



MARIN COUNTY TRANSIT DISTRICT BOARD OF DIRECTORS

Join on Zoom: <https://www.zoom.us/j/87972683373>

Webinar ID: 879 7268 3373

Monday, November 2, 2020

In compliance with local and state shelter-in-place orders, and as allowed by Governor Newsom's Executive Order N-29-20, until further notice the Marin County Transit District meetings will not be providing an in-person meeting location for the public to attend. Members of the Board of Directors and staff may participate in this meeting electronically or via teleconference. Members of the public are encouraged to participate remotely as described below.

How to watch the meeting:

Zoom: To join Webinar visit <https://www.zoom.us/j/87972683373>

Webinar ID: 879 7268 3373

Teleconference: Members of the public wishing to participate via teleconference, can do so by dialing in to the following number at **10:00 A.M. November 2, 2020: +1 669 900 6833**; Access Code: **879 7268 3373**.

How to provide comment on agenda items:

- To provide written public comment prior to or during the meeting, please email info@marintransit.org (if intended to be read aloud as public comment, please state "Public Comment" in subject line). Please email your comments no later than **9:00 A.M. Monday, November 2, 2020** to facilitate timely distribution to the Board of Directors. Please include the agenda item number you are addressing and include your name and address. Your comments will be forwarded to the Board of Directors and will be placed into the public record.
- During the meeting (only): Use the comment form available at <https://www.marintransit.org/meetings> to submit your meeting-related comments on this agenda. Your comments will become part of the public record.
- During the meeting (only): Ensure that you are in a quiet environment with no background noise (traffic, children, pets, etc.) To raise your hand on Zoom press ***9** and wait to be called upon by the President or the Clerk to speak. You will be notified that your device has been unmuted when it is your turn to speak. You will be warned prior to your allotted time being over. Your comments will also become part of the public record.



MARIN COUNTY TRANSIT DISTRICT BOARD OF DIRECTORS

Join on Zoom: <https://www.zoom.us/j/87972683373>

Webinar ID: 879 7268 3373

AGENDA

Monday, November 2, 2020

10:00 a.m. Convene as the Marin County Transit District Board of Directors

1. Open Time for Public Expression (limited to three minutes per speaker on items not on the Transit District's agenda)
2. Board of Directors' Matters
3. General Manager's Report
 - a. General Manager's Oral Report
 - b. Monthly Monitoring Report: August 2020
 - c. Healthy Transit Plan Monthly Metrics Report
4. Consent Calendar
 - a. Minutes for October 5, 2020
 - b. Amendment to Agreement with Golden Gate Bridge Highway and Transportation District for Second Option Year
 - c. Award Contract to We The Creative for Graphics Consulting Services
 - d. Update to Marin Transit Personnel Policies & Procedures & Employment Compensation Framework
 - e. Marin Transit Records Retention Schedule Update

Recommended Action: Approve.

5. FY 2019/20 Year End Financial Report
Recommended Action: Accept report.
6. FY 2019/20 Year End Performance Report
Recommended Action: Accept Report.

(Continued)

7. Analysis of 2019/20 Measure AA Funded School Programs Managed by Marin Transit

Recommended Action: Accept Report.

8. Update on Marin Transit Ridership, Service Adjustments, and Near-Term Service Projections under COVID-19 Restrictions

Recommended Action: Authorize Service Adjustments and Approve Budget Amendment 2021-04.

Adjourn



All Marin Transit public meetings are conducted in accessible locations. Copies of documents are available in accessible formats upon request. If you require Translation Assistance, American Sign Language Interpreters, Assistive Listening Devices or other accommodations to participate in this meeting, you may request them by calling (415) 226-0855 (voice) or contact the California Relay Service by dialing 711 to connect to the telephone listed above. **Requests must be received no less than five working days prior to the meeting to help ensure availability.** For additional information, visit our website at <http://www.marintransit.org>

Late agenda material can be inspected in the office of Marin Transit, between the hours of 8:00 a.m. and 5:00 p.m. Monday through Friday. The office is located at 711 Grand Avenue, Suite 110, San Rafael, CA 94901.

In case of Zoom outage dial 515-604-9094. Meeting ID: 142-334-233

Todas las reuniones públicas de Marin Transit se llevan a cabo en lugares accesibles. Están disponibles copias de los documentos en formatos accesibles, a solicitud. Si usted requiere ayuda con la traducción, intérpretes de Lenguaje Americano de Señas, dispositivos de ayuda auditiva, u otras adaptaciones para participar en esta reunión, puede solicitarlas llamando al (415) 226-0855 (voz) o comunicarse con el Servicio California Relay marcando al 711 para conectarse al número de teléfono mencionado. **Las solicitudes deben recibirse a más tardar cinco días laborables antes de la reunión para ayudar a asegurar la disponibilidad.** Para obtener información adicional, visite nuestro sitio web en <http://www.marintransit.org>

Material de agenda de última hora puede ser inspeccionado en la oficina de Marin Transit, entre las horas de 8:00 am y 5:00 pm. La oficina está ubicada en 711 Grand Avenue, Suite 110, San Rafael, CA 94901.

En caso de interrupción de Zoom, marque al 515-604-9094. ID de Reunión 142-334-233



711 grand ave, #110
san rafael, ca 94901

ph: 415.226.0855
fax: 415.226.0856
marintransit.org

November 2, 2020

Honorable Board of Directors
Marin County Transit District
3501 Civic Center Drive
San Rafael, CA 94903

SUBJECT: General Manager Report – Monthly Report: August 2020

board of directors

Dear Board Members:

dennis rodoni
president
supervisor district 4

RECOMMENDATION: This is a recurring information item.

kate colin
vice president
city of san rafael

SUMMARY: The attached monthly report provides an overview of Marin Transit operations for the monthly period ending August 31, 2020. The monthly reports summarize statistics on the performance of Marin Transit services and customer comments.

judy arnold
2nd vice president
supervisor district 5

Overall ridership in August 2020 decreased by 60.4 percent compared to August 2019. Ridership on fixed route services decreased by 58.9 percent, and by 72.6 percent on Marin Access services. Yellow bus service was suspended due to school closures throughout the entire month. August 2020 was the sixth month of ridership affected by the ongoing COVID-19 global pandemic.

damon connolly
director
supervisor district 1

Additional detailed analyses of system performance and trends are provided in separate quarterly and annual reports, including route-level statistics and financials. These reports are available on the District's website at <https://marintransit.org/service-performance-and-reports>.

eric lucan
director
city of novato

FISCAL/STAFFING IMPACT: None associated with this report.

katie rice
director
supervisor district 2

Respectfully submitted,

kathrin sears
director
supervisor district 3

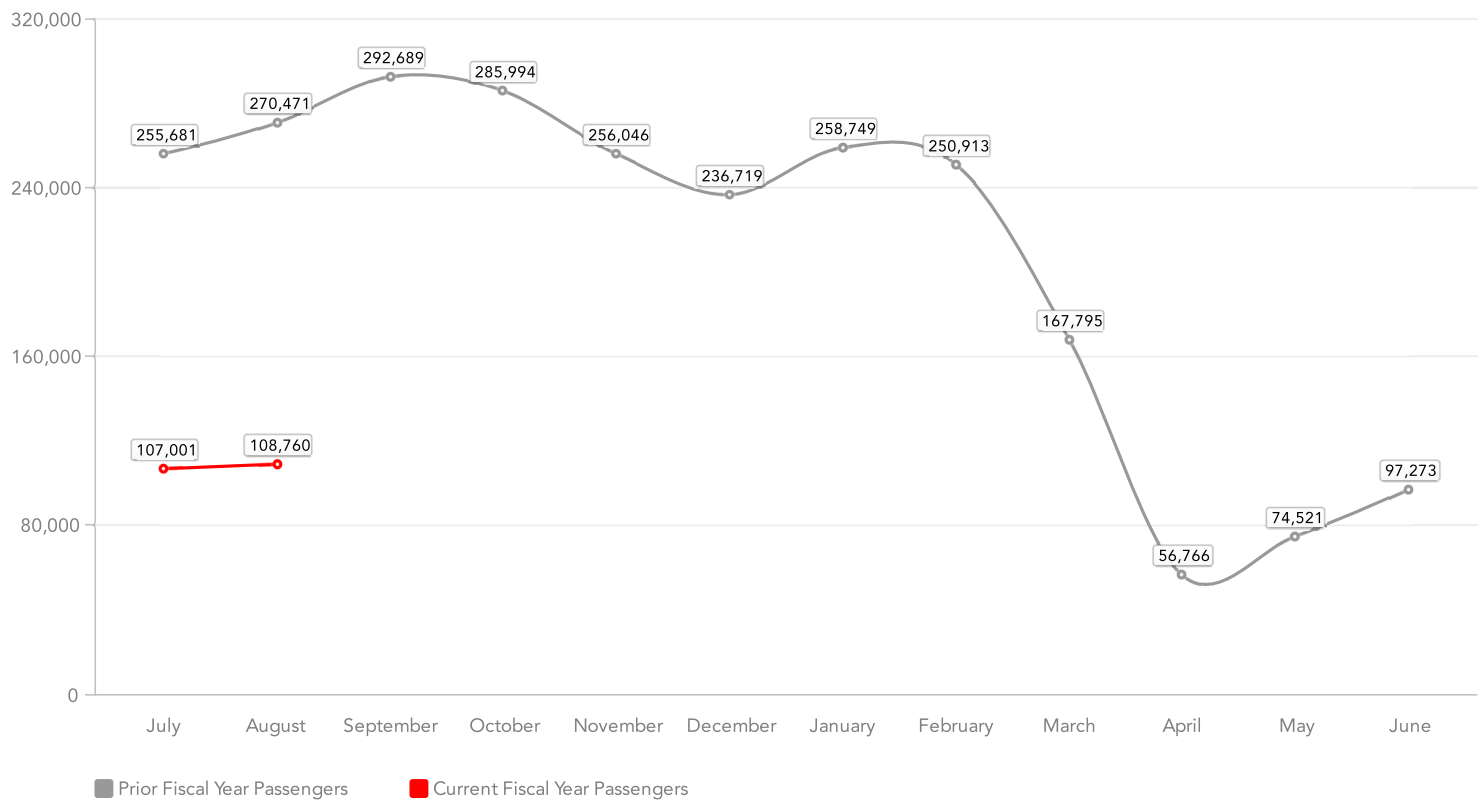
Nancy Whelan
General Manager

Attachments

FISCAL YEAR
2021

Year-to-Date Ridership Trends

Fixed-Route Passengers (incl. Yellow Bus) by Month



Demand Response Passengers by Month

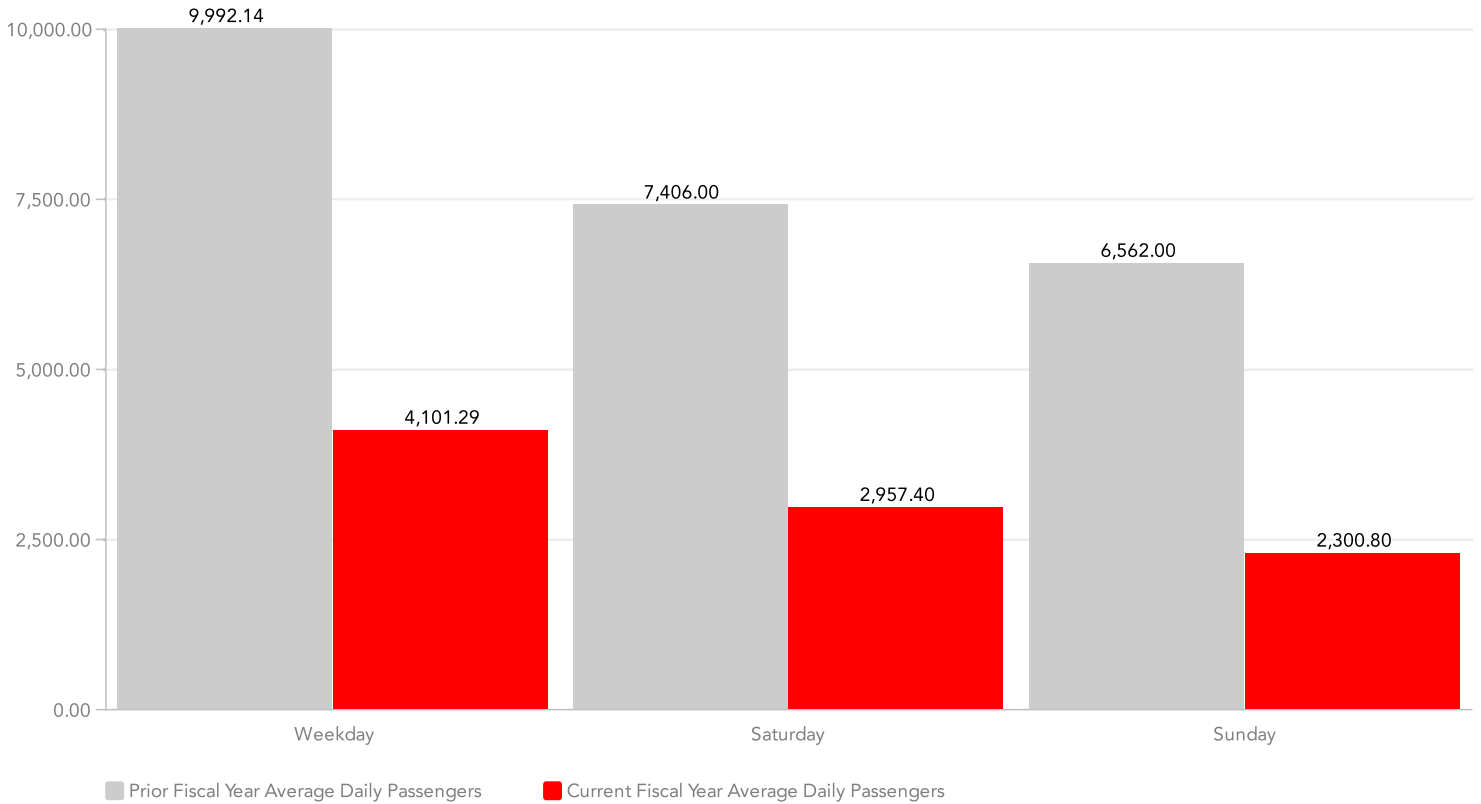


Monthly Statistics

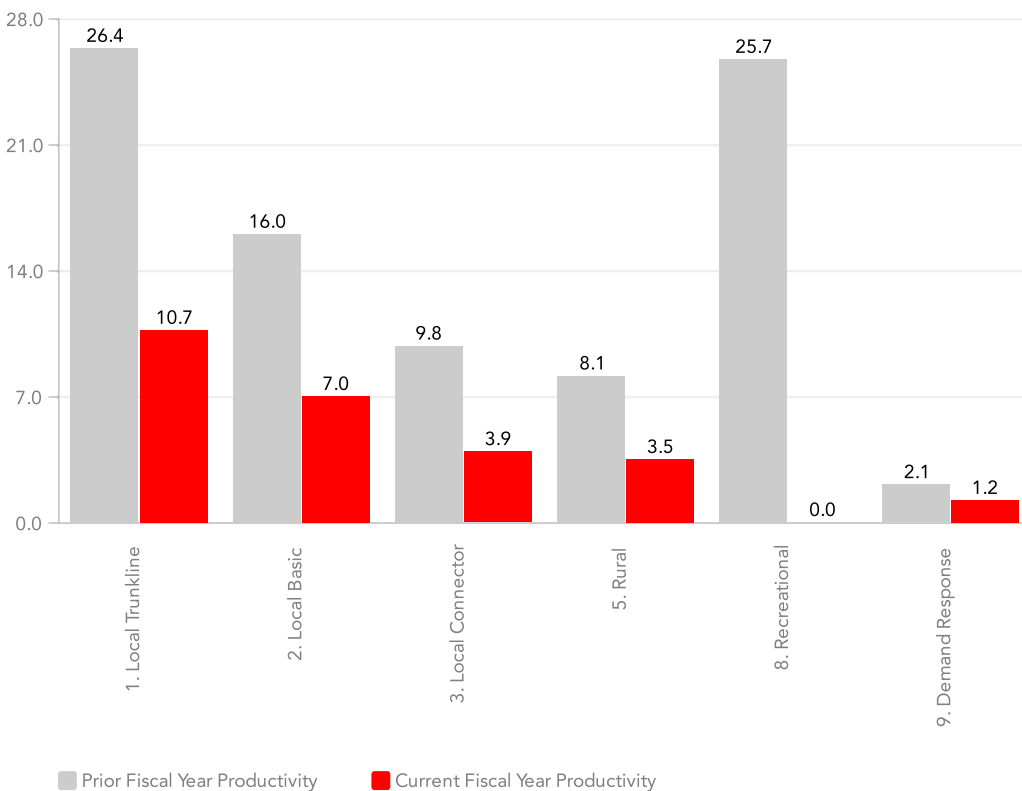
MONTH

August

Average Systemwide Daily Passengers



Productivity (pax/hr) by Typology



Route Typologies

1. Local Trunkline:
Routes 35, 36, 71X
2. Local Basic:
Routes 17, 22, 23, 23X, 29, 49
3. Local Connector:
Routes 219, 228, 233, 245, 251, 257
5. Rural:
Routes 61, 68
8. Recreational:
Routes 66/66F
9. Demand Response:
Local Paratransit, Novato Dial-A-Ride,
Rural Dial-A-Ride



Monthly Customer Feedback Report

August 2020

Month: August 2020

Category	Program							Total
	Fixed-Route Local	Fixed-Route Shuttle	Stagecoach & Muir Woods	Supplemental & Yellow Bus	Demand Response	Mobility Management	Systemwide	
Commendation	1	0	1	0	0	0	0	2
Service Delivery Complaint	5	2	4	4	0	0	0	15
Accessibility	0	0	0	0	0	0	0	0
Driver Conduct Complaint	2	0	1	0	0	0	0	3
Driving Complaint	0	0	0	0	0	0	0	0
Early Trip	0	1	1	1	0	0	0	3
Equipment Issue	0	0	0	0	0	0	0	0
Farebox	0	0	0	0	0	0	0	0
Late Trip	1	0	0	0	0	0	0	1
Missed Connection	0	0	0	0	0	0	0	0
Missed Trip	0	0	0	0	0	0	0	0
No-Show	0	0	1	2	0	0	0	3
Off-Route	0	0	0	0	0	0	0	0
Pass-Up Complaint	2	1	1	1	0	0	0	5
Service Structure Complaint	1	0	0	0	3	7	2	13
Bus Stop Improvement Request	0	0	0	0	0	0	1	1
Fares	0	0	0	0	0	6	1	7
Other Complaint	1	0	0	0	2	0	0	3
Scheduling Complaint	0	0	0	0	1	1	0	2
Service Improvement Suggestion	0	0	0	0	0	0	0	0
Safety Complaint	0	0	0	0	0	0	0	0

Total Service Hours	9,300	3,586	1,448	1,506	2,321	-	18,162	18,162
Commendations per 1,000 Hours	0.1	0.0	0.7	0.0	0.0	-	0.0	0.1
Complaints per 1,000 Hours	0.6	0.6	2.8	2.7	1.3	-	0.1	1.5

Total Passengers	79,662	14,064	5,084	9,950	2,848	1,125	112,733	112,733
Commendations per 1,000 Passenger	0.0	0.0	0.2	0.0	0.0	0.0	0.0	0.0
Complaints per 1,000 Passengers	0.1	0.1	0.8	0.4	1.1	6.2	0.0	0.2



711 grand ave, #110
san rafael, ca 94901

ph: 415.226.0855
fax: 415.226.0856
marintransit.org

November 2, 2020

Honorable Board of Directors
Marin County Transit District
3501 Civic Center Drive
San Rafael, CA 94903

SUBJECT: Healthy Transit Plan Monthly Metrics Report

Dear Board Members:

board of directors

dennis rodoni
president
supervisor district 4

kate colin
vice president
city of san rafael

judy arnold
2nd vice president
supervisor district 5

damon connolly
director
supervisor district 1

eric lucan
director
city of novato

katie rice
director
supervisor district 2

kathrin sears
director
supervisor district 3

RECOMMENDATION: This is a recurring information item.

SUMMARY: In accordance with Marin Transit Board of Directors' Resolution No. 2020-05, staff collects and reports health metrics related to the COVID-19 pandemic on a monthly basis.

The data collection period for this report is September 10, 2020 – October 9, 2020. The information in Table 1 was previously presented to your Board. The next data collection period is currently in progress. Beginning from the December Marin Transit Board meeting, staff will have synced data collection periods with the Board meeting cycle and will be able to present new data.

Table 1: Healthy Transit Plan Metrics Report

Customer Facing	% Properly Wearing Face Coverings	98%
	% Vehicle Capacity for Safe Distancing	97%
Employee Facing	% Properly Wearing Face Coverings	98%
	% of Contact Tracing for Infected Employees	N/A

This information has been transmitted to the Metropolitan Transportation Commission and is available on the Metrics Dashboard at <http://dashboard.healthytransitplan.com/>.

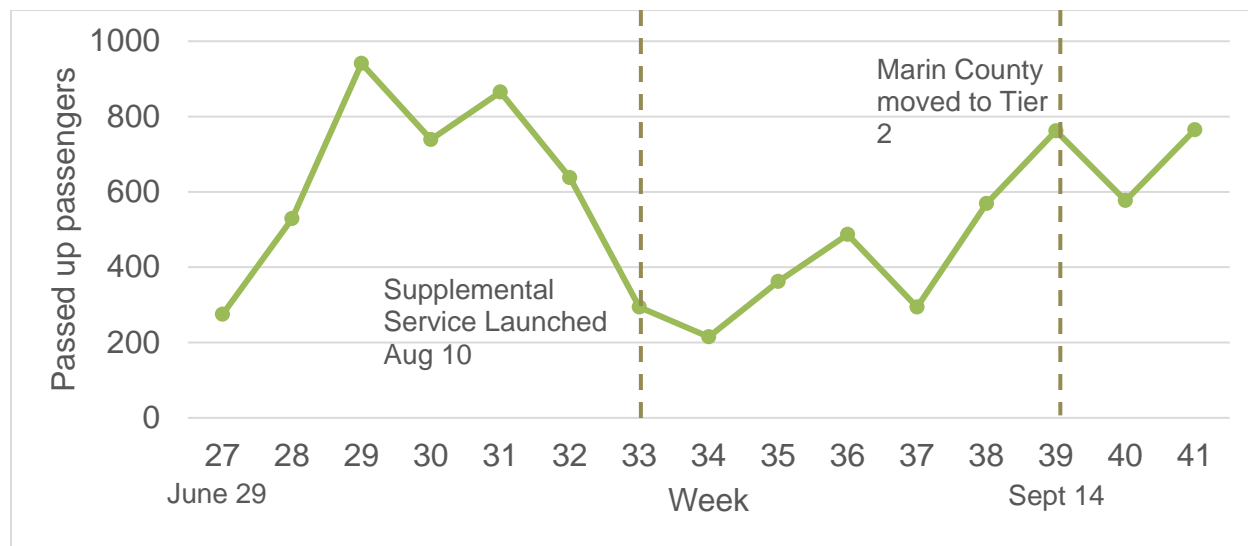
In addition to the Healthy Transit Plan Metrics, staff will include a summary of pass-up activity through the end of the reporting period. Pass-ups are defined as those instances when a bus has to leave a passenger at the curb because the bus is already at capacity. To comply with public health guidance, Marin Transit is limiting capacity on large buses to nine passengers and small buses to four passengers. The capacity limits stated above allow for 6' of physical distancing between passengers.

Pass-up activity initially declined with the introduction of the Supplemental Service (routes 117, 122, 135, and 171) on August

10. The County of Marin continues to re-open and citizens resume more activities outside of their home. Consequently, pass-up activity has increased as more passengers return to the system. Staff continues to monitor pass-up activity to make service adjustments as appropriate.

Increases in pass-up activity during the reporting period were predominately located at bus stops in the Canal neighborhood. In the Canal, bus frequencies are between one to four minutes at peak times and passengers do not experience extended wait times for the next bus with available space.

Chart 2: Pass-up activity trends



A summary of complaints related to COVID-19 mitigation policy compliance are listed below. Complaints may include, but not be limited to, issues pertaining to pass-ups, overcrowding, properly worn face mask covering (driver or passenger), and vehicle cleanliness.

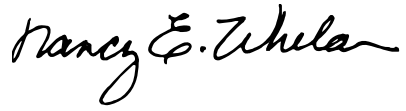
Table 3: Summary of COVID-19 Related Complaints

Date	Route	Complaint
9/12/20	35	Overcrowding – COVID related
9/15/20	49	Pass-up complaint
9/18/20	228	Pass-up complaint
10/02/20	228	Improper Mask - Driver
10/05/20	35	Improper Mask - Driver

Marin Transit staff refers complaints to the appropriate contractor for investigation and follow up with the driver, if they are able to identify that individual.

FISCAL/STAFFING IMPACT: None associated with this report.

Respectfully submitted,

A handwritten signature in black ink that reads "Nancy E. Whelan". The signature is written in a cursive style with a large, stylized 'N' and a long, sweeping underline.

Nancy Whelan
General Manager

REGULAR MEETING OF THE MARIN COUNTY TRANSIT DISTRICT BOARD OF DIRECTORS

Held Monday, October 5, 2020 at 10:00 A.M.

Roll Call

Present: President Rodoni, Vice President Colin, Director Connolly, Director Lucan, Director Sears

Absent: Second Vice President Arnold, Director Colbert, Director Rice

In compliance with local and state shelter-in-place orders, and as allowed by Governor Newsom's Executive Order N-29-20, until further notice the Marin County Transit District meetings will not be providing an in-person meeting location for the public to attend. Members of the public are encouraged to participate remotely via Zoom.

Vice President Rodoni opened the meeting at 10:01 A.M.

1. [Open Time for Public Expression \(limited to three minutes per speaker on items not on the Transit District's agenda\)](#)

Board President Rodoni asked if any member of the public wished to speak. Seeing none he called for Board of Directors' Matters.

2. [Board of Directors' Matters](#)

President Rodoni asked if any member of the Board wished to speak.

Director Rodoni appointed the audit ad-hoc committee for 2020. Members of the ad-hoc committee include Director Rice and Director Lucan. Director Colin will serve as an alternate.

President Rodoni called for the General Manager's Report.

3. [General Manager's Report](#)

[Staff Report](#)

- a. [General Manager's Oral Report](#)
- b. [Monthly Monitoring Report: July 2020](#)
- c. [Healthy Transit Plan Monthly Metrics Report](#)

General Manager Nancy Whelan reported on the September 14th Blue Ribbon Task Force (Task Force) meeting and the Transit Challenges and Moving Forward presentation. She also reported on the presentation by the San Francisco Bay Area Planning and Urban Research Association (SPUR) and Seamless Bay Area on the Transformation Action Plan. The discussions focused on balancing the severe economic conditions that transit agencies are facing in the near term with a longer-term view of a transformative action plan. The Task Force continued to

discuss institutional arrangements such as a person, group, or agency to coordinate all transit services in the Bay Area.

Staff have proposed free fares for the November 2020 election in an item on the consent calendar. If approved, Marin Transit bus services will be fare free from October 31st to November 3rd.

Overall ridership in July 2020 decreased by 58.9 percent compared to July 2019. Ridership on fixed-route services decreased significantly by 58.2 percent. Ridership on Marin Access services decreased by 72.8 percent. No yellow bus services were provided due to school closures throughout the entire month. July 2020 was the fifth month of ridership affected by the ongoing COVID-19 global pandemic.

In accordance with Marin Transit Board of Directors' Resolution No. 2020-05, staff will collect data and report health metrics related to the COVID-19 pandemic on a monthly basis. Ms. Whelan presented data collected for the period September 10, 2020 – October 9, 2020.

This information will be transmitted to the Metropolitan Transportation Commission and is available on the Metrics Dashboard at <http://dashboard.healthytransitplan.com/>. It will also be posted on the COVID-19 page of Marin Transit's website available at <https://marintransit.org/covid19/>.

President Rodoni asked when the metrics will lead to a change in social distancing requirements on transit vehicles. Ms. Whelan replied that there is no timeframe defined. The District is working with Golden Gate Bridge, Highway and Transportation District, Transportation Authority of Marin, SMART, Marin County Health and Human Services and San Francisco Municipal Transportation Agency to consider a different distancing requirement at the county and state level as the counties reopen and transit ridership is likely to increase.

4. [Consent Calendar](#)

- a. [Minutes for September 14, 2020](#)
- b. [Fifteenth Amendment to Agreement with TransTrack to Develop the Marin Access Travel Navigator Eligibility Platform](#)
- c. [Revised Marin Transit Procurement Policies](#)
- d. [Marin Transit Free Fare Promotional Campaign During 2020 Election](#)

Recommended Action: Approve.

M/s: Director Sears – Director Connolly

Ayes: President Rodoni, Vice President Colin, Director Connolly, Director Lucan, Director Sears

Noes: None

Absent: Second Vice President Arnold, Director Colbert, Director Rice

5. [Electric Bus Pilot Project Results and Analysis](#)

[Staff Report](#)

Senior Capital Analyst Anna Penoyar reported on the Electric Bus Pilot Project and the performance of two BYD Battery Electric Buses. The report focused on their performance from July 1, 2019 to June 30, 2020 in meeting the goals of the pilot program in terms of performance metrics, reliability, cost, and scalability.

Director Connolly asked how close the 120 mile range of electric vehicles align with daily mileage requirements on the rest of the fleet. Ms. Penoyar responded that the electric vehicles range of 120 miles per charge will cover about 40 percent of routes. Mr. Connolly asked whether the electric buses are charged throughout the day. Ms. Penoyar responded that Marin Transit's electric vehicles are charged overnight as this is the most cost-effective method. General Manager Nancy Whelan noted the infrastructure costs to install on-route charging stations are another consideration for choosing overnight charging at this time.

Vice President Colin asked whether the pilot study results are similar to other agencies with electric vehicles. Ms. Penoyar replied that the results are consistent with other transit agencies.

Director Sears remarked she is looking forward to increasing the electric vehicle fleet to extract more data.

Director Lucan asked for clarification on the major factors affecting fuel costs and how to reduce that cost. Ms. Penoyar responded that the District will consider different rate structures and solar applications as the electric fleet expands. The District participates in California's Low Carbon Fuel Standard market (CA LCFS), which offsets some of the costs.

Director Sears noted that with an increase in fleet and charging options, the District will have access to different rates. The electric vehicles are currently charged at the Golden Gate Transit charging yard. Golden Gate does not participate in Marin Clean Energy so the charging rate is fixed and determined by PG&E.

General Manager Nancy Whelan noted the California Transit Association has been petitioning for a statewide fixed fuel rate for bus transit fleets. Director Sears asked about the status of adopting a statewide fixed fuel rate.

Director Lucan emphasized the importance of engaging state legislatures, providing them with the data, and advocating for lowered statewide fixed fuel rates for bus transit fleets.

Recommended Action: Accept report.

6. [Purchase Agreement with Gillig, LLC for Four Battery Electric Buses](#)

[Staff Report](#)

Senior Capital Analyst Anna Penoyar requested the Board authorize the General Manager to procure four 40-foot Gillig zero-emission, battery electric buses. These vehicles will replace three articulated diesel buses the District retired in June 2020.

Director Connolly asked about the timeline for installing electric charging stations at 600 Rush Landing. Ms. Penoyar responded that Marin Transit is working with PG&E to install the charging stations before the electric buses are delivered. The buses are expected to arrive 14 months after the purchase order date.

Director Connolly asked for comment on selecting Gillig versus BYD as the electric vehicle manufacturer. Ms. Whelan commented that Gillig is a local company and the manufacturer of the District's current hybrid diesel-electric fleet. The District has been satisfied with the company performance and customer service. Ms. Penoyar noted the benefits of fleet consistency in choosing Gillig.

Director Sears commented that Gillig likely benefited from the experiences of other manufacturers, and the company's manufacturing facility and process is very impressive.

Recommended Action: Authorize General Manager to complete the purchase of four Battery Electric Buses from Gillig, LLC, and approve Budget Amendment 2021-04.

M/s: Director Connolly – Director Sears

Ayes: President Rodoni, Director Connolly, Vice President Colin, Second Vice President Arnold, Director Lucan, Director Rice, Director Sears

Noes: None

Absent: Second Vice President Arnold, Director Colbert, Director Rice

7. [Public Hearing on Marin Transit's Participation in the Metropolitan Transportation Commission's Clipper START Program](#)

[Staff Report](#)

Board President Rodoni opened the Public hearing.

Planning Manager Aida Banihashemi requested the Board consider authorizing the Board President to sign a resolution to participate in the regional Clipper START pilot program and provide a 50 percent discount to eligible low-income riders using the Clipper electronic fare payment system. The Metropolitan Transportation Commission (MTC) developed the program.

The Clipper START program offers a 20 to 50 percent discount off the adult fare to eligible low-income adults whose annual earnings are at or below 200 percent of the federal poverty level. Clipper will centrally administer the START program on behalf participating transit operators and determine applicant eligibility. Riders will apply online or submit a paper application with proof of identity and income. Clipper will provide eligible applicants with a personalized Clipper card for single-ride discounts on the participating transit systems.

Board President Rodoni opened the Public hearing to comments.

Director Connolly asked about ongoing efforts to transition more riders to Clipper. Ms. Banihashemi replied that after the November program launch, the District will participate in a campaign with MTC, Golden Gate Transit, and SMART. The campaign will expand educational outreach on the benefits of using Clipper in place of cash. Based on survey data, a fraction of low-income riders use Clipper. With the educational campaign, staff anticipates that 20 percent of those who currently use cash will convert to Clipper over the next 14 months.

President Rodoni expressed support for the program and thanked staff and MTC for the District's ability to participate in the program.

Board President Rodoni closed the public hearing.

Recommended Action: 1. Hold public hearing to receive public comment on Marin Transit's participation in the regional Clipper START pilot program, and review Title VI Fare Equity Analysis; and 2. Consider authorizing the Board President to sign a resolution committing the District to the pilot program to provide a 50 percent discount to eligible low-income riders on the Clipper electronic fare payment system.

M/s: Vice President Colin – Director Sears

Ayes: President Rodoni, Director Connolly, Vice President Colin, Second Vice President Arnold, Director Lucan, Director Rice, Director Sears

Noes: None

Absent: Second Vice President Arnold, Director Colbert, Director Rice

Adjourn President Rodoni adjourned the meeting at 11:13 A.M.

