

# Final Marin Transit Service Reductions for March 2010

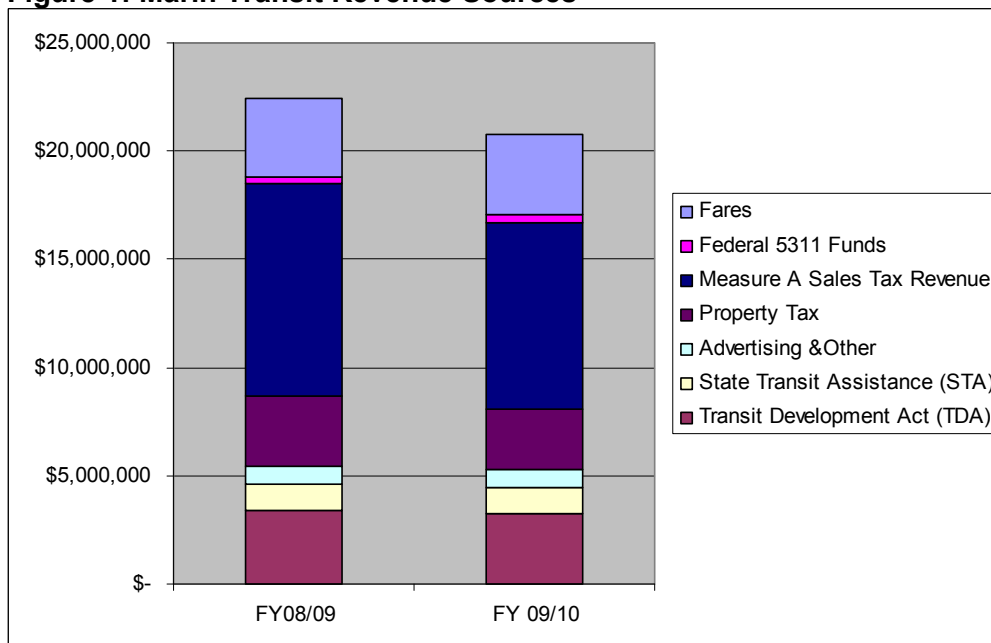
As is the case with other transit agencies, local governments, the state government, small and large business, and many households, Marin Transit is experiencing declining revenues and faces hard choices. Drops in tax revenue and State transit funding are forcing Marin Transit to reduce local bus service, focusing on individual unproductive trips. Marin Transit presented the Draft Service Reduction plan on October 15, 2009. Based on public feedback received, this plan has been revised and is now subject to approval by the Marin Transit Board. If adopted, the final service adjustments will be implemented in March 2010. Below is a summary explaining why service reductions are needed, what the final service recommendations are, and how Marin Transit staff determined which service reductions to recommend.

## Current Financial Situation

The funding necessary to provide transit service in Marin County comes from many sources. The majority (75%) of the funding comes from State funds and tax revenues. Marin Transit has lost over \$2 million in Measure A Sales Tax and Property Tax annually due to the recent economic crisis. Combined with continually increasing service costs, these significant funding losses will lead to a \$16 million deficit over the next 10 years. Fare increases alone cannot close the projected budget shortfalls. Therefore, Marin Transit must reduce transit operating costs by making service adjustments.

Transit agencies around the country are dealing with similar financial cutbacks. A survey of transit agencies conducted in 2009 (*Stranded at the Station – The Impact of the Financial Crisis in Public Transportation*, Transportation for America and Nelson Nygaard, August 2009) identified 34 transit agencies proposing service reductions, 36 proposing fare increases, and 27 proposing service reductions and fare increases.

**Figure 1: Marin Transit Revenue Sources**



## Documented Plans for Service Reductions

The Marin Transit 2009 *Short Range Transit Plan (SRTP)* recommended a 5.7% reduction in local transit total hours for fiscal year 2010/2011, followed by another 6% reduction in FY13/14. In addition, the SRTP calls for a series of fare increases starting in 2010. Based on recent

revenue projections, staff recommends a 7% reduction in March 2010 instead of the two separate service cuts. Consolidating the two service reductions reflects the financial volatility of the state and national economies. The SRTP recommendations for fare increases remain unchanged.

