge District and recommendations of the MTC's Transit Sustainability Project.

### **Opportunity: Diversification of Services**

Marin Transit has done a lot to prepare for the changing demographics of the County and the needs of its riders. The Agency's Mobility Management Program is one of the more developed programs in the Bay Area, identifying and providing mobility options for the senior and ADA eligible populations within the County. Supported by Measure B and various grant opportunities, these programs will continue to grow and mature to address the increasing demand for paratransit services by offering more attractive mobility options at a lesser cost to the Agency. The Mobility Management Program coordinates resources, volunteers, and social service organizations with the County to develop and support these services.

Advances in the fixed route program have also positioned the Agency to respond to the need for a range of mobility options. The development of service typologies outlines the range of services offered within the County and their focus operationally in meeting transit demand. The continued growth and expansion of the local connector services or "community shuttles" responds to input from community-based planning efforts and has a stronger appeal to senior riders. In providing community fixed route services and travel training, Marin Transit is working towards minimizing dependence on more expensive paratransit services.

### **Opportunity: Regional Transit Expansion and New Non-Motorized Program Synergies**

Marin County will continue to strengthen mobility options and seek opportunities for increased ridership. The SMART service is scheduled to open in 2015 and will offer a new fixed-rail transit option for Sonoma and Marin County residents. Golden Gate Transit bus and ferry service connections to San Francisco and the East Bay also continue to adapt to provide Marin County residents with a more attractive transportation alternative to these highly desired work and entertainment markets. Recent regional bus improvements include the Route 101 express service.

The Transportation Authority of Marin (TAM), the county's Congestion Management Agency, is also developing permanent and pilot projects that support alternative transportation including a guaranteed ride home program, countywide bike share pilot, potential car-sharing opportunities, and a dynamic rideshare pilot program. Local transit serves a key role in facilitating first and last mile for regional transit connections and together with the other alternative transportation options, provides increasing opportunities to engage in a car-free lifestyle.

## Planned Service Levels

Previous Marin Transit Short Range Transit Plans prepared for service level reductions as a result of declines in Measure A sales tax revenue, State and Federal revenues, and contractually fixed increases of fixed route costs of 5%. As a result, major service cuts occurred including a 5.5% reduction (6,690 revenue hours) of fixed route local service in March of 2010. These reductions eliminated the least productive trips and were vetted through a public outreach effort. The result was an increase in efficiency but an overall drop in service levels.

Marin Transit originally anticipated that by making these initial reductions, relying on agency reserves, raising fares, and cutting many agency costs, future reductions could be delayed or averted. However, in early 2011 the Agency realized that these initiatives could not compensate for the fact that forecast revenue growth would not keep pace with cost increases. Consequently the Agency has initiated negotiations with Golden Gate Transit with a desired outcome of contracting for service at a rate more consistent with the Agency's resources. Revenues available for future service improvements are dependent on the outcome of these negotiations.

Marin Transit also continues 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. This program was suspended in FY 2009-10 to minimize the impact of reduced funding on existing service levels. If additional funding becomes available, this program may be restarted to support new partnership service that will be required to meet performance criteria.

**Table 3-1: Planned Revenue Hours by Service Type and Route Typology**

Fiscal Year	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
<b>Fixed-Route</b>										
Urban Trunk	19,302	13,800	13,800	13,800	13,800	13,800	13,800	13,800	13,800	13,800
Urban Core	18,408	18,095	18,095	18,095	18,095	18,095	18,095	18,095	18,095	18,095
Regular	61,428	62,253	62,253	62,253	62,253	62,253	62,253	62,253	62,253	62,253
Supplemental School	1,821	1,713	1,713	1,713	1,713	1,713	1,713	1,713	1,713	1,713
Local Connectors	22,240	28,291	28,457	30,523	30,523	30,523	30,523	30,523	30,523	30,523
Rural	11,486	12,800	12,800	12,800	12,800	12,800	12,800	12,800	12,800	12,800
Recreational	2,075	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
<b>Fixed-Route Bus Total</b>	<b>136,756</b>	<b>140,680</b>	<b>140,846</b>	<b>142,912</b>						
<b>Demand Response</b>										
Paratransit	52,470	54,067	56,116	57,949	59,746	61,309	62,789	64,159	65,382	66,416
Novato Dial-A-Ride	2,123	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200	2,200
<b>Demand Response Total</b>	<b>54,593</b>	<b>56,267</b>	<b>58,316</b>	<b>60,149</b>	<b>61,946</b>	<b>63,509</b>	<b>64,989</b>	<b>66,359</b>	<b>67,582</b>	<b>68,616</b>