SINE DIE

PRESIDENT

ATTEST:

CLERK



711 grand ave, #110
san rafael, ca 94901

ph: 415.226.0855
fax: 415.226.0856
marintransit.org

November 2, 2020

Honorable Board of Directors
Marin County Transit District
3501 Civic Center Drive
San Rafael, CA 94903

board of directors

SUBJECT: Extend Fixed Route Service Agreement with Golden Gate Bridge, Highway & Transportation District for the Second Option Year

dennis rodoni
president
supervisor district 4

Dear Board Members:

RECOMMENDATION: Approve the contract extension with the Golden Gate Bridge, Highway & Transportation District (GGBHTD) through June 30, 2022 by exercising the second option year.

kate colin
vice president
city of san rafael

SUMMARY: Marin Transit's current contract for Operations and Maintenance of local fixed route bus service with GGBHTD began on July 1, 2015. The term of the contract is five years with two additional option years. The first option year of the contract is scheduled to expire on June 30, 2021. Per section 104.C.1 of the Operations and Maintenance contract, Marin Transit shall notify the Bridge District at least 180 calendar days prior to the end of the first option year if we intend to exercise the second option year.

judy arnold
2nd vice president
supervisor district 5

Staff recommends approving the contract extension for this additional year and extending the term of the contract until June 30, 2022. The draft letter to GGBHTD confirming the contract extension is provided as an attachment to this report.

damon connolly
director
supervisor district 1

This is the second and final extension of the current contract. In light of this, staff recommends beginning conversations with staff at GGBHTD to begin planning service levels, rates, and terms of a new contract.

eric lucan
director
city of novato

katie rice
director
supervisor district 2

Marin Transit's ongoing monitoring and planning efforts will ultimately determine service levels for routes operated under this agreement during FY 2021/22. Based on current service levels, staff estimates

kathrin sears
director
supervisor district 3

that approximately 65,000 annual hours of service will be operated under this extension.

FISCAL/STAFFING IMPACT: The cost of the contract to GGBHTD is included in Marin Transit's annual budget in the Local Service budget. The contract allows for a 2.7 percent annual escalation. Rates for FY 2021/22 are \$129.07 per revenue hour, as shown in the table below.

Contract Year	1	2	3	4	5	Option 1	Option 2
Fiscal Year	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22
Cost per Revenue Hour	\$110.00	\$112.97	\$116.02	\$119.15	\$122.37	\$125.67	\$129.07

There is no staffing impact associated with this item.

Respectfully submitted,



Robert Betts
Director of Operations and Planning

Attachment:

1. Letter to GGBHTD: Intent to Extend Contract into Option Year Two



711 grand ave, #110
san rafael, ca 94901

ph: 415.226.0855
fax: 415.226.0856
marintransit.org

board of directors

dennis rodoni
president
supervisor district 4

kate colin
vice president
city of san rafael

judy arnold
2nd vice president
supervisor district 5

damon connolly
director
supervisor district 1

eric lucan
director
city of novato

katie rice
director
supervisor district 2

kathrin sears
director
supervisor district 3

November 2, 2020

Tony Clark
Director of Schedules and Service Development
Golden Gate Bridge, Highway & Transportation District
1011 Andersen Drive
San Rafael, CA 94901

RE: Intent to Extend Agreement into Option Year Two

Dear Mr. Clark,

Per section 104.C.1 of our Operations and Maintenance contract, Marin Transit shall notify the Bridge District at least 180 calendar days prior to the end of the first option year of the Base Contract Term if we intend to exercise the second option year. Please accept this letter as notification of Marin Transit's desire to extend our Operations and Maintenance Contract into the second option year, FY 2021-22.

Due to the everchanging impacts of COVID-19 on operating conditions, ridership, and service levels, it is challenging to predict exactly how much service we plan to operate in upcoming FY 2021-22 year. As both of our agencies monitor and evaluate service changes, we would like to request this future planning work should be done in a collaborative way to minimize any potential negative impacts on riders in Marin County. This will allow the Bridge District to better understand the timing and quantity of changes related to local service.

We value our longstanding partnership and look forward to continuing our agreement into the second and final option year. Considering this is the final year of the current contract, Marin Transit staff requests that meetings between representatives from both agencies be scheduled in the coming months to discuss service levels, rates, and terms of a new contract. Please feel free to contact me with questions or comments.

Sincerely,

Robert Betts
Director of Operations & Planning

cc: Nancy Whelan, General Manager, Marin Transit
Lauren Gradia, Director of Finance and Capital Projects, Marin Transit
Kelly Zalewski, Operations Manager, Marin Transit
Mona Babauta, Deputy General Manager, Golden Gate Transit



711 grand ave, #110
san rafael, ca 94901

ph: 415.226.0855
fax: 415.226.0856
marintransit.org

November 2, 2020

Honorable Board of Directors
Marin County Transit District
3501 Civic Center Drive
San Rafael, CA 94903

SUBJECT: Agreement with We The Creative for On-Call Graphic Design Services

Dear Board Members:

board of directors

dennis rodoni
president
supervisor district 4

kate colin
vice president
city of san rafael

judy arnold
2nd vice president
supervisor district 5

damon connolly
director
supervisor district 1

eric lucan
director
city of novato

katie rice
director
supervisor district 2

kathrin sears
director
supervisor district 3

RECOMMENDATION: Authorize General Manager to execute an agreement with We The Creative for on-call graphic design services for Marin Transit projects and programs at a total cost not to exceed \$100,000 for the two-year timeframe.

SUMMARY: Staff requests that your Board authorize the General Manager to execute an on-call contract with We The Creative. On July 14, 2020, Marin Transit, issued a Request for Qualifications (RFQ) to provide On-Call Graphic Design Services for Marin Transit projects and programs. Tasks include providing graphic design services, messaging, and strategic planning to support Marin Transit's marketing, communication, and on-going public outreach activities.

The work under this agreement will be established on an individual task order basis with a not to exceed amount set for each task order.

Marin Transit posted the RFQ on the District's website and sent copies to firms with relevant experience and qualifications. Proposals were due August 14, 2020. The District received a high level of interest in response to the RFQ, and 12 proposals met the submission deadline.

Staff evaluated each proposal and completed an initial scoring based on the criteria identified in the RFQ. This process identified three competitive proposals to advance into the second round of evaluation, which included an oral interview. The evaluation committee held shortlisted firm interviews and conducted reference checks between October 1 and 9, 2020. Following these interviews, staff re-scored all shortlisted vendors using the original criteria. These include relevant experience and project staff, project approach, examples of previous work, references, and cost. Based on the outcome of this scoring, staff recommends We The Creative for the contract award.

FISCAL/STAFFING IMPACT:

The total cost of the agreement over the two-year timeframe will not exceed \$100,000. This includes consultant costs for requested tasks under the agreement and direct costs for associated services and supplies. Direct costs may include translation services, printed materials, and costs associated with distribution. This agreement will be funded from District's local and rural transit marketing budgets, and is within the District's approved budget for FY 2020/21. Funding in subsequent fiscal years will be subject to the Board's approval of Marin Transit annual budget.

Respectfully submitted,



Aida Banihashemi
Planning Manager

Attachments:

Attachment A: Contract with We The Creative for On-Call Graphic Design Services

**MARIN COUNTY TRANSIT DISTRICT
PROFESSIONAL SERVICES CONTRACT**

THIS CONTRACT is made and entered into this 2nd day of November, 2020, by and between the MARIN COUNTY TRANSIT DISTRICT, hereinafter referred to as "District" and We The Creative, hereinafter referred to as "Consultant."

RECITALS:

WHEREAS, District desires to retain a firm to provide the following service: Graphic Design and Marketing Services; and

WHEREAS, Consultant warrants that it is qualified and competent to render the aforesaid services;

NOW, THEREFORE, for and in consideration of the Contract made, and the payments to be made by District, the parties agree to the following:

1. SCOPE OF SERVICES:

Consultant agrees to provide all of the services described in **Exhibit A** attached hereto and by this reference made a part hereof.

2. FURNISHED SERVICES:

The District agrees to:

- A. Make available all pertinent data, documents, and records for review.
- B. Provide general bid and Contract forms and special provisions format when needed.

3. FEES AND PAYMENT SCHEDULE:

The fees and payment schedule for furnishing services under this Contract shall be based on the rate schedule which is attached hereto as **Exhibit B** and by this reference incorporated herein. Said fees shall remain in effect for the entire term of the Contract. Consultant shall provide District with his/her/its Federal Tax I. D. number prior to submitting the first invoice.

4. TASK ORDER PROCEDURE:

This is a task order contract. Each task order issued hereunder shall be identified by number, issued consecutively by the time of District's approval of the task. All work hereunder will be performed in accordance with the following:

- a. Each task hereunder will be initiated by a request from District for the Consultant to propose an approach to the specified task. Consultant's proposal will include the personnel to be employed, the estimated hours for each, and a firm fixed price. If personnel nominated for a task are outside the categories and hourly rates contained herein, Consultant shall identify the hourly rate and explain the reason for employing such personnel. Each such proposal may be negotiated regarding any matters other than the hourly rates established in the base contract.
- b. The approved amounts per task order will be consistent with the annual budget as approved by the District Board of Directors. Upon acceptance of Consultant's proposal, District shall issue a task order and notice to proceed to Consultant. Consultant shall promptly perform the services included in the task to District's satisfaction.
- c. Payment for each task shall be generally in accordance with the payments Section above. Consultant shall invoice separately for each task; each invoice shall be identified by the contract and task number. Consultant may invoice monthly on the basis specified in the task order for specified deliverables.

As set forth in section 14 of this Contract, should the funding source for this Contract be reduced, Consultant agrees that this maximum cost to District may be amended by written notice from District to reflect that reduction.

5. TIME OF CONTRACT:

This Contract shall commence on the 2nd day of November, 2020, and shall terminate on 1st day of November, 2022. The District may award up to one option year at the price stated in **Exhibit B**. Certificate(s) of Insurance must be current on day Contract commences and if scheduled to lapse prior to termination date, must be automatically updated before final payment may be made to Consultant. The final invoice must be submitted within 30 days of completion of the stated scope of services.

6. **INSURANCE:**

Commercial General Liability:

The Consultant shall maintain a commercial general liability insurance policy in the amount of \$1,000,000 (\$2,000,000 aggregate). The District shall be named as an additional insured on the commercial general liability policy.

Commercial Automobile Liability:

Where the services to be provided under this Contract involve or require the use of any type of vehicle by Consultant, Consultant shall provide comprehensive business or commercial automobile liability coverage, including non-owned and hired automobile liability, in the amount of \$1,000,000. 00.

Workers' Compensation:

The Consultant acknowledges the State of California requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of the Labor Code. If Consultant has employees, a copy of the certificate evidencing such insurance, a letter of self-insurance, or a copy of the Certificate of Consent to Self-Insure shall be provided to the District prior to commencement of work.

Errors and Omissions, Professional Liability or Malpractice Insurance.

Consultant may be required to carry errors and omissions, professional liability or malpractice insurance.

All policies shall remain in force through the life of this Contract and shall be payable on a "per occurrence" basis unless District specifically consents to a "claims made" basis. The insurer shall supply District adequate proof of insurance and/or a certificate of insurance evidencing coverages and limits prior to commencement of work. Should any of the required insurance policies in this Contract be cancelled or non-renewed, it is the Consultant's duty to notify the District immediately upon receipt of the notice of cancellation or non-renewal.

If Consultant does not carry a required insurance coverage and/or does not meet the required limits, the coverage limits and deductibles shall be set forth on a waiver, **Exhibit C**, attached hereto.

Failure to provide and maintain the insurance required by this Contract will constitute a material breach of this Contract. In addition to any other available remedies, District may suspend payment to the Consultant for any services provided during any time that insurance was not in effect and until such time as the Consultant provides adequate evidence that Consultant has obtained the required coverage.

7. **ANTI DISCRIMINATION AND ANTI HARASSMENT:**

Consultant and/or any subcontractor shall not unlawfully discriminate against or harass any individual including, but not limited to, any employee or volunteer of the Marin County Transit District based on race, color, religion, nationality, sex, sexual orientation, age or condition of disability. Consultant and/or any subcontractor understands and agrees that Consultant and/or any subcontractor is bound by and will comply with the anti-discrimination and anti-harassment mandates of all Federal, State and local statutes, regulations and ordinances.

8. **SUBCONTRACTING:**

The Consultant shall not subcontract nor assign any portion of the work required by this Contract without prior written approval of the District except for any subcontract work identified herein. If Consultant hires a subcontractor under this Contract, Consultant shall require subcontractor to provide and maintain insurance coverage(s) identical to what is required of Consultant under this Contract and shall require subcontractor to name Consultant and Marin County Transit District as an additional insured under this Contract for general liability. It shall be Consultant's responsibility to collect and maintain current evidence of insurance provided by its subcontractors and shall forward to the District evidence of same.

9. ASSIGNMENT:

The rights, responsibilities and duties under this Contract are personal to the Consultant and may not be transferred or assigned without the express prior written consent of the District.

10. LICENSING AND PERMITS:

The Consultant shall maintain the appropriate licenses throughout the life of this Contract. Consultant shall also obtain any and all permits which might be required by the work to be performed herein.

11. BOOKS OF RECORD AND AUDIT PROVISION:

Consultant shall maintain on a current basis complete books and records relating to this Contract. Such records shall include, but not be limited to, documents supporting all bids, all income and all expenditures. The books and records shall be original entry books with a general ledger itemizing all debits and credits for the work on this Contract. In addition, Consultant shall maintain detailed payroll records including all subsistence, travel and field expenses, and canceled checks, receipts and invoices for all items. These documents and records shall be retained for at least five years from the completion of this Contract. Consultant will permit District to audit all books, accounts or records relating to this Contract or all books, accounts or records of any business entities controlled by Consultant who participated in this Contract in any way. Any audit may be conducted on Consultant's premises or, at District's option, Consultant shall provide all books and records within a maximum of fifteen (15) days upon receipt of written notice from District. Consultant shall refund any monies erroneously charged.

12. WORK PRODUCT/PRE-EXISTING WORK PRODUCT OF CONSULTANT:

Any and all final documents, reports, and plans and drawings concerning this project prepared by the Consultant, shall become the property of the District at the completion of a task order or upon termination of a task order. The Consultant may retain reproducible copies of drawings and copies of other documents. In the event of the termination of this Contract, for any reason whatsoever, Consultant shall promptly turn over all information, writing, and documents to District without exception or reservation.

13. TERMINATION:

- A. If the Consultant fails to provide in any manner the services required under this Contract or otherwise fails to comply with the terms of this Contract or violates any ordinance, regulation or other law which applies to its performance herein, the District may terminate this Contract by giving five (5) calendar days written notice to the party involved.
- B. The Consultant shall be excused for failure to perform services herein if such services are prevented by acts of God, strikes, labor disputes or other forces over which the Consultant has no control.
- C. Either party hereto may terminate this Contract for any reason by giving thirty (30) calendar days written notice to the other parties. Notice of termination shall be by written notice to the other parties and be sent by registered mail.
- D. In the event of termination not the fault of the Consultant, the Consultant shall be paid for services performed to the date of termination in accordance with the terms of this Contract so long as proof of required insurance is provided for the periods covered in the Contract or Amendment(s).

14. APPROPRIATIONS:

The District's performance and obligation to pay under this Contract is contingent upon an annual appropriation by the Marin County Transit District Board of Directors, the State of California or other third party. Should the funds not be appropriated District may terminate this Contract with respect to those payments for which such funds are not appropriated. District will give Consultant thirty (30) days' written notice of such termination. All obligations of District to make payments after the termination date will cease.

Where the funding source for this Contract is contingent upon an annual appropriation or grant from the Marin County Transit District Board of Directors, the State of California or other third party, District's performance and obligation to pay under this Contract is limited by the availability of those funds. Should the funding source for this Contract be eliminated or reduced, upon written notice to Consultant, District may reduce the Maximum Cost to District identified in section 4 to reflect that elimination or reduction.

15. RELATIONSHIP BETWEEN THE PARTIES:

It is expressly understood that in the performance of the services herein, the Consultant, and the agents and employees thereof, shall act in an independent capacity and as an independent Consultant and not as officers, employees or agents of the District. Consultant shall be solely responsible to pay all required taxes, including but not limited to, all withholding social security, and workers' compensation.

16. AMENDMENT:

This Contract may be amended or modified only by written Contract of all parties.

17. ASSIGNMENT OF PERSONNEL:

The Consultant shall not substitute any personnel for those specifically named in its proposal unless personnel with substantially equal or better qualifications and experience are provided, acceptable to District, as is evidenced in writing.

18. JURISDICTION AND VENUE:

This Contract shall be construed in accordance with the laws of the State of California and the parties hereto agree that venue shall be in Marin County, California.

19. INDEMNIFICATION:

To the extent permitted by law (including, without limitation, California Civil Code section 2782.8), Consultant agrees to indemnify, defend, and hold harmless District, its employees and officers from any and all claims, demands, actions, causes of action, losses, damages, liabilities, known or unknown, and all costs and expenses, including reasonable attorney's fees in connection with any injury or damage to persons or property to the extent caused by the negligence, recklessness or willful misconduct of Consultant, its officers, employees, agents, Consultant, subcontractors or any officer, agency or employee thereof in relation to Consultant's performance under this Contract.

20. COMPLIANCE WITH APPLICABLE LAWS:

The Consultant shall comply with any and all Federal, State and local laws and resolutions: including, but not limited to the County of Marin Nuclear Free Zone and Living Wage Ordinance Copies of any of the above-referenced local laws and resolutions may be secured from the Contract Manager referenced in section 21. In addition, the following NOTICES may apply:

1. Pursuant to California Franchise Tax Board regulations, District will automatically withhold 7% from all payments made to vendors who are non-residents of California.
2. Consultant agrees to meet all applicable program access and physical accessibility requirements under State and Federal laws as may apply to services, programs, or activities for the benefit of the public.
3. For Contracts involving any State or Federal grant funds, Exhibit D must be attached. Exhibit E shall consist of the printout results obtained by search of the System for Award Management at www.sam.gov

Exhibit D - Debarment Certification

By signing and submitting this Contract, the Consultant is agreeing to abide by the debarment requirements as set out below.

- The certification in this clause is a material representation of fact relied upon by District.
- The Consultant shall provide immediate written notice to District if at any time the Consultant learns that its certification was erroneous or has become erroneous by reason of changed circumstances.
- Consultant certifies that none of its principals, affiliates, agents, representatives or Consultants are excluded, disqualified or ineligible for the award of Contracts by any Federal agency and Consultant further certifies to the best of its knowledge and belief, that it and its principals:

- re not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal Department or Agency;
- Have not been convicted within the preceding three-years of any of the offenses listed in 2 CFR 180. 800(a) or had a civil judgment rendered against it for one of those offenses within that time period;
- Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or Local) with commission of any of the offenses listed in 2 CFR 180. 800(a);
- Have not had one or more public transactions (Federal, State, or Local) terminated within the preceding three-years for cause or default.
- The Consultant agrees by signing this Contract that it will not knowingly enter into any subcontract or covered transaction with a person who is proposed for debarment, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction.
- Any subcontractor will provide a debarment certification that includes the debarment clause as noted in preceding bullets above, without modification.

21. NOTICES:

This Contract shall be managed and administered on District's behalf by the Department Contract Manager named below. All invoices shall be submitted and approved by this Department and all notices shall be given to District at the following location:

Contract Manager: Aida Banihashemi

Dept. /Location: Planning

Telephone No.: (415) 226-0878

Notices shall be given to Consultant at the following address:

Consultant: We The Creative

Address: 27132 Paseo Espada, Unit B1225, San Capistrano, CA

Telephone No.: (877) 887-1318

22. ACKNOWLEDGEMENT OF EXHIBITS



Check applicable Exhibits

**CONSULTANT'S
INITIALS**

EXHIBIT A.

<input checked="" type="checkbox"/>	Scope of Services	
<input checked="" type="checkbox"/>	Fees and Payment	
<input checked="" type="checkbox"/>	Insurance Reduction/Waiver	
<input type="checkbox"/>	Consultant's Debarment Certification	
<input type="checkbox"/>	Subcontractor's Debarment Certification	

EXHIBIT B.

EXHIBIT C.

EXHIBIT D.

EXHIBIT E.

IN WITNESS WHEREOF, the parties have executed this Contract on the date first above written.

CONSULTANT

By: _____

Name: Joven Orozco

Title: President, We The Creative

APPROVED BY

MARIN COUNTY TRANSIT DISTRICT:

By: _____

Name: Nancy Whelan

Title: General Manager



COUNTY COUNSEL REVIEW AND APPROVAL *(required if template content has been modified)*

County Counsel: _____ Date: _____

EXHIBIT "A"

SCOPE OF SERVICES

The consultant scope of services is to provide graphic design services, messaging, and strategic planning to support Marin Transit's on-going marketing, communication, and public outreach activities. This is an on-call contract to be executed by task order.

Tasks and responsibilities include:

- Provide graphic design services to support Marin Transit's marketing, communication, and public outreach efforts.
- Develop graphics, and/or and update Marin Transit's marketing materials including updates to the artworks including but not limited to brochures, booklets, banners, printed advertisements, Inside bus advertisements, signage, media print ads, website and presentations.
- Coordinate for photography, translation, printing, and distribution of collateral materials, as needed.
- Support promotional campaign efforts and provide strategic communications plan to disseminate messaging to riders, identify key segments of the population to target for outreach effort, provide effective communication specifically tailored to each population, and develop marketing kits for event promotions.
- Marin Transit may request other types of outreach, marketing, and PR services through this contract.

Task Orders

Marin Transit will establish work under the Agreement as needed on an individual task order basis. There is no guaranteed minimum level of compensation. Marin Transit reserves the right to procure the services described in these solicitation documents from other firms at its sole discretion. The District may issue task orders under the Agreement any time during the base term or option years. A not to exceed amount will be set for each task order.

The availability of key personnel must be flexible to meet the needs of the project. Marin Transit expects all individuals identified as key personnel shall remain on the project team for the duration of the contract unless the District agrees upon a replacement.

EXHIBIT "B"**FEES AND PAYMENT SCHEDULE**

The parties hereto agree that the rates contained below are those currently charged by Consultant for the categories of labor designated, and will be used in pricing each specific task order. These rates are fixed for the duration of the agreement. If additional categories of specialized labor are required for a specific task, the rate quoted shall be subject to review and approval by the District. Parties will agree to an invoicing and invoice payment method prior to a task order.

Team Member	Position	Rate/Hr
Nikita Russell	Project Manager	\$85
Joven Orozco	Creative Director	\$125
Kenneth Lim	Senior Art Director	\$105
Rhodri Lumba	Art Director	\$95
Giselle Marquez	Graphic Designer	\$75
Julie Bos	Copywriter	\$100
Julie Bos	Proofreader	\$75
Lisa Lazar	Translation	\$75
Reimbursable Expenses		
Next Day Priority Shipping		\$42.65+
Printing 8" x 11"		\$0.50
Flash Drive (16GB)		\$12.50

We The Creative team does not charge for travel time or administrative costs. Direct costs such as printing, translation, distribution, and photography will be billed directly to Marin Transit with no additional mark up.

EXHIBIT "C"
to Short Form Contract

INSURANCE REDUCTION/WAIVER (if applicable)

CONSULTANT: _____

CONTRACT TITLE: _____

Consultant's professional liability insurance may be provided, in part, by self-insurance or large deductible as long as Consultant provides: (1) evidence to the District that Consultant has segregated amounts in a special insurance reserve fund meeting the Contract's insurance requirements and restricted specifically to this project or (2) Consultant's general insurance reserves are adequate to provide the necessary coverage and the Marin County Transit District may conclusively rely thereon.

This statement shall accompany all requests for a reduction/waiver of insurance requirements. Please check the box

if a waiver is requested or fill in the reduced coverage(s) where indicated below:

	<i>Check Where Applicable</i>	<i>Requested Limit Amount</i>	<i>CAO Use Only</i>
General Liability Insurance	<input type="checkbox"/>	\$	
Automobile Liability Insurance	<input type="checkbox"/>	\$	
Workers' Compensation Insurance	<input type="checkbox"/>		
Professional Liability Deductible	<input type="checkbox"/>	\$	

Please set forth the reasons for the requested reductions or waiver.

Contract Manager Signature: _____

Date: _____



711 grand ave, #110
san rafael, ca 94901

ph: 415.226.0855
fax: 415.226.0856
marintransit.org

board of directors

dennis rodoni
president
supervisor district 4

kate colin
vice president
city of san rafael

judy arnold
2nd vice president
supervisor district 5

damon connolly
director
supervisor district 1

eric lucan
director
city of novato

katie rice
director
supervisor district 2

kathrin sears
director
supervisor district 3

November 2, 2020

Honorable Board of Directors
Marin County Transit District
3501 Civic Center Drive
San Rafael, CA 94903

SUBJECT: Update to Marin Transit Personnel Policies & Procedures Section 4.1.7.b: Defined Contribution Retirement Plan & Employment Compensation Framework

Dear Board Members:

RECOMMENDATION: Approve change to Defined Contribution retirement plan vesting schedule from six months to one-year completion of service for new Marin Transit employees.

SUMMARY:

Your Board approved Resolution 2013-06 to use Nationwide's 401(a) program to administer a defined contribution program for District employees and adopt the direct employee compensation framework on August 19, 2013. The District established 10-15 percent contribution levels based on an employee's tenure with the District and included an initial six month vesting period for new employees.

Combined with the required social security contribution, the defined contribution program provides a generous and portable benefit for employees upon retirement. The six month vesting schedule, along with the stepped contribution level based on tenure is intended to provide benefits to all employees and an incentive for employees to stay with the District. Staff has determined that increasing the vesting term to one year is competitive with peer agencies and less administratively burdensome.

The new vesting schedule will be effective on January 1, 2021, and any employee hired prior to that date and not yet vested will adhere to the current six-month schedule. Marin Transit currently does not have staff requiring this exception. Your Board approved a move to a new retirement plan provider, Principal Financial Services, on December 2, 2019. Marin Transit's Third Party Administrator, C-Ben Group, will update the District's Defined Contribution Plan and provide this information to Principal Financial Services.

Staff recommends that your Board adopt a revision to the Marin Transit Personnel Policies & Procedures (attachment A) section 4.1.7.b Defined Contribution Retirement plan to read as follows:

4.1.7.b Defined Contribution Retirement Plan: *All regular employees working a minimum of 20 hours per week become vested in a 401(a) defined contribution retirement account upon completion of one year of service.*

This update is also reflected in the Marin Transit Employment Compensation Framework, attachment B.

FISCAL/STAFFING IMPACT: There is no direct fiscal impact from this change. The plan modification will eliminate District defined benefit payments for employee that leave the District without completing one year of service.

Respectfully submitted,



Holly Lundgren
Senior Human Resources Analyst

Attachment A: Policy #HR-2 Revised *Marin Transit Policies & Procedures Manual*

Attachment B: Policy #HR-3 Revised *Marin Transit Employment Compensation Framework*



MARIN TRANSIT

PERSONNEL POLICIES AND PROCEDURES MANUAL

Policy #:	HR-02
Subject:	Personnel
Effective Date:	July 1, 2014
Revision Date:	July 1, 2015 (sec 4.5.10)
Revision Date:	November 2, 2020 (secs 4.1.7.b)

Table of Contents

ACKNOWLEDGEMENT OF RECEIPT OF PERSONNEL POLICIES AND PROCEDURES	4
SECTION 1 GENERAL AND ADMINISTRATION	5
1.1 Introduction	5
1.2 Purpose	5
1.3 Definitions	5
1.4 At Will Employment	7
SECTION 2 STANDARDS OF EMPLOYMENT	8
2.1 Employee Standards of Conduct	8
2.2 Equal Opportunity in Employment	8
2.3 Drug and Alcohol-Free Workplace	10
2.4 Electronic Media	11
2.5 Whistleblower Rights	11
2.6 Safe Work Practices and Non-Violent Workplace	12
SECTION 3 RECRUITMENT AND SELECTION	14
3.1 Merit Service	14
3.2 Recruitment and Application Process	14
3.3 Selection	15
3.4 Appointment	15
3.5 Introductory Work Period	16
3.6 Reemployment	17
SECTION 4 EMPLOYMENT PRACTICES	18
4.1 Salary and Benefits Administration, and Classification Plan	18
4.2 Work Hours, Work Schedules, and Overtime Practices	23
4.3 Performance Planning and Review	25
4.4 Employee Discipline	26

4.5	Leaves of Absence	29
4.6	Personnel Records and Files	36
4.7	Grievance Procedure.....	37
4.8	Reasonable Accommodation	38

ACKNOWLEDGEMENT OF RECEIPT OF PERSONNEL POLICIES AND PROCEDURES

The Personnel Policies and Procedures Manual, including the attached Standard of Conduct and Conflict of Interest Code and Drug and Alcohol Testing Policy, contains important information about Marin Transit and my privileges and obligations as an employee.

Since the information in this document is necessarily subject to change, I acknowledge that revisions to the Personnel Policies and Procedures Manual, including the attached policies, may occur. All such changes will be communicated through official notices. I understand that revised information may supersede, modify, or eliminate existing policies.

Furthermore, I acknowledge that the policies and procedures set out in this manual, including the attached policies, are neither a contract of employment nor a legal document. I have received the Personnel Policies and Procedures Manual, and I understand that it is my responsibility to read and comply with the policies and procedures contained in this manual and any revisions made to it.

Signature of Employee

Date

Employee's Name - Printed

SECTION 1 GENERAL AND ADMINISTRATION

1.1 Introduction

The Marin County Transit District develops, finances, plans, and provides local transit service in Marin County consistent with the overall San Francisco Bay Area regional transit network. The District may operate the local transit system or contract with any other public or private entity to operate all or part of the transit system including, but not limited to services, facilities, or equipment. Employees represent the District and further the District's purpose when performing services. District employees are an essential asset, and it is the desire of the District to ensure employees are treated accordingly.

Marin County Transit District's enabling legislation requires the District to adopt a Merit System with regard to personnel management (Cal. Pub. Util. Code § 70076). The District established a Merit System by resolution and authorized the General Manager to prepare or cause to be prepared a Manual of Personnel Policies and Procedures for the effective administration of personnel matters consistent with the Merit System.

1.2 Purpose

The purpose of this Personnel Policies and Procedures Manual is to clearly articulate the desired practices of the District and the responsibilities and rights of employees and managers in their employment with the Marin County Transit District. It is intended to provide regulations and instruction for lawful and equitable personnel practices consistent with the District's Merit System and to provide direction and guidance for employment practices and requirements.

1.3 Definitions

- 1.3.1. Alternate Work Schedule:** An approved set work schedule different than the standard five days per week, eight hours per day schedule. Example: a "9/80" schedule in which the employee works nine work days in a two-week period, nine hours for eight days and eight hours for one, for a total of 80 hours in a two-week period.
- 1.3.2 Confidential Employee:** An employee or position, as designated by the Board of Directors, who could reasonably have access to confidential information that could affect employer-employee relations.
- 1.3.3 Day:** Calendar day unless expressly stated otherwise.
- 1.3.4 Demotion:** A change in status of an employee from a position in one classification to a position in another classification with lesser duties and responsibilities, lower qualifications, and a lower maximum salary.

- 1.3.5 Employee:** A person employed by the District. Independent contractors, elected officials, and volunteers are not employees of the District.
- 1.3.6 Employment Compensation Framework:** A document submitted by the General Manager to the Board of Directors recommending personnel policy issues involving financial commitments, such as establishing salary ranges, employee benefit programs and District contributions, staffing levels, and establishment of classifications. The Employment Compensation Framework may be modified as part of the annual budget process.
- 1.3.7 Exempt Employee:** An employee who is in a managerial, administrative, or professional classification as defined by the Fair Labor Standards Act and is exempt from wage and overtime provisions of the Act.
- 1.3.8 Flexible Work Schedule:** An approved work schedule in which daily start and end times may vary.
- 1.3.9 Layoff:** The separation of an employee from the active work force due to lack of work, lack of funds, organizational changes, or the abolition of a position.
- 1.3.10 Manager or Management Employee:** An employee designated by the Board of Directors as having significant authority, in the interest of the Board, to formulate and effectuate District policies, and who is substantially involved in hiring, discharging, evaluating, rewarding and disciplining one or more employees or effectively recommends such decisions.
- 1.3.11 Merit System:** The manner of hiring and promoting government employees based on their ability, education, experience, and job performance rather than their connections or other political factors -- one in which human resources activities are governed by uniform, job related, and impersonal policies and procedures.
- 1.3.12 Paid Status:** The payment of an employee for a workday either because the employee worked the day or because the employee was on authorized paid leave.
- 1.3.13 Promotion:** Advancement of an employee from a position in an established classification to a position in an established classification with higher level duties and responsibilities, higher qualifications, and a higher maximum salary.
- 1.3.14 Qualified Individual with a Disability:** A person with a physical or mental impairment that materially or substantially limits one or more major life activities.
- 1.3.15 Reasonable Accommodation:** A modification or adjustment to a job, an employment practice, or the work environment that makes it possible for a qualified individual with a disability to enjoy an equal employment opportunity. Examples may include acquiring or modifying equipment or devices; making facilities readily accessible; modifying work schedules. Reasonable accommodation also applies to ensure the safety of an employee at work who is the victim of domestic violence, sexual assault, or stalking.

1.3.16 Regular Employee: A person employed by the District full or part time with no specific end date to the employment. Contract and temporary employees are not regular employees.

1.3.17 Reinstatement: The return of an employee to a classification in which the employee formerly served.

1.3.18 Separation: Any ending of employment with the District.

1.3.19 Temporary Employee: A person employed by the District in a position that is funded for a limited period of time, not to exceed one year.

1.3.20 Transfer: A change of an employee from one position to another in the same or similar classification.

1.4 At Will Employment

The General Manager is employed pursuant to a contract and is governed by the terms thereof. Positions in the Director classification reporting directly to the General Manager are designated as at will. Other District employees may be designated as at-will employees by the General Manager, under appropriate circumstances. At will employees do not acquire a property interest in their positions and their employment may be terminated at any time, for any reason, and without any requirement of demonstrating cause. At will employees have no right to appeal any discipline or termination.

SECTION 2 STANDARDS OF EMPLOYMENT

2.1 Employee Standards of Conduct

- 2.1.1 Standard of Conduct Policy:** The District has adopted a Standard of Conduct and Conflict of Interest Code. Employees should refer to this code for general standard of conduct requirements as well as information regarding: exclusive service; outside employment; maintenance of confidential and/or privileged information; use of District facilities or property; improper political activity; nepotism; anti-fraternization; and acceptance of gifts or other benefits. The Standard of Conduct and Conflict of Interest Code is hereby incorporated into this Personnel Policies and Procedures Manual and is attached.
- 2.1.2 Workplace Grooming and Attire:** The District maintains a professional working environment for the benefit of its employees and the public. As public employees and representatives of the District, each employee will present him/herself in a neat and clean manner and in professional attire appropriate to the job assignment.
- 2.1.3 Smoke Free Workplace:** Smoking tobacco is prohibited in all District offices and vehicles and is prohibited within 20 feet of the entrance, doorway, or window to any District building.

2.2 Equal Opportunity in Employment

- 2.2.1 Purpose:** The purpose of this policy is to set forth the Marin County Transit District's commitment to equal opportunity in employment as well as services and to establish no tolerance for unlawful discrimination, harassment, or retaliation; to define these terms; and to identify the procedure for reporting, investigating and resolving complaints of discrimination, harassment, or retaliation.
- 2.2.2 Statement of Policy:** The Marin County Transit District is committed to providing an environment that is free from discrimination and harassment of any kind, including sexual harassment and harassment or discrimination based on race, color, religion, national origin, ancestry, age, physical or mental disability, medical condition, marital status, sex, age, or sexual orientation. Such discrimination and harassment, or retaliation against individuals who complain of illegal harassment or discrimination or who participate in an investigation into illegal harassment or discrimination will not be tolerated. All human resources' functions will be administered in a manner that is equitable, respectful, and related to job performance.
- 2.2.3 Definitions:**
- 2.2.3.a Unlawful Discrimination:** Basing a term, condition, or privilege of employment on an individual's actual or perceived race, color, religion, national origin, ancestry, age, physical or mental disability, medical condition, marital status, sex, age, or sexual orientation. Terms, conditions, and privileges of employment

include recruitment, selection, testing, training, transfer, promotion, demotion, termination, performance appraisal, and compensation.