### **Determining Service Reduction Recommendations**

Marin Transit staff took a three-step approach to determine service reduction recommendations by looking at the Service, Route, and Trip level performance using data from January to May 2009.

#### **1. Service Type Performance**

First, Marin Transit staff reviewed the performance of the seven types of services that are provided:

- Local Service
- West Marin Stagecoach
- Community Shuttle
- Muir Woods Shuttle
- Novato Dial-a-Ride
- Paratransit Service
- Supplemental School Service

Staff found that the ridership on every service has increased except for the Local Service, where ridership has decreased over the last several months. Staff developed a service reduction strategy for the 12 Local Service regular routes. No service reductions are proposed for any of the other services provided by Marin Transit.<sup>1</sup>

#### **2. Route-Level Performance**

Next, Marin Transit staff reviewed each of the regular local routes and ranked them according to performance.

- Routes performing well were targeted for minor or no reductions.
- Routes performing at or near productivity standards were eligible for frequency reductions (more time between when buses arrive) or other minor reductions.
- Under-performing routes were eligible for span of service reductions (elimination of early morning and late evening bus service) and other significant reductions.

#### **3. Trip-Level Performance**

Lastly, once routes were ranked, staff used the following criteria to identify potential trips for service reductions:

- A. Discontinue unproductive trips on routes not meeting the Marin Transit service productivity standards.
- B. Reduce the span of service on routes that do not meet service standards.
- C. Discontinue trips that will have the fewest impacts on riders. Staff considered the riders affected and the number of riders lost.

### **Public Comment/Outreach Process**

Marin Transit staff conducted an extensive public outreach process. Posters were posted on buses, at bus stops, and libraries alerting the public of the upcoming service changes. Flyers

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<sup>1</sup> Marin Transit is not proposing to reduce the complementary paratransit budget. Mandated paratransit service will be reduced as determined by law, but the overall budget for providing service will continue to increase approximately 5% per year. This includes funding to continue to provide non-mandated trips whenever possible.

detailing which trips were proposed for elimination were distributed onboard buses. There was a front-page article in the Marin County Independent Journal, and Marin Transit staff posted information on the transit website, Facebook, and Twitter pages.

Marin Transit staff hosted four public meetings and provided information on the proposed reductions at three additional public venues: the Marin Transit Board Meeting, the Transportation Authority of Marin (TAM) Board Meeting, and the Paratransit Coordinating Council (PCC) meeting:

Thursday, October 22, 2009	6:30 pm to 8:00 pm	Novato
Saturday, October 24, 2009	10:30 am to 12:00 pm	San Rafael
Wednesday, October 28, 2009	6:30 pm to 8:00 pm	San Anselmo
Thursday, October 29, 2009	6:30 pm to 8:00 pm	Mill Valley
Monday, October 19, 2009	10:00 am	Marin Transit Board Meeting
Monday, October 19, 2009	1:30 pm	Paratransit Coordinating Council
Monday, October 19, 2009	5:00 pm	TAM Citizen Oversight Committee
Thursday, October 22, 2009	7:00 pm	TAM Board Meeting

Public comments on the proposed service reductions were accepted between October 15, 2009 and November 6, 2009, prior to the public hearing set for November 16, 2009. Over 200 comments were received via email, phone calls, mail-back comment cards, written letters, and at public meetings.