**Table 3-2: Planned Service Miles by Service Type and Route Typology**

Fiscal Year	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19	FY 2019-20	FY 2020-21
<b>Fixed-Route</b>										
Urban Trunk	285,459	210,035	210,035	210,035	210,035	210,035	210,035	210,035	210,035	210,035
Urban Core	153,054	150,680	150,680	150,680	150,680	150,680	150,680	150,680	150,680	150,680
Regular	757,086	771,114	771,114	771,114	771,114	771,114	771,114	771,114	771,114	771,114
Supplemental School	24,508	24,508	24,508	24,508	24,508	24,508	24,508	24,508	24,508	24,508
Local Connectors	347,157	435,141	446,318	483,521	483,521	483,521	483,521	483,521	483,521	483,521
Rural	204,569	232,783	232,783	232,783	232,783	232,783	232,783	232,783	232,783	232,783
Recreational	20,861	25,571	25,571	25,571	25,571	25,571	25,571	25,571	25,571	25,571
<b>Fixed Route Bus Totals</b>	<b>1,792,694</b>	<b>1,849,832</b>	<b>1,861,009</b>	<b>1,898,212</b>						
<b>Demand Response</b>										
Paratransit	808,977	833,588	865,179	893,450	921,159	945,250	968,076	989,192	1,008,051	1,023,984
Novato Dial-A-Ride	26,292	27,195	27,195	27,195	27,195	27,195	27,195	27,195	27,195	27,195
<b>Demand Response Total</b>	<b>835,269</b>	<b>860,783</b>	<b>892,374</b>	<b>920,645</b>	<b>948,354</b>	<b>972,445</b>	<b>995,271</b>	<b>1,016,387</b>	<b>1,035,246</b>	<b>1,051,179</b>

## Fixed Route

### *Local Fixed Route*

The Local Fixed Route program contains routes within four of Marin Transit's service typologies including the Urban Trunk, Urban Core, Regular Local, and Supplemental Services. In the past two years, Marin Transit underwent two sizable service changes that impacted these routes - a significant reduction in service in March 2010 and a service restructuring in Northern Marin County in March 2012. The March 2010 service reduction included cancellation of selected underperforming trips on all routes within the local fixed route network with the exception of Route 29, 35, 71 and the supplemental school routes. This resulted in a decrease of 6,690 revenue hours for the local fixed route program.

The March 2012 service changes resulted from the Novato Transit Needs Assessment Study, concluded in August 2011. Recommendations from the Study were identified in two phases and called for more local service within Novato and shifting Route 51 to a shuttle operation and assigning as a local connector under the Marin Transit service typologies. Phase 1 recommendations focused on the local fixed routes that serve Novato (Routes 49, 51 and 52) eliminating duplications in regional and local services and reallocating these resources. As a result, these changes increased local service levels within Novato while reducing the overall fixed route service levels by 2,147 revenue hours. These changes are reflected as a decrease in urban trunk service and an increase in regular local and local connector services. The specific service changes included:

#### Route 51/52

- Consolidation of Routes 51 and 52 (as Route 51). The new route expands coverage within Novato from north to south and serves San Marin, Downtown Novato, Ignacio, and Alameda del Prado (with a Hamilton extension added for select school trips)
- Expanded weekend service within Novato to include service to San Marin and Alameda del Prado;
- Increased service during peak hours from 60 minute to 30 minute frequencies; and
- Retiming of service to meet High School and Middle School schedules

#### Route 49

- Extended from Ignacio to Downtown Novato and San Marin offering more direct one-seat rides within Novato and south to Terra Linda, Marin Civic Center, and Downtown San Rafael.
- Created express service south of Novato by eliminating unproductive segments in Terra Linda and Central San Rafael (see community shuttle section below for discussion of new service to these areas) and decreasing travel time to the San Rafael Transit Center.