2.2.3.b

Discriminatory Harassment: Any form, or combination of verbal, physical, visual, written, or environmental conduct based on actual or perceived race, color, religion, national origin, ancestry, age, physical or mental disability, medical condition, marital status, sex, age, or sexual orientation. The conduct need not be specific or even directed at an individual. By definition, harassment, including sexual harassment, is not within the course and scope of an individual's employment. Harassment includes any conduct that would be unwelcome to a reasonable person of the recipient's same protected status and that is taken because of the recipient's protected status. Lack of protestation or complaint is not to be construed to imply consent. Examples of discriminatory harassment include:

- **Verbal Misconduct:** Inappropriate or offensive or derogatory remarks, slurs, jokes, or innuendoes regarding an individuals' body, sex, physical appearance, sexual prowess, pregnancy, sexual orientation, religion, race, etc. Sexual harassment can occur between individuals of the same or different genders.
- **Physical Misconduct:** Inappropriate or offensive gestures, touching, assault, or physical interference with free movement directed at any individual on the basis of any status protected by this policy.
- **Visual or Written Misconduct:** The display or circulation of offensive or derogatory visual or written material including posters, cartoons, drawings, reading materials, or electronic media transmissions related to any protected status.
- **Environmental Misconduct:** A work environment that contains an unwarranted focus of language, behavior, or visual or written material upon sexual, racial, religious, or any other status protected by this policy.

2.2.3c

Retaliation: Any adverse employment action that is reasonably likely to prevent the complaining party or others from engaging in protected activity. Adverse employment actions include, for example, a decrease in pay, change of hours, or reduction in authority or responsibility. Adverse action can also include shunning, taking sides, spreading rumors, or threats of intimidation. Retaliation could be against individuals who complain of illegal harassment or discrimination or who participate in an investigation into illegal harassment or discrimination.

2.2.4 Reporting Unlawful Harassment, Discrimination, or Retaliation: Any employee or applicant for employment who believes he/she has been unlawfully harassed, discriminated against, or retaliated against should promptly report it orally or in writing to the employee's supervisor, a human resources representative, or the General Manager. Any supervisor or

manager who receives such a complaint or who observes or otherwise learns about such conduct is required to notify a District designated human resources representative or the General Manager immediately.

- 2.2.5 Investigating and/or Responding to Complaints:** Upon receiving a complaint of harassment, discrimination, or retaliation, the District or its representative may undertake an investigation of the complaint. An investigation and investigation report will be kept confidential except as required by law. If behavior is found to have occurred in violation of this policy, action will be taken to ensure or confirm that the conduct is stopped and will not reoccur. Employees are required to cooperate in and respond honestly to questions presented in any investigation.
- 2.2.6 Management Responsibilities:** Management and supervisory employees are responsible for educating and holding employees accountable for adherence to this policy and for demonstrating commitment to and support of this policy. Upon becoming aware of a violation, regardless of whether the violation is by a direct subordinate, another employee, a member of the public, a contractor, an elected official, or a supplier, he or she will report the conduct to the General Manager immediately.
- 2.2.7 Consequences of Violation of Policy:** Immediate and formal disciplinary action up to and including termination will be taken against any employee found to have engaged in conduct that constitutes employment discrimination, harassment, or retaliation.

2.3 Drug and Alcohol-Free Workplace

- 2.3.1 Policy:** The purpose of this policy is to provide a safe and healthy workplace for all employees, to comply with federal and state regulations, and to prevent accidents. A safe and healthy workplace for all employees precludes the influence of impairing drugs and alcohol. The presence of alcohol and drugs on the job, and the influence of these substances on employees during working hours, is prohibited.
- 2.3.2 Notification to District Employees:**
- The unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace.
 - As a condition of employment, employees must abide by the terms of this policy.
 - As a condition of employment, employees must notify the District, within five calendar days, if convicted of a criminal drug violation in the workplace.
- 2.3.3 Drug and Alcohol Testing Policy:** The District has adopted a Drug and Alcohol Testing Policy. Employees should refer to this policy for additional information on the District's drug and alcohol testing requirements. The Drug and Alcohol Testing Policy is hereby incorporated into this Personnel Policies and Procedures Manual and is attached.

2.4 Electronic Media

- 2.4.1 Usage and Public Purpose:** Computer hardware and software, and electronic communication and data processing devices are the property of the District provided for the purpose of conducting District business. All such electronic media, including but not limited to e-mail, voicemail, internet, intranet, calendaring systems, computers and computer programs, cell phones, and all messages and information contained therein may be public records subject to disclosure to the public or to subpoena. Except for brief, occasional necessary or emergency use, the electronic systems are not to be utilized for personal use or to conduct personal or private business. Employees must comply with all operational guidelines such as records retention schedules, back-up procedures, use of passwords, and confidentiality.
- 2.4.2 No Right to Privacy:** Employees who use electronic systems and tools provided by the District will have no right or expectation of privacy in such use. The General Manager or his/her designee has the right to enter, search, monitor, and retrieve an employee's electronic communications, data files, logs, computers and other electronic devices, and programs from these systems at any time without notice. Security features such as passwords, access codes, and delete functions do not prevent authorized employees from accessing electronic communications and devices.
- 2.4.3 Prohibited Use:** Employees shall not install non-District owned programs on any computer, electronic device, or on the computer system or copy District-owned programs for personal use. Employees shall not use the system for political purposes, commercial activities, or to download music or other programs for personal use. Employees will refrain from using the computer and data systems in any way that may be disruptive, offensive to others, harmful to morale, construed as sexual or religious, or violate any other District policies or laws.

2.5 Whistleblower Rights

District employees or applicants for employment are entitled to disclose to the District, without reprisal, facts that may be deemed to constitute gross mismanagement, significant waste of public funds, abuse of authority, and/or substantial and specific danger to public health or safety.

- 2.5.1 Disclosure Procedure:** Any District employee or applicant for employment with information that may be considered gross mismanagement, a significant waste of funds, an abuse of authority, and/or substantial and specific danger to public health or safety should file with the General Manager or District human resources staff a written statement of facts within sixty calendar days of the act or event. If the complaint involves conduct of the General Manager, the statement may be directed to the President of the District Board of Directors. This filing shall be under penalty of perjury. The statement must include: the name, classification, and signature of the employee; his/her mailing address; the date of filing; and a clear statement of the facts of the complaint and the date upon which the event occurred giving rise to the complaint.

- 2.5.2 District Investigation:** Within twenty-one calendar days of receipt of the written statement of facts, the General Manager, or Board President if the complaint is about the conduct of the General Manager, will investigate the complaint, may confer with the complainant, determine appropriate action to solve the problem, if any, and will render a decision in writing. If the complainant is dissatisfied with the decision, an appeal may be filed with the Board of Directors within seven calendar days of the date of the written decision of the General Manager or Board President. The Board of Directors will conduct a hearing on the complaint, and its decision will be final.
- 2.5.3 Confidentiality:** Nothing contained in this policy will be deemed to make any record public if the record is preempted from disclosure by Government Code Section 6254, or to require a public hearing or meeting that could otherwise be conducted as a closed session pursuant to Government Code Section 54956.
- 2.5.4 No Reprisals:** The General Manager or President of the Board will make every reasonable effort to assure that any person who files a complaint pursuant to this policy is not subject to reprisals denominated in Government Code Section 53928.

2.6 Safe Work Practices and Non-Violent Workplace

- 2.6.1 Safe Work Practices:** The District is committed to providing a safe work environment. Employees are expected to obey safety rules and follow safe work practices including use of ergonomic and other safety equipment.
- 2.6.2 Report of Unsafe Conditions:** Employees are expected to report any unsafe conditions or workplace hazards to their supervisor. Supervisors and managers will take all appropriate steps to identify, evaluate, and mitigate unsafe conditions or workplace hazards and train employees on safe work practices.
- 2.6.3 Reporting Injuries:** Work-related injuries should be reported to the employee's supervisor immediately. The supervisor will notify the District's human resources representative as soon as possible. Appropriate medical attention will be obtained if required through the employee's medical provider if previously designated. Worker's compensation insurance forms will be provided and shall be completed pursuant to policy 4.1.8 below.
- 2.6.4 Non Violent Workplace:** Acts of violence, whether threatened, gestured, or carried out will not be tolerated in the workplace. Anyone witnessing or becoming the subject of such behavior will immediately report it to their supervisor who will notify the District's human resources representative as soon as possible. Minimizing the threat of violence is a duty of all employees. Retaliation or the threat of retaliation against a person who reports such an incident is unlawful and will not be tolerated.
- 2.6.4.a Possession of Inappropriate Items in the Workplace:** Employees will not possess any of the following at work or in any work facility including parking

lots: Any firearm, explosive, fixed blade knife, folding knife with a blade over 3.5 inches, or any illegal weapon defined in Section 12020 of the California Penal Code.

2.6.4.b Employee Procedure for Imminent or Actual Violent Act: An employee who is in immediate apparent danger of a violent act, or another employee who witnesses a violent act or the threat of a violent act shall get in a safe location, inform a supervisor of the circumstances, and may call 911 and request the immediate response of a police officer. Employees are required to cooperate fully in any administrative or criminal investigation conducted of the circumstances.

2.6.4.c Supervisor and Manager Responsibilities: A supervisor who is informed of a violent act or the threat of a violent act at the workplace will, whenever possible, ensure the immediate safety of employees, call 911, and notify a District human resources representative. If feasible, the supervisor will have the involved individuals wait in separate rooms or locations until law enforcement or other appropriate authority arrives.

2.6.5 Procedure for Concern of Future Violence: Employees who have reason to believe they or another employee may be victimized by a violent act at the workplace sometime in the future must inform their supervisor so appropriate action may be taken. If an employee has signed and filed a restraining order against an individual who would be in violation of the order by coming near them at work, he or she shall immediately supply a copy of the signed order to their supervisor. The supervisor will provide the order to a District human resources representative. Appropriate District precautionary action will be developed in consultation with the employee.

SECTION 3 RECRUITMENT AND SELECTION

3.1 Merit Service

The general policy of the District is to ensure the recruitment, selection, and hiring of regular employees in an open, competitive, and objective manner, and in a fully documented and timely fashion. The General Manager may establish exceptions to the competitive recruitment process under certain circumstances, including for temporary, emergency, or at will positions.

3.2 Recruitment and Application Process

- 3.2.1 Recruitment:** The District may utilize any legitimate recruitment procedure for attracting qualified applicants for vacant positions. Recruitments may be open or may be limited to only District employees, depending on the District's needs. The General Manager may make appointments without going through a recruitment process when determined in the best interests of the District and consistent with a Merit System. All employees must meet the minimum employment standards for the classification to which appointed.
- 3.2.2 Announcement and Recruitment Period:** The announcement of a vacant position may be publicized as appropriate, either within the District or to the public. Announced recruitments will be conducted in accordance with appropriate and valid equal employment opportunity guidelines. Recruitment may be conducted for a limited time period or may be continuous until the position is filled.
- 3.2.3 Application Materials:** Unless otherwise announced, application for employment must be made on a Marin Transit Employment Application Form provided by the District. Information required will include education, experience, and other pertinent information that will help the District determine whether the applicant meets the minimum qualifications to successfully perform the essential job duties. Application materials may include reference and background checking, as well as written answers to supplemental questions. Materials must be signed by the applicant certifying that all statements contained therein are true and correct. All application materials become the property of the District. Final adjudication as to qualifications for a position rests with the General Manager in consultation with a District human resources representative.
- 3.2.4 Disqualification:** The District may disqualify any applicant for any legitimate reason. An applicant has no right to appeal any such actions. The following are examples of reasons that may result in disqualification:
- a. The application is incomplete or improperly completed.
 - b. The application indicates on its face that the applicant does not possess the minimum qualifications for the position.

- c. The applicant is unable to perform the essential functions of the position with or without reasonable accommodation.
- d. The applicant is currently using illegal drugs.
- e. The applicant has been convicted of a crime that may have an adverse impact on the applicant's ability to perform the job for which the applicant is applying.
- f. The applicant is not legally permitted to work within the United States.
- g. The applicant has made false statement of any material fact or has engaged in deception or fraud in making the application.
- h. The applicant is related by blood, marriage, domestic partnership, or marital type relationship to anyone in a direct supervisory hierarchy of the position applied for.
- i. Any material cause that would render the applicant unsuitable for the position, including a prior resignation or termination from the District, or a significant disciplinary action.

3.3 Selection

3.3.1 Initial Selection Methods: Any legitimate objective method to determine the relative capabilities of the applicants to perform the duties of the classification may be utilized. These include, but are not limited to, written tests, oral interviews, panel interviews, practical tests, and other assessment tools. The District may conduct the process itself or contract with any qualified organization or individual to prepare and/or administer selection processes. Specific results, scores, or strengths and weaknesses identified during the selection process will not be released except by the sole discretion of the General Manager.

3.3.2 Final Selection: One or more applicants may be invited to be considered further in the process following the initial selection process. The General Manager or his/her designee as appointing authority will interview the candidates based on job-related questions or other means such as exercises that provide candidates an equal opportunity to describe and demonstrate their qualifications. The General Manager or his/her designee as appointing authority may select any one of the most qualified applicants to fill the vacant position. Selection of any of the candidates is not required.

3.4 Appointment

3.4.1 Background and Reference Checking: Prior to an offer of employment, applicants may be required to supply references and to submit to a thorough background check.

3.4.2 Pre-Employment Physical and/or Psychological Exam May be Required: Following the selection process, and background and reference checking, a candidate may be offered conditional employment subject to satisfactory completion of a pre-employment physical examination, if required for the position, at the District's expense. This examination will be to determine their ability to physically and mentally perform the essential functions of the position with or without reasonable accommodation.

3.4.3 Conditional Offer of Employment: A formal conditional offer of employment may be made by the General Manager or his/her designee. The offer letter will include:

- a. The title of the position.
- b. The salary and benefits offered.
- c. The start date and work hours.
- d. The office and to whom the employee is to report.
- e. A statement that the offer is conditional upon satisfactory completion of a pre-employment physical, if required, as well as submission of evidence that the candidate is legally entitled to work in the United States. Resignation from current employment should not be finalized until this process is successfully completed.
- f. Information about the Introductory Work Period.
- g. If relevant, notice that with the offered position with the Marin County Transit District is at will employment and can be terminated at any time with or without cause.

3.5 Introductory Work Period

Beginning on the first day of employment, all new regular employees are provided a 180 day Introductory Work Period which is considered the final step in the examination and selection process. Employment may be terminated at any time during this period with or without cause. Completion of the introductory period does not guarantee continued employment and does not change the at-will nature of the employment relationship, if applicable.

3.5.1 Purpose: During this period, the employee and the supervisor evaluate employment suitability in terms of skill, knowledge, performance, and compatibility. New employees are encouraged to ask questions, seek information, and learn the expectations of the position as well as the personal conduct and interpersonal relationships required to be effective in the role. Supervisors provide close direction and provide the job description, orientation to the District culture and policies, and set performance goals. The supervisor will educate the employee about competencies required for success in the position, provide feedback regarding progress, and assess whether the employee meets the expectations of the position.

- 3.5.2 Completion:** If the supervisor determines the employee's performance and conduct meets expectations he or she will complete an Introductory Work Period performance review which includes performance and conduct goals for the next six months and establishes the annual performance evaluation period.

3.6 Reemployment

An employee who resigns under positive circumstances may be eligible for reemployment within 60 days of resignation. Reemployment will be at the sole discretion of the General Manager. Salary and seniority will be treated as if the employee had been on a leave of absence. No leave balances with the exception of sick leave will be reinstated, but the employee will retain years of service credit for future leave accruals.

SECTION 4 EMPLOYMENT PRACTICES

4.1 Salary and Benefits Administration, and Classification Plan

4.1.1 Salary Ranges: A salary range is established by the Board of Directors for each classification by approval of an Employment Compensation Framework upon the recommendation of the General Manager. Salary ranges are recommended for the purpose of maintaining quality public service, and will take into account the responsibility and difficulty of the work, the compensation needed to recruit effectively in the labor market, and other pertinent factors.

4.1.2 Placement within Salary Range:

4.1.2.a Salary upon Hire: Initial placement within the salary range is determined by the General Manager based on the candidate's background and experience, the time expected to learn and fully meet job performance standards, and other business factors deemed relevant.

4.1.2.b Salary Increases within Range: Salary adjustments may be approved by the General Manager based on meeting of performance and conduct standards, the current level within the range, and other business factors deemed relevant. Salary within the range will be reviewed at least once per year following performance review. Salary may not be paid above the maximum of the range established by the Board of Directors.

4.1.2.c Salary upon Promotion: An employee promoted to a classification with a higher salary range will be placed within the higher salary range based on the same criteria as for initial hire above.

4.1.2.d Salary upon Temporary Promotion: Employees are expected to perform some duties of a higher classification from time to time without additional compensation as part of their training and development and to meet the operational needs of the District. This includes filling in for routine absences such as conference attendance, vacations, and leave due to illness. If an employee is temporarily assigned to the full duties of a higher classification due to prolonged absence of the incumbent, or a vacancy in the higher classification, temporary placement within the salary range of the higher classification will be made, as determined by the General Manager. Upon completion of the temporary assignment, the employee will be reassigned to his or her regular classification and salary.

4.1.2.e Salary upon Demotion: If an employee requests a voluntary demotion, or is demoted due to performance issues to a classification with a lower salary range, the employee will be placed within the salary range of the classification into which demoted as determined by the General Manager.

- 4.1.2.f Salary upon Reclassification:** If an employee is reclassified to a classification with a higher salary range, the salary will be determined in the same manner as a promotion. If an employee is reclassified to a classification with a lower salary range, the employee will be placed within the salary range of the lower classification as close to the salary previously earned as possible without exceeding the salary for the new classification.

4.1.3. Pay Schedules:

- 4.1.3.a Pay Periods and Payday:** The District payroll calendar consists of two pay periods monthly, the first from the 1st day to the 15th day of the month, and the second from the 16th day of the month to the end of the month. Corresponding paydays occur on the 22nd of the month and the 7th of the following month. If a normal payday falls on a weekend or holiday, the payday shifts to the next business day.
- 4.1.3.b Timesheets:** Each employee must complete a timesheet and submit it to his or her supervisor no later than the last working day of the pay period. Timesheets are not final until approved by the supervisor.
- 4.1.3.c Payroll Errors:** Any payroll error resulting in insufficient payment to an employee will be corrected and a supplemental check issued not later than five working days from the issuance of the first check or notice, whichever is later. If a payroll error results in overpayment to an employee, the District will collect the overpayment through payroll deduction or otherwise on a schedule determined by the District in consultation with the employee. Upon learning of overpayment or underpayment, an employee must immediately notify his or her supervisor.
- 4.1.3.d Payment Upon Separation:** An employee leaving District employment will receive a final paycheck including earned salary, unused accrued vacation, and earned but unpaid overtime, on the payday for the pay period in which separation occurred, or within 72 hours of the effective date if the separation was for involuntary termination.

4.1.4 Health Benefits:

- 4.1.4.a Eligibility:** Full time regular employees are eligible for full District contribution towards insurance and other benefits. A regular employee scheduled to work at least 90% of the basic workweek, or at least 36 hours per week, will be considered full time for benefit purposes. Regular part time employees are eligible to enroll in all health benefits if they work 20 hours or more per week. Employees working between 20 and 30 hours per week are eligible for one-half the District contribution towards medical insurance. Employees working between 30 and 36 hours per week are eligible for 75% of the District contribution towards medical insurance. Employees working 20 hours or more

are eligible for full District contribution to dental and vision insurance. Temporary employees are not eligible for benefits or District contribution.

- 4.1.4.b Medical Insurance:** The District provides medical insurance plans through the County of Marin. Employees may select from among the plans offered for themselves and their families. The District contributes up to the following amounts towards monthly premiums:

Employee only and Employee +1 dependent:

95% of employee +1 premium for base HMO plan (currently Kaiser Silver)

Employee + 2 or more dependents:

95% of employee +2 premium for base HMO plan (currently Kaiser Silver)

A different amount may be approved by the Board of Directors through an Employment Compensation Framework recommended by the General Manager.

An employee may waive medical insurance coverage through the District upon presentation of proof of equivalent creditable group coverage elsewhere, such as through a spouse's group coverage. Employees approved to waive medical insurance coverage may receive an amount equal to the employee only premium for the base HMO plan (currently Kaiser Silver) per month in lieu of the contribution towards insurance, or an amount approved by the Board of Directors through an Employment Compensation Framework as described above.

- 4.1.4.c Dental Insurance:** The District provides an employee dental insurance plan through the County of Marin. The District covers the premium for the dental insurance for employees and their eligible family members.

- 4.1.4.d Vision Insurance:** The District provides an employee vision insurance plan through the County of Marin. The District covers the premium for the vision insurance for employees and their families.

- 4.1.4.e Enrollment in Health Benefits:** Enrollment in medical, dental, and vision insurance is completed upon hire, and benefits begin the first of the following month. Open enrollment for medical insurance only is held annually, usually late in the calendar year. There is no annual open enrollment for dental or vision plans; newly acquired or newborn eligible dependents must be enrolled within 30 days of the date of hire or the qualifying event.

4.1.5 Disability and Life Insurances:

- 4.1.5.a Short Term Disability (SDI):** Employees of the District participate in State of California short term disability insurance (SDI). The insurance provides partial wage replacement to employees unable to perform their regular and customary

work because of a non-industrial physical or mental illness or injury. Contributions are as established by State law.

4.1.5.b Long Term Disability (LTD): The District provides long term disability income coverage to replace a portion of lost income if a regular employee has an injury or illness and is unable to work. After a waiting period of 90 days, the LTD program provides 66.67% of basic monthly earnings to a maximum of \$3,000 per month for a period of time.

4.1.5.c Basic Life Insurance: Employees are covered with \$10,000 of basic life and \$10,000 of accidental death and dismemberment insurance at District cost. Supplemental insurance may be purchased by employees as available.

4.1.6 Transit Commute Benefit:

All District employees receive transit free of charge on any Marin Transit route. To encourage additional public transit usage, employees may receive a subsidy of up to the federal IRS Section 132a allowance per month towards public transit to work. Application for the subsidy must be made on the Transit Benefit Enrollment Form obtained from a District designated human resources representative.

4.1.7 Retirement Benefits:

4.1.7.a Social Security: The District and all its employees participate in Social Security. Premiums are as set forth by federal law for employees and the District.

4.1.7.b Defined Contribution Retirement Plan: All regular employees working a minimum of 20 hours per week become vested in a 401(a) defined contribution retirement account upon completion of one year of service. The 401(a) plan is offered through the District's retirement plan provider. Contributions toward the plan for each employee are made by the District according to the following schedule, based on normal base salary or wage rate (not including vacation pay out, overtime, insurance contributions, etc.), to the limit of pensionable compensation defined by California State law:

Years of employment with the District completed	Amount of District Contribution
0 through 2 years	10%
Over 2 years through 4 years	13%
Over 4 years	15%.

Percentage amounts are not vested and may be revised by the Board of Directors through an Employment Compensation Framework as recommended by the General Manager.

4.1.7.c Deferred Compensation Plan: Regular employees are eligible to participate in a deferred compensation plan (457 Plan) administered by the District's retirement plan provider. The 457 Plan enables employees to make voluntary contributions

of salary on a pre-tax basis into the plan each pay period up to an annual contribution limit established by federal law.

- 4.1.7.d Education and Options:** Employees may access education workshops, participant-directed accounts, optional automatic asset rebalancing features, web-based secure communication, and the services of a local retirement specialist through the District's retirement plan provider for help in managing their 401(a) and 457 retirement plans.

4.1.8 Worker's Compensation Insurance Benefit:

All employees are entitled to worker's compensation insurance benefits if injured or made ill arising out of or in the course of work. Employees are eligible to receive workers' compensation insurance benefits if the claim is declared compensable under the California workers' compensation laws. Payment of job-incurred disability leave will be at the amount as set forth under State law.

- 4.1.8.a Procedures and Responsibilities:** In the event of a work-related injury, the General Manager or his/her designee will provide the employee an "Employee's Claim for Worker's Compensation Benefit and Notice of Potential Eligibility for Benefits" form within one working day of learning of a work-related injury. The District will complete the "Employer's Report of Occupational Injury or Illness" form within five working days of learning of the employee's injury and send the form to the District's worker's compensation insurance carrier.
- 4.1.8.b Obtaining Forms:** Forms required to be submitted will be obtained from a District-designated human resources Representative.
- 4.1.8.c Notice of Coverage:** Employees will be provided notice of their worker's compensation benefit coverage during their first month of employment, including the employee's right to designate his/her primary physician as their initial physician.
- 4.1.8.d Return to Work if Absent on Workers' Compensation Leave:** The District may require the employee to provide medical certification that he or she is physically able to perform the duties of the position with or without reasonable accommodation in order to return to work following job-incurred disability leave.

4.1.9 Classification Plan:

A classification plan for positions in the District will be maintained and will serve as the foundation for examination and selection, compensation, training, promotion, demotion, reduction in force, re-employment, and other related decisions. Classifications will be designed as broadly as possible to retain flexibility in assignment and provide the fewest classifications necessary. Several positions may be allocated to one classification.

- 4.1.9.a Classification Specifications:** Written classification specifications will be developed and maintained and all positions will be allocated to a classification based on similarity of duties, responsibilities, and employment standards. Initial class specifications and significant changes that could impact compensation will be recommended by the General Manager for approval by the Board of Directors.
- 4.1.9.b Content of Classification Specifications:** The classification specification will include the classification title, general level of responsibility and authority, essential and typical duties and responsibilities, working conditions, and the minimum employment standards required for success in the position. Employment standards include knowledge and skill, education, licensure, related experience and background, and the physical and mental abilities required to perform the essential functions.
- 4.1.9.c Modifications to Classification Specifications:** Class specifications will be modified or updated as needed to accurately reflect and identify the position and its standards of employment. There is no change in the compensation level required with a title or specification change.
- 4.1.9.d Class Specifications not Restrictive:** Class specifications will not be construed as a declaration of all duties and responsibilities, as a statement that the duties and responsibilities will not be changed, or that the temporary assignments of other duties and responsibilities may not be made. The District maintains the right to assign, direct and control the work of employees and class specifications in no way interfere with this right.
- 4.1.9.e Reclassification:** In the event that a job has significantly changed in duties and responsibilities over time such that the classification specification no longer describes the position, a position reclassification may be recommended by the appointing authority and approved by the Board of Directors.

4.1.10 Reduction in Force:

In the event it becomes necessary to modify workforce staffing levels due to lack of work or funds, layoff decisions will be made based on position and at the sole discretion of the General Manager taking into account agency priorities, funding availability, and/or work responsibilities.

4.2 Work Hours, Work Schedules, and Overtime Practices

- 4.2.1 Workweek:** The basic workweek for full time employees will be 40 hours per week, in a 7 day period. The workweek will begin at 12:01 a.m. each Monday and end at 12:00 midnight the following Sunday.
- 4.2.2 Work Schedule:** Employees designated as management and professional employees shall work any and all hours necessary to perform their assigned duties, without overtime. Otherwise, typically, the regular full time work schedule will be 8 hours per day, 5 days per week and may

include weekends and holidays. Employees working fewer than 40 hours per week will be considered part-time employees except that employees regularly working 36 – 39 hours per week are considered full time for health benefit purposes. The District will establish and may modify regular work schedules for its employees.

- 4.2.3 Rest Periods:** Unless otherwise established by the General Manager for a particular employee, employees in a non-exempt classification will have a 15 minute rest period in each four hour work period. Rest periods may not be combined or used to shorten the workday.
- 4.2.4 Meal Period:** Unless otherwise established by the General Manager for a particular employee, full-time employees in a non-exempt classification will receive a one half or one hour meal period daily that is not compensable. During the meal period, the employee will be relieved of duties. If the employee is authorized in advance and performs work during the meal period, the employee will be compensated for the time worked. Unless authorized in advance, meal periods may not be used to shorten the workday.
- 4.2.5 Overtime Practices:** The District complies with the Fair Labor Standards Act (FLSA) in all its pay practices, and overtime shall be defined and compensated for in accordance with the appropriate FLSA designation of the classification of the employee.
- 4.2.5.a FLSA Exempt:** Those employees who work in professional, executive, or administrative capacities are designated as exempt employees. Their hours of work are those required to accomplish the work, and they are not entitled to overtime compensation.
- 4.2.5.b Overtime Required:** Non-exempt employees may be required to work overtime. Overtime is defined as assigned work over 40 hours worked in a workweek. Overtime will be compensated at the rate of 1 ½ time the employee's regular rate of pay. Except when necessary to address an emergency or special circumstances, employees may not work outside of regularly scheduled working hours or during unpaid meal periods without prior authorization. In such an event, employees shall report overtime work as soon as possible after the work is performed.
- 4.2.5.c Compensatory Time:** The General Manager may at his/her discretion approve overtime compensation for non-exempt employees in the form of compensatory time off at the rate of time and one-half. An employee may accrue up to 40 hours of compensatory time. Compensatory time not used within the fiscal year in which it was accrued may be paid off at the discretion of the General Manager.
- 4.2.6 Alternative or Flexible Work Schedules:** The General Manager may establish alternative work schedules or flexible work schedules provided the work schedule is beneficial to the District. All leaves will continue to accrue and be compensated at the rate of 8 hours per day for a full-time employee regardless of an alternative or flexible work schedule.

4.3 Performance Planning and Review

4.3.1 Purpose: The purposes of the performance planning and review process are to:

- align employee work performance and behaviors with District goals,
- prioritize key work and behavioral expectations for the period,
- identify and record accomplishments and contributions,
- determine need and plan for training or development activities that would improve performance or help prepare employee for advancement; and
- provide work performance feedback.

The process provides the framework for employees and their supervisors to engage in an ongoing and constructive conversation about the employee's role and impact in achieving organizational goals. The process also includes training and development goals and plans that will improve or enhance the knowledge, skills, and abilities of the employee.

4.3.2 Timing: Planning and evaluation will occur at least annually on a schedule determined by the District. Performance planning occurs at the beginning of the annual period. Following evaluation discussions at the conclusion of the annual period, written forms will generally be completed within thirty days. Once the review is completed, performance planning for the new annual period will be conducted.

4.3.2 Performance Planning: At the beginning of the annual evaluation period, the supervisor and employee will meet to clarify the purpose of the job, set expectations for the year for work behaviors, determine outcomes and planned accomplishments, and discuss how these will contribute to the achievement of District goals. Developmental goals to further the employee's success in the job will also be set. District performance planning forms will be used for preparing for and documenting the discussion.

4.3.3 Ongoing Review: Feedback throughout the year, whether about positive behavior and good performance or about behaviors or performance that requires improvement, will be provided. This includes when unplanned assignments arise, coaching is needed, and projects are completed, and/or during regularly scheduled meetings between the supervisor and employee. Employees are encouraged to request guidance and feedback to assist them in achieving the highest performance and demonstrating appropriate workplace behavior.

4.3.4 Annual Review: A performance review will be conducted at the end of the annual work period based on the performance plan and feedback throughout the year. The appraisal will be recorded in a written performance review on an approved District form. The written review will provide documentation of work achievements, accomplishments, and contributions, as well as work behaviors that contributed to organizational effectiveness. The review will include, if needed, documentation of performance deficiencies that need improvement and a plan for improvement.

- 4.3.5 Performance Improvement Plan:** If a plan is developed and provided to improve performance or work behaviors, such plan is part of the annual review and is not considered disciplinary action.
- 4.3.6 Employee Response to Annual Review:** The employee's signature on the written performance review indicates receipt. The employee may prepare and submit a written response to his or her supervisor, if desired, within five work days of signing the evaluation. There is no further means of challenging or appealing a performance evaluation.
- 4.3.7 Record of Written Review:** The completed written annual performance review will be forwarded to District management and then filed in the employee's official personnel file. If the employee files a written response, it will be forwarded along with the evaluation and then placed with the written review in the employee's official personnel file.

4.4 Employee Discipline

- 4.4.1 Employee Discipline Policy:** Employment in the Marin County Transit District requires appropriate and disciplined behavior and competent service including compliance with all District policies and procedures. Regular employees shall only be disciplined for cause, and in accordance with these Personnel Policies and Procedures.
- 4.4.2 Types of Disciplinary Actions:** The General Manager or his/her designated management employee may invoke disciplinary action for a violation of a policy or practice and may impose any of the following types of disciplinary action: oral warning, written warning, suspension without pay, reduction in compensation, demotion, or dismissal.
- **Oral Warning:** A formal discussion with an employee, usually by the employee's immediate supervisor, about performance or conduct problems, the need for the employee to improve, what specific improvement is expected, and the further consequences if improvement is not made.
 - **Written Warning:** A formal written notice to an employee, usually by the employee's immediate supervisor, regarding performance or conduct problems, the need for the employee to improve, what specific improvement is expected, a statement of any prior disciplinary action, and the further consequences if improvement is not made.
 - **Suspension:** Removal of an employee from duty without pay for a specific period of time. Written notification will be provided, including the issue and policy violation and proposed discipline, and the employee will have the opportunity to respond. The employee may respond to the proposed discipline either verbally or in writing within ten working days from the date of the notification. The employee may have a representative present if the employee desires to respond verbally. For suspension of six days or longer, the employee may file an appeal pursuant to Section 4.4.6 in lieu of filing a response.

- **Reduction in Compensation:** A reduction in pay from the employee's current pay to a lower pay within the salary range for the employee's classification. Written notification will be provided, including the issue and policy violation and proposed discipline, and the employee will have the opportunity to respond. The employee may respond to the proposed discipline either verbally or in writing within ten working days from the date of the notification. The employee may have a representative present if the employee desires to respond verbally. In lieu of filing a response, the employee may file an appeal pursuant to Section 4.4.6.
- **Demotion:** A reduction from the employee's current classification to a classification with a lower salary range and lesser duties and responsibilities. Written notification will be provided, including the issue and policy violation and proposed discipline, and the employee will have the opportunity to respond. The employee may respond to the proposed discipline either verbally or in writing within ten working days from the date of the notification. The employee may have a representative present if the employee desires to respond verbally. In lieu of filing a response, the employee may file an appeal pursuant to Section 4.4.6.
- **Dismissal:** Separation from employment of an employee by written notification will be provided, including the issue and policy violation and proposed discipline, and the employee will have the opportunity to respond. The employee may respond to the proposed discipline either verbally or in writing within ten working days from the date of the notification. The employee may have a representative present if the employee desires to respond verbally. In lieu of filing a response, the employee may file an appeal pursuant to Section 4.4.6.