### **Final Service Reduction Recommendations**

Staff reviewed and responded to each public comment received and evaluated each trip proposed for elimination. Based on the feedback received, revisions to the proposed reduction recommendations were made using the following criteria:

- Number of similar comments/concerns received
- Service alternatives available
- Cost to retain service
- Average daily ridership

These four criteria were applied and resulted in the preservation of the following trips:

#### **Early Morning Service**

Retain the 5:30 AM Southbound Route 17 trip  
Retain the 6:02 AM Southbound Route 45 trip

#### **Late Evening Service**

Retain the 8:30 PM Southbound Route 22 trip  
Retain the 10:49 PM Northbound Route 22 trip and add a deviation through Mill Valley

#### **Transfer Options at San Rafael Transit Center**

Adjust the departures/arrivals of Routes 23, 29, and 49 from the San Rafael Transit Center to leave on the :15, which allow direct transfers to Routes 52 and 101.

All other recommended reductions remain unchanged from the Draft Service Reduction Recommendations.

**Summary of Route Reduction Categories and Final Reductions**

Category of Reductions Based on Performance Standards	Route	Fiscal Year 08/09		Final Reductions/ Changes	Change from Proposed Reductions	Estimated Savings to District (Cost minus Fare Revenue)	Primary Communities Affected
		Route Productivity (passengers/hour)	Route Subsidy (cost/passenger)				
Eligible for Minor or No Reductions	35	80.2	\$0.41	None	None	\$0	-
	36	33.1	\$2.38	Evening trip reduction	None	\$7,063	San Rafael
	45	26.6	\$3.33	Span reductions	<b>Maintain one early morning trip.</b>	\$71,993	San Rafael, Terra Linda
	71	26.3	\$3.48	None	None	\$0	-
Eligible for Frequency or Minor Reductions	29	22.6	\$3.89	Extension to Manor/Fairfax	<b>Adjust arrival/ departure times from SRTC during the off-peak.</b>	\$0*	San Rafael, Greenbrae
	17	22.2	\$4.11	Span reduction and discontinue under-performing midday trips	<b>Maintain one early morning trip. Weekday late night service provided by the deviation of the Route 22 10:49 PM NB trip.</b>	\$180,015	Mill Valley
	22	19.1	\$5.04	Minor span reductions	<b>Maintain two late evening trips, with a deviation through Mill Valley on the 10:49 PM NB trip.</b>	\$52,052 (-\$10,217 for Mill Valley Extension)	San Rafael, San Anselmo, Larkspur, Corte Madera, Marin City
Eligible for Span of Service Reduction or other Significant Reductions	49	17.8	\$5.32	Evening service reduction	<b>Adjust arrival/ departure times from SRTC to allow for timed transfers to the 23, 52, and 101.</b>	\$54,100	San Rafael, Hamilton
	23	16.3	\$5.91	Span and frequency changes	<b>Adjust arrival/ departure times from SRTC to allow for timed transfers to the 49, 52, and 101.</b>	\$372,143*	San Rafael, Fairfax
	52	13.3	\$7.47	Weekend and Holiday span of service reduction	None	\$47,569	Novato
	51	13.1	\$7.55	Evening service reduction	<b>Adjust schedule to connect with Route 49. Add service to meet demand of Novato High School.</b>	\$51,712 (-\$17,376 for new school trip)	Novato
	19	12.2	\$8.20	Discontinue midday service and minor span reductions	None	\$226,371	Tiburon
<b>Total</b>						<b>\$1,035,425</b>	

\* Some current Route 23 costs will be shifted to pay for the Route 29 extension to Manor. See Route 23 discussion.

### Route 17 Final Reductions

Route 17 provides service from San Rafael to Mill Valley and has not met the Marin Transit productivity standards since additional weekday peak period frequency was added in December 2008.

*Final Recommendations* – Discontinue four underperforming midday trips added in December 2008 and reduce the weekday span by one late evening trip at 10:44 pm. The late evening trip at 10:44 pm would also be discontinued on Saturday.

*Services Retained* – Maintain one early morning southbound trip at 5:30 AM. Weekday late night service will be provided by the deviation of the Route 22 10:49 PM NB trip.