The Phase 2 shift of Route 51 to a shuttle operation with improved service levels is reflected as an increase in the local connector service hours as of mid-FY 2013-14.

The Tiburon Transit Needs Assessment was conducted by Marin Transit in early 2012 with recommendations released in the summer of 2012. Fixed route service recommendations call for replacing Route 19 local fixed route service with a higher-frequency shuttle operation that connects the Tiburon Ferry to the Strawberry Transfer point at Strawberry Village. Due to current contract terms, the earliest these changes are expected to occur is in the 2014 calendar year. This change is reflected with an increase in local connector revenue hours and miles starting mid-FY 2013-14.

#### Unfunded Service Needs

Current conditions do not allow for service expansion or to achieve many of the priority projects set forth in the Measure A Expenditure Plan. If resources become available, these are areas Marin Transit has identified for service improvements:

- **Additional Direct Service from the Canal.** Routes 35 and 36 serve the Canal and are the most productive services in the County. However, most of this service is focused on the short connection to San Rafael and requires patrons to wait through a layover at the Transit Center or to transfer to reach their final destination. Through-routing of service within the Canal will create more one-seat rides and improved connectivity for the largest and most concentrated segment of Marin Transit riders. A new San Rafael Target store is expected to open in 2013 east of the Canal. Transit service expansion to this area will be done in concert with the improvements to Canal service.
- **South County Service Improvements.** Service improvements related to routes serving local markets in the South County (Route 17, 22, 29, 36) are focused on increased frequency, increased span of service, and more direct connections. Frequency and span improvements are needed to fulfill many of Measure A transit goals including 30-minute frequency service along Miller Avenue and East Blithedale in Mill Valley, along Tamalpais/Magnolia in Corte Madera/Larkspur, and along Sir Francis Drake in Larkspur. While 30-minute service exists in these corridors during the AM/PM peaks, midday frequencies revert to a 60-minute frequency. Span of service improvements should focus on adding earlier northbound service from Mill Valley, later southbound service from Mill Valley, and later southbound service to Corte Madera/Larkspur.

Transit connections within Southern Marin will be further studied in the upcoming Countywide Transit Market Assessment Study that will include an onboard survey and extensive analysis of transit travel patterns within the County. Current issues for Southern Marin riders are focused on connections in Strawberry between Routes 17, 19, and 22 and connections in Marin City between local and regional routes. A more direct connection between Sausalito, the Canal, and the San Rafael Transit Center will also be considered in this effort. The Agency will also assess needs related to any Golden Gate Transit changes to its regional Route 10, which provides local connections between Strawberry and Sausalito.

- **Highway 101 Corridor Service.** The Highway 101 corridor is the backbone of transportation within the County and the greater North Bay. Marin Transit Routes 17, 49, and 71 provide local circulation within the Marin County portion of this corridor while Golden Gate Basic Regional Routes 70, 80,

and 101 connect this corridor to Sonoma County and San Francisco. As Golden Gate Transit continues to refine their services to meet regional travel needs, Marin Transit will seek to preserve the frequent service levels within the County at all major stops and transfer locations.

- **San Rafael – San Anselmo Corridor Service Improvements.** The Downtown San Rafael to Downtown San Anselmo corridor offers some of the most transit-supportive land use patterns and transit destinations within the County. It also experiences significant roadway congestion and will benefit from increased transit services. Current weekday service levels offer 20 minute peak/30 minute off peak frequencies. Measure A priorities call for 15 minute frequencies in this corridor. Additional service between these two anchors, and on to College of Marin, should be pursued as funds become available.
- **Supplemental School Service.** Many schools within Marin County are experiencing a growing student population and shrinking budgets. Schools provide limited “yellow bus” services to Marin County students that leaves limited options for students with significant commutes. Marin Transit will continue to work with schools that actively participate in Marin Transit’s school transit program to identify opportunities to increase public transit services to these locations.