4.4.3 Grounds for Disciplinary Action: Causes that will be deemed sufficient for disciplinary action may include, but are not limited to:

- a. Misstatements or omission of fact in completion of the employment application.
- b. Furnishing knowingly false information in the course of the employee's duties and responsibilities; dishonesty.
- c. Inability to comply with the minimum standards of performance.
- d. Inefficiency, carelessness, or negligence in the performance of duties.
- e. Violation of any of the provisions of these Personnel Policies and Procedures.
- f. Disobedience to proper authority, refusal or failure to perform assigned work, comply with a lawful order, or accept an assignment from an authorized supervisor; insubordination.
- g. Conviction of a felony or misdemeanor involving moral turpitude, or a violation of a federal, state, or local law that negatively impacts the employee's ability to perform his or her job or brings discredit to the District.
- h. Unauthorized absence without leave, failure to report after leave of absence has expired or after a requested leave of absence has been disapproved, or any other unauthorized absence from work.

- i. Theft of or willful damage to District equipment, supplies, or property.
- j. Discourteous, offensive, or abusive treatment of the public or other employees.
- k. Being under the influence of an intoxicating beverage or non-prescription drug or prescription drug not authorized by the employee's physician while on duty or on work property.
- l. Failure to obtain and/or maintain minimum qualifications for a position, including licenses or certificates.
- m. Engaging in outside employment that conflicts with an employee's responsibilities or without proper authorization.
- n. Acceptance, from any source, of a reward, gift, or other form of remuneration in addition to regular compensation to an employee for the performance of his or her official duties.
- o. Political activity while on duty, during working hours, or in District uniform or representing oneself as a District employee.
- p. Tampering in any way with a District recruitment or examination process or attempting to influence any applicant for employment.
- q. Any other conduct deemed of sufficient gravity as determined by the General Manager.

4.4.4 Employee Review: When requested, employees will be given an opportunity to review the documents or materials upon which the proposed disciplinary action is based.

4.4.5 Immediate Action: The General Manager may place an employee on immediate suspension or administrative leave with or without pay pending an investigation in order to determine if disciplinary action is to be taken.

4.4.6 Right of Appeal: Regular employees have the right to appeal a disciplinary action except in those instances where the right of appeal is specifically prohibited by these policies and procedures, and for those designated as at-will employees. Employees may, within seven days after receiving the written disciplinary action, file a written appeal with the District's Personnel Commission, which shall be made up of the District's Board of Directors. Within 20 days from the filing of the appeal the Personnel Commission will hold a hearing and either affirm, modify, or revoke the disciplinary action. The appellant may appear personally, produce evidence, and have counsel and a public hearing. The findings and decision of the Personnel Commission will be transmitted to the General Manager for enforcement.

4.4.7 Discipline of an Exempt Employee: Pursuant to the Fair Labor Standards Act, with the exception of a violation of a major safety rule or standard of conduct, exempt employees will not be suspended for less than a full work week, nor be temporarily demoted, nor temporarily have their pay reduced.

4.5 Leaves of Absence

4.5.1 General Leave Provisions: Employees are expected to be at work at their scheduled times. To ensure accountability and the integrity of public service, all employees are expected to account for their absences from work. Leave time is chargeable in increments of ¼ hour.

4.5.1.a Leave Approval: Leaves are subject to approval by the supervisor or manager and scheduled in advance whenever possible and with due regard for service needs.

4.5.1.b Leave Accounting: The District may employ any reasonable measure to ensure employees are properly accounting for leaves, including requiring reasonable proof that the basis for leave is legitimate. Employees may be required to submit a medical certification of sickness supporting a request for sick leave. The District may require a fitness-for-duty certification from any employee returning from medical leave.

4.5.1.c Leave Accruals: Leave benefits accrue to regular employees based on hours in paid status. No leaves will accrue when an employee is on an unpaid leave. All leaves are accrued and paid based on an 8 hour day maximum. Regular part time employees accrue leaves on a pro-rata basis.

4.5.2 Types of Leave: The Marin County Transit District provides the following types of leave - administrative leave, bereavement leave, holidays, jury duty, leave of absence without pay, military leave (including military family leave), pregnancy disability leave and parental leave, sick leave, school leave, vacation, and voting leave. The District also provides accommodation for lactating mothers, and family and medical leave.

4.5.3 Administrative Leave: A paid administrative leave benefit is provided annually on July 1. Two days (16 hours) are provided to all employees; an additional three days (24 hours) are provided to employees designated by the Board of Directors as management employees. Administrative leave does not accrue from year to year and, if not used, is forfeited. Other administrative leave, paid or unpaid, may be granted by the General Manager, as appropriate, to address administrative issues.

4.5.4 Bereavement Leave: Bereavement leave is leave with pay up to three (3) consecutive working days that may be granted in the case of the death of an employee's parent, spouse, domestic partner, sibling, son, daughter, grandparent, or in-law. The General Manager may grant an employee bereavement leave for a person whose relationship is essentially similar to the aforesaid relationships.

4.5.5 Holidays: Regular employees are granted the following holidays with pay, provided they are on paid status the day before and the day after the holiday:

- New Year's Day (January 1st)
- Martin Luther King Jr. Day (third Monday in January)
- President's Day (third Monday in February)
- Memorial Day (last Monday in May)
- Independence Day (July 4th)
- Labor Day (first Monday in September)
- Veteran's Day (as designated)
- Thanksgiving Day (as designated)
- Friday immediately following Thanksgiving day
- ½ day on Christmas Eve
- Christmas Day (December 25th)

4.5.5.a Weekend Holidays: If a holiday falls on a Saturday or Sunday, the Friday preceding a Saturday holiday or the Monday following a Sunday holiday will be deemed the holiday unless otherwise specified by the General Manager.

4.5.6 Jury Duty: An employee who is summoned and required to serve as a trial juror is entitled to be absent from the District as needed to provide such service. Regular employees will be paid their regular salary and will either waive or remit to the District all jury fees except those specifically allocated for mileage and expenses.

4.5.6.a Notification of Jury Summons: Any employee summoned for jury duty must immediately notify his or her supervisor.

4.5.6.b Jury Duty Schedule: Employees must notify their supervisor daily regarding jury duty hours. Where courts have call-in procedures to determine days and hours of service, employees must take advantage of these procedures. If an employee is told by the court not to report, is dismissed, or is told to call in the next day, the employee must report to work.

4.5.6.c Witness Leave: An employee subpoenaed to appear in court in a matter unrelated to his/her official capacity, or who is appearing in court in a matter initiated by the employee, shall be permitted time off without pay or use of accrued vacation or administrative leave time but will not be granted jury duty pay.

4.5.7 Leave of Absence Without Pay: The General Manager may grant a request for unpaid leave of absence for up to three months to a regular employee upon a written request setting forth the reason for the request. The General Manager may, at his/her sole discretion, grant or deny a request and may require all applicable paid leaves be exhausted prior to commencement of an unpaid leave. Failure of an employee on leave to report to work promptly at the leave's expiration without request and approval for an extension, in writing, shall constitute voluntary resignation by the employee.

4.5.8 Military Leave: The District grants military leave consistent with the provisions of state and federal law.

4.5.8.a Any employee who is a member of the reserve corps of the Armed Forces of the United States, the National Guard, or the Naval Militia is entitled to temporary military leave of absence while engaged in ordered military duty, providing that the period of ordered duty does not exceed 180 calendar days, including time to and from that duty.

4.5.8.b Salary and Retirement: If such employee has been employed by the District for not less than one full year, whether on temporary or active duty, he or she will receive full salary for the first 30 calendar days of such absence in any fiscal year. As required by law, leave accruals and other seniority-related benefits will continue during paid military leave and contributions as appropriate will be made under the District's retirement plan.

4.5.8.c Health Insurance: Employees on military leave have the option to continue health, dental, and vision insurance as follows - If the leave is less than 31 days, the District will pay its share and the employee his/her share of the insurance premiums. If the leave is greater than 31 days, the employee must pay 102% of the full cost of the premiums.

4.5.8.d Reinstatement: Employees will be granted reinstatement to their former position upon the termination of temporary military duty, subject to the provisions of the law.

4.5.9 Pregnancy Disability Leave: Any female employee who is physically unable to work because of pregnancy, childbirth, or a related medical condition, is entitled to up to four months of pregnancy disability leave. The leave may be used at one time or on an as-needed basis. The employee is designated to be on Family Medical Leave upon the commencement of Pregnancy Disability Leave.

4.5.9.a Basis of Leave: Pregnancy Disability Leave is for any period(s) of actual disability caused by pregnancy, childbirth, or related medical conditions. Time needed for prenatal care, severe morning sickness, doctor-ordered bed rest, childbirth, and recovery from child birth, are all conditions covered by this leave.

4.5.9.b Notice of Need for Leave and Return from Leave: If possible, an employee must provide the District at least 30 days' advanced notice of the date for which

the Pregnancy Disability Leave is sought. If 30 days' notice is not possible due to a change in circumstances or a medical emergency, notice must be given as soon as is practical. If a woman is able to return earlier than agreed, she will be reinstated within two business days of notice provided to the District.

- 4.5.9.c Use of Paid Leave Benefits:** Pregnancy Disability Leave is unpaid. However, employees must use accrued sick leave prior to commencing unpaid leave. Employees may also use accrued vacation or administrative leave during Pregnancy Disability Leave.
- 4.5.9.d Reasonable Accommodation if Requested:** An employee may request reasonable accommodation upon written advice from her doctor, and the accommodation will be provided if possible, including transfer to a less strenuous or hazardous position for the duration of the pregnancy.
- 4.5.9.e Parental Leave:** After the employee's pregnancy disability ends, she may be eligible for parental leave to care for and bond with the newborn, pursuant to the California Family Rights Act (CFRA) as outlined in the Family and Medical Leave policy at the end of this section.

4.5.10¹ Sick Leave: Sick leave is leave from work, with pay, which may be granted to an employee because of bona fide illness or injury to the employee, to a family member or domestic partner, or for medical appointments to the extent such appointment(s) cannot be scheduled outside the work day.

- 4.5.10.a Eligibility for Sick Leave:** Regular employees are entitled to earn sick leave. Regular part-time employees and temporary earn sick leave on a pro-rata basis.
- 4.5.10.b Accrual of Sick Leave:** 12 days (96 hours) accrue annually in the first two years of employment (pro-rata rate of .0462 hours per hour worked). At the beginning of the third year of employment, and every year thereafter, nine days (72 hours) accrue (pro-rata rate of .0346 hours per hour worked). Unused sick leave may accrue without limit. An employee does not receive payment of unused accumulated sick leave upon separation from employment or retirement.
- 4.5.10.c Employee Sick Leave Use:** When an employee is unable to come to work because of bona fide injury or illness, he or she may use sick leave up to the total number of hours accumulated. The employee may be required to submit a physician's certificate or other evidence of illness or injury and/or fitness to return to work.
- 4.5.10.d Sick Leave Use for Family:** Employees are entitled to use up to one-half of the employee's annual sick leave accrual to attend to the illness of a spouse,

¹ Revised 7/1/2015

domestic partner, parent, or child. Additional sick leave may be authorized to be used on a case by case basis.

4.5.10.e Notification of Illness or Injury Preventing Work Attendance: When an employee is unable to report for duty due to the employee's own illness or that of a designated family member, the employee must notify his/her supervisor as soon as possible, but no later than the beginning of the work period, to report the intended use of sick leave and the reason for the absence.

4.5.10.f Sick Leave Use for Industrial Injury: Employees are entitled to use sick leave to supplement Worker's Compensation temporary disability payments for a bona fide occupational injury.

4.5.11 School Leave: Pursuant to California Education Code Section 48900.1, if the teacher of an employee's child requests the parent's presence at school for a portion of a school day, the employee must give reasonable notice of such request to his or her supervisor. In such an event, the employee will be provided time off without pay, or may use existing vacation, administrative leave, or compensatory time.

4.5.12 Vacation: All regular employees are entitled to accrue vacation leave. Regular employees employed on a part-time basis accrue vacation leave on a pro-rata basis.

4.5.12.a Vacation Leave Accrual: Upon commencement of employment with the District, employees accrue vacation at the rate of 10 days (80 hours) per year. Upon commencement of the third consecutive year of employment, employees accrue vacation at the rate of 15 days (120 hours) per year. No vacation accrues during an unpaid leave of absence.

4.5.12.b Vacation Leave Use: Use of vacation leave requires a written request as far in advance as possible, and may be authorized up to the number of days accrued, subject to the maintenance of a minimum required workforce, peak workload coverage, and public service standards.

4.5.12.c Limits in Accrual of Vacation Leave: Employees are encouraged to request and use vacation for their wellbeing and recreation. Accrued vacation balances in excess of three times the annual accrual rate will be paid to the employee in lieu of vacation on the last pay period of the fiscal year.

4.5.12.d Unused Vacation Upon Separation: An employee who separates employment with the District, and has accrued unused vacation leave, will be paid for the remaining vacation leave with the final paycheck.

4.5.13 Voting Leave: If an employee is a registered voter and does not have sufficient time outside of working hours to vote in a statewide election, the employee may, without loss of pay, take time off with pay at the beginning or end of the work day in order to vote. In no event will this time be greater than two hours. The employee must provide at least two days' notice to his or her supervisor if he/she requires time off to vote.

4.5.14 Lactation Accommodation: Reasonable amount of break time will be provided to an employee desiring to express breast milk for her infant child. The break time will, if possible, run concurrently with break time already provided. If not, the break time will be unpaid unless other applicable paid leaves are available to the employee. The District will provide the use of a private location close to the employee's work area for this break, and will provide refrigeration, if possible, to store expressed milk.

4.5.15 Family and Medical Leave: Family and Medical Leave is provided pursuant to the Family and Medical Leave Act and the California Family Rights Act. It is a leave of absence taken for any of the following purposes:

- Newborn Children, Adoption, Foster Care – in order to care for and bond with a newborn son or daughter, or for placement of and bonding with an adopted or foster child of the employee;
- Covered Family Member's Serious Health Condition – in order to care for a spouse, domestic partner, child, or parent with a serious health condition;
- Employee's Own Serious Health Condition – because of a serious health condition that makes the employee unable to perform the functions of the employee's position;
- Military Qualifying Exigency Leave – necessary leave that arises from the employee's spouse, son, daughter, or parent being a covered military member on active duty or notified of an impending call or order to active duty;
- Military Caregiver Leave – leave for up to 26 workweeks in a single 12-month period to care for a spouse, child, parent, or next of kin who is a covered service member with a serious injury or illness.

Family and Medical Leave is unpaid but runs concurrently with applicable paid leaves.

4.5.15.a Eligibility for Family and Medical Leave: In order to qualify, the employee must have been employed by the District for 12 months, and have actually worked at least 1,250 hours during the 12 month period immediately before the date when the leave begins.

4.5.15.b Amount of Leave: Eligible employees are entitled to up to a total of 12 work weeks of leave during a 12 month period, calculated as a rolling 12 month period measured backward from the date leave is taken and continuous with each additional leave day taken. For eligible part-time employees, the number of working days that constitute 12 weeks is calculated on a pro-rata basis. The following exceptions apply, in addition to Military Caregiver Leave noted above:

4.5.15.b.1 Special Duration of Leave for Birth, Adoption, or Foster Placement: If leave is requested for the birth, adoption, or foster care placement of a child of the employee, the leave must be concluded within the first year

of the birth or placement. In addition, the minimum duration of such leave is two weeks except that an employee is entitled to leave for this purpose for at least one day but less than two weeks duration on up to two occasions. Finally, if both spouses or both domestic partners are employed by the District and eligible for leave, the aggregate number of work weeks of leave between the two is 12 weeks if leave is taken for the birth or placement for adoption or foster care.

4.5.15.b.2 Intermittent Leave for Serious Health Condition: Provided medical certification is provided that such leave is medically necessary, leave may be provided on an intermittent basis (a few days or few hours at a time) or on a reduced work schedule to care for an immediate family member with a serious health condition or for medically required treatment for oneself.

4.5.15.c Concurrent Leaves: Employee's accrued sick leave will be used to the extent applicable to a Family and Medical Leave. Unless otherwise authorized by the General Manager, other accrued leave must be used prior to the employee going on unpaid status. Therefore, all accrued paid leaves available to the employee will run concurrently with Family and Medical Leave. If an employee takes a leave of absence for any reason that is FMLA/CFRA qualifying, that leave is designated by the District as FMLA/CFRA leave.

4.5.15.d Benefits While on Leave: While on Family and Medical Leave, whether on paid or unpaid status, employees will continue to be covered by health, dental, and vision insurance to the same extent that coverage is provided while the employee is on paid status.

4.5.15.e Definitions:

- Child means a child under the age of 18 years of age, or older if incapable of self-care because of a mental or physical disability. The child must be one for whom the employee has actual day-to-day responsibility for care and includes a biological, adopted, foster or step-child, or a child of a person standing as legal guardian.
- Parent means the biological parent of an employee or an individual who stood in loco parentis to the employee when the employee was a child.
- Spouse means a partner to whom the employee is legally married.
- Domestic Partner is defined under California Family Code section 297.
- Serious Health Condition means an illness, injury, impairment, or physical or mental condition that involves any of the following:
 - a. Inpatient care in the hospital, hospice, or residential medical care facility,

- b. Continuing treatment by a health care provider for reasons of:
 1. a period of incapacity (inability to work or perform other regular daily activities due to serious health condition) for more than 3 consecutive days,
 2. a period of incapacity due to pregnancy or for prenatal care,
 3. treatment regimen for incapacity due to a serious health condition,
 4. permanent or long term incapacity due to a condition for which treatment may not be active but that is under the continuing supervision of a health care provider, or
 5. a period of absence to receive multiple treatments, including a period of recovery incapacity.
- Health Care Provider is as defined in the FMLA and includes a licensed doctor of medicine or osteopathy who directly treats or supervises treatment of a serious health condition; podiatrist, dentist, clinical psychologist, optometrist, or chiropractor; nurse practitioner, nurse midwife and clinical social worker; and Christian Science practitioner.

4.5.15.f Application for Family and Medical Leave: Employees are required to give as much notice as possible of their need for leave. If leave is foreseeable, at least 30 days' notice is required. If the leave is for the serious health condition of the employee, the employee must provide medical certification including a statement that the employee is unable to work at all or is unable to perform the essential functions of the job. If intermittent leave is requested, the medical certification must state that such intermittent leave is medically necessary. If the leave is for a qualified family member, written certification must be provided from the health care provider of the individual requiring care.

4.6 Personnel Records and Files

4.6.1 Official Personnel File: The District will maintain an official personnel file for each of its employees. A personnel file will contain material that is necessary and relevant for the administration of human resources and the employee-employer relationship. The employee will have received or provided all information contained in the personnel file. Personnel files are the property of the District and access to the information they contain is restricted. Employee medical information will not be contained in the official personnel file.

4.6.2 Confidential Personnel File: The District will maintain a confidential personnel file for each of its employees separate from the official personnel file in which any individually identifiable information regarding an employee's medical history, mental or physical condition, or treatment will be stored. This includes information obtained from pre-employment medical examinations, fitness for duty evaluations, workers compensation claims, verification of disability status, and drug and alcohol testing reports. Access to the information contained is restricted. Managers may only be informed regarding necessary restrictions on the work or duties of the employee and necessary accommodations. The District will release medical information only with the employee's written authorization.

- 4.6.3 Inspection of Personnel Files:** Personnel files will be made available for inspection by employees within a reasonable time after an employee's request. Inspection will be conducted in the presence of a management employee or District designated human resources representative. Upon request, employees may obtain copies of the materials subject to inspection. The District may preclude inspection of certain information in accordance with law, such as background and other pre-employment information, and materials relating to confidential investigations.
- 4.6.4 Employee Data:** Employees must ensure that the District is apprised of their current address and personal phone numbers and that all legally required documentation is kept up to date and on file in their personnel file and employee records. Changes in marital status, birth, or death or any changes that affect benefits must also be communicated to the District within 30 days of the qualifying event.
- 4.6.5 Requests for References and Release of Information in Personnel Files:** All requests for verification of employment or for reference checks concerning any current or former employee will be granted only with the employee's written consent to release the information. No such consent is needed for release of the following limited information, however: job title, dates of employment, and salary upon departure or current salary range. Response to reference checks will be made only by the General Manager or his/her specific designee.
- 4.6.6 Supervisor's Working Folder:** In order to provide the highest quality feedback and to remember occurrences and situations relevant to job performance, supervisors are encouraged to maintain notes about employee performance throughout the year. This information, exclusively for the use of the supervisor in the performance of his or her responsibilities, is not available to be viewed by employees. The information will be maintained in a secure and confidential manner.

4.7 Grievance Procedure

- 4.7.1 Definition and Purpose:** A grievance is a dispute involving the interpretation, application, or alleged violation of a specific express term of these policies. The grievance procedure provides a systematic way in which an employee may obtain consideration of a grievance and ensures that every reasonable effort can be made to resolve problems as soon as possible.
- 4.7.2 Exclusions:** The following are excluded from the definition of a grievance: requests for changes in wages, hours, and working conditions; the content of performance reviews; reclassifications, layoffs, transfers, and denials of reinstatement; the selection and examination process; disciplinary actions or terminations.
- 4.7.3 Informal Grievance:** Within five working days of the occurrence of the act causing the basis for the grievance, an employee will bring his or her grievance to the attention of the immediate supervisor for resolution. Presentation of an informal grievance is a prerequisite for proceeding further in this process.

4.7.4 Formal Grievance: If the employee believes the informal grievance has not been resolved, within 14 calendar days of the meeting he or she may initiate a formal grievance. The formal grievance must be submitted in writing to the General Manager. Failure to file within this time period shall constitute a waiver of the right to proceed. The formal grievance must contain the following information:

- Name and classification of the grievant.
- A clear statement of the nature of the grievance, including the date and location of the occurrence of the action giving rise to the grievance.
- The specific policy alleged to have been violated.
- The date upon which the informal discussion with the supervisor took place.
- The remedy requested.
- The date the formal grievance is being submitted.
- The signature of the grievant.
- The name of a representative if the grievant wishes to have a representative in the formal grievance process.

4.7.5 Response to Formal Grievance: Within three calendar weeks after a formal grievance is filed, the General Manager or his or her designee will investigate the grievance and provide a decision. If longer time is required, the General Manager will so inform the grievant within the three calendar weeks. At the General Manager's discretion an informal hearing or meeting involving one or both parties to the dispute may be conducted. The decision of the General Manager is binding.

4.7.6 No Amendments: There will be no amendments of a grievance from one step to the next without the approval in writing of both parties.

4.7.7 No Retaliation: Employees will not be penalized or retaliated against in any way for using the grievance procedure or for testifying as a witness in a grievance proceeding.

4.8 Reasonable Accommodation

4.8.1 General: The District is committed to the fair and equal employment of people with disabilities. The District will reasonably accommodate qualified individuals with disabilities unless the accommodation would impose an undue hardship on the District. In general, it is the responsibility of the person with a disability to notify the District that a reasonable accommodation is needed. The District will also provide reasonable accommodation to

employees who are victims of domestic violence, sexual assault, or stalking to ensure their safety at work. The District will engage in a timely, good faith, interactive process with qualified employees requesting accommodation in order to determine appropriate and reasonable accommodation if possible.

4.8.2 Process for Requesting Reasonable Accommodation for a Disability

4.8.2.a An employee who believes he or she is a qualified individual with a disability and requires accommodation will submit a written request for reasonable accommodation to the District's human resources representative. The request must include the following information:

- Why he or she believes the protections of this policy apply, including whether it is a protected disability, there is a record of having a protected disability, or he/she is regarded as having a disability;
- Whether the accommodation is needed to perform the essential functions of the job or is needed so the individual can experience the same benefits and privileges as all other similarly situated employees;
- What accommodation is requested, if known; and
- The anticipated cost of the accommodation, if known.

The employee should be prepared to provide documentation of the disability.

4.8.2.b Once the possible need for reasonable accommodation arises, either by the employee's request or by the District's knowledge of the employee's disability, the General Manager or his/her designee will in a timely manner:

- Review the purpose and essential functions of the employee's job; and
- Meet with the employee to ascertain
 - a. the precise job-related limitations imposed by the disability and how those limitations would be overcome with a reasonable accommodation; and
 - b. identify the possible reasonable accommodations and assess the effectiveness of each in enabling the employee to perform the essential functions of the job; and
 - c. understand the preferences of the employee and the reasons therefore.

Documentation of the disability and medical confirmation of the limitations may be required before a final decision can be made.

4.8.2.c Unless undue hardship is created for the District, the General Manager or his/her designee will select and implement the reasonable accommodation most appropriate

for the District and in consideration of the employee's preferences and reasons therefore. Undue hardship may include undue cost, unavailable resources, substantial operational disruption, or the need to fundamentally alter the nature of the business.

- 4.8.2.d The employee will be notified in writing of the District's decision, and the duration of the accommodation, if made. If further discussion is desired, the employee may request a follow up meeting with the General Manager or designee.

4.8.3 Process for Requesting Reasonable Accommodation for the Safety of a Victim of Domestic Violence, Sexual Assault, and/or Stalking

- 4.8.3.a Once the District becomes aware of an employee's status as a victim of domestic violence, sexual assault, or stalking, and the employee requests a reasonable accommodation to ensure his or her safety at work, the General Manager or his or her designee will

- Meet with the employee to identify the nature of the threat to the employee and explore possible reasonable accommodations that might include, but are not limited to, installing a lock, changing the employee's work telephone and/or work station, or modifying the employee's work schedule; and
- Select and implement the reasonable accommodation most appropriate without undue hardship for the District to ensure the safety of the employee at work.

- 4.8.3.b The employee will be notified in writing of the District's decision, and the duration of the accommodation, if made. If further discussion is desired, the employee may request a follow up meeting with the General Manager or designee.

4.8.4 Process for Requesting Reasonable Accommodation in the Hiring Process

- 4.8.4.a A job applicant who requires accommodation in order to participate in the hiring process should submit an accommodation request with the employment application.
- 4.8.4.b The District's human resources representative will contact the applicant to discuss the needed accommodation and possible alternatives.
- 4.8.4.c If accommodation is reasonable and is approved, the human resources representative will take the necessary steps to see that the accommodation is provided.



MARIN TRANSIT

Employment Compensation Framework

Policy #:	HR-3
Subject:	Finance
Effective Date:	08/19/2013
Revision Date (1):	12/3/2018
Revision Date (2):	7/1/2019*
Revision Date (3):	11/2/2020**
*salary ranges only-CPI adjustment	
**vesting schedule only	

Table of Contents

1	Summary of Marin Transit Staff Benefits.....	3
2	Summary of Management Benefits	4
3	Job Classification Characteristics	5
4	Advancement Process.....	6
5	Salary Ranges by Job Classification	7

1 Summary of Marin Transit Staff Benefits

HEALTH & WELLNESS BENEFITS	
Medical Insurance	: Employer pays up to 95% of employee+1 premium for base HMO plan towards Employee and Employee +1 premiums; up to 95% of employee+2 premium for base HMO plan for Employee +2; or with proof of coverage, a cash payment equal to the employee only premium for the base HMO plan.
Dental Insurance	: Employer paid
Vision Insurance	: Employer paid
Short-Term Disability Insurance	: 1% premium (state) Employer paid
Long-Term Disability Insurance	: Employer Paid Basic
Transit Commute Benefit	: Free Marin Local Transit plus free transit to work up to the federal taxable limit
Dependent Care Assistance Plan	: Available, employee funded, enrollment starting Jan. 1 of each year
Health Flexible Spending Account	: Available, employee funded, enrollment starting Jan. 1 of each year
Employee Assistance Program	: Employer paid
POST-EMPLOYMENT BENEFITS	
Vacation	: 10 days (80 hours) vacation balances in excess of two times the annual accrual will be cashed out on June 30th. Upon commencement of third consecutive year of employment, employee accrues 15 vacation days annually.
Sick Leave	: 12 days (96 hours) annually in Year 1 and 2 of employment, 9 days annually thereafter, unlimited accrual
Holidays	: 10 fixed days (8 hours each) annually (New Year's Day, Martin Luther King Jr. Day, President's Day, Memorial Day, 4th of July, Labor Day, Veteran's Day, Thanksgiving Day & Friday after Thanksgiving, Christmas Day); 1/2 day for Christmas Eve
Jury Duty	: If needed and employee meets criteria
Bereavement Leave	: If needed, up to 3 days (24 hours) per occurrence which meets criteria
Administrative Leave	: 2 days (16 hours) annually on July 1, does not accrue.
Defined Contribution Retirement	: 401(a) Employer paid 10% 0-2 years; 13% >2 years; 15% >4 years; vesting after 1 year
Social Security	: Employee/Employer Paid (currently 6.2%/6.2%)
Life Insurance	: 1x Salary employer paid, supplemental coverage available
Deferred Compensation	: 457 Plan available

2 Summary of Management Benefits

HEALTH & WELLNESS BENEFITS	
Medical Insurance	: <i>Employer pays up to 95% of employee+1 premium for base HMO plan towards Employee and Employee +1 premiums; up to 95% of employee+2 premium for base HMO plan for Employee +2; or with proof of coverage, a cash payment equal to the employee only premium for the base HMO plan.</i>
Dental Insurance	: <i>Employer paid</i>
Vision Insurance	: <i>Employer paid</i>
Short-Term Disability Insurance	: <i>1% premium (state) Employer paid</i>
Long-Term Disability Insurance	: <i>Employer Paid Basic</i>
Transit Commute Benefit	: <i>Free Marin Local Transit plus free transit to work up to the federal taxable limit</i>
Dependent Care Assistance Plan	: <i>Available, employee funded</i>
Health Flexible Spending Account	: <i>Available, employee funded</i>
Employee Assistance Program	: <i>Employer paid</i>
PAID LEAVE BENEFITS	
Vacation	: <i>10 days (80 hours) vacation balances in excess of two times the annual accrual will be cashed out on June 30th. Upon commencement of third consecutive year of employment, employee accrues 15 vacation days annually.</i>
Sick Leave	: <i>12 days (96 hours) annually in Year 1 and 2 of employment, 9 days annually thereafter, unlimited accrual</i>
Holidays	: <i>10 fixed days (8 hours each) annually (New Year's Day, Martin Luther King Jr. Day, President's Day, Memorial Day, 4th of July, Labor Day, Veteran's Day, Thanksgiving Day & Friday after Thanksgiving, Christmas Day), 1/2 day for Christmas Eve</i>
Jury Duty	: <i>If needed and employee meets criteria</i>
Bereavement Leave	: <i>If needed, up to 3 days (24 hours) per occurrence which meets criteria</i>
Management Administrative Leave	: <i>5 additional days (40 hours) annually on July 1, does not accrue.</i>
POST-EMPLOYMENT BENEFITS	
Defined Contribution Retirement	: <i>401(a) Employer paid 10% 0-2 years; 13% >2 years; 15% >4 years; vesting after 1 year</i>
Social Security	: <i>Employee/Employer Paid (currently 6.2%/6.2%)</i>
Life Insurance	: <i>1x Salary employer paid, supplemental coverage available</i>
Deferred Compensation	: <i>457 Plan available</i>

Updated November 2, 2020

3 Job Classification Characteristics

The following table includes jobs classifications and characteristics. Characteristics and abilities in each classification may be further targeted for specific departments and functions such as Administration, Finance, Operations, Planning and Capital.

Class	General Class Characteristics
Admin	<p>An Admin level position is an entry level position that does not require a college degree and may require little or no experience. An employee in this class would have the following characteristics and abilities:</p> <ul style="list-style-type: none"> • Performs routine tasks and functions • Performs new task with direct supervision and training • Shows initiative to identify job related problems and solutions
Analyst	<p>An Analyst level employee typically has a college degree or equivalent level relevant experience. An employee in this class typically has 1-5 years of experience and the following characteristics abilities:</p> <ul style="list-style-type: none"> • Perform job specific duties • Research and solve problems with direct supervision • Maintain project budgets, tasks, and timelines • Exercise sound judgement • Maintain clear written and verbal communication • Recognize roadblocks
Senior	<p>Senior level employees typically have a college degree and 5 to 15 years of experience. Senior level employees have all characteristics listed at the Analyst level along with the following abilities:</p> <ul style="list-style-type: none"> • Develop and maintain project budgets, tasks, and timelines • Research and solve problems with general supervision • Present solutions for roadblocks • Use independent judgement • Take ownership of projects and programs • Demonstrate advanced skills in job specific tasks • Formally or informally provides direction and leadership for coworkers or other contractors • With minimal direction, represent agency to outside stakeholders
Manager	<p>A Manager level employee typically has significant experience and has demonstrated sustained leadership and job-related expertise. Manager level employees have all characteristics listed at the Senior level along with the following abilities:</p> <ul style="list-style-type: none"> • Develop projects and programs • Give clear direction and guidance to other staff and contractors • Expertise in job related topics (Professional certification, professional committee leadership etc.) • Act as a resource to Marin Transit staff • Conceptualize new project the improve or sustain the District • Track and manage multiple project budgets, tasks, and timelines
Director	<p>A Director level position reports directly to the General Manager and is typically responsible for significant division or unit of the District. A Director has all the characteristics listed at the manager level along with:</p> <ul style="list-style-type: none"> • Provides leadership at the District level • Identifies employees' strengths and identifies development paths

4 Advancement Process

Moving from Analyst to the Senior Level

Staff must demonstrate a sustained ability to operate at a senior level (see class characteristics). Managers will work with Analyst employees that have the relevant experience and qualifications to develop a path to Senior. This plan should include specifics steps including technical and soft skills that employee will need to take/demonstrate to be consider for a promotion to the Senior level. The plan should be reviewed by the General Manager. Performance will be monitored by the manager at the annual review unless an interim review cycle is warranted. Completion of all items listed in the plan is not guarantee of promotion, employee must also demonstrate the independence and leadership needed for a senior level position. All Analysts are eligible for a promotion to the senior level, however there is no guarantee of promotion or a specific timeline for promotion (there is no cap on the number of Senior level employees), and promotions are at the General Manager's discretion.

Moving from Senior to the Manager Level

There are a limited number of Manager level positions at Marin Transit. In addition to demonstrating the ability to perform at the Manager level, there needs to be an Agency need for a new manager or an open manager level position. In most cases, a formal recruitment will be made for a Manager level position and internal candidates may apply or be asked to interview as part of this process.

Moving from Manager to the Director Level

There are a limited number of Director level positions at Marin Transit. In addition to demonstrating the ability to perform at the Director level, there needs to be an Agency need for an open Director-level position. In most cases, a formal recruitment will be made for a Director-level position and internal candidates can be consider as part of this process.

5 Salary Ranges by Job Classification

Classification

(number of current positions)¹

FY2020 Monthly Salary Range²

	Low	High
Director/Deputy (3.5)	\$10,925	\$14,749
Manager (1)	\$9,430	\$12,731
Senior (4)	\$7,760	\$10,477
Analyst (6)	\$6,282	\$8,482
Administrative (1)	\$4,889	\$6,600
Part Time	Minimum wage	\$29.65/hour
(Muir Woods greeters, interns, outreach)		

- 1) Staffing levels and classifications are approved by the Board annually through the budget process. The number of staff in each classification may change but will be consistent with the current year budget and will not exceed the total number of positions authorized to the General Manager.
- 2) Top salary ranges may not increase annually by more than the consumer price index (CPI, Feb 2019 3.5%). Individual salary increases subject to outcome of annual performance.