Route 17 Final Trip Reductions			
	Type	Direction	Time
1	Weekday	Northbound	6:42 am
2	Weekday	Northbound	10:12 am
3	Weekday	Northbound	6:06 pm
4	Weekday	Northbound	10:44 pm
5	Weekday	Southbound	9:00 am
6	Weekday	Southbound	5:00 pm
7	Sat	Northbound	10:44 pm

Route 17 Trip Retained			
	Type	Direction	Time
1	Weekday	Southbound	5:30 am

*Estimated Savings:* \$180,015

**Route 19 Final Reductions**

Route 19 provides service between Tiburon, Strawberry and Marin City. Route 19 is the least productive route in Marin Transit’s system and provides the only service to Tiburon.

*Final Recommendations* - Make Route 19 a peak period service with no service between 11:00 am and 2:00 pm. Weekend service would be reduced by one morning trip in each direction and the last weekday evening trip in each direction would be discontinued.

Route 19 Final Trip Reductions			
	Type	Direction	Time
1	Weekday	Northbound	11:16 am
2	Weekday	Northbound	12:16 pm
3	Weekday	Northbound	1:16 pm
4	Weekday	Northbound	7:15 pm
5	Weekday	Southbound	11:20 am
6	Weekday	Southbound	12:20 pm
7	Weekday	Southbound	1:20 pm
8	Weekday	Southbound	10:12 pm*
9	Sat	Southbound	10:12 pm*
10	Sat, Sun, Holiday	Northbound	6:58 am
11	Sat, Sun, Holiday	Northbound	11:16 am
12	Sat, Sun, Holiday	Northbound	12:16 pm
13	Sat, Sun, Holiday	Northbound	1:16 pm
14	Sat, Sun, Holiday	Southbound	7:17 am
15	Sat, Sun, Holiday	Southbound	11:17 am
16	Sat, Sun, Holiday	Southbound	12:17 pm
17	Sat, Sun, Holiday	Southbound	1:17 pm
Notes: Northbound = To Tiburon Southbound = From Tiburon to Marin City * Deadhead between Marin City and Strawberry on Route 17			

*Estimated Savings:* \$226,371

### Route 22 Final Reductions

Route 22 provides service between the San Rafael Transit Center, San Anselmo and the Sausalito Ferry Terminal. Route 22 has not met the productivity standard for passengers per hour since October 2008.

*Final Recommendations* - Shorten the weekday service span by discontinuing the first trip in the northbound direction. On the weekends, the proposed change is to discontinue the last evening trip in the northbound direction.

*Services Retained* – Maintain late evening northbound and southbound trips at 8:30 PM and 10:49 PM. Provide a deviation of the northbound 10:49 PM trip through Mill Valley.

Route 22 Final Trip Reductions			
	Type	Direction	Time
1	Weekday	Northbound	6:19 am
2	Sat, Sun, Holiday	Northbound	9:48 pm

Route 22 Trips Retained			
	Type	Direction	Time
1	Weekday	Northbound	10:49 pm
2	Weekday	Southbound	8:30 pm

*Estimated Savings:* \$41,835

### Route 23 Final Reductions and Changes

Route 23 provides service between the San Rafael Transit Center and Manor. Route 23 has not met the productivity standard for passengers per hour since May 2008 due to operational changes made in June 2008. Instead of using two buses to operate this route, a third bus was added to give drivers more time to recover at the end of each trip, which helped them stay on schedule. Since the third bus increased the number of service hours on Route 23 without a corresponding increase in ridership, the calculated passengers per hour decreased. In addition, more riders are using the West Marin Stagecoach to travel between Fairfax and San Rafael.

*Final Recommendations* - Discontinue the first morning trips and make route configuration changes to the Route 23 and 29 to maintain service frequencies while eliminating the need for the extra vehicle. The resulting changes have the benefit of creating direct service from Manor/Fairfax to Greenbrae and Marin General. The Route 23 weekday service will be reduced to hourly service and offset by 15 minutes at the San Rafael Transit Center to improve frequency between San Anselmo and the San Rafael Transit Center.