The unique nature of school service challenges fixed route operations and significantly increases equipment and driver needs. As prescribed in the Measure A Expenditure Plan, Marin Transit will continue to pursue innovative options to fund school transportation that provide improved cost efficiency and additional flexibility using local funds.

### *Recreational Services*

Marin Transit’s Recreational typology of services currently consists of one Route which is the Muir Woods Shuttle. Marin Transit assumed management of the Muir Woods Shuttle in the Summer of 2009, as a partnership with the National Park Service. In FY 2011-12, Marin Transit carried out a competitive procurement for this service and selected MV Transportation as the contract provider. Hourly service rates for the Muir Woods Shuttle dropped significantly following this competitive procurement, allowing the Agency to both expand service and save money under the new contract.

Marin Transit increased 2012 seasonal service hours to increase reliability and meet high ridership demands experienced on busy weekends during the peak of the summer months. This added service is reflected in the FY 2012-13 and FY 2013-14 years and continues through the duration of the plan.

### **Unfunded Service Needs**

Recreational transit services support access to West Marin and other popular tourist destinations within Marin County. These services work together with the rural services to help alleviate roadway congestion and impacts on TAM Junction and West Marin. Additional expansion of the Recreational Services program will need to be done in a partnership, similar to the Muir Woods Shuttle. Marin Transit will continue to explore additional partnership opportunities with the Point Reyes National Seashore, Golden Gate National

Recreation Area, and the California State Parks. Parking charges could be considered as a potential source of funds for new transit service to these parks.

### *Rural Services*

The Rural program consists of the West Marin Stagecoach services. The Stage continues to gain in popularity and Marin Transit has expanded Stage service hours and miles. Stage service was competitively procured in FY 2011-12 along with the Muir Woods Shuttle and awarded under contract to MV Transportation. Hourly service rates dropped compared to the previous contract, and service was increased from four to seven roundtrips (Monday-Saturday) on the most heavily used Route 68 – North Route. At the same time, Route 62 – Coastal Route was cancelled due to low ridership and high passenger subsidy. These changes are reflected as increases in the FY 2011-12 year and continue through the duration of the plan.

In August 2012, Marin Transit will add one morning and one late afternoon extension of South Route 61 to connect with North Route 68 in Olema Monday through Friday. These roundtrips will be timed to the Sir Francis Drake High School schedule to allow Bolinas area students to take the Stage to/from schools in the Ross Valley. These service changes are reflected by service increases in the FY 2012-13 year and continue through the duration of the plan.

### **Unfunded Service Needs**

Based on the 2009 West Marin Needs Assessment and extensive community outreach, Marin Transit has identified the need for additional rural transit services connecting residents in the most northern part of West Marin to goods and services. These include communities north of Point Reyes Station along Highway 1 including Marshall and Tomales where there are increasing concentrations of seniors and persons with disabilities with very limited transportation options. Marin Transit provides a weekly shopper shuttle between these communities and Petaluma that is currently oversubscribed. Future expansion of the rural program should reconsider these community mobility needs.

### *Community Shuttle*

The Community Shuttle program represents Marin Transit's local connector typology of services. The Agency implemented significant changes to the Community Shuttle program in FY 2011-12 that included the launch of Routes 222 and 257, restructuring of Route 259, added weekend service on Route 233, and the cancellation of Route 221. These changes are reflected as service increases for local connectors in FY 2011-12 and all future years of the plan.

Route 222 was introduced August 1, 2012 and connects Marin City to Marin General Hospital and provides added weekday access to health care and shopping for one of Marin County's MTC designated communities of concern. This shuttle is funded through a two year federal lifeline grant. The plan does not assume continued operation of Route 222 following the end of the pilot in August 2013.