711 grand ave, #110
san rafael, ca 94901

ph: 415.226.0855
fax: 415.226.0856
marintransit.org

November 2, 2020

Honorable Board of Directors
Marin County Transit District
3501 Civic Center Drive
San Rafael, CA 94903

SUBJECT: Marin Transit Records Retention Schedule Update

Dear Board Members:

RECOMMENDATION: Approve updated Marin Transit Records Retention Schedule.

BACKGROUND:

In July 2005, County Counsel determined that the Transit District should have its own adopted retention schedule separate from the County. Staff developed a retention schedule reflecting this recommendation, and your Board adopted Resolution 2006-04 establishing the Marin County Transit District Records Retention Schedule on December 12, 2006.

SUMMARY:

Staff has updated the retention schedule to provide more up-to-date record retention guidance for the programs the District operates and manages, in accordance with the guidelines published by the office of California's Secretary of State.

The schedule update clarifies the record retention requirements for administrative, financial, operations, and capital programs. Staff utilized a high-level approach to simplify the Retention Schedule. This approach grouped together records within a specified business process category that have varying legal retention requirements based on the lengthiest retention requirement for any given record within that group. For example, the District retains most confidential personnel records for six years following termination while a select few records may be destroyed after two or three years. For the update, staff recommends that all personnel records are retained for six years post termination. This approach condenses the size of the Retention Schedule and is less cumbersome for staff to administer.

Staff is developing internal procedures for specific programs to provide a process for retention and disposition of program records. These internal procedures will adhere to the higher-level requirements in the attached retention schedule update. Any record not listed in the updated Marin Transit retention schedule defaults to the County-wide retention schedule.

board of directors

dennis rodoni
president
supervisor district 4

kate colin
vice president
city of san rafael

judy arnold
2nd vice president
supervisor district 5

damon connolly
director
supervisor district 1

eric lucan
director
city of novato

katie rice
director
supervisor district 2

kathrin sears
director
supervisor district 3

The Records Retention Schedule is flexible. Over time, laws and/or business practices may change and impact the retention requirements for those records. Staff recommends that the District make minor changes to the Records Retention Schedule at the request of the department records manager with approval from Legal Counsel and the General Manager.

Legal Counsel has reviewed and approved Marin Transit's Updated Records Retention Schedule as to form, and the update is provided as Attachment A.

FISCAL IMPACT: None associated with this report.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Holly B. Lundgren", with a stylized flourish at the end.

Holly Lundgren
Senior Human Resources Analyst

Attachment A: Updated Marin Transit Records Retention Schedule

Explanations and Definitions

This Retention Schedule serves as the starting point for establishing the guidelines that define the length of time for which Marin Transit should retain records and information. Records refer to information — regardless of its format or media — that documents the actions and transactions of Marin Transit, as well as information that is needed to comply fully with legal, financial, reporting, and regulatory requirements, and to maximize business efficiencies.

Column Heading Explanations

Record No. - a unique identifying number for the category of information (to be added after all categories have been determined)

Business Process - the high-level grouping of business processes within Marin Transit (this is not the departments or functions of Marin Transit, but rather high-level general business functions)

Record Category Name - the actual category or grouping of "like" information upon which retention will be applied

Record Category Description - a description of the category or grouping of "like" information for clarification purposes

Example Records - records and information names that fall within the category or grouping; many actual departmental retention schedule record series are mapped to one of these high-level categories

Retention - how long information in this category must be retained, including any triggering events (described at the top of the schedule, with additional codes below) Legal Citations - the legal or regulatory requirements or statutes that lead to the calculation of retention (not all information has a legal requirement to be kept; other considerations are mentioned above)

Comments - any special handling or other requirements for information of this category

Other Records Retention Event Codes and Acronyms

CCP - Code of Civil Procedure

CCR - California Code of Regulations

CFR - Code of Federal Regulations

ERISA - Employee Retirement Income Security Act

GOV - Government

HSC - Health and Safety Code

LAB - Labor Code

MAINT - Maintain records

UIC - Unemployment Insurance Code

USC - US Code

Definitions

Obtained from the California Secretary of State Guidelines, last updated February 2006.

Active Records - As a measure of activity for records that are referred to at least once a month per cubic foot of records. Also - as a retention period for a Perpetual Record that remains "active" until some event occurs to change its status, at which time it has fulfilled its function. (See also Perpetual Record)

Administrative Records - Records commonly found in all offices and typically retained only for short time periods - less than five years. Examples include subject, chronological, budget, and policy files.

Archival Records - Records with enduring value because they reflect significant historical events, document the history and development of an agency, or provide valuable research data.

Discovery - The pretrial disclosure of pertinent facts or documents by one or both parties to a civil action or processing. Anything requested during discovery must be disclosed if it exists - even non-records and records that should have been destroyed earlier. Discovery effectively freezes selected holdings until release by opposing attorney or the court.

Local Government - Government Code, Section 6252 states: "'Local Agency' includes a county; city, whether general law or charter; city and county; school district; municipal corporation; district; political subdivision; or any board, commission or agency thereof; other local public agency; or nonprofit entities that are legislative bodies of a local agency pursuant to subdivisions (c) and (d) of Government Code, Section 54952."

Non-Records - Material not usually included within the definition of records, such as unofficial copies of documents kept only for convenience or reference, working papers, appointment logs, stocks of publications and processed documents, and library or museum material intended solely for reference or exhibition. Also, documents such as rough notes, calculations or drafts assembled or created and used in the preparation or analysis of other documents. (See also Discovery)

Permanent Records - Records that are required in perpetuity, usually identified by statute or other written guidance. Examples include original birth certificates, death certificates, Spanish land grants, etc.

Perpetual Records - Records retained for an indefinite period of time and then stored or destroyed after some event takes place. Examples include office personnel files which are kept until a person leaves the office, policy files kept until the policy is changed, contract files kept until the contract terminates, etc.

Program Records - Records that relate to the primary function of the agency in response to its daily mission. Examples include lien files, recorders files, election files, probate records, medical records, etc.

Public Records - Any information relating to the conduct of the public's business prepared, owned, used, or retained by any state or local agency regardless of physical form or characteristics.

Records - All papers, maps, exhibits, magnetic or paper tapes, photographic films and prints, punched cards, and other documents produced, received, owned or used by an agency, regardless of physical form or characteristics.

Records Retention Schedule - A list of all records produced or maintained by an agency and the actions taken with regards to those records. A retention schedule is an agency's legal authority to receive, create, retain, and dispose of official public records. It assists the agency by documenting which records require office or temporary storage, which records have historic or research value, and which records should be destroyed because they no longer have any administrative, fiscal, or legal value. In the event of litigation, courts accept a retention schedule as establishing an agency's "normal course of doing business".

Retention Period - The length of time a record must be retained to fulfill its administrative, fiscal and/or legal function. Then, a record should be disposed of as soon as possible in accordance with an approved Records Retention Schedule.

AC = Active AU = Audit AY = Award Year CL = Closed/Completion FR = Final Resolution FY = Fiscal Year LA = Last Activity LI = Life (of contract, program, asset) PR = Permanent S = Superseded TE = Termination							
Record No.	Business Process	Record Category Name	Record Category Description	Example Records	Retention	Legal Citations	Comments
	Administrative	Audits	Records and information related to preparation and follow up on auditing activities, including operational, compliance, or financial information created as a part of an audit.	Expense reports Budgets Procurement records Audit reports	AU*+7Y	CA - GOV 12236 - SOS Guidelines (7Y)	* Closure of audit Exception: If grant specifies a longer retention period, retain per the grant's requirements.
	Administrative	Authorizations - Executive Director	Authorizations for staff members to act on behalf of the Executive Director in the Executive Director's absence. Authorizations for staff members to sign for grants, Certifications and Assurances, etc.	Authorization Forms (<i>from various Government entities, etc. </i>) Related Communication	AC+3Y*	CA - GOV 34090 - (2Y) CA - GOV 12236 - SOS Guidelines (4/7Y or until audited, whichever is first)	*Audit complete after 3Y
	Administrative	Chronological and Non-Specific Correspondence	Correspondence, memos, notes, emails that do not require acknowledgment or follow-up, pertain to non-essential subjects, or are not subject to another category.	Casual Correspondence Chronological Files Internal memos (announcements, new programs, notices) Form Letters Notes of Appreciation General emails	AC+2Y*	CA - GOV 34090 - (2Y) CA - GOV 12236 - SOS Guidelines (2Y)	*Correspondence, including emails, related to specific projects or a policy-making decision should be retained per the project or related subject's retention time frame.
	Administrative	Department Administration	General internal administrative records of Marin Transit administrative departments, including: - Documentation of department activities - Information captured on a log or a list	Computing Equipment (<i>inventories, manuals, software, licenses, warranties, service records </i>) Department Administrative Documents (<i>calendars, project goals/objectives, staff/dept. meeting agendas and minutes, etc.</i>) Logs	AC+2Y	CA - 8 CCR 3203 - (CY+1Y) CA - GOV 34090 - (2Y)	Per CA GOV 12236 SOS Guidelines, inventories, software/hardare documentation, plans and goals remain active until revised/superseded/rescinded.

	Administrative	Policies and Procedures	All documentation of Marin Transit or department policy and procedures.	Correspondence Directives Guidelines Handbooks Policies Procedure Manuals Procedures Records Retention Schedule Rules / Regulations Standards Legislative Principles/Programs	AC+3Y*	CA - GOV 34090 - (2Y) US - 29 CFR 1602.14 - (FR+1Y) US - 29 CFR 1627.3 - (TE+1Y)	Per CA GOV 12236 SOS Guidelines, all organizational policies and procedures remain active until revised. *Retain 3Y for audit.
	Administrative	Project and Subject Files	Records documenting activities related to specific projects or subjects (unrelated to construction, facilities/ infrastructure).	Consultants Data Processing Subject Files (Correspondence, Reference Publications, Reports) Extracted Data Summaries Forms Project Files Project/Program Plan Project Reporting Project Studies Subject Files Templates & Letterhead Working Files	AC+3Y	CA - GOV 34090 - (2Y) CA - GOV 12236 - SOS Guidelines (3Y)	Exception: If grant specifies a longer retention period, retain per the grant's requirements. If pertaining to facilities/ infrastructure, please follow the retention requirements for Construction, Engineering and Infrastructure Project Files (Operations business process).
007	Administrative	Records, Information Management	Documentation of the compliance with Records and Information Management policy and procedures.	Certificates of Destruction Document Hold Notices, Updates Lists of Stored / Destroyed Records Master Records Inventory Records Transfers (<i>to storage, to other depts .</i>)	AC+4Y	CA - GOV 34090 - (2Y) CA - GOV 12236 - SOS Guidelines (4Y)	
008	Administrative	Reference Materials	Documents and materials retained for ongoing personal reference or ongoing research purposes not covered in a more specific process related series.	Census Data Data Processing Subject Files (<i>Correspondence, Reference Publications, Reports</i>) Environmental Regulatory Data Extracted Data Summaries Records Inventory	S		Considered non-record research material
009	Communications	Historical Documents, Events, Memorabilia, Collections, Artifacts, Schedules, Brochures, Tickets/Passes	Records and information documenting the history and significant milestones of Marin Transit; and publications providing information on routes, schedules and services provided by Marin Transit.	Brochures Bus Schedules Executive, Marin Transit Official Communications, Speeches, Videos Historical Events, Artifacts, Architecture Mission Statement Artwork, Pictures, Video Collections (logos, identity/branding) Organization Charts Significant News Clippings, Releases (regarding agency milestones) Transit Services Maps Transit Tickets and Passes	PR	CA - GOV 34090 - (2Y)	Retain permanently for historical reference.
AC = Active AU = Audit AY = Award Year CL = Closed/Completion FR = Final Resolution FY = Fiscal Year LA = Last Activity LI = Life (of contract, program, asset) PR = Permanent S = Superseded TE = Termination							
Record No.	Business Process	Record Category Name	Record Category Description	Example Records	Retention	Legal Citations	Comments
	Communications	Community Outreach, Media and Public Relations	External-facing communications, advertising and press relations materials, including documentation of outreach activities/events held in cooperation with or for the benefit of the customer service community.	Bus Advertising Marketing (media, mailers, media packets, mailers, promotional items) Articles Media (Press Releases, Media Packets) Events (<i>co mmunity outreach, special</i>) Mailers Media Packets Newsletters Promotional Items Rider Relief Seat Drops Subsidy Programs	AC*+3Y	CA - GOV 34090 - (2Y) CA - GOV 12236 - SOS Guidelines (3Y)	Exception 1: Postings for procurements and civil rights should be retained for the duration specified for the related federal procurement. Exception 2: If records pertain to agency milestones or historic events, keep permanently per the Historical Documents/ Events/ Memorabilia/ Collections/ Artifacts retention.
	Communications	Customer Service	Documentation regarding customers and passengers, including participation in Marin Transit programs, and customer complaints or issues and the actions taken to address and resolve them.	Customer Correspondence Dial-A-Ride (DAR Eligibility List, No Show Letters, Reduced Fare Applications, etc.) Issues Log Passenger Information	AC+3Y	CA - GOV 34090 - (2Y) CA - GOV 12236 - SOS Guidelines (3Y)	Regardless of how received (e.g., phone, email, etc.) Exception: If pertaining to grant funds, and grant specifies a longer retention period, retain per the grant's requirements.
	Compliance	Non-Financial Reporting	Official non-financial reports and studies issued by Marin Transit to meet and comply with regulatory requirements*.	Actuarial Studies OSHA 300, 300a, 301 Reports / Logs Risk Management Reports (<i>Federal OSHA, loss analysis, safety</i>) Workers Compensation Reports (<i>monthly, annua l</i>)	6Y	CA - 8 CCR 14300.33 - (5Y) CA - GOV 34090 - (2Y) CA - LAB 6401.7 - (MAINT) US - 29 CFR 1602.14 - (FR+1Y) US - 29 CFR 1904.4 - (MAINT) US - 29 CFR 1904.33 - (CY+5Y)	Retention is 6 yrs, because most records in this grouping must be retained for 5 yrs following the calendar year in which they pertain. *Exception: If pertaining to Transit Operator Compliance Records, and Transit Program Reports, retain as specified under the respective record category's retention period.
	Compliance	Legal Compliance	Forms and filings mandated by state and federal laws, including those related to economic interests of Officials designated in Marin Transit' Conflict of Interest Code.	Form 700 Filings Conflict of Interest Code (Revisions, Correspondence) Fair Political Practices Commission (FPPC) Statements of Economic Interest	AC*+7Y	CA - GOV 34090 - (2Y) CA - GOV 81009(e), (f) - (4Y, 7Y)	*Remains active until individual leaves Marin Transit.
	Compliance	Public Information	Records requested by the public, required for provision to the public, and related inquiries.	Public Records Requests	CL+2Y	CA - GOV 34090 - (2Y) CA - GOV 12236 - SOS Guidelines (2Y)	

015	Finance	Accounting	Records and information related to management of Marin Transit accounts, including payables, receivables, grants, expenses, books and ledgers.	1099 Accounts Payable Accounts Receivable Bank Reconciliations Cash Chart of Accounts Expenses General Ledger Journal Entries Liabilities (Accounts Payable, Payroll Accruals) Revenue (Fare, Federal, State, etc.) W-9	*FY+7Y	CA - GOV 60201 - (AU) CA - GOV 12236 - SOS Guidelines (7Y, or until audited, whichever is first) US - 26 CFR 1.162-17 - (MAINT) US - 26 CFR 31.6001 (4Y)	*Retain FY+7Y or until audited, whichever comes first. Exception: If pertaining to grant funds, and grant specifies a longer retention period, retain per the grant's requirements.
016	Finance	Banking Administration	Records and information related to the administration of banking activities.	Banking Resolutions Signature Authority	AC+2Y	CA - GOV 34090 - (2Y)	
017	Finance	Budgets	Records and information relating to creating and implementing organizational budgets.	Capital Budget Operating Budget Budget Adjustments Budget Outlook Presentations Supporting Documents	*FY+7Y	CA - GOV 34090 (2Y) CA - GOV 12236 - SOS Guidelines (7Y, or until audited, whichever is first)	*Retain FY+7Y or until audited, whichever comes first.
018	Finance	Final Reports	Final versions of Marin Transit financial reports, whether required by regulations or generated to track financial transactions and achievements.	Audit Report NTD State Controller Report (Finance, Compensation) Triennial Reviews (Reports, Findings, Correspondence, Financial Management, Capacity, Maintenance, ADA, Title VI, Procurement, DBE, Legal, Project Planning/Program, Public Comment, Safety, Security, Drug Free Workplace, Drug and Alcohol, EEO, etc.)	PR	CA - GOV 34090 (2Y) CA - GOV 12236 - SOS Guidelines (7Y, or until audited, whichever is first)	Retain permanently for historical reference.
AC = Active AU = Audit AY = Award Year CL = Closed/Completion FR = Final Resolution FY = Fiscal Year LA = Last Activity LI = Life (of contract, program, asset) PR = Permanent S = Superseded TE = Termination							
Record No.	Business Process	Record Category Name	Record Category Description	Example Records	Retention	Legal Citations	Comments
	Finance	Fixed Assets	Records and information related to the ownership, purchase, sale, lease or improvement of land, buildings, infrastructure, equipment and other capital and fixed assets owned or used by Marin Transit.	Asset Records Depreciation Disposal	LI*+2Y	CA - CCP 337.15 - (10Y) CA - GOV 34090 - (2Y) US - 26 CFR 31.6001 (4Y)	* Life of Asset Exception: If pertaining to grant funds, and grant specifies a longer retention period, retain per the grant's requirements.
	Finance	Grants and Funding	Documents the application, award, administration, monitoring, reporting, and status of grants and other funding sources for Marin Transit programs and operations.	Applications Approval Letter Authorizations Awards and Notifications Correspondence Federal Grant Grant Agreement Grant Funding Local Grant Reports State Grant Tracking Reports	*AC+2Y	CA - GOV 34090 - (2Y) CA - GOV 12236 - SOS Guidelines (AC+2Y)	*Active until end of grant year or until audited, whichever is greater. If grant specifies a longer retention period, retain per the grant's requirements.
	Finance	Payroll	Records and information related to the accounting of Marin Transit payroll. This also includes records and information reflecting all remuneration paid to each employee, including: - Name, address, SSN - Total amount and date of payments - Period of service covered for each - Withholding - Tax collected	Bi-monthly Processing Quarterly Payroll Taxes W-2	FY+5Y	CA - 2 CCR 570.5 - (5Y) CA - 2 CCR 571(b)(1)(E) - (5Y) CA - 22 CCR 1085-2 (c) - (4Y) CA - GOV 12946 - (TE+2Y) CA - GOV 60201 - (2Y) CA - LAB 226a (3Y) CA - LAB 1174(d) - (3Y) CA - LAB 1197.5 - (3Y) US - 29 CFR 516.5 - (3Y) US - 29 CFR 516.6 - (2Y) US - 29 CFR 1620.32 - (2Y) US - 29 CFR 1627.3 - (3Y)	
	Human Resources	Benefit Plans	Plans established to provide employee benefits, including changes to those plans and associated administrative documents.	Correspondence Dental Life Insurance Medical Reporting Vision Workers Compensation FSA PARS STD/ LTD	LI*+6Y	US - 29 CFR 1627.3 - (TE+1) US - 29 CFR 4007.10 - (6Y) US - 29 CFR 4041.5 - (LI*+6Y) US - 29 USC 1027 - (6Y) US - 29 USC 1059 - (TE+1Y) US - 29 USC 1113 - (6Y) US - 29 USC 1451 - (6Y) US - 29 Code Chapter 18 ERISA (LI*+6Y)	* LI = Life of Plan or System; plan/system is considered alive while any employee, retiree, or other eligible participant is receiving benefits.
	Human Resources	Confidential Records	Confidential records and information related to Human Resources activities not covered by other record categories.	Classification Studies & Job Descriptions Compensation Studies & and Salary Schedules	S	CA - GOV 60201 CA - GOV 12236 - SOS Guidelines (Active until revised/superseded)	

	Human Resources	Employee Medical Records - Confidential	Documents related to paid employees (whether full or part-time), including but not limited to: - medical records, including exposure and drug screens (includes records subject to HIPAA requirements) - workers compensation	Employee Injury / Accident Reports Exposure Monitoring FMLA/CFRA PDL Other Medical Leaves of Absence Hazardous Exposure Incident Reports (Occupational Illness or Injury) Medical Waivers and Changes Pre-employment Physical Workers Compensation (claims, claim logs, incident/accident reports) Health and Welfare Benefit Plan Documents (kept in personnel file if no medical information is included)	TE+30Y	US - 29 CFR 1910.1020 - (TE+30Y) CA - 8 CCR 3204 - (TE+30Y) CA - 8 CCR 14300.33 - (5Y) US - 29 USC 1027 - (6Y) US - 29 CFR 825.500 - (3Y)	Exception: The medical records of employees who have worked for less than (1) year for Marin Transit need not be retained beyond the term of employment if they are provided to the employee upon termination of employment.
AC = Active AU = Audit AY = Award Year CL = Closed/Completion FR = Final Resolution FY = Fiscal Year LA = Last Activity LI = Life (of contract, program, asset) PR = Permanent S = Superseded TE = Termination							
Record No.	Business Process	Record Category Name	Record Category Description	Example Records	Retention	Legal Citations	Comments
	Human Resources	Employee Records - Confidential	Documents related to paid employees (whether full or part-time), including but not limited to: - hiring documents (application, resume, job description) - promotion - demotion - transfer - layoff / recall / out-placement - retirement plan reporting and disclosure records (plan summaries, participant benefit statements, etc.) - termination / discharge / resignation - training (harassment/discrimination, ethics, fire extinguisher, first aid/CPR, safety, Title VI non-discrimination) - pay rates / other terms of compensation	Awards COBRA Correspondence Death Claims, Life Event Documents, Disciplinary Actions Employment Authorizations, Terminations, Confirmations, Status Changes, Coverage Changes Exit Form Incident Reports (non-injury or illness related incidents) Job Descriptions Leaves of Absence Personnel Files (Personnel Action Form, Master log records, Onboarding documentation, Compensation, etc.) PARS Plan Summaries Participant Benefit Statements Policy Acknowledgements Recruitment (Applications, Applicant Tracking, Background Checks, Interview Notes, Job Postings, Board & Executive Candidates) Timesheets Training certificates	TE+6Y	CA - GOV 12946 - (2Y) CA - 8 CCR 3203 - (CY+1Y) CA - 8 CCR 11040(7) - (3Y) US - 29 CFR 1602.14 - (FR+1Y) CA - GOV 53235.2b - (5Y) US - 29 CFR 4007.10 - (6Y) US - 29 USC 1027 - (6Y) US - 29 CFR 1602.31 - (TE+2Y) US - 29 CFR 1627.3 - (3Y, TE+1Y) US - 29 CFR 1904.33 - (CY+5Y)	Where a charge of discrimination has been filed, or an action brought by the Commission or the Attorney General, against an employer under title VII, the ADA, or GINA, the respondent employer shall preserve all personnel records relevant to the charge or action until final disposition of the charge or the action.
	Human Resources	Employee Benefits Records - Confidential	Benefits Determination Records	Beneficiary Designations Benefits (elections, enrollment, terminations, additions, changes) Custodial agreements Eligibility/ vesting/ breaks in service records Health and Welfare Benefit Plan Documents (retain in EE medical record file instead, if medical information is included) PARS/ Retirement Trust documents	LI*+6Y	US - 29 Code Chapter 18 ERISA (LI*+6Y)	*For the life of the plan/document, or until the participant's complete withdrawal from the plan, plus an additional 6 years. Essentially, records are active until no longer relevant to a determination of benefit entitlements.
	Human Resources	Work Authorizations - Confidential	Employment eligibility verification forms collected for active employees and supporting documentation regarding immigration status.	I-9 Documents	TE+3Y*	US - 20 CFR 655 Subpart H - (TE+1Y) US - 8 CFR 274a.2 - (3Y, or TE+1Y)	*Form I-9 and ID copies must be retained for the entire time an employee works for the agency, and 3 years after date of hire or 1 year after employment ended, whichever is later. (USCIS Forms and Information guidelines)
	Information Technology	Application, System Development and Maintenance	Technical documentation related to development of Marin Transit technology processes, applications, or systems, as well as conversions, changes or modifications to existing applications or systems.	Backups (Security, System) Business, Functional Requirements End User Documentation, User Manuals Hardware (licenses, purchases, maintenance, upgrades) Hardware Configurations Network Circuits Inventories Network/Equipment Control Support Documentation (Service Histories, Site Visit Reports, Trouble Reports) Program Listings Software (<i>licenses, purchases, maintenance, upgrades</i>) Source Code Support Documentation (Logical & Physical Architectural Diagrams, Specifications, Systems Support Materials) System Documentation (Codebooks, Record Layouts, Reference Guides, Specifications) System Test Files System, Application Maintenance Documentation (Hardware/Operating System Requirements, Monitoring Logs, Operating Manuals)	LI*+2Y	CA - GOV 34090 - (2Y)	*LI = Life of Application, System
AC = Active AU = Audit AY = Award Year CL = Closed/Completion FR = Final Resolution FY = Fiscal Year LA = Last Activity LI = Life (of contract, program, asset) PR = Permanent S = Superseded TE = Termination							
Record No.	Business Process	Record Category Name	Record Category Description	Example Records	Retention	Legal Citations	Comments

	Legal	Claims, Litigation, Arbitration and Resolution	Records and information created or collected to support Marin Transit' position in actual or potential litigation or to otherwise evaluate actual or potential litigation relating to the organization, including claims, constituent complaints, grievances, worker compensation. Litigation includes third party litigation, government investigations, mediations, arbitrations, and other judicial or quasi-judicial proceedings, whether handled by the General Counsel or outside counsel on behalf of Marin Transit.	Accident/ Incident Files - claim filed (<i>accident/incident reports, courtesy, related photographs/ video footage, supporting documentation</i>) ADA Case Files Amicus Briefs Case Correspondence Claims Complaints Contract Disputes Court Orders Demand Letters Discovery EEO Charges, Cases Evidence Exhibits Injury Reports Judgments Meet and Confer Pleadings (Affidavits, Depositions, Exhibits, Court Filings) Related Correspondence Releases Settlement Agreements Stipulations Subpoenas Unemployment Compensation Claims Unemployment Compensation Data, Weekly Earnings Data Worker Compensation Benefits (Claims, Orders, Reports, Rewards)	FR*+10Y	CA - 2 CCR 11013 - (FR+2Y) CA - 8 CCR 10102 - (5Y; AC+1Y) CA - 8 CCR 10103.1 - (5Y) CA - 22 CCR 1085-2 - (4Y) CA - CCP 315 - (10Y) CA - CCP 337.15 - (10Y) CA - GOV 945.6 - (2Y) CA - GOV 60201 - (2Y) CA - LAB 5410 - (5Y) CA - UIC 1132 - (3Y) US - 26 CFR 31.6001 (4Y) US - 26 USC 6531 - (6Y) US - 29 USC 255 - (2Y) US - 29 USC 626 (d) - (300D) US - 42 USC 2000e-5 (e) - (180D) US - 42 USC 2000e-5 (f) - (180D)	* Until claim, litigation or complaint has been satisfactorily resolved and closed/settled, the file remains open. Exception: If paid with grant funds, and grant specifies a longer retention period, retain per the grant's requirements.
	Legal	Joint Powers	Records of agreements between Marin Transit and JPA member agencies.	Joint Powers Agreements (JPA) Bylaws	PR	CA - CCP 336a - (6Y) CA - GOV 34090 - (2Y)	
	Legal	Legal Advice and Opinions	Memoranda containing legal advice prepared by General Counsel or other attorneys for Marin Transit.	Memos Opinions - Covered by Attorney/Client Privilege Opinions - Public	S+10Y		
	Legal	Purchasing and Agreements, Awarded - General	Records and information created or retained in the requisitioning, purchasing, contracting or acquisition of goods and services other than for real property, infrastructure or facilities, between Marin Transit and other parties. Includes: - Executed agreements and contracts - Terms and conditions and associated ancillary documents - Consultant agreements - Professional services	Addendums Agreements Amendments Attachments / Exhibits Bids, Awards Certificates of Insurance Change Orders Contracts Correspondence Delivery/Receipt Records Disclosures Exhibits Invitation for Bids (IFBs) Leases Letters of Intent License Agreements, Licenses Memoranda of Agreement (MOAs) Memoranda of Understanding (MOUs) Price Lists Proof of Insurance Certificates Purchase Orders Quotes/Quotations Requests for Proposals (RFP) Requests for Qualifications Requests for Quotes (RFQ) Reports Scorecards Specifications Staff Reports Statements of Work (SOW) Surety Bonds (<i>bid bonds, payment bonds, performance bonds, ancillary bonds</i>) Warranties	AC+5Y	CA - CCP 337 - (4Y) CA - CCP 337.2 - (4Y) CA - CCP 343 - (4Y) CA - GOV 34090 - (2Y)	Exception: If paid with grant funds, and grant specifies a longer retention period, retain per the grant's requirements.
AC = Active AU = Audit AY = Award Year CL = Closed/Completion FR = Final Resolution FY = Fiscal Year LA = Last Activity LI = Life (of contract, program, asset) PR = Permanent S = Superseded TE = Termination							
Record No.	Business Process	Record Category Name	Record Category Description	Example Records	Retention	Legal Citations	Comments

	Legal	Purchasing and Agreements, Awarded - Real Property and Facilities	Records and information created or retained in the requisitioning, purchasing, or contracting for the acquisition, development, improvement or maintenance of real property, facilities, or other infrastructure assets, between Marin Transit and other parties. Includes: - Executed agreements - Terms and conditions and associated ancillary documents - Title Insurance agreements	Addendums Agreements Amendments Attachments / Exhibits Bids, Awards Certificates of Insurance Change Orders Contracts Correspondence Delivery/Receipt Records Disclosures Exhibits Invitations for Bid (IFBs) Leases Letters of Intent Maintenance Bonds Memoranda of Agreement (MOAs) Memoranda of Understanding (MOUs) Performance Bonds Proof of Insurance Certificates Purchase Orders Requests for Proposals (RFP) Requests for Qualifications Requests for Quotes (RFQ) Reports Scorecards Specifications Staff Reports Statements of Work (SOW) Surety Bonds (<i>bid bonds, payment bonds, performance bonds, ancillary bonds</i>) Warranties	PR	CA - GOV 34090 - (2Y) CA - CCP 315 - (10Y) CA - CCP 337.1 - (AC+4Y) CA - CCP 337.15 - (AC+10Y)	
	Legal	Purchasing and Agreements, Cancelled	Records and information created or retained in the requisitioning of goods, services, or real property between Marin Transit and other parties, but where the purchase order or contract was cancelled or unsuccessful.	Exhibits Invitation for Bid (IFB) Price Lists Quotations Requisitions Requests for Proposals (RFP) Requests for Qualifications Requests for Quotes (RFQ) Scorecards Specifications Staff Reports	AC+2Y	CA - GOV 34090 - (2Y)	
	Legislative	Real Estate Records	Records and information related to the ownership, purchase, sale, lease or improvement of real property, infrastructure and facilities owned by or used by Marin Transit.	Acquisitions Amortization Attachments Buildings Capital Asset Records Capital Improvements (CIP) Deeds Deeds of Trust Depreciation Schedules Easements Encroachments Right of Way Land Mortgages Possessory Interest Rights of Way Schedule of Infrastructure and Buildings Title Title Insurance Valuation Information	PR	CA - CCP 337.15 - (10Y) CA - GOV 34090 - (INDEF) US - 2 CFR 200.33 - (AC+3Y) US - FTA Master Agreement - (AC+3Y)	
AC = Active AU = Audit AY = Award Year CL = Closed/Completion FR = Final Resolution FY = Fiscal Year LA = Last Activity LI = Life (of contract, program, asset) PR = Permanent S = Superseded TE = Termination							
Record No.	Business Process	Record Category Name	Record Category Description	Example Records	Retention	Legal Citations	Comments
	Legislative	Marin Transit Board Administrative Records	Documentation associated with administration, planning, and communication of the activities of the Marin Transit Board of Directors.	Action Logs (<i>distributed to staff</i>) / Follow-Up Agenda Planner Existing / Proposed Legislation (<i>County, State, Federal</i>) Public Comment (<i>speaker slips, public correspondence distributed to Board or Committees, public sign-in sheets</i>) Public Records Requests Working Papers Correspondence (Board of Directors, PAC, TAC)	AC+2Y	CA - GOV 34090 - (2Y)	
	Legislative	Marin Transit Board Official Meetings and Decisions	Official records of the Marin Transit Board of Directors that document meetings, decisions and policies.	Agendas Agenda Packets Attachments / Exhibits Bylaws Minutes Minute Books & Index Oaths of Office Resolutions Supplemental Meeting Handouts/ PowerPoint Presentations	PR	CA - CCP 336 - (5Y) CA - CCP 336a - (6Y) CA - CCP 337 - (4Y) CA - CCP 337.5 - (LA10Y) CA - GOV 34090 - (PR) CA - GOV 60201 - (PR) CA - GOV 60201 - (AC+5Y)	