*Service Adjustments* – Shift the Route 23 service to arrive and depart from the Transit Center to provide timed transfers with local Routes 49, 52, and regional Route 101 provided by Golden Gate Transit (GGT).

*Estimated Savings:* \$372,143

Route 23 Final Trip Reductions and Changes			
	Type	Direction	Time**
1	Weekday	Eastbound	6:01 am*
2	Weekday	Westbound	5:30 am*
3	Weekday	Eastbound	6:27 am*
4	Weekday	Eastbound	7:27 am*
5	Weekday	Eastbound	8:27 am*
6	Weekday	Eastbound	9:28 am*
7	Weekday	Eastbound	10:28 am*
8	Weekday	Eastbound	11:28 am*
9	Weekday	Eastbound	12:28 pm*
10	Weekday	Eastbound	1:28 pm*
11	Weekday	Eastbound	2:28 pm*
12	Weekday	Eastbound	3:28 pm*
13	Weekday	Eastbound	4:28 pm*
14	Weekday	Eastbound	5:32 pm*
15	Weekday	Eastbound	6:32 pm*
16	Weekday	Eastbound	7:32 pm*
17	Weekday	Eastbound	8:32 pm*
18	Weekday	Eastbound	9:32 pm*
19	Weekday	Eastbound	10:32 pm*
20	Weekday	Eastbound	11:32 pm*
21	Weekday	Westbound	6:30 am*
22	Weekday	Westbound	7:30 am*
23	Weekday	Westbound	8:30 am*
24	Weekday	Westbound	9:30 am*
25	Weekday	Westbound	10:30am*
26	Weekday	Westbound	11:30 am*
27	Weekday	Westbound	12:30 pm*
28	Weekday	Westbound	1:30 pm*
29	Weekday	Westbound	2:30 pm*
30	Weekday	Westbound	3:30 pm*
31	Weekday	Westbound	4:30 pm*
32	Weekday	Westbound	5:30 pm *
33	Weekday	Westbound	6:30 pm*
34	Weekday	Westbound	7:30 pm*
35	Weekday	Westbound	8:30 pm*
36	Weekday	Westbound	9:30 pm*
Notes: *Service between San Anselmo and Manor (Fairfax) will be replaced by an extension of Route 29. ** Remaining service will be hourly, arriving and departing on the :15 to/from the San Rafael Transit Center.			



### Route 29 Final Reductions and Changes

Route 29 provides service between the San Rafael Transit Center and San Anselmo via the Canal and Greenbrae. The Route 29 provides the primary transit service to Marin General Hospital. Marin Transit improved frequency on the route during weekday peak periods in December 2008 that restored some half-hourly service to the corridor. Most of these new trips have met productivity standards.

*Final Recommendations - Extend service* of every other bus trip to Manor which will maintain 30-minute service along the San Anselmo and Manor corridor with the Route 23. This service extension will eliminate the need for passengers traveling between Greenbrae, Marin General, College of Marin and Fairfax from needing to transfer in San Anselmo. No trips on this route are proposed to be discontinued.

*Service Adjustments* – Shift the Route 29 service to arrive and depart from the Transit Center during the off-peak period to ensure 30 minute service between Manor and San Anselmo, in partner with Route 23.

*Estimated Savings:* \$0 (some cost shifting from the Route 23 to Route 29 will occur).

### Route 36 Final Reductions

Route 36 provides weekday service between the Canal District, the San Rafael Transit Center and Marin City.

*Final Recommendation* – Discontinue the last full evening southbound trip. This will reduce the service span, discontinuing the least productive trip on Route 36.

Route 36 Final Trip Reductions			
	Type	Direction	Time
1	Weekday	Southbound	5:24 pm*
Notes: *The Southbound trip at 5:54 pm will still operate between Kerner and Larkspur and the San Rafael transit center to allow for the previous Northbound trip to turn around.			