Route 257 was introduced March 11, 2012 as part of the Northern Marin service changes. The weekday service connects the San Rafael Transit Center to the County's Health and Human Services facility on Redwood Drive just north of Smith Ranch Road. The service complements Route 233 through the

Dominican University area and connects to Northgate Mall and Contempo Marin via Los Ranchitos Road, Las Gallinas Avenue and Lucas Valley/Smith Ranch Road. The shuttle provides a much needed transit connection to Marin County Health and Human Services facilities following the cancellation of the County Connection Shuttle on June 29, 2012.

Route 259 was also restructured as part of the Northern Marin service changes on March 11, 2012. The new service eliminated unproductive segments along Lucas Valley Road and added service to Kaiser Hospital and the San Rafael Transit Center.

Route 221 was discontinued on August 1, 2012 due to poor ridership and high passenger subsidy.

Marin Transit anticipates additional shuttle services resulting from the Novato and Tiburon Transit Needs Assessment studies. Recommendations from these efforts call for shifting local fixed route bus Routes 19 and 51 to function as local connector routes, better matching demand to capacity. School trippers along these routes would remain as part of the local fixed route program. Based on current contract terms, the earliest these services could shift to a shuttle operation is January of 2014 and is thus reflected in community shuttle service increases in FY 2013-14 and future years.

#### **Unfunded Service Needs**

Continuation of Route 222 beyond the life of the grant funding is desired, and Marin Transit will likely pursue additional funding sources to maintain this needed service. Options to better serve Marin City residents will also be evaluated as part of any potential South County fixed route service changes or advancements in the demand response services.

Additional opportunities for local connector services in areas of the County that have lower ridership or dispersed origin/destinations should be explored. The start of SMART service will also present opportunities where riders can use shuttle services to access train station and major destination in Marin County. Marin Transit will continue to work with SMART to determine how this future service could be structured and funded.