	Legislative	Marin Transit Standing Committees and Ad Hoc Committee(s) Administrative Records and Meetings - May Contain Some Confidential Records	Documentation associated with administration, planning and communication of the activities of any Marin Transit Standing Committees, and various Ad Hoc Committees; as well as, official records of meetings.	Action logs (<i>distributed to staff</i>) / Follow-Up Agendas Agenda Packets Attachments/ Exhibits Informal Meeting Notes Minutes Supplemental Meeting Handouts/ PowerPoint Presentations	AC+5Y	CA - GOV 34090 - (2Y)	Retain 5Y for reference in SRTP planning, as well as audits.
	Legislative	Meetings - Audio Recordings	Audio recordings of Marin Transit official meetings.	Recordings - Board of Directors, PAC, and TAC (<i>audio</i>)	AC+2Y	CA - GOV 34090 - (2Y) CA - GOV 34090.7 - (90D) CA - GOV 54953.5(b) - (30D)	
	Operations	Public Notices	Records documenting compliance with laws requiring public notice of Marin Transit activities.	Proof of Posting (Agendas, Notice of Adjournment) Affidavits of Publication/Legal Notices (Solicitation Advertisement, Service Changes, Fare Structure Changes) Public Hearing Notices	4Y	CA - CCP 343 - (4Y) CA - GOV 34090 - (2Y)	
	Operations	Building and Property Maintenance	Includes routine, preventive, and reactive maintenance activities for Marin Transit facilities and non-vehicle equipment.	Checklists Preventive Maintenance Log Repair Orders Replacement Schedules Work Orders	LI*+2Y	CA - GOV 34090 - (2Y)	* LI = Life of Equipment, Asset + 2Y, if no claim filed.
	Operations	Building and Property Management	Records and information regarding the structure of Marin Transit physical buildings and facilities.	As-Built Blueprints Certificates (compliance, occupancy) Construction Records Easements Electrical Wiring Schematics Facility Key and Fob Log Facility Key Request Forms Floor Plans Property Inventory Storm Drains/Sewers	LI*+10Y	CA - CCP 337.1 - (4Y) CA - CCP 337.15 - (10Y) CA - HSC 19850 - (LI)	* LI = Life of Building, Asset
	Operations	Business Continuity	All documentation of Marin Transit activities for dealing with disasters and/or system failures.	Business Continuity Plans Disaster Preparedness Disaster Recovery Plan Drill Records Emergency Contact Lists, Employee Lists, Roster of Workers Emergency Evacuation Procedures Emergency Operations Center Emergency Preparedness Emergency Response Emergency Services Hazardous Materials Response Planning Telephone Trees	FR*+4Y	CA - CCP 337.1 - (4Y) CA - GOV 34090 - (2Y) CA - LC 6401.7 - (MAINT) US - 29 CFR 1910.38 - (MAINT)	*Final Resolution of emergency response processes which require specific records be retained, including but not limited to requests for funding and reimbursement after a disaster.
AC = Active AU = Audit AY = Award Year CL = Closed/Completion FR = Final Resolution FY = Fiscal Year LA = Last Activity LI = Life (of contract, program, asset) PR = Permanent S = Superseded TE = Termination							
Record No.	Business Process	Record Category Name	Record Category Description	Example Records	Retention	Legal Citations	Comments
	Operations	Construction, Engineering and Infrastructure Project Files	Records and information related to the administration, analysis, design, development, planning, construction and maintenance, capital improvement (CIP) and engineering projects for Marin Transit facilities and infrastructure.	Assessments Bids Blueprints Billings Capital Improvement Projects (CIP) (<i>drawings, maps, plans</i>) Certifications (<i>daily reports</i>) Contract Schedules Contractor Documentation (Payroll, Pay Estimates, Prevailing Wages, Itemized Pay Sheets, Labor Compensation, Statement of Working Days) Construction Daily Reports Correspondence Encroachment/Right of Way (ROW) Permits, Certificates Environmental Impact Reports / Statements / Assessments Estimates / Budgets Field Inspections Final Improvement Plans Grading (<i>cut sheets, permits, erosion control plans</i>) Insurance Certificates Land Surveys (<i>project built</i>) Materials Testing Reports Notices of Completion Notices to Proceed Public Notices Request for Final Inspection RFIs & Responses Specifications Submittals	LI*+10Y	CA - CCP 337.1 - (4Y) CA - CCP 337.15 - (10Y) CA - GOV 34090 - (2Y) CA - HSC 19850 - (LI)	* LI = Life of Building, Asset
	Operations	Transit Operator Compliance Records	Reports, logs and other information provided by transit operator to document compliance with Marin Transit requirements and used in compiling reports prepared for funding entities.	Monthly Reports Key Performance Indicators	LI* or 5Y, whichever is greater	CA - GOV 34090 - (2Y)	*Life of transit operator contract
	Operations	Field Services	Records and information regarding the ongoing maintenance and upkeep of Marin Transit bus stops and other facilities for which Marin Transit has responsibility.	Correspondence Incident Reports Maintenance Sign Maintenance Work Reports	4Y	CA - CCP 337 - (4Y) CA - GOV 34090 - (2Y)	

	Operations	Fleet Management	Records related to the purchase and management of vehicles / buses owned or used and maintained by Marin Transit.	Accident Logs Incident Logs Acquisitions (<i>purchases</i>) Buses Energy Logs Fuel Logs Mileage Reports Manuals Motor Vehicle Records and Reports Preventive Maintenance Reports Registrations, Operating Permits Maintenance / Repair (<i>orders, requests, labor costs, preventive</i>) Service Calls Smog Inspections Vehicle Certificates of Insurance Vehicle Health Reports Vehicle Inspections Vehicle License Plate Records Vehicle Maintenance History Vehicle Ownership / Title Warranties	LI*+4Y	CA - GOV 34090 - (2Y)	* LI = Life of Vehicle If purchased with grant funds, and grant specifies a longer retention period, retain per the grant's requirements.
AC = Active AU = Audit AY = Award Year CL = Closed/Completion FR = Final Resolution FY = Fiscal Year LA = Last Activity LI = Life (of contract, program, asset) PR = Permanent S = Superseded TE = Termination							
Record No.	Business Process	Record Category Name	Record Category Description	Example Records	Retention	Legal Citations	Comments
	Operations	Hazardous Waste, Monitoring and Remediation	Planning, monitoring and contingency/emergency action plans for hazardous waste, emergency and spill response, exposure emergencies, notifications and response; environmental action plans and supporting documentation; hazardous communications plans, including labeling, MSDS controls, training programs and procedures.	Chemical Use Reports Form Electronic Waste (E-Waste) HazMat Emergency Response Programs Employee Hazardous Chemical Exposure Hazardous Material Incident Reports Hazardous Substances Shipping Manifests Hazardous Waste Hazardous Waste Manifests Herbicide Application Permits Material Safety Data Sheets (MSDS) Proposition 65 Monitoring Site Mitigation Toxic Substance Inventory	AC+5Y	CA - CalOSHA CA - CCP 338 - (3Y) CA - CCP 338.1 - (5Y) CA - 22 CCR 66262.40 - (3Y) CA - 22 CCR 66263.22 - (3Y) US - 49 CFR 172.201 - (3Y)	
	Operations	Project Files - Not Acquired	Records and information associated with projects that did not move forward.	Environmental Reports Land Surveys (<i>project not built</i>) Preliminary Studies Project Assessments Title Reports	5Y	CA - GOV 34090 - (2Y)	
	Operations	Scheduled and Periodic Facility Inspections	Records of inspections of Marin Transit facilities, equipment, and working conditions to ensure compliance with regulatory requirements and to identify unsafe conditions and work practices.	AVAQMD Backflow Prevention Devices CalOSHA Elevator Inspections Field Safety Audits Fire Extinguishers Fire Marshal Inspections Lift Certifications OSHA Inspections	AU*+7Y	CA - 8 CCR 3203(b)(1) - (1Y) CA - GOV 34090 - (2Y)	* Closure of FTA audit Exception: If pertaining to facilities acquired with grant funds, and grant specifies a longer retention period, retain per the grant's requirements.
	Operations	Security and Access Controls - Marin Transit Facilities	Records of actions taken to ensure the security of Marin Transit facilities, including video recordings made from cameras installed on Marin Transit premises.	Daily Security/ Activity Logs Security Camera (CCTV) Footage Security Plans Video Recordings Visitor Security / Access Logs	1Y*	CA - GOV 34090.8 - (1Y) CA - GOV 53162 - (1Y)	*Exception: Video related to incidents, accidents and/or claims should be pulled and retained CL+1Y (claim or incident closed/completed).
	Operations	Surveillance Videos - Onboard Buses	See Marin Transit Policy #AD-04 Video and Audio Retention Policy & Procedures				
	Operations	System Safety and Security	Records associated with mandated safety and security plans.	Field Services Safety Audits Hazard Mitigation Plan Safety Meetings Safety and Security Officer Certification Safety and Security Plan Mutual Assistance Agreements	AC+7Y	CA - GOV 34090 - (2Y)	
	Operations	Transit Program Reports	Documentation associated with preparation, delivery and publication of transit program reports, whether daily, weekly, monthly, quarterly, semi-annual, annual, biennial or nonrecurring.	Accidents, Safety and Security Reports Passenger Survey Reports Hours Report Mileage Report NTD (National Transit Database) Reports Ridership Report Survey Trip Sheets	AC+7Y	CA - GOV 34090 - (2Y)	
	Risk Management	Transportation Planning	Documents regarding fares, riders, ridership, routes, monitoring of existing services and service development, including reports that compile information from multiple sources.	Fare Policy Mobility Management Routes and Schedules Route Statistics Service Changes (Routes, Outreach) Sign Policy Strategic Transit Planning Studies Surveys Title VI Reporting TDA Article 8 Plans	10Y	CA - GOV 34090 - (2Y)	
AC = Active AU = Audit AY = Award Year CL = Closed/Completion FR = Final Resolution FY = Fiscal Year LA = Last Activity LI = Life (of contract, program, asset) PR = Permanent S = Superseded TE = Termination							

Record No.	Business Process	Record Category Name	Record Category Description	Example Records	Retention	Legal Citations	Comments
	Risk Management	Incidents - Other	Records of accidents and incidents that do not involve injuries to employees or contractors. NOTE: If a claim is filed, see Claims, Litigation, Arbitration and Resolution , above.	Accident Files - no claim filed (<i>accident reports, courtesy cards, photographs, supporting documentation</i>) Arson / Graffiti Incident Reports, Videos Property Damage Theft Vandalism	AC*+7Y	CA - CCP 337 - (4Y) CA - CCP 337.2 - (4Y) CA - CCP 343 - (4Y) CA - GOV 34090 - (2Y)	* Closed and no claim filed
	Risk Management	Insurance Coverage	Records detailing Marin Transit's general coverage against property damage and liability, including renewal submission information, insurance quotes, & broker correspondence.	Binders / Information / Correspondence Certificates of Insurance Completed Applications Insurance Policies (<i>disability, flood, liability, property</i>) Insurance Quotes	S+6Y	CA - 22 CCR 3267-2 - (MAINT) CA - CCP 337 - (4Y) CA - CCP 337.2 - (4Y) CA - CCP 343 - (4Y) CA - GOV 34090 - (2Y)	



711 grand ave, #110
san rafael, ca 94901

ph: 415.226.0855
fax: 415.226.0856
marintransit.org

November 2, 2020

Honorable Board of Directors
Marin County Transit District
3501 Civic Center Drive
San Rafael, CA 94903

SUBJECT: Marin Transit FY 2019/20 Year End Financial Report

Dear Board Members:

board of directors

dennis rodoni
president
supervisor district 4

kate colin
vice president
city of san rafael

judy arnold
2nd vice president
supervisor district 5

damon connolly
director
supervisor district 1

eric lucan
director
city of novato

katie rice
director
supervisor district 2

kathrin sears
director
supervisor district 3

RECOMMENDATION: Accept report.

SUMMARY:

The attached report presents Marin County Transit District's (Marin Transit) Year End Financial Report for Fiscal Year 2019/20. The report provides numbers on a full accrual basis, consistent with Generally Accepted Accounting Principles (GAAP). These numbers may be subject to adjustments based on the Fiscal Year 2019/20 audited statements that will be completed in December 2020.

Fiscal Year 2019/20 (July 1, 2019 -June 30, 2020) was marked by an unprecedented disruption in transit service operations and ridership demand due to the COVID-19 pandemic. After growth in ridership in the first half of the fiscal year, the March 16, 2020 Shelter in Place order created unprecedented declines in transit ridership. Following this order, the District suspended all supplemental school and yellow bus service and on April 7, 2020 cancelled service to Muir Woods with the closure of the National Monument. Paratransit demand dropped to a record low. Fixed route services also saw unprecedented drops in ridership, but continued to operate with increased cleaning and safety protocols to provide service to essential workers and lifeline access. Marin Transit saw immediate drops in fare revenues and identified the potential for slower more significant longer-term impacts to state and local sales tax based revenues.

Marin Transit entered this period of extraordinary disruption and uncertainty in a strong financial position. Recent years of strong economic growth enabled the District to fully fund the District's emergency and contingency reserves and the recent passage of the Measure AA transportation sales tax extension provides longer term baseline funding for the District. Staff presents regular financial updates to the Board of Directors to inform and consider options to ensure continued stability. Federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funding and District reserves ensure Marin Transit can continue to provide baseline transit access in Marin County in the near term. These resources will prevent the

need to make more significant service changes until there is more economic and social stability. The District is working to carefully plan and evaluate options to ensure long term financial stability.

Highlights from the year-end report include:

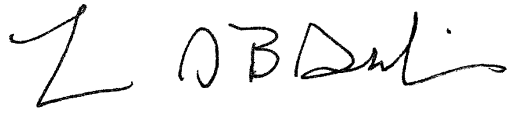
- Between July 1, 2019 and June 30, 2020 (Fiscal Year 2019/20), Marin Transit's total expenditures for Operations and Capital Programs were \$46.9 million;

The COVID-19 pandemic, Marin County Shelter in Place order started March 16, 2020. The Shelter in Place order resulted in an unprecedented decline in fixed route ridership and requests for demand response services. In contrast, operations expenses decreased only slightly. Most Marin Transit services continued to provide transportation to essential workers, and payments to contractors helped retain drivers and other hourly workers;

- Operations expenses were two percent higher than the previous year, and expenses were eight percent below budget. Operations revenues were three percent higher than the prior year and four percent below budget;
- Supplemental school service, yellow bus service, and Muir Woods Shuttle service were all suspended following the Shelter in Place order;
- Local paratransit demand decreased 80 percent after the Shelter in Place order;
- Fare revenue was 20 percent less than the prior year due to the drop in ridership. There were rescissions to the District's state operations funding, and projections for sales tax based funding indicated significant declines in the District's primary revenue sources;
- Marin Transit received \$10.189 million in CARES Act funding to offset revenue losses. The District expended \$2.05 million of CARES Act in FY2019/20 for service operations;
- The District purchased a bus parking facility at 600 Rush Landing with Federal Grant funds to reduce contracting risks, help ensure financial sustainability for the District, and enable the District to invest in electric vehicle charging infrastructure;
- The District purchased twelve vehicles to maintain the District's vehicle fleet in a state of good repair; and
- The District ended the year with a fully funded emergency reserve and contingency reserve equivalent to six months of operating expenses. In addition, the District contributed \$4.2 million to the Capital Reserve.


FISCAL/STAFFING IMPACT: None associated with this report.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'L Gradia', written in a cursive style.

Lauren Gradia
Director of Finance and Capital Programs

Attachment A Marin Transit Year End Financial Report
Attachment B Marin Transit FY20 Year End Capital Report



Marin County Transit District

Year End FY 2019/20 Financial Report

Summary

Fiscal Year 2019/20 (July 1, 2019 - June 30, 2020) was marked by an unprecedented disruption in transit service operations and ridership demand due to the COVID-19 pandemic. Impacts to the District were initiated by the countywide Shelter in Place order issued on March 16, 2020. Following this order, the District suspended all supplemental school and yellow bus service. The District cancelled service to Muir Woods on April 7, 2020 due to the closure of the National Monument. Paratransit demand dropped to an unprecedented low. Despite an unprecedented decline in ridership, fixed route services continued to provide service to essential workers and lifeline access with additional cleaning and safety protocols. Marin Transit experienced immediate drops in fare revenues and slower, potentially more significant long-term impacts to the District's state and local sales tax based revenues.

Marin Transit received timely and significant federal funding for transit operations. On March 27, 2020, Congress passed the Coronavirus Aid, Relief, and Economic Security (CARES) Act. The CARES Act included \$25 billion for the Federal Transit Administration (FTA) to allocate to transit operators through the urbanized area (Section 5307) and rural area (Section 5311) formula funding programs. With no required local match, the funding provides a 100 percent federal share to support capital, operating, and other expenses eligible under those programs to prevent, prepare for, and respond to COVID-19. Eligible expenses include maintaining transit services and paying for administrative leave for transit personnel due to reduced operations during an emergency. In FY2019/20, Marin Transit expended \$2.0 million of the District's \$10.189 million allocation.

CARES Act funding enabled Marin Transit to continue to pay contractors full fixed fee payments and for all planned service hours for the paratransit and supplemental school contractors through June 30, 2020. These payments allowed for the payment of administrative leave and wages for drivers and other hourly employees. The District executed contract amendments with operations contractors to provide for additional cleaning and supplies needed for continued operations during the pandemic. Though ridership declined significantly, Marin Transit quickly began to have rider pass-ups on core routes due to vehicle capacity limits to provide social distancing. To minimize pass ups, Marin Transit deployed supplemental service hours as back-up service on core routes. There were some fuel savings, primarily for paratransit. However, much of the cost savings were offset by increased operations expenses. Marin Transit's annual operations costs were 92% of the budgeted amount.

Marin Transit entered this period of unprecedented disruption and uncertainty in a strong financial position. Recent years of strong economic growth enabled the District to make decisions to fully fund the District's emergency and contingency reserves, and the 2018 passage of the Measure AA transportation sales tax extension provides long term baseline funding for the District. Staff provides regular financial updates to the Board of Directors to consider options that will ensure continued stability. CARES funding and District reserves ensure Marin Transit can continue to provide the needed baseline local transit services in Marin

County. These resources will prevent the need for more significant service decisions until there is more economic and social stability. Staff is working to better understand the extent of sales tax impacts and the timeframe for restoring past ridership levels on Marin Transit. Based on that knowledge, the District will be able to carefully plan for and evaluate options to ensure long term financial stability.

The District purchased a bus parking facility in FY2019/20 in part to help reduce costs in future operations contracts. For the current fiscal year, the facility's rental income funded all associated operations costs.

Table 1: Summary

	FY 2018/19 Actual	FY2019/20 Original Budget	FY 2019/20 Revised Budget	FY 2019/20 Actual	Percent Total Budget Used
<i>Operations</i>	34,660,941	37,159,021	37,159,020	35,725,681	96%
<i>Capital</i>	3,587,683	18,583,692	19,648,843	15,853,562	81%
<i>Facility</i>	0	0	164,277	124,706	76%
Total Revenue	38,248,624	55,742,713	56,972,140	51,703,949	91%
<i>Operations</i>	30,563,140	33,567,353	33,592,353	31,037,461	92%
<i>Capital</i>	3,587,683	21,583,691	22,648,841	15,858,925	70%
<i>Facility</i>	0	0	30,505	28,885	95%
Total Expenditures	34,150,823	55,151,044	56,271,699	46,925,271	83%
Net Change in Fund Balance	\$4,097,801	\$591,669	\$700,441	\$4,778,678	
<i>Emergency Reserve</i>	5,411,838	5,594,559	5,594,559	5,594,559	
<i>Contingency Reserve</i>	10,823,676	11,189,118	11,189,118	11,189,118	
<i>Capital Reserve</i>	10,998,637	11,042,142	11,150,913	15,222,142	
Fund Balance (total reserve)	\$27,234,151	\$27,825,819	\$27,934,590	\$32,005,819	

District Reserve Balance

Marin Transit's Board-adopted policy designates an Emergency Reserve equivalent to two months of operating expenses and a Contingency Reserve equivalent to an additional two to four months. If the reserve balance exceeds six months of operating expenditures, the policy allows for funding to be placed in a capital reserve. This reserve provides resources for high priority capital projects or grant matching funds. If total reserves exceed six months of operating expenditures over a prolonged period, the policy advises the Board to consider a range of options that include expanding transit service or decreasing fares to provide the optimal level of transit service and benefits to Marin County residents.

Consistent with the FY2019/20 budget, the District placed amounts that exceed budgeted levels for the emergency and contingency reserve in the capital reserve. In FY2019/20, the District added \$4.2 million to towards this purpose for a total capital reserve of \$15.2 million (Table 1).

Operations

For the purposes of this report, the Operations Budget includes all revenues and expenses not directly related to purchasing or maintaining capital infrastructure. Table 3 shows actual FY 2019/20 operations revenues and expenses for the year as they compare to the adopted Budget. All Budget adjustments are shown in Attachment 1. Operations revenues were three percent higher and expenses were two percent higher than the prior year.

The Operations expenditures (Table 3) enabled Marin Transit to deliver the transit services detailed in Table 2. Due to the COVID-19 pandemic, not all planned services were operated. In late March 2020 Marin Transit suspended Muir Woods Shuttle service, Ross Valley yellow bus service, and all supplemental school services. In May, staff re-deployed the fixed route hours from the suspended services to provide additional service in key corridors. This additional service minimized pass-ups due to capacity limits set under public health orders. Operated service hours on paratransit services were significantly lower than budgeted due to a 77% reduction in demand for services. In accordance with the CARES Act funding, Marin Transit executed contract amendments with MV Transportation and Whistlestop to continue to pay for planned service hours through June 30, 2020. This purpose was to ensure drivers that might have otherwise been furloughed continued to receive wages during this unprecedented crisis. All contract operators were paid for additional cleaning and equipment needed to improve safety for contractor employees and passengers.

Marin Transit operated 2% fewer fixed route revenue service hours than the prior year and 20% fewer demand response service hours.

Table 2: Fiscal Year 2019/20 Transit Services

Service	FY 2018/19 Revenue Hours	FY2019/20 Budgeted Revenue Hours	FY 2019/20 Actual Revenue Hours	% of Budget
Regular Local and Trunk Line	108,262	116,000	107,113	92%
Community Shuttles	42,402	43,600	42,606	98%
Local Supplemental School ¹	6,673	6,850	5,766	84%
Muir Woods Shuttle	6,542	6,500	4,477	69%
West Marin Stagecoach Service	16,158	16,400	15,920	97%
Fixed Route Subtotal	180,037	189,350	175,882	93%
Novato Dial-A-Ride	2,497	2,400	2,114	88%
Rural Dial A Ride	371	435	376	86%
Transit Connect	6,804	8,500	5,952	70%
Local Paratransit Service	60,218	63,800	44,764	70%
Demand Response Subtotal	69,890	75,135	53,206	71%
Regional Paratransit Service	7,430	8,500	5,953	70%
Yellow School Bus Service	6 buses	6 buses	6 buses partial year	77%
Service	FY 2018/19 Actual Trips	FY 2019/20 Estimated Trips	FY 2019/20 Actual Trips	% of Estimate
Catch A Ride	14,368	15,400	12,142	79%
Volunteer Driver	14,126	15,700	11,142	71%

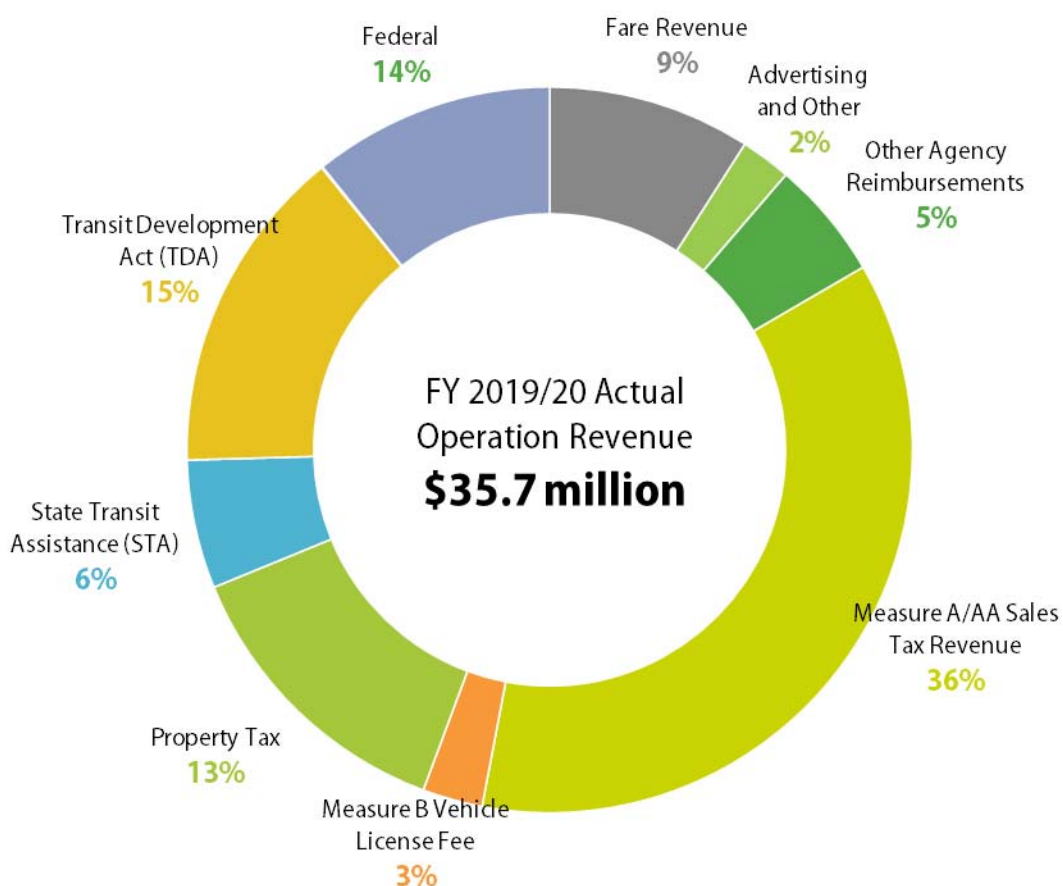
Table 3: Operations FY 2019/20 Actuals (Admin, Local, Rural & Marin Access)

	FY 2018/19 Actual	FY2019/20 Budget- Revised	FY 2019/20 Actual	Percent Budget Used
Revenue				
Fare Revenue	4,024,376	4,160,781	3,233,295	78%
Advertising & Other Revenue	390,093	408,000	395,462	97%
Reimbursements (GGBHTD)	1,934,611	2,097,563	1,897,214	90%
Interest	198,694	150,700	353,735	235%
Measure A	13,460,000	6,899,497	1,699,572	25%
Measure A Interest	85,000	0	85,000	-
Measure AA		7,508,004	11,212,364	149%
Measure B	991,414	1,245,000	956,701	77%
Property Taxes	4,557,957	4,629,004	4,755,734	103%
Development Fees	48,787	39,950	54,204	136%
State Transit Assistance (STA)	1,841,702	2,375,692	2,047,902	86%
Transit Development Act (TDA)	5,109,399	5,836,446	5,225,171	90%
Other State	354,858	18,800	18,958	101%
FTA Funds	1,417,148	1,338,413	3,475,476	260%
National Park Service	323,523	452,570	370,399	82%
Transfers to Capital Budget	(76,621)	(1,400)	(55,505)	-
Total Revenue	34,660,941	37,159,020	35,725,682	96%
Expenses				
Salaries and Benefits	2,326,048	2,675,000	2,470,182	92%
Professional Service	394,855	727,217	293,581	40%
Security and Maintenance	260,405	303,854	261,864	86%
Customer Service	596,949	651,950	637,447	98%
Indirect County Overhead	0	2,652	0	0%
Mobility Management Programs	7,344	29,800	9,812	33%
Grants to External Agencies	0	405,485	435,485	107%
Supplies	155,764	258,808	359,293	139%
General Insurance	36,166	40,000	47,662	119%
Contract Service Operation	24,244,754	25,631,104	24,172,094	94%
Membership & Prof Development	23,223	63,654	22,955	36%
Mileage and Travel	12,644	24,401	16,015	66%
Marketing	116,675	246,808	126,142	51%
Communication	90,394	227,623	158,029	69%
Fuel	2,521,500	2,663,294	2,111,976	79%
Vehicle and Parking Leases	26,378	24,730	19,019	77%
Office - Rental and Overhead	126,723	141,110	137,817	98%
Partner Agency Pass Through	85,000	0	85,000	-
Transfers to Capital Budget	(461,682)	(525,136)	(326,912)	62%
Total Expenses	30,563,140	33,592,353	31,037,461	92%

Revenues

Marin Transit operations revenues were \$35.7 million in FY 2019/20. This represents an increase of \$1.0 million (3%) over the prior year (Table 3). The District continued to have a diverse set of revenue sources to fund transit operations (Figure 1), but also had a significant increase in federal funds from the CARES Act. CARES Act funding was allocated to transit operators to ensure financial sustainability and enable Marin Transit to ensure public transit drivers and other hourly contract workers continued to receive wages even if services were suspended due to the pandemic. Measure A/AA Local Sales Tax continues the largest single source of funding, and the District claimed \$13.5 million in Measure A/AA revenues for operations. Due to both the unprecedented and ongoing nature of this crisis and the inherent lag in sales tax data, staff does not yet know the impact of the COVID-19 pandemic on sales tax revenues. The Transportation Authority of Marin (TAM) was able to provide the full allocation of Measure AA funding in FY2019/20 due to conservative projections and using reserve funds. The District claims Measure A/AA funds on a reimbursement basis based on the District's expenditures.

Figure 1: Operations Revenue Sources for FY 2019/20



Revenue variances of more than \$100,000 are shown in Table 4. Fare revenue declined 20% due to the pandemic's effect on ridership. Marin Transit did not operate the Muir Woods Shuttle and pro-rated refunds for purchased yellow bus passes.

Interest payments on the District reserves increased primarily due to increase investment returns. Property tax revenues also increased, reflecting the continued strong performance of the Marin County real estate market.

State Transit Assistance and Transportation Development Act funding had significant mid-year recissions from the initial allocations. However, Marin Transit received more than the prior year as the District expended prior year STA reserves and Marin Transit's share of County TDA revenues increased.

FTA funds increased due to \$2.1 million of CARES Act funding, which reduced the District's need to expend local property tax funds.

Table 4: Operations Revenue Variances >\$100,000 over Prior Year

Revenue Category	FY 2019/20 Actual	Variance from Prior Year		Notes
		Amount (\$)	%	
Fare Revenue	\$3,233,295	(\$791,081)	-20%	Reduced service operations due to pandemic, pro-rated refunds of yellow bus school passes
Interest	\$353,735	\$155,041	78%	Increased reserve balance
Measure A/AA	\$12,911,936	(\$548,064)	-4%	Reduced reliance on Local Sales Tax revenue
Property Tax	\$4,755,734	\$197,777	4%	Continued strong growth of Marin County property tax revenues
State Transit Assistance	\$2,047,902	\$206,200	11%	Revenue generation was lower due to the pandemic, but District's planned expenditure of prior revenue shares was greater than the decline in population based funds
Transportation Development Act	\$5,225,171	\$115,772	2%	Available funds increased compared with prior year, but funding was \$611,275 lower than projections
Other State	\$18,958	(\$335,900)	-95%	LCTOP grant funds no longer used for operations
FTA	\$3,475,476	\$2,058,328	145%	CARES Act funding for operations

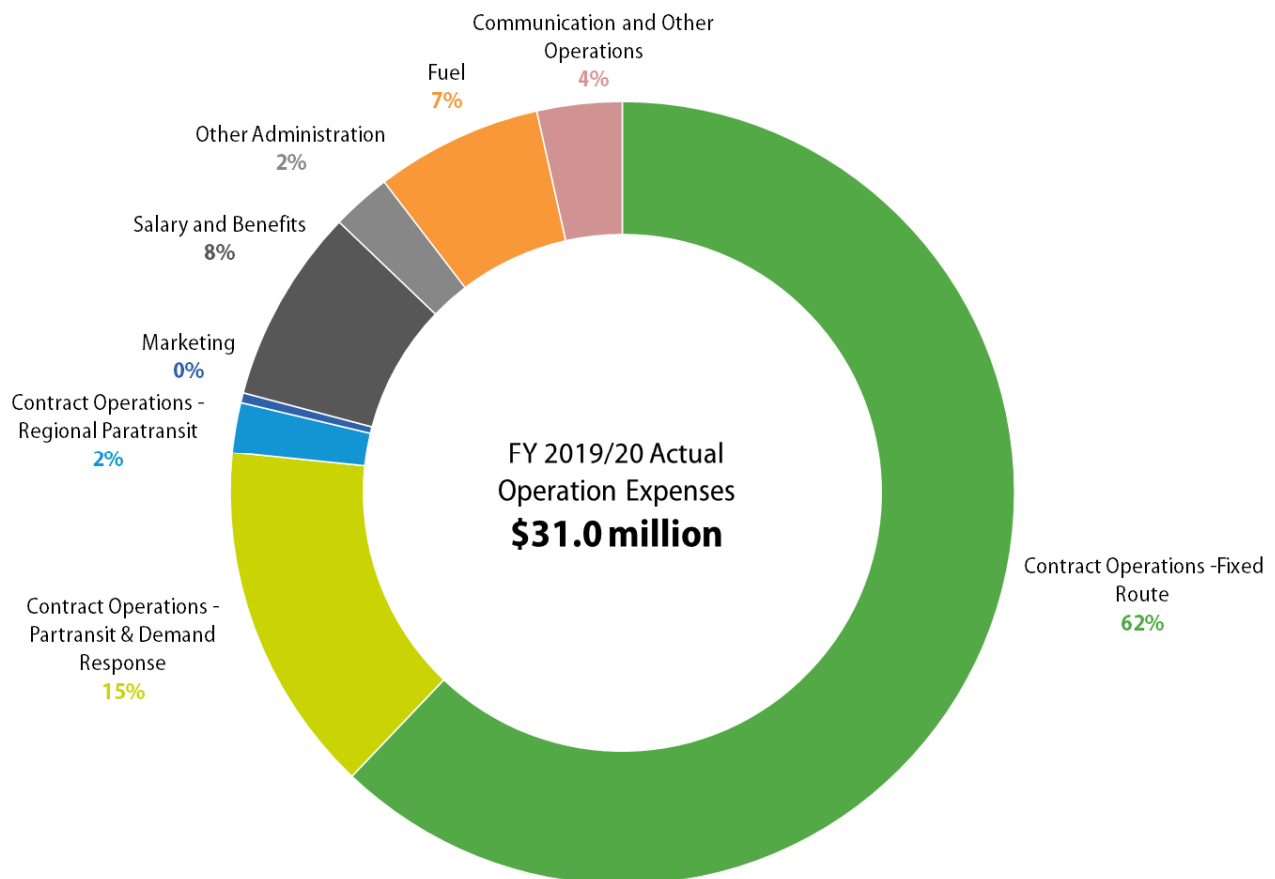
Expenses

Marin Transit's FY 2019/20 operations expenses of \$31.0 million (Table 3) were 2% higher than in FY2018/19 and 8% below the budget. The COVID-19-related suspension of some services reduced the increase from the 10% budgeted to 2%. There were two major line items with increases over \$100,000 (Table 5). The first was from a new program to distribute Measure AA funds to external yellow bus programs and the second due to supply costs that reflected contractor expenses for COVID-19 related cleaning. The District had increased local and fixed route scheduling software costs. Salary and Benefit costs also increased after filling vacant positions.

Marin Transit had a 16% savings (\$409,524) on fuel due to lower fuel prices and COVID-19-related route suspensions. Contract service operations expenses continued to be 78% of total operations costs (Figure 2, 62% Fixed Route, 15% Local Paratransit, and 2% Regional Paratransit Operations). Expense variations greater than \$100,000 from the prior year are shown in Table 5. The program area budgets provide a more detailed discussion of expenses.

Table 5: Operations Expense Variances >\$100,000 from Prior Year

Expense Category	FY 2019/20 Actual	Variance from Prior Year		Notes
		Amount (\$)	%	
Salaries and Benefits	\$2,470,182	\$144,134	6%	Filled vacant positions
Consultant Services	\$293,581	(\$101,274)	-26%	Decrease in temporary staff and marketing support costs
Grants to External Agencies	\$435,485	\$435,485	100%	New yellow bus grant program to external agencies under Measure AA
Supplies	\$359,293	\$203,529	131%	Increase due to new contractor expenses for COVID related supplies and cleaning.
Fuel	\$2,111,976	(\$409,524)	-16%	Fuel savings from both a 30% drop in fuel prices and less fuel usage after COVID service suspensions
Transfer to Capital	(\$326,912)	\$134,770	-29%	Less staff time was billed to capital projects in FY2019/20.

Figure 2: Systemwide Operations Expense Categories for FY2019/20

Attachment A

Marin Transit accounts for expenses by program area: Administration, Local Fixed Route, Rural Service, Marin Access Service and Yellow Bus Service. Financial highlights from each program area are summarized below.

Administration

The Administration budget includes revenues and expenses shared by all program areas. These items are budgeted and recorded in Administration, and expenses are allocated to the program budgets based on a program's resource usage (i.e., billed staff time). This enables Marin Transit to track administrative costs and identify the full cost of programs.