*Estimated Savings:* \$7,063

### Route 45 Final Reductions

Route 45 provides service between the San Rafael Transit Center and the Northgate Mall/Kaiser Hospital in Terra Linda, with service to the Marin Civic Center and the Highway 101 corridor. Although Route 45 has been exceeding productivity standards, there are several individual trips that operate well below the service standards.

*Final Recommendations* - On weekdays, discontinue the first three northbound morning trips, the first southbound morning trip, and the last evening southbound trip. This will result in service span reduction. On weekends, the recommendation is to discontinue the first southbound morning trip that operates on Saturdays only.

*Services Retained* – Maintain the 6:02 AM southbound trip.

Route 45 Final Trip Reductions			
	Type	Direction	Time
1	Weekday	Northbound	5:00 am
2	Weekday	Northbound	5:30 am
3	Weekday	Northbound	6:00 am
4	Weekday	Southbound	5:35 am
5	Weekday	Southbound	8:35 pm
6	Sat Only	Southbound	7:06 am

Route 45 Trip Retained			
	Type	Direction	Time
1	Weekday	Southbound	6:02 am

*Estimated Savings:* \$71,993

### Route 49 Final Reductions

Route 49 provides service between Novato and the San Rafael Transit Center. The route has not met the productivity standard for passengers per hour since October 2008. Since that time, the productivity has steadily decreased each month to its most recent levels below 16 passengers per hour during Summer 2009.

*Final Recommendations* - Discontinue the last evening trip in the northbound and southbound directions, which will shorten the service span. Both of these trips carry an average of 5 passengers per day.

*Service Adjustments* – Shift the Route 49 service to arrive and depart from the Transit Center to provide timed transfers with local Routes 23, 52, and regional Route 101 provided by Golden Gate Transit (GGT). Alternative service at current arrival and departure times is available on the Routes 45 and 233.

Route 49 Final Trip Reductions			
	Type	Direction	Time
1	Weekday	Northbound	8:00 pm
2	Weekday	Southbound	8:04 pm

*Estimated Savings:* \$54,100

### Route 51 Final Reductions

Route 51 provides service between San Marin and Novato on weekdays only. The route has not met the productivity standard for passengers per hour has since prior to July 2007, with a maximum weekday productivity of 15.3 passengers per hour.

*Final Recommendations* - Discontinue the last evening trip in each direction which are both underperforming. The northbound trip carries an average of 4.8 passengers per day, and the southbound trip carries an average of 4.6 passengers per day.

*Service Adjustments* – Due to the proposed shift of the Route 49 service to arrive and depart from the Transit Center to provide timed transfers with local Routes 23, 52, and regional Route 101 provided by Golden Gate Transit (GGT), the Route 51 service will be shifted 15 minutes later. An extra northbound school-trip will operate to maintain service to meet the Novato High School bell schedule.

Route 51 Final Trip Reductions			
	Type	Direction	Time
1	Weekday	Northbound	7:53 pm
2	Weekday	Southbound	7:10 pm

*Estimated Savings:* \$34,336

## Route 52 Final Reductions

Route 52 provides service between the San Rafael Transit Center and Novato. The route has not met the productivity standard for passengers per hour since before July 2007, with a maximum weekday productivity of 16 passengers per hour.

*Final Recommendations* - Discontinue individual trips on weekends only. On Saturdays, the first morning and last evening southbound trips of the day would be discontinued, reducing the daily span of service. On Saturdays, Sundays, and Holidays, the first and last trips in the northbound direction would be discontinued, also reducing the service span. Lastly, the second morning trip in the southbound direction would be discontinued. With a maximum of 3.6 average passengers per trips, these trips are all under-performing.

Route 52 Final Trip Reductions			
	Type	Direction	Time
1	Sat Only	Southbound	7:36 am
2	Sun & Holidays	Southbound	8:36 am
3	Sat Only	Southbound	8:36 pm
4	Sat, Sun, Holiday	Northbound	7:48 am
5	Sat, Sun, Holiday	Northbound	7:48 pm

*Estimated Savings:* \$47,569