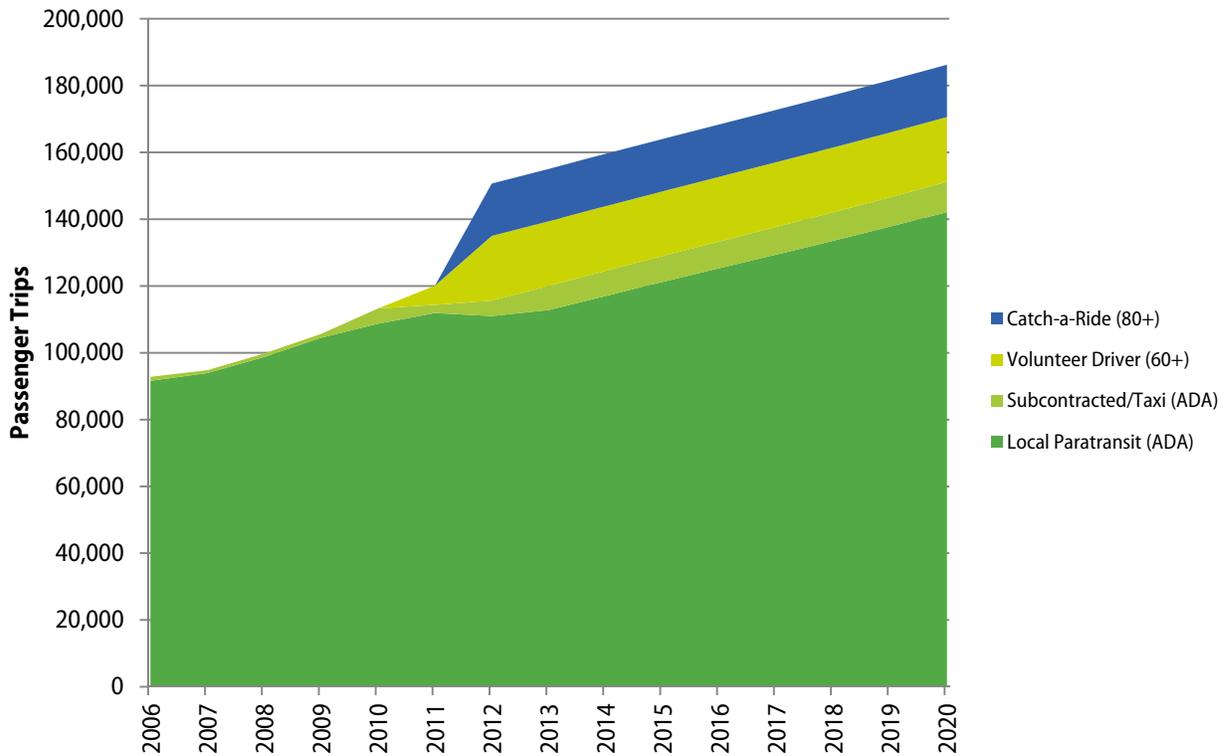
#### **Demand Response**

Historically, local paratransit has been the primary means of transportation of the ADA and senior populations with Marin County. In 2009 Marin Transit launched the Novato Dial-A-Ride to provide curb-to-curb mobility options for residents in the northernmost area of the County. Recent developments of the Mobility Management programs continue to introduce additional options for travel outside the traditional paratransit and dial-a-ride models. The goal of these programs is to allow for continued growth and mobility for the senior and ADA populations while respecting budget and resource limitations.

To estimate future growth and shifts in usage of these programs, Marin Transit developed an internal planning model for demand response and mobility management programs. This model estimates historic and future demand levels and estimates how the introduction of new programs will increase and shift demands from current programs in the future. Figure 3-1 shows estimated growth in local paratransit with new

programs offered through the mobility management initiatives. The estimates show an initial drop in demand for the local paratransit program but then continue steady growth. The constant trip levels of the mobility management programs reflect funding constraints on these programs. Added resources to these more cost-effective programs should be considered as future demand reach budget ceilings.

**Figure 3-1: Estimated Paratransit and Mobility Management Program Growth**



**Local Paratransit**

Marin Transit is projecting service hours on local paratransit to increase due to increasing demand for the mandated service. Using internal modeling based on historic usage, Marin Transit is budgeting for a small decrease in service hours and costs following the introduction of the new mobility management programs in FY 2012-13 but then assumes an annual increase of approximately 3.5% in service hours and service costs once these programs reach their budget ceilings. If additional service is needed, this may impact Marin Transit’s ability to continue providing the majority of non-mandated trips.

To respond to community needs and the increasing demand for paratransit, Marin Transit is also pursuing various demand management solutions to expand transportation options for those individuals who do not qualify for ADA service. An additional objective is to manage the increasing demand for ADA paratransit services and the associated operating costs and capital investments. These demand management solutions include:

- **ADA Transportation Brokerage:** Marin Transit would like to combine the operation of Marin Transit's paratransit fleet with a brokerage model that will incorporate the usage of other, cost-effective transportation resources to provide ADA trips. This will include services operated by sub-contractors.
- **Mobility Management Office:** Beginning in 2009, with initial grant funding, Marin Transit began to develop initial mobility management components to increase transportation options for the county's senior, disabled, and low-income residents by establishing a mobility management division within the District. An initial result in 2010, was the use of incremental additional funding to leverage Marin Transit's capital and operating investments in paratransit services to create the Marin Access Mobility Management call center and associated interactive website. The mobility management division has also focused on coordinating a variety of transportation resources in order to meet the mobility needs of these target populations. Specific mobility management services include:
  - **Information and Referral:** Establishing, as part of the paratransit dispatch operation, the Marin Access Mobility Management Center, a single point of contact (call center) and website regarding transportation options for seniors, persons with disabilities, and low-income residents of Marin County.
  - **Development of County-wide Volunteer Driver Programs:** Beginning in 2011, Marin Transit issued a contract awards to two non-profit organizations to develop and operate volunteer driver programs serving the entire county. These programs feature volunteers driving their own vehicles to transport frail, home-bound, disabled seniors and persons with disabilities to necessary destinations.
  - **Fare Assistance for Low-Income Paratransit Riders:** In 2012, Marin Transit initiated the Low-Income Rider Scholarship Program to subsidize ADA paratransit fares for low-income riders.
  - **Gap Grant Program:** In 2012, Marin Transit introduced a competitive Gap Grant Program to enable organizations within Marin to apply for start-up or expansion funding for transportation programs that address senior or disabled mobility needs that are underserved or not currently served.
  - **In 2012, Marin Transit is launching the Marin Catch-A-Ride Program,** a partially subsidized, taxi-based ride program for Marin's older seniors. This will be followed by a grant-funded pilot program to make the same service available as an alternative for ADA paratransit riders.
  - **Expanded Travel Training Programs:** Marin Transit is expanding its programs to help educate seniors and non-drivers on their transportation choices: transit, volunteer driver programs, taxis, as well as older driver safety. The expanded trainings include group trips and one-on-one trainings.
  - **Development and Coordination of Transportation Services:** In conjunction with the ADA Transportation Brokerage component above, Marin Transit is continuing to work to develop