District Administrative revenues is primarily comprised of property tax revenue. After several years of six percent growth, property tax revenue grew a more modest three percent. Due to a higher average fund balance, interest income increased 78% or \$155,000 over the prior year.

Marin Transit's Administrative expenses include staff salaries, benefits, and associated office space. Actual administrative costs were 13% under budget and increased 5% from the prior year. The increase was primarily from increased salary and benefit costs from merit-based salary increases and a promotion. The District hired three new staff members to fill vacant positions: an Accounting and Administrative Analyst, a Senior Accounting Analyst, and a Capital Analyst. Based on payroll hours, Marin Transit employed 15.3 FTEs and ended FY2019/20 with 16 regular employee FTE's and vacant part time positions. All regular employees working a minimum of 20 hours a week receive contributions to a Governmental 401(a) single employer defined contribution pension plan (the Plan). District contributions are based on years of service and are posted into individual employee accounts under the Plan. A report of contributions, total balances, and investment returns is provided in Attachment 2.

Table 6: Marin Transit Staffing Full Time Equivalents (FTEs)

	FY 2018/19	FY 2019/20
Budget	16.4	16.4
Actual	15.1	15.3

Notes:

1) Stated in Full Time Equivalents (FTE's)

Insurance expenses increased 32% based on growth in the District's payroll expenses and budget and exceeded the budgeted amount. Software expenses were also over budget and increased due to usage of new software and additional licenses needed for the remote work environment. All other administrative expenses were at or below the budgeted level.

Table 7: Administration FY 2019/20 Actuals

		FY 2018/19 Actual	FY2019/20 Budget Original	FY 2019/20 Budget Revised	FY 2019/20 Actual	Percent Budget Used
Revenue						
4070400	Interest	198,694	150,700	150,700	353,735	235%
4079950	Development Fees	20,494	19,950	19,950	22,103	111%
4079954	Residual ABX 126	28,293	20,000	20,000	32,101	161%
4080101	PropTax-CurrntSecured	4,020,242	4,106,048	4,106,048	4,143,282	101%
4080102	County Fee-Admin Basic Tax	-61,406	-64,562	-64,562	-55,828	86%
4080103	Property Tax-Unitary	38,901	36,050	36,050	38,244	106%
4080104	PropTax-CurrntUnSecur	73,364	75,000	75,000	86,244	115%
4080105	Educ Rev Augm Fund-Redist	388,770	380,000	380,000	441,482	116%
4080106	PropTax-Supp CY SECR	91,711	90,000	90,000	92,303	103%
4080107	PropTax-Supp Unsecured	791	1,000	1,000	3,583	358%
4080108	PropTax-Redemption	2,693	1,500	1,500	3,291	219%
4080109	PropTax-Prior Unsecured	2,891	3,968	3,968	3,133	79%
4119940	Other	436	300	300	393	131%
Subtotal Revenue		4,805,874	4,819,954	4,819,954	5,164,066	107%
4700001	Property Tax Transfer	(554,339)	(852,865)	(852,865)	(467,196)	55%
Net Revenue		4,251,535	3,967,089	3,967,089	4,696,870	118%
Expense						
5010200	Salaries	1,462,869	1,710,720	1,710,720	1,586,784	93%
5030301	Benefits	863,179	964,280	964,280	883,398	92%
5030301	Consultant Services	102,200	334,750	334,750	119,809	36%
5030304	Prof Services – Legal	74,552	0	0	25,385	NA
5030305	Prof Svcs - Audit	30,011	34,189	34,189	28,535	83%
5049901	Office Supplies	7,471	13,000	13,000	7,784	60%
5049902	Small Furn/Equip	4,230	10,000	10,000	2,123	21%
5049903	Software Maintenance	59,386	61,800	61,800	69,213	112%
5049904	Copier Suppl & Svc	8,276	9,442	9,442	8,784	93%
5049905	Postage	1,025	3,183	3,183	2,349	74%
5049906	Computers	16,184	20,600	20,600	10,065	49%
5049911	COVID -Supplies and Cleaning	0	0	0	3,057	NA
5050201	Communication - Phone	24,931	32,167	32,167	28,111	87%
5060301	Insurance - Gen Liability	36,166	40,000	40,000	47,662	119%
5090101	Memberships & Prof Dev.	23,223	63,654	63,654	22,955	36%
5090202	Mileage and Travel	12,644	24,401	24,401	16,015	66%
5090801	Marketing	8,938	13,113	13,113	12,747	97%
5100401	County Fee - Special District	0	2,652	2,652	0	0%
5121200	Office Rental	126,723	141,110	141,110	137,817	98%
Subtotal Expense		2,862,008	3,479,061	3,479,061	3,012,593	87%
5100100	Salary/Benefit Transfers	(2,257,540)	(2,514,176)	(2,514,176)	(2,345,658)	93%
5100101	Transfer Overhead	(450,733)	(589,463)	(589,463)	(658,288)	112%
Net Expense		153,735	375,422	375,422	8,647	2%

Local Service

The Local Service budget (Table 8) includes all revenues and expenses related to the provision of fixed route service and general purpose dial-a-ride (excluding rural services). Local service includes the regular trunk line routes, Community Shuttles, supplemental school service, general purpose on-demand services, and the Muir Woods Shuttle service.

The response to the COVID-19 pandemic, starting in March 2020, led to cancelled trips and unprecedented ridership declines. The County public health officer issued a Shelter in Place order that began on March 16, 2020. Marin Transit immediately suspended all supplemental school routes and suspended the Muir Woods Shuttle Service on April 7, 2020 due to the closure of the National Monument. Marin Transit maintained core services to continue to provide transportation to essential workers while implementing safety and cleaning protocols.

The Shelter In Place order required limited capacities on vehicles. As ridership started to return, some passengers were passed-up on core routes. To minimize pass-ups, Marin Transit used the supplemental school service hours to provide additional service in key corridors. As a result, 98% of planned local service hours were operated (figure 3) in FY2019/20 while unlinked passenger trips declined by 20% in (figure 2). The District canceled 30% of Muir Woods service and did not operate 14% of supplemental school service hours as either school or back up service (figure 3). The District's annual performance report provides more analysis of ridership trends.

Total expenses for local service increased only 3% over the previous fiscal year compared to a 6% increase the prior year (table 8). Local service costs were almost a \$1 million under budget, primarily due to operating fewer service hours and lower fuel prices.

Local Service is primarily funded with State Transit Assistance (STA), Transportation Development Act (TDA), local Measure A/AA sales tax, and fare revenue. The revenue impacts from the COVID-19 pandemic are significant and ongoing. Due to the drop in passengers, fare revenue was 20% lower than the prior year. The state issued recissions of the Districts allocated sales tax-based State Transit Assistance and Transportation Development Act funding. Marin Transit relies heavily on sales tax-based revenues, and the magnitude of the impact to these revenues is not fully known due to the timing of allocations. Marin Transit received Coronavirus Aid, Relief and Economic Security (CARES) Act funding to help backfill immediate funding losses. Marin Transit expended \$1.5 million of CARES Act funding on local service in FY2019/20.

Marin Transit expended the following discretionary grant funds for local service in FY 2019/20:

FY 2019/20 Expenditure	Total Grant Award	Program	Source
\$391,151	\$391,151	Cycle 5 Lifeline SWAP – Route 36 Operations	State Transit Assistance
\$75,151	\$75,151	Cycle 5 Lifeline – Novato Supplemental School Service	Measure A Sales Tax

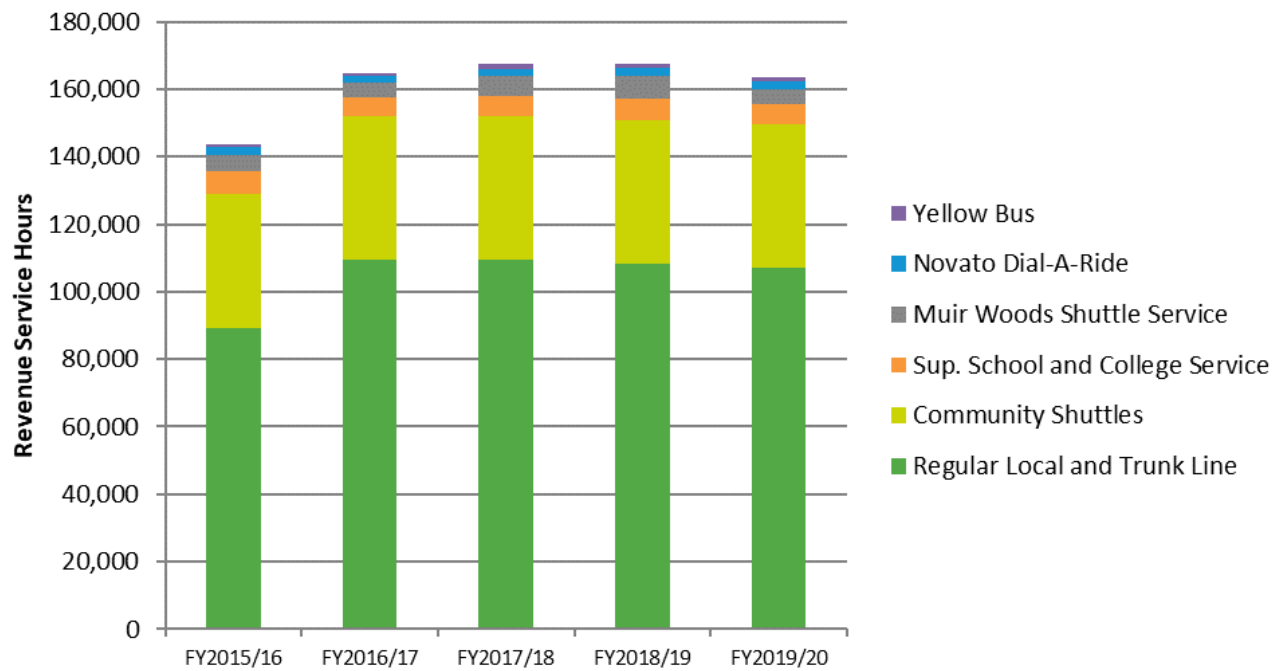
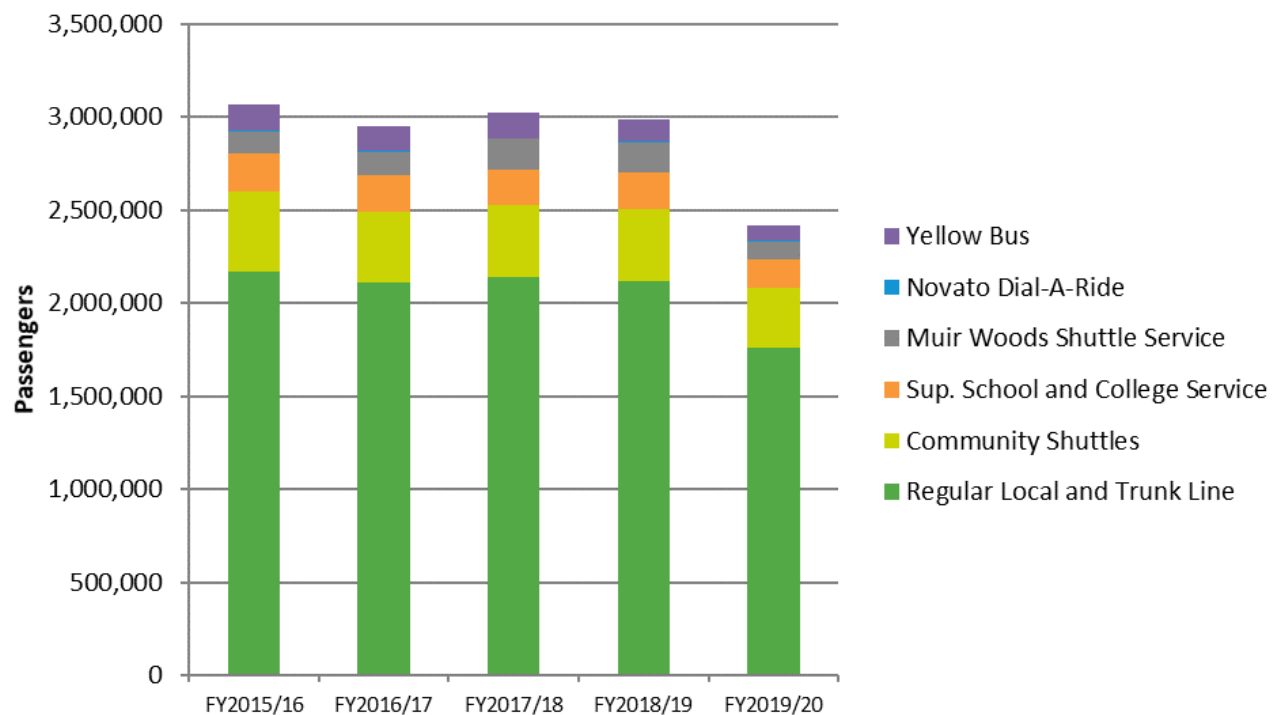
Figure 3: Local Revenue Service Hours by Program**Figure 4: Local Unlinked Passenger Trips by Program**

Table 8: Local Service FY 2019/20 Actuals

		FY 2018/19 Actual	FY2019/20 Budget Original	FY 2019/20 Budget Revised	FY 2019/20 Actual	Percent Budget Used
Revenue						
4020000	Special Fares - Pd by Anthr Agcy	686,293	701,250	701,250	510,430	73%
4060301	Advertising Revenue	240,960	258,000	258,000	237,238	92%
4070301	Lease of Property	149,133	150,000	150,000	158,224	105%
4090101	Local Government Revenue	1,725	0	0	30,000	N/A
4092001	Measure A Sales Tax	9,822,215	6,201,178	6,201,178	1,699,572	27%
4092003	Measure A Sales tax - Interest	85,000	0	0	85,000	N/A
4092005	Measure AA - Sales Tax	0	3,918,822	3,918,821	7,703,546	197%
4110102	Transportation Development Act	5,109,399	5,836,446	5,836,446	5,225,171	90%
4110101	State Transit Assistance -Pop	1,140,266	1,274,541	1,274,541	944,383	74%
4110103	State Transit Assistance - Lifeline	0	391,151	391,151	391,151	100%
4110105	State Transit Assistance -Rev.	598,064	650,000	650,000	650,000	100%
4119904	State - Low Carbon Transit	335,795	0	0	0	N/A
4139914	Fed- FTA 5307 Cares	0	0	0	1,500,608	N/A
4139951	National Park Service	323,371	452,570	452,570	370,245	82%
4140100	Fare Revenue	2,414,173	2,439,800	2,439,800	1,964,027	80%
Subtotal Revenue		20,906,394	22,273,758	22,273,757	21,469,595	96%
4700001	Property Tax Transfer	0	68,950	68,950	39,176	57%
4700002	Program Revenue Transfer	81,326	80,000	80,000	66,604	83%
Total Revenue		20,987,720	22,422,708	22,422,707	21,575,375	96%
Expense						
5030301	Consultant Services	95,480	210,000	210,000	45,392	22%
5030310	Fare Processing Charges	15,923	17,000	17,000	14,523	85%
5030320	Customer Service	288,777	300,000	300,000	310,030	103%
5030602	Custodial Service	12,236	21,954	21,954	12,133	55%
5030701	Security Services	246,378	280,000	280,000	248,254	89%
5040101	Fuel	1,698,478	1,737,000	1,737,000	1,405,450	81%
5040160	Electrical Power	7,022	49,200	49,200	28,906	59%
5049902	Small Furniture/Equip	2,819	5,000	5,000	4,523	90%
5049903	Software	50	30,000	30,000	38,311	128%
5049911	COVID-Supplies and Cleaning	0	0	0	45,828	N/A
5050205	Communication-AVL	2,317	109,115	109,115	56,552	52%
5050206	Communication-Data	2,284	3,012	3,012	2,600	86%
5080101	Purchased Transportation	16,901,437	17,812,316	17,812,316	17,191,268	97%
5090801	Marketing	67,090	95,707	95,707	72,320	76%
5100404	Expense Transfer - GGT Wave	85,000	0	0	85,000	N/A
Subtotal Expense		19,425,291	20,670,304	20,670,304	19,561,090	95%
5100100	Salary/Benefit Transfers	1,302,319	1,477,231	1,477,231	1,587,426	107%
5100101	Overhead Transfer	260,109	275,172	275,172	426,859	155%
Total Expense		20,987,719	22,422,707	22,422,707	21,575,375	96%

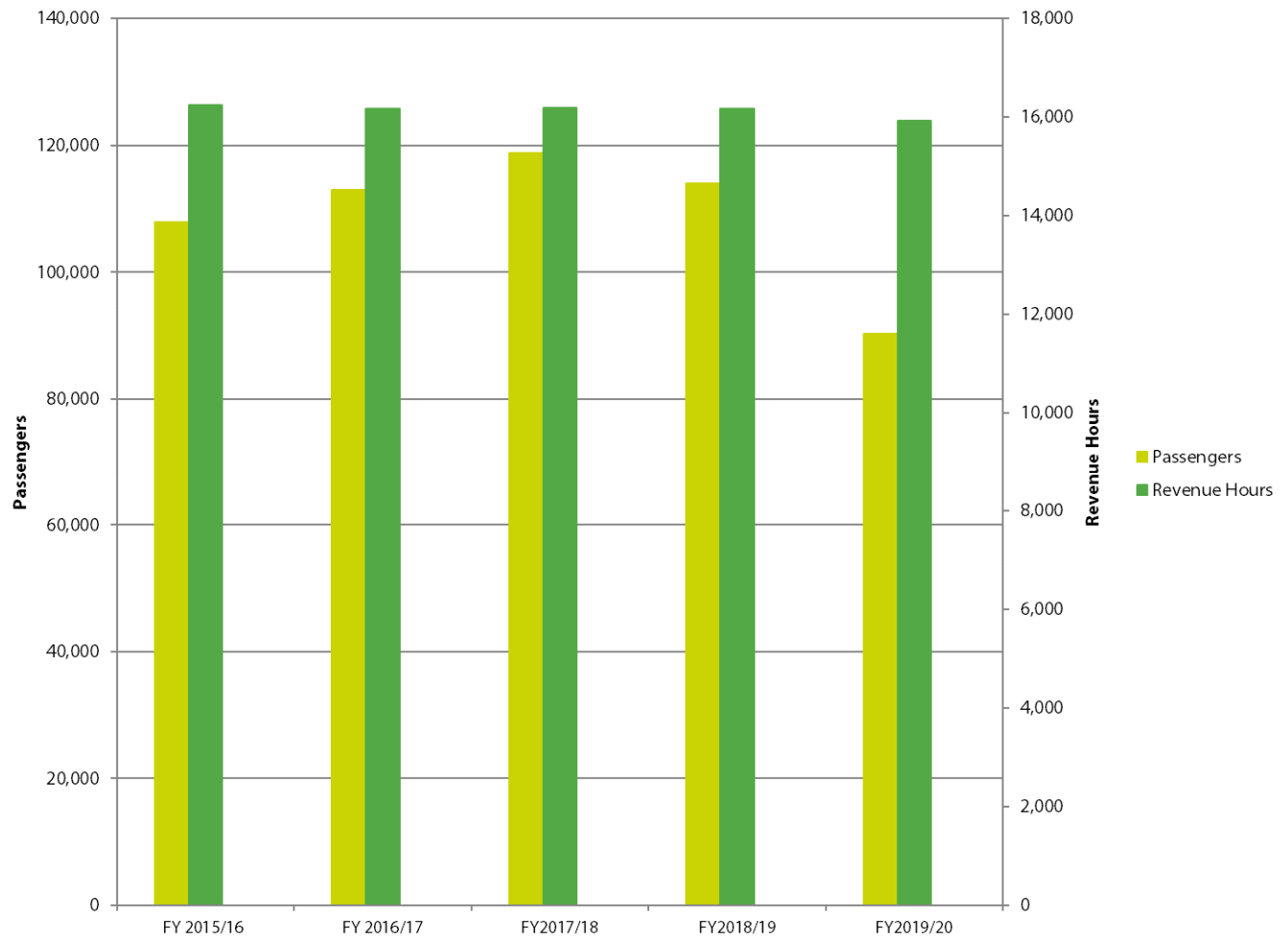
Rural Service

Rural Service is operated as the West Marin Stagecoach Service and includes the Northern Route 68, the Southern Route 61, and limited service to Tomales on the Dillon Beach/Tomales Dial-A-Ride (formerly Route 65). All Rural revenues and expenses are shown in Table 9. Actual costs and revenues were close to budgeted amounts. Marin Transit continued to operate rural services throughout the COVID-19 pandemic to provide lifeline services to rural communities. However, the pandemic significantly impacts ridership. Unlinked passenger trips dropped 20%, and fare revenue dropped 33% compared to the prior fiscal year.

The District expended \$239,772 in Federal 5311 CARES Act funding to offset the losses in fares and sales tax revenues. In FY2019/20, Marin Transit expended \$900,000 in Rural Measure AA sales tax funds.

Table 9: Rural Service FY 2019/20 Actuals

		FY 2018/19 Actual	FY2019/20 Budget Original	FY 2019/20 Budget Revised	FY 2019/20 Actual	Percent Budget Used
Revenue						
4092001	Measure A Sales Tax	990,000	174,580	174,580	0	0%
409005	Measure AA Sales Tax	0	714,128	714,128	900,000	126%
4139920	Fed-FTA 5311 Rural	215,088	213,885	213,885	231,638	108%
4139923	Fed-FTA 5311 CARES	0	0	0	239,772	N/A
4140100	Fare Revenue	110,245	121,794	121,794	81,649	67%
Subtotal Revenue		1,315,333	1,224,387	1,224,387	1,453,059	119%
4700001	Property Tax Transfer	477,718	712,648	712,648	362,105	51%
Total Revenue		1,793,051	1,937,035	1,937,035	1,815,164	94%
Expense						
5030301	Consultant Services	5,399	15,000	15,000	4,472	30%
5040101	Fuel	208,435	230,000	230,000	199,554	87%
5049902	Equipment	165	0	0	132	NA
5050205	Communication-AVL	7,572	16,409	16,409	13,756	84%
5050206	Communication-Data	831	1,061	1,061	831	78%
5080101	Purchased Transportation	1,435,669	1,482,772	1,482,772	1,457,241	NA
5090801	Marketing	7,397	33,138	33,138	8,073	24%
Subtotal Expense		1,665,468	1,778,380	1,778,380	1,684,059	95%
5100100	Salary/Benefit Transfers	106,346	121,987	121,987	103,321	85%
5100101	Transfer Overhead	21,237	36,667	36,667	27,783	76%
Total Expense		1,793,051	1,937,034	1,937,034	1,815,163	94%

Figure 5: Rural Stagecoach Revenue Hours and Unlinked Passenger Trips

Marin Access (Paratransit and Mobility Management)

The Marin Access FY2019/20 actuals (Table 10) include revenues and expenses for Paratransit Services for Local and Regional trips (Intra- and Inter-county) and Marin Transit's mobility management programs for the County's older adults, persons with disabilities, and low-income residents.

The COVID-19 pandemic reduced paratransit demand even more significantly than fixed route service. Under Shelter In Place orders, many trip destinations for paratransit riders were no longer operating such as day programs for persons with developmental disabilities. Many riders are also members of vulnerable populations advised to avoid travel. As a result, local paratransit ridership had an unprecedented drop of 80% during this time. For the fiscal year, ridership was 24% lower than the previous year (figure 6), and local paratransit revenue hours were 26% less than the prior year. Using federal CARES act funding, Marin Transit was able to continue to compensate the contract operator based on the planned service hours and the full fixed fee amount. This enabled the contractor to retain drivers through what was hoped a temporary disruption. Contract operations costs were 90% of the budgeted amount, and fuel expenses were 74% of the budgeted amount (Table 10).

Marin Access regional paratransit is operated under contract on behalf of and fully funded by GGBHTD. Regional paratransit demand was even lower than on local paratransit and 34% lower than the prior year.

Measure AA sales tax is the largest single funding source for Marin Access. Marin Transit expended \$2.1 million of Measure AA Category 4.3 funds to deliver mobility services for seniors and people with disabilities. Marin Transit receives Measure B funds from the County vehicle license fee to fund special mobility programs and staff. Marin Transit also pays for Marin Access programs with property tax, federal Americans with Disabilities Act (ADA) set-aside Section 5307 funds, and additional grant funding. Fare revenue was 26% lower than the prior year, and the District claimed \$315,743 in FTA Section 5307 CARES Act funding. GGBHTD reimburses all direct costs for providing regional paratransit and provides funding for about 25% of local paratransit based on their relative share of local fixed route trips.

Marin Transit expended the following discretionary grant funds for Marin Access service in FY 2019/20:

FY 2019/20 Expenditure	Total Grant Award	Program	Source
\$350,000	\$700,000	Marin Transit Connect, Operation of Accessible Vanes	FTA Section 5310 discretionary
\$150,687	\$300,000	Mobility Management	FTA Section 5310 discretionary

The District's volunteer driver programs and Catch-A-Ride (subsidized taxi) program costs are linked to passenger demand and experienced 21% and 16% declines respectively, compared to the prior fiscal year. The new on-demand Connect service had only a 2% decline in annual ridership, primarily due to higher ridership before the pandemic.

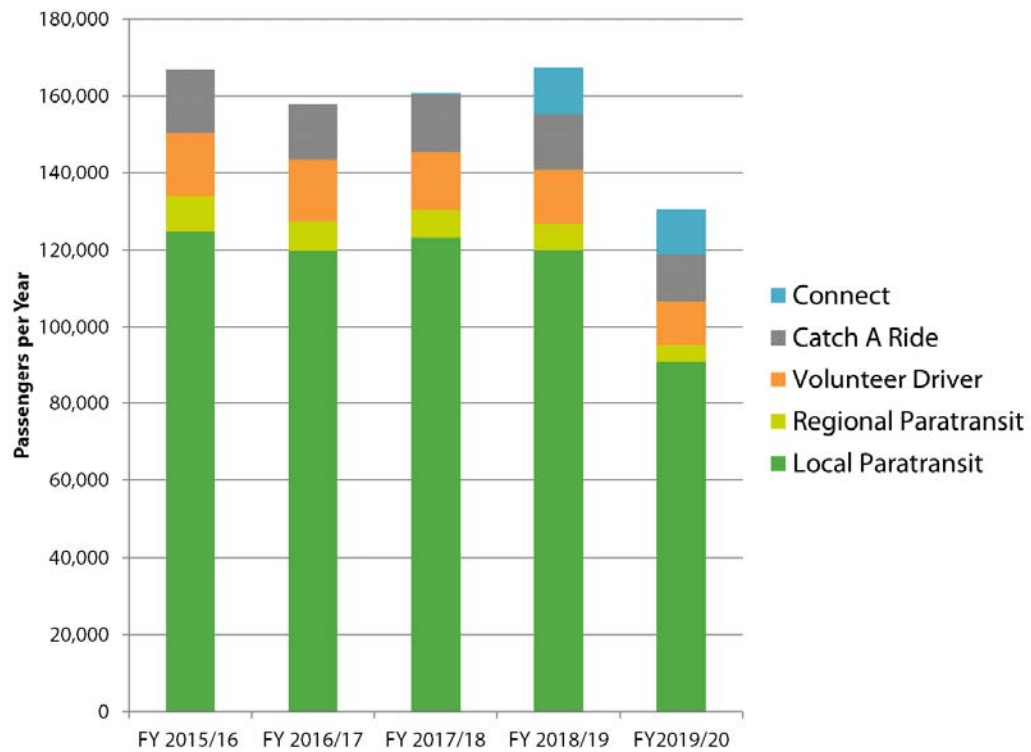
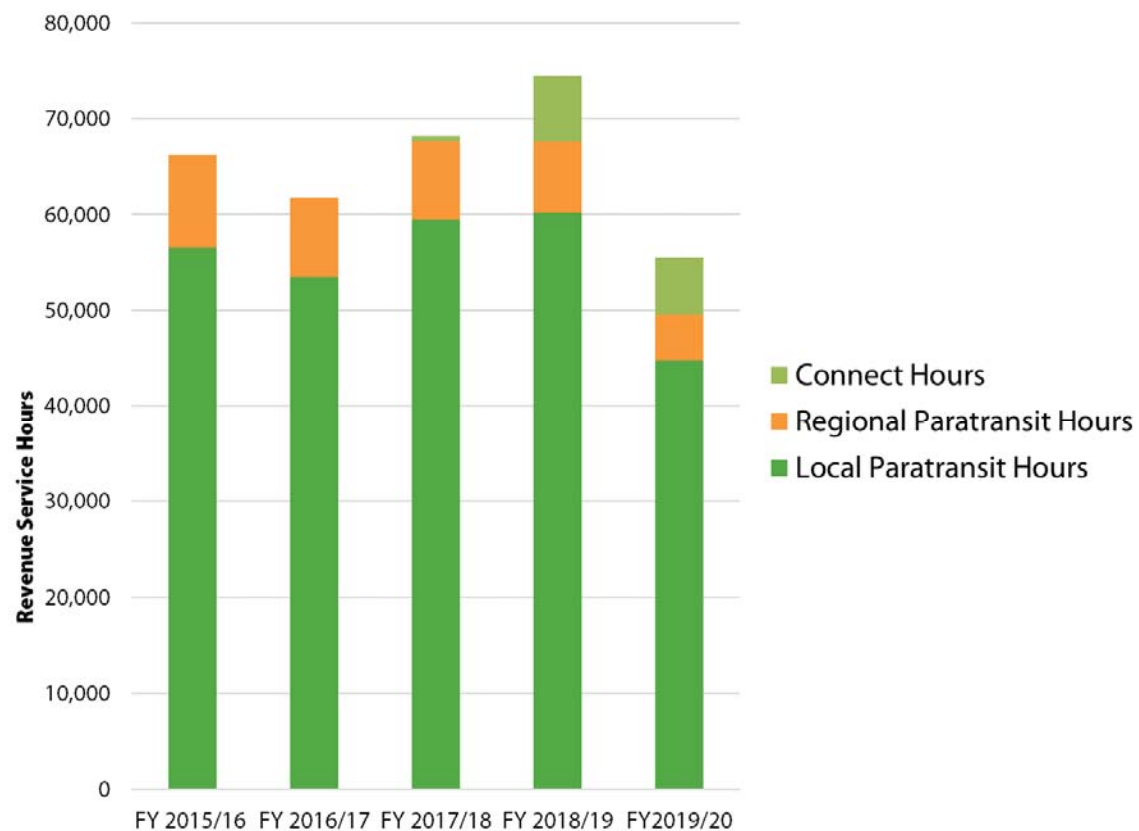
Figure 6: Marin Access Ridership**Figure 7: Marin Access Revenue Hours**

Table 10: Marin Access FY 2019/20 Actuals

		FY 2018/19 Actual	FY2019/20 Budget Original	FY 2019/20 Budget Revised	FY 2019/20 Actual	Percent Budget Used
Revenue						
4092001	Measure A Sales Tax	2,386,318	523,739	523,739	0	0%
4092005	Measure AA Sales Tax	0	2,275,056	2,275,056	2,137,479	94%
4099950	Measure B	991,414	1,245,000	1,245,000	956,701	77%
4110101	State Transit Assistance	103,372	60,000	60,000	62,368	104%
4119910	State Prop Tx Relief HOPTR	18,779	18,500	18,500	18,719	101%
4139910	Fed-FTA 5307 Urbanized Area Formula	715,573	687,028	687,028	687,028	100%
4139915	Fed-FTA 5307 CARES Act	0	0	0	315,743	N/A
4139941	Fed-FTA 5310 Mobility	486,487	437,500	437,500	500,687	114%
4140100	Fare Revenue	313,834	305,000	305,000	224,988	74%
4601001	Misc.-Reimbursement	3,003	0	0	0	N/A
4601003	GGBHTD – Local Paratransit Payment	1,054,043	1,145,995	1,145,995	1,036,216	90%
4601004	GGBHTD – Regional Paratransit Payment	767,416	845,018	845,018	738,501	87%
Subtotal Revenue		6,840,239	7,542,836	7,542,836	6,678,430	89%
4700001	Property Tax Transfer	0	38,541	38,541	1,561	-
4700002	Program Revenue Transfer	-81,326	-80,000	-80,000	-66,604	83%
Total Revenue		6,758,913	7,501,377	7,501,377	6,613,387	88%
Expense						
5030301	Consultant Services	29,377	96,171	96,171	36,094	38%
5030310	Fare Processing Charges	801	2,000	2,000	586	29%
5030320	Customer Service	308,172	351,950	351,950	327,417	93%
5040101	Fuel	607,565	647,094	647,094	478,066	74%
5049902	Small Furn/Equip	0	0	0	431	N/A
5049903	Software	55,141	76,034	101,034	145,414	144%
5049911	COVID- Supplies and Cleaning	0	0	0	21,283	N/A
5050203	Communication - Mobile Data Terminal	0	5,000	5,000	0	0%
5050204	Communication-MERA Radio	22,744	20,969	20,969	20,291	97%
5050206	Communication-Data	14,988	15,000	15,000	15,587	104%
5080101	Purchased Transportation	4,541,478	4,878,268	4,878,268	4,457,843	91%
5080102	Purchased Transportation - Regional	747,161	814,780	814,780	639,654	79%
5090801	Marketing	33,165	100,850	100,850	32,809	33%
5098001	Misc-Exp Transit User Training	1,019	9,800	9,800	7,242	74%
5098002	Gap Grant	6,325	20,000	20,000	2,570	13%
Subtotal		6,367,936	7,037,916	7,062,916	6,185,287	88%
5100100	Salary/Benefit Transfers	326,007	358,697	358,697	337,378	94%
5100101	Transfer Overhead	64,970	104,764	104,764	90,721	87%
Total Expense		6,758,913	7,501,377	7,526,377	6,613,386	88%

Yellow Bus Service

The Yellow Bus Service budget includes full operation of yellow bus service for the Ross Valley School District and oversight of yellow bus operations for the Reed Union and Mill Valley school districts. For the Ross Valley service, Marin Transit manages the operations, directly contracts for service, and manages the pass sales for six yellow buses. Reed Union School District and Mill Valley School District pay Marin Transit directly for services and staff time to provide operational oversight.

Planned service levels in FY2019/20 were unchanged from the prior year. The COVID-19 pandemic led to the suspension of service in mid-March when schools closed. As a result, Marin Transit operated 123 out of 180 planned service days or 68% percent less service and costs. Revenues were 77% of the budgeted amounts. Since yellow bus passes are purchased annually, Marin Transit offered families pro-rated refunds or an option to donate the funds to the yellow bus program. In total \$12,535 was donated to the yellow bus program. These funds will be used to provide supplemental compensation and incentives to returning drivers. The remaining funds will go towards reducing pass prices in the next program year.