coordination arrangements with community-based agencies and other local providers to maximize transportation options for both individual and agency-contracted trips.

- Pre-Paid Rider Accounts: Marin Transit would like to develop the capability to process credit, debit and cash deposits into pre-paid rider accounts. This would also include the ability to manage a separate “ride scholarship fund” to fund trips for eligible low-income applicants.

Marin Transit will continue to provide regional paratransit services on behalf of Golden Gate Transit at requested levels based on demand for these services.

### *Mobility Management Programs*

The volunteer driver program, subcontracted services, and upcoming catch-a-ride program are expected to help increase mobility and shift demands away from paratransit services. Table 3-3 shows passenger total for the subcontracted/taxi services and the volunteer driver program. While subcontracted services have shown unpredictable growth trends, the volunteer driver program has demonstrated increased usage every month since its launch following the pilot program in January, 2012. The 5,787 trip number for estimated FY 2011-12 represents only six months of the program.

**Table 3-3: Mobility Management Ridership**

Program	FY 2007-08	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12
Subcontracted/Taxi (ADA)	858	1,063	1,173	4,581	2,677
Volunteer Driver					5,624
<b>Total</b>	<b>858</b>	<b>1,063</b>	<b>1,173</b>	<b>4,581</b>	<b>8,301</b>

### *Unfunded Service Needs*

Demand for mobility management services is capped by budget resources. Marin Transit will continue to monitor these programs and identify if other revenue streams should be shifted to support added demand on the program or pursue grant opportunities available for these programs. Based on the current agency subsidy per trip statistics, the volunteer driver program costs the agency nearly \$14.00 less than a traditional paratransit trip. While early analysis shows new trips on the volunteer driver are not a direct replacement for paratransit, the cheaper trip making option for these populations allows for added mobility within the County.

### *Novato Dial-A-Ride*

The Novato Dial-A-Ride program is expected to remain at current service levels throughout the duration of the plan. Since the contract for Novato Dial-A-Ride is based on the quantity of service requested, FY 2011-12 is an estimate of year end actuals and future years are based on the contracted service hour ceiling.

The Northern Marin service changes effective March 2012 introduced additional local service within Novato, especially during weekend hours. The service gaps and limited coverage areas within that the Novato the Dial-A-Ride service was originally designed to fill have been significantly reduced since the original EZ Rider in

2005. Implementation of Phase 2 of the Novato Needs Assessment will continue to enhance the availability of local service. Marin Transit will monitor this service to identify opportunities to better utilize these resources within Novato.

**Unfunded Service Needs**

The Novato Dial-A-Ride currently operates with no service on weekdays between 11:00 AM and 3:00 PM. Phase 1 recommendations of the Novato Transit Needs Assessment recommended adding service to fill the midday gap. Marin Transit continues to monitor grant funding opportunities and local partnerships to identify funds to fill this midday service gap.