Table 11: Yellow Bus Service FY 2019/20 Actuals

		FY 2018/19 Actual	FY2019/20 Budget Original	FY 2019/20 Budget Revised	FY 2019/20 Actual	Percent Budget Used
Revenue						
4030000	Fares - Paid by Another Agency	145,000	151,000	151,000	151,010	100%
4090101	Fee For Service	108,425	106,550	106,550	92,497	87%
4092001	Measure A Sales Tax	261,467	0	0	0	N/A
4092005	Measure AA Sales Tax	0	600,000	600,000	471,339	79%
4140105	Fare Revenue - Yellow Bus	354,831	441,937	441,937	301,192	68%
Subtotal Revenue		869,723	1,299,487	1,299,487	1,016,038	78%
4700001	Property Tax Transfer	0	31,326	31,326	8,849	28%
Total Revenue		869,723	1,330,813	1,330,813	1,024,887	77%
Expense						
5030301	Consultant Services	31,649	0	0	5,595	N/A
5030310	Fare Processing Charges	9,461	18,107	18,107	13,330	74%
5030602	Custodial Service	1,791	1,900	1,900	1,337	70%
5049903	Equipment	572	4,750	4,750	136	3%
5049903	Software	447	0	0	400	N/A
5050205	Communication-AVL	6,094	15,390	15,390	11,550	75%
5050206	Communication-Data	8,633	9,500	9,500	8,210	86%
5080103	Yellow Bus School Service	619,009	642,967	642,967	426,087	66%
5090801	Marketing	85	4,000	4,000	193	5%
5098008	Measure AA Ylw Bus Grants	0	405,485	405,485	435,485	107%
5120401	Leases and Rentals	26,378	24,730	24,730	19,019	77%
Subtotal Expense		704,119	1,126,829	1,126,829	921,342	82%
5100100	Salary/Benefit Transfers	138,037	156,840	156,840	81,603	52%
5100101	Transfer Overhead	27,566	47,144	47,144	21,943	47%
Total Expenses		869,722	1,330,813	1,330,813	1,024,888	77%

Facility

After purchasing the facility at 600 Rush Landing, the District board added the Facility Operations budget by amendment to the FY2019/20 budget. With the acquisition, Marin Transit took assignment of two existing property leases and a leaseback arrangement with the seller. One lease holder took an option to terminate their lease with penalties, giving Marin Transit more access to vehicle parking at the site. The site has no vehicle maintenance, but provides vehicle parking for the contractor that operates the Muir Woods Shuttle, Supplemental and Rural services.

All property maintenance expenses for 600 Rush landing are funded through the Facility Budget. Marin Transit has hired a property manager who serves as the primary contact with lease holders and has responsibility for responding to lease holder concerns and managing building maintenance and utilities. Net income will be available for programming in the FY2020/21 budget cycle.

Revenues from property leases exceed the property maintenance costs. The net invoice from the property leases will be from a federally funded property. As such, the federal share will be required to be spent on federal programs.

		FY 2020 Budget (6 months)	FY2020 Current Period Actual	Percent Total Budget Used
Revenue				
4070302	Lease of Facility	164,277	124,206	76%
Subtotal Revenue		164,277	124,206	76%
4700001	Property Tax Transfer	-	-	
Total Revenue		164,277	124,206	76%
Expense				
5030301	Consultant Services	9,000	9,632	107%
5030603	Custodial Service -Janitorial	5,000	0	0%
5030650	Landscaping	2,500	0	0%
5030701	Security Services	1,500	0	0%
5040180	Utilities	6,834	12,547	184%
5049902	Small Equipment	2,500	0	0%
5060302	Insurance	2,500	742	30%
Subtotal Expense		29,834	22,921	77%
5100100	Salary/Benefit Transfers	5,925	4,700	79%
5100101	Overhead Transfer	671	1,264	188%
Total Transfers		6,596	5,964	90%
Total Expense		36,430	28,885	79%
Net Revenue (Expense)		127,847	95,321	75%

Capital

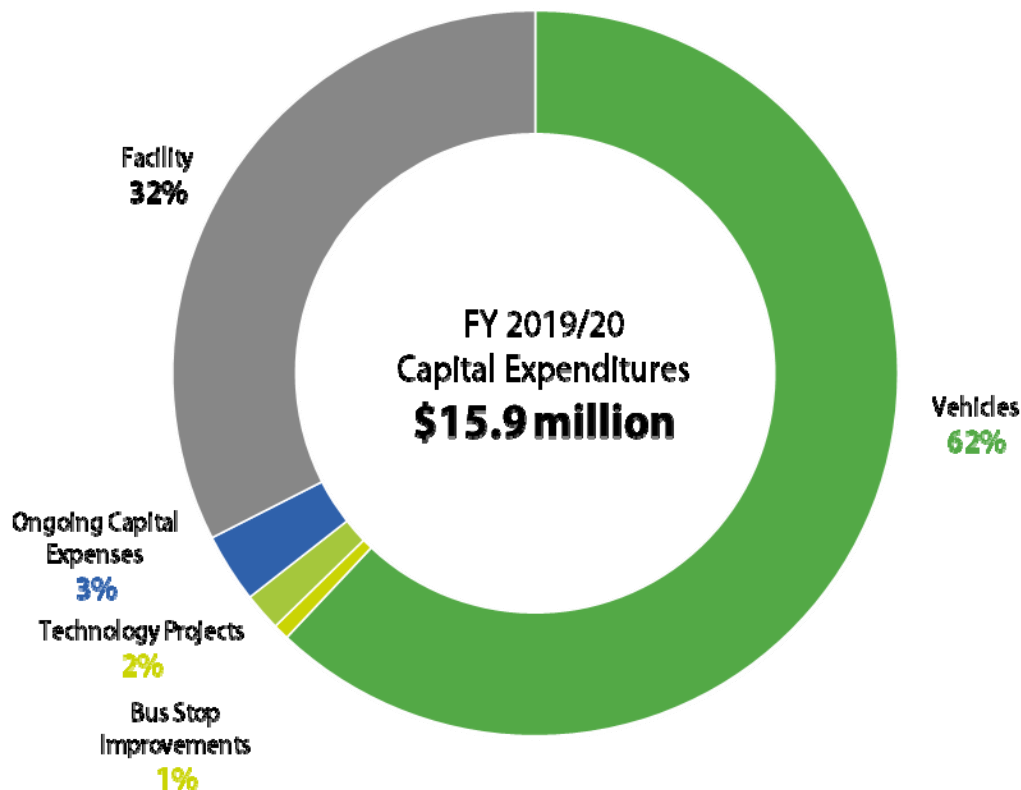
Marin Transit's Capital Program includes all expenses related to purchasing and maintaining the transit system's capital assets (Table 11). This includes vehicle purchases, vehicle leasing, bus stop improvements, technology projects, and communication systems (Figure 8). A more detailed status report of the District's capital projects is included in the Attachment B - FY 2019/20 Capital Report.

In FY 2019/20, capital expenditures were \$15.8 million and five times higher than the prior year. The expenditures included the following major projects:

- Purchase of Rush Landing Facility
- Purchase of 11 -40 ft Hybrids
- Purchase of one Electric Vehicle
- Completion of Hybrid Bus Mid-Life Battery Replacements
- Replacement of Automated Vehicle Location Equipment
- Completion of Bus Stop Improvement Projects; and
- Implementation of a Mobility Technology Project

Vehicle purchases were 62% of the total expenditures and the facility purchase was 32%.

Figure 8: Capital Expenditures Categories



Capital Revenue

Marin Transit's capital program is funded primarily with federal funds and matching local funds. Federal Section 5307 funds are available through regional programming for 82% of vehicle replacement costs. In FY2019/20, the District expended a Bus and Bus Facilities Section 5339 grant for the purchase of a facility at 600 Rush Landing. In FY 2019/20, 78% of capital funding came from federal sources (Figure 8).

Marin Transit's allocation of local sales tax (Measure A and Measure AA) is critical for providing grant matching funds and maintenance of capital assets. Marin Transit receives approximately \$900,000 per year in Measure AA funds, down from about \$1.4 million per year under Measure A. In FY2019/20, Marin Transit expended \$2.9 million of prior year Measure A funds for the matching funds for the facility and vehicle purchases. At the close of the fiscal year, Marin Transit had a balance of \$2.4 million in unspent Measure A and Measure AA capital funding (held by TAM).

Figure 9: Capital Revenue Categories

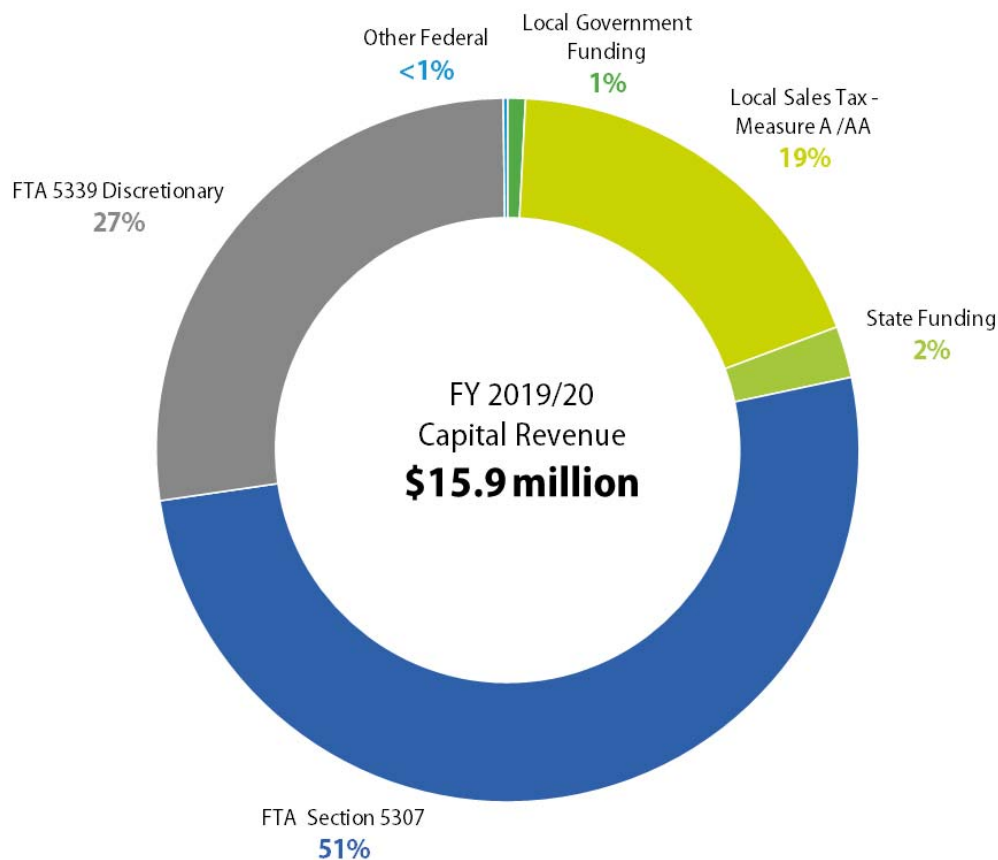


Table 11: Capital FY 2019/20 Actuals

		Total Project Budget	FY2019/20 Budget	FY2019/20 Budget Revised	FY2019/20 Actual
EA	Replace 2 Artics with 4 - 40ft Electric	3,240,000	500	500	2,220
EV	Purchase Two Electric Vehicles	1,662,022	0	860,245	694,462
EX	Electric Vehicle Infrastructure	132,000	114,500	114,500	0
HM	Hybrid Mid-Life Battery Replacements	300,000	130,000	103,313	123,362
LD	Purchase 11 -40ft Hybrids (Replace 7 Artics)	9,057,000	9,057,000	9,057,000	8,992,605
PC	Purchase 16 Paratransit Replacements	1,472,000	1,000	1,000	5,766
SC	Purchase 9 Shuttle Replacements	1,161,000	1,000	1,000	5,975
XB	Purchase 4 Replacement XHF's	1,710,000	1,710,000	1,704,597	7,190
XC	Purchase 2 XHF Replacements	850,000	1,000	1,000	2,637
Subtotal Vehicles		19,584,022	11,015,000	11,843,155	9,834,217
BI	Bus Stop Improvements SGR (BI)	2,201,130	15,000	133,578	109,303
BS	Bus Stop Assessment Update	115,000	5,000	0	0
BW	Muir Woods Infrastructure Improvements	486,505	0	20,148	2,993
Subtotal Bus Stop Improvements		2,802,635	20,000	153,726	112,295
FR	Facility ROW Purchase	6,600,000	6,364,192	6,387,842	5,152,125
YF	Yellow Bus Parking Facility	3,000,000	3,000,000	3,000,000	0
Subtotal Facility		9,600,000	9,364,192	9,387,842	5,152,125
OA	On Board Equipment – 2016	210,000	51,000	38,590	924
ME	MERA	29,000	29,000	29,000	27,259
AY	AVL Replacement Equipment	180,000	174,500	179,831	147,775
TB	Mobility Management Technology Backbone	375,000		35,698	65,523
RT	Realtime Signs	212,394	210,000	210,000	28,227
Subtotal Technology Projects		1,006,394	464,500	493,119	269,708
GG	Golden Gate Capital Costs (GG)	18,000	18,000	18,000	20,179
BM	Bus Stop Maintenance (BM)	100,000	100,000	100,000	110,887
VR	Major Vehicle Repairs (VR)	202,000	202,000	202,000	78,298
IF	Infrastructure Support (IF)	400,000	400,000	400,000	281,216
Subtotal Ongoing Capital Expenses		720,000	720,000	720,000	490,580
Total Expenditures		33,713,051	21,583,692	22,597,842	15,858,924

Attachment 1: FY 2019/20 Budget Amendments

Number	Board Authorization	Description	Function	Program	Project	GL	Original	Change	Final
2020-01	07/01/2019	Add budget for route scheduling software	Operations	LCL	NA		30,000		35,640
2020-02	10/07/2019	Add budget for Via Technology Contract Extension	Operations	TCT	NA	Software	0	\$25,000	\$25,000
2020-03	12/2/2019	Roll forward of unspent FY2019 Capital Project budgets;	Capital	Capital	EV	5230101 Vehicles	0	860,245	860,245
					XB	5230101 Vehicles	1,710,000	(5,403)	1,704,597
					HM	5230101 Vehicles	130,000	(23,687)	103,313
					BI	5230101 Bus Stops	15,000	118,578	133,578
					BS	5230101 Bus Stops	5,000	(5,000)	0
					BW	5230101 Bus Stops	0	20,150	20,150
					FR	5230104 Facility	6,364,192	23,650	6,387,842
					OA	5230102 Equipment	51,000	(12,410)	38,590
					TB	5230102 Equipment	0	35,698	35,698
					AY	5230102 Equipment	174,500	5,331	179,831
2020-04	12/2/2019	Add STA- SGR and STA Cap Rev unspent funds to XHF project and increase project budget by \$30,000	Capital	CPT	XB	4110105 STA SGR SB1	286,651	26,496	313,148
						4119901 STA CAP Rev	0	139,089	139,089
						4092002 Measure A -Capital	711,282	(135,585)	575,697
						5230101 Vehicles	1,710,000	30,000	1,740,000
2020-05	12/2/2019	Increase Hybrid Battery replacement budget to include final engine rebuild costs	Capital	CPT	HM	5230101 Vehicles	103,313	\$21,000	\$124,313
2020-06	01/13/2020	Add Facility Maintenance Budget	Facility	FCT	FM	Multiple			
2020-07	NA	Correct Facility Maintenance Budget - add \$2,500 to total to include all expense GLs	Facility	FCT	FM	Total budget	33,930	2,500	36,430
2020-08	4/5/2020	Add Project for purchase of staff car	Capital	CPT	NR	Staff Car	0	\$44,649	\$44,649

Attachment 2: Annual Report of Marin Transit's Defined Contribution Retirement Account 401(a)

The Marin County Transit District established a Governmental 401(a) single employer defined contribution pension plan (the Plan) in October 2013. The plan is available to all employees who have attained twenty-one years of age and have more than 1,000 hours of service. Based on years of service, the District is required to contribute 10% to 15% of each employee's compensation into an individual employee account under the Plan. In FY2019/20 Marin Transit completed a review of plan administration options and based on the review moved the plan from Nationwide to a new plan with Principal to reduce employee fees. Marin Transit also hired a financial consultant to help with the selection and maintenance of investment options. The following statement of balances is intended to provide a report of contributions and allow for review of plan effectiveness.

Investment Balances

	July1, 2018 – June 30, 2019	July1, 2019 – June 30, 2020
Starting Balance	\$886,576	\$1,158,953
Contributions¹	\$217,914	\$185,692
Withdrawals	0	(\$22,995)
Earnings	\$54,463	(\$5,717)
Ending Balance	\$1,158,953	\$1,340,654
Estimated Average Annual Rate of Return²	5%	-3%
Total Participants	22	24
Prior Employee Participants	7	7
Active Participants	15	17
Tier 1(15%)	7	8
Tier 2 (13%)	1	3
Tier 3 (10%)	7	6
Ineligible employees	4	0

¹ Through 6/30 payroll (full accrual basis)

² Calculated based on an average of the quarterly returns on invested assets

Capital Projects Report FY2019/20

This capital project report provides detail FY2019/20. Project descriptions and status are given for all major capital projects. Projects are grouped according to project type as shown below.

		Total Project Budgets	Total Expended FY2020	Total Project Expenditures
	Vehicles	\$19,584,022	\$9,834,217	\$10,838,084
	Bus Stop Improvements	\$2,802,635	\$112,295	\$2,758,445
	Facility	\$9,600,000	\$5,152,125	\$5,364,283
	Technology Projects	\$1,006,394	\$269,708	\$780,567
	Ongoing Capital Expenses	\$720,000	\$490,580	\$0 (annual)
		\$33,713,051	\$15,858,925	\$19,741,379

Purchase Two Electric Vehicles

Total Project Budget \$1,662,022

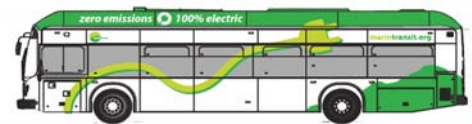
Concept: Purchase Two Electric Vehicles

Funding: \$1,190,640 Federal Section 5307

\$135,022 State - BAAQMD

\$75,000 TAM - Measure B

\$261,360 Measure A



Description: Replace two 40 ft vehicles beyond their useful life with battery electric vehicles

Status: Board authority to purchase the vehicles was given in November 2016. The vehicle were procured from BYD Motors and delivered in September 2018. A ribbon cutting ceremony was held October 18. One vehicle went into service February 2019. The second vehicle went into service in July 2019.

<u>Project ID</u>	<u>Budget</u>	<u>Expended to</u>		<u>Completion</u>
		<u>Date</u>	<u>Percent Complete</u>	<u>Date</u>
EV	\$1,662,022	\$1,496,239	100%	Sep-19

Purchase 11 - 40ft Hybrids (Replace 7 Artics)

Total Project Budget \$9,057,000

Concept: Purchase eleven 40ft hybrids to replace eight 60ft Artics

Funding: \$7,216,000 Federal Section 5307

\$216,827 State Transit Assistance - State of Good Repair

\$1,624,173 Measure A



Description: Replace eight 60ft articulated vehicles that are beyond their useful life

Status: Board authorized purchase of the vehicles in April 2019. The vehicles were delivered in December 2019 and January 2020. Vehicles entered service in March after testing and installation of onboard equipment. Project closeout was complete in June 2020.

<u>Project ID</u>	<u>Budget</u>	<u>Expended to</u>		<u>Anticipated Completion</u>
		<u>Date</u>	<u>Percent Complete</u>	<u>Date</u>
LD	\$9,057,000	\$8,992,605	100%	Jun-20

VEHICLES

VEHICLES

VEHICLES

Purchase 16 Paratransit Vehicles (Replacements)**Total Project Budget \$1,472,000**Concept: Purchase 16 Paratransit ReplacementsFunding: \$1,207,040 Federal 5307
\$264,960 Measure ADescription: Purchase 16 Paratransit Vehicles to replace vehicles beyond their useful life.Status: Board authorized the purchase of 15 paratransit vehicles in May 2020. The remaining vehicle replacement is being delayed to pilot a battery electric cutaway in the future. Staff anticipates delivery of the paratransit vehicles in October 2020.

<u>Project ID</u>	<u>Budget</u>	<u>Expended to</u>		<u>Anticipated Completion</u>	
		<u>Date</u>	<u>Percent Complete</u>	<u>Date</u>	
PC	\$1,472,000	\$5,766	0%	Dec-20	

VEHICLES

Purchase 9 Shuttle Replacements**Total Project Budget \$1,161,000**Concept: Purchase Nine Shuttle ReplacementsFunding: \$952,020 Federal Section 5307
\$208,980 Measure ADescription: Replace 9 Shuttles that are beyond their useful lifeStatus: Board authorized the purchase of nine replacement shuttle vehicles in May 2020. Delivery of the vehicles is anticipated in November 2020.

<u>Project ID</u>	<u>Budget</u>	<u>Expended to</u>		<u>Anticipated Completion</u>	
		<u>Date</u>	<u>Percent Complete</u>	<u>Date</u>	
SC	\$1,161,000	\$5,975	10%	Jan-21	

VEHICLES

Purchase Two 35ft XHF Vehicles (Replacement)**Total Project Budget \$850,000**Concept: Purchase two 35ft XHF vehiclesFunding: \$697,000 Federal 5307
\$153,000 Measure ADescription: Purchase of two replacement 35-foot XHFsStatus: Board authorized the purchase of two replacement XHFs in May 2020. Staff anticipates delivery of these vehicles in July 2021.

<u>Project ID</u>	<u>Budget</u>	<u>Expended to</u>		<u>Anticipated Completion</u>	
		<u>Date</u>	<u>Percent Complete</u>	<u>Date</u>	
XC	\$850,000	\$2,637	0%	Sep-21	

VEHICLES

Purchase Four 30ft XHF Vehicles (Replacement)**Total Project Budget \$1,710,000**Concept: Purchase four 35ft XHF vehicles

Funding: \$559,600 Federal Section 5307
 \$139,089 State Transit Assistance - Revenue Based
 \$313,147 State Transit Assistance - State of Good Repair
 \$576,670 Measure A
 \$151,494 Paul Sarbanes

Description: Purchase of four replacement 30-foot XHFs

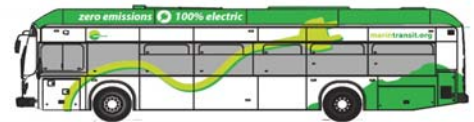
Status: These vehicles will replace 4 cutaway vehicles beyond their useful life. This purchase was approved by your Board in April 2019. Delivery of these vehicles was expected this year, but is anticipated to be delayed due to COVID-19 impacts at the manufacturer's site.

<u>Project ID</u>	<u>Budget</u>	<u>Expended to</u>		<u>Anticipated</u>
		<u>Date</u>	<u>Percent Complete</u>	<u>Completion</u>
XB	\$1,740,000	\$12,593	1%	Jun-21

VEHICLES

Purchase Four 40ft Electric Vehicles (Replacement)**Total Project Budget \$3,240,000**Concept: Replace two 60ft Artics with four 40ft Electric Buses

Funding: \$2,656,800 Federal Section 5307
 \$583,200 Measure A



Description: Purchase of four 40-foot Battery Electric Buses to replace two 60-foot Articulated buses beyond

Status: Waiting for pre-award authority on the federal funds. Staff expects to take purchase to the Board in Fall 2020.

<u>Project ID</u>	<u>Budget</u>	<u>Expended to</u>		<u>Anticipated</u>
		<u>Date</u>	<u>Percent Complete</u>	<u>Completion</u>
EA	\$3,240,000	\$2,220	0%	Dec-21

VEHICLES

Hybrid Mid Life Battery Replacements**Total Project Budget \$300,000**Concept: Replace batteries on the 2007 Hybrid Vehicles

Funding: \$217,566 Measure A
 \$182,434 FTA 5307

Description: Replace batteries in the 7 hybrid vehicles

Status: As a preventative maintenance measure, under the existing maintenance contract, GGBHTD will replace the batteries on the 2007 Hybrid Vehicles.

<u>Project ID</u>	<u>Budget</u>	<u>Expended to</u>		<u>Completion</u>
		<u>Date</u>	<u>Percent Complete</u>	<u>Date</u>
HM	\$300,000	\$320,049	100%	Dec-19

Bus Stop Improvements (State of Good Repair)**Total Project Budget \$ 2,201,130**Concept: Improve bus stops in Marin CountyFunding: \$1,600,000 Federal Section 5309
\$400,000 PTMISEA
\$201,130 Measure ADescription: Phase 1: Install new bus stop signage throughout Marin County. Phase 2: Minor and Major bus stop improvements at 12 locations throughout the County. Phase 3: Additional bus stop improvements of up to 11 stops.Status: Phase 1 - complete. Phase 2 - complete. Phase 3 - complete. Construction began in February 2019. There were some delays due to permitting through Caltrans and increased traffic controls requested by some jurisdictions. Construction is complete. A final presentation was made to the board in March on project completion

<u>Project ID</u>	<u>Budget</u>	<u>Expended to</u>		<u>Phase 3 Completion</u>	
		<u>Date</u>	<u>Percent Complete</u>	<u>Date</u>	
BI	\$2,201,130	\$2,176,855	100%	Mar-20	

Muir Woods Infrastructure Improvements**Total Project Budget \$486,505**Concept: Improve boarding locations and purchase signage for the Muir Woods ShuttleFunding: \$486,505 Federal Transit In the ParksDescription: Project includes funding for permanent changeable message signs and improvements to bus stops related to the Muir Woods ShuttleStatus: Staff continued to work with multiple partner agencies to determine needed improvements. Staff moved the remaining funds on this project to the four XHF purchase as those vehicles support Muir Woods Shuttle service.

<u>Project ID</u>	<u>Budget</u>	<u>Expended to</u>		<u>Anticipated Completion</u>	
		<u>Date</u>	<u>Percent Complete</u>	<u>Date</u>	
BW	\$486,505	\$466,357	96%	Jun-20	

Bus Stop Assessments**Total Project Budget \$115,000**Concept: Update Bus Stop AssessmentsFunding: \$115,000 Measure ADescription: Project to update the District's 2005 bus stop conditions assessment to quantify & prioritize future improvementsStatus: Marin Transit hired a consultant to conduct an assessment of bus stop conditions and develop preliminary plans for future bus stop improvements. The assessment is complete and preliminary plans for 20 stops are complete.

<u>Project ID</u>	<u>Budget</u>	<u>Expended to</u>		<u>Completion</u>	
		<u>Date</u>	<u>Percent Complete</u>	<u>Date</u>	
BS	\$115,000	\$115,233	100%	Dec-19	

ADMIN AND OPERATIONS FACILITY

Maintenance Facility - ROW Purchase & Capital Improvements**Total Project Budget****\$6,600,000**Concept: Acquire property and develop a maintenance facilityFunding: \$2,200,000 Measure A
\$4,400,000 FTA 5339Description: Purchase land for a new facilityStatus: Marin Transit successfully completed the purchase of right of way at 600 Rush Landing Rd in Novato. Additional improvements are being planned for the site like enhanced fencing and lighting.

Project ID	Budget	<u>Expended to</u>		<u>Anticipated Completion</u>	
		<u>Date</u>	<u>Percent Complete</u>	<u>Date</u>	
FR	\$6,600,000	\$5,364,283	81%	Jun-21	

Yellow Bus Parking Facility**Total Project Budget****\$3,000,000**Concept: Identify and purchase property for vehiclesFunding: \$3,000,000 Capital ReserveDescription: Replace temporary leased parking with a permanent locationStatus: Marin Transit is evaluating and identifying opportunities for land acquisition.

Project ID	Budget	<u>Expended to</u>		<u>Anticipated Completion</u>	
		<u>Date</u>	<u>Percent Complete</u>	<u>Date</u>	
YF	\$3,000,000	\$0	0%	NA	

TECHNOLOGY PROJECTS

TECHNOLOGY PROJECTS**Total Project Budget****\$1,006,394**Concept: District technology projectsFunding: \$300,000 Federal Job Access Funds (JARC)
\$312,000 Federal Section 5307
\$394,394 Measure A

ONGOING CAPITAL EXPENSES

		<u>Total Project</u>	<u>Expended to</u>
<u>Projects:</u>		<u>Cost</u>	<u>Date</u>
OA	On Board Equipment 2016	\$210,000	\$172,334
AY	AVL Replacements	\$180,000	\$147,922
RT	Realtime Signs	\$212,394	\$28,227
TB	Techonology Backbone	\$375,000	\$404,825
ME	MERA	\$29,000	\$27,259



Description: Marin Transit provides technology acquisitions for vehicle operations, fare

Status: Marin Transit will continue the project to pay for fareboxes and on board equipment associated with vehicle replacements. The technology Backbone project is in its closeout phase, and Real Time Signs contract has been awarded with work to begin in 2020.

Ongoing Capital Expenses	Annual Budget	\$720,000
--------------------------	---------------	-----------

Concept: Ongoing capital expenses

Funding: \$720,000 Measure A

		<u>Total Project</u>		
		<u>Budgets</u>	<u>Annual Budget</u>	<u>Expended in</u>
<u>Projects:</u>				<u>FY2019</u>
GG	Golden Gate Capital Costs	\$18,000	\$18,000	\$20,179
BM	Bus Stop Maintenance	\$100,000	\$100,000	\$119,887
VR	Major Vehicle Repairs	\$202,000	\$202,000	\$78,298
IF	Infrastructure Support	\$400,000	\$400,000	\$281,216



Description: Ongoing capital costs associated with the Golden Gate operations

Status: Capital depreciation expenses for equipment owned by Golden Gate Transit are billed monthly. Major vehicle repairs, such as transmissions, are expended as needed.



Marin Transit FY2019/20 Financial Report

Presented November 2, 2020



Total FY2020 Expenditures

\$46.9 million

Operations 92% of budget
Capital 70% of budget

Distribution of Marin Transit FY2020 Expenditures








Summary
















	FY 2018/19 Actual	FY 2019/20 Revised Budget	FY 2019/20 Actual	Percent Total Budget Used
<i>Operations</i>	34,660,941	37,159,020	35,725,681	96%
<i>Capital</i>	3,587,683	19,648,843	15,853,562	81%
<i>Facility</i>	0	164,277	124,706	76%
Total Revenue	38,248,624	56,972,140	51,703,949	91%
<i>Operations</i>	30,563,140	33,592,353	31,037,461	92%
<i>Capital</i>	3,587,683	22,648,841	15,858,925	70%
<i>Facility</i>	0	30,505	28,885	95%
Total Expenditures	34,150,823	56,271,699	46,925,271	83%
Net Change in Fund Balance	\$4,097,801	\$700,441	\$4,778,678	
<i>Emergency Reserve</i>	5,411,838	5,594,559	5,594,559	
<i>Contingency Reserve</i>	10,823,676	11,189,118	11,189,118	
<i>Capital Reserve</i>	10,998,637	11,150,913	15,222,142	
Fund Balance (total reserve)	\$27,234,151	\$27,934,590	\$32,005,819	



Service Levels Provided

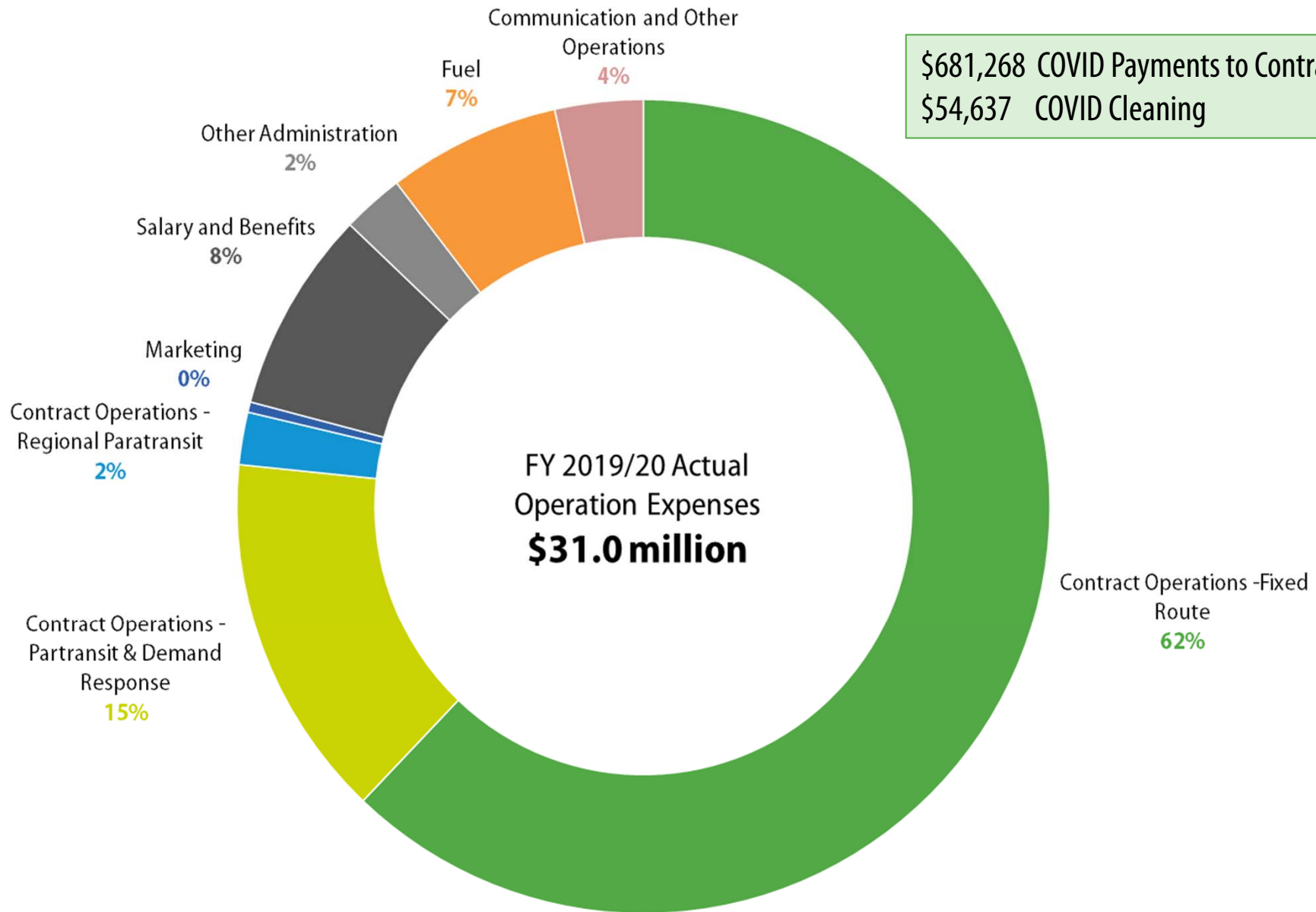
Service Provided

-  >90%
-  75%-89%
-  < 75%

Service	FY 2019/20 Actual Revenue Hours	% of Budget
Regular Local and Trunk Line	107,113	 92%
Community Shuttles	42,606	 98%
Local Supplemental School	5,766	 84%
Muir Woods Shuttle	4,477	 69%
West Marin Stagecoach Service	15,920	 97%
Fixed Route Subtotal	175,882	 93%
Novato Dial-A-Ride	2,114	 88%
Rural Dial A Ride	376	 86%
Transit Connect	5,952	 70%
Local Paratransit Service	44,764	 70%
Demand Response Subtotal	53,206	 71%
Regional Paratransit Service	5,953	 70%
Yellow School Bus Service	6 buses 123 days	 68%
Service	FY 2019/20 Actual Trips	% of Estimate
Catch A Ride	12,142	 79%
Volunteer Driver	11,142	 71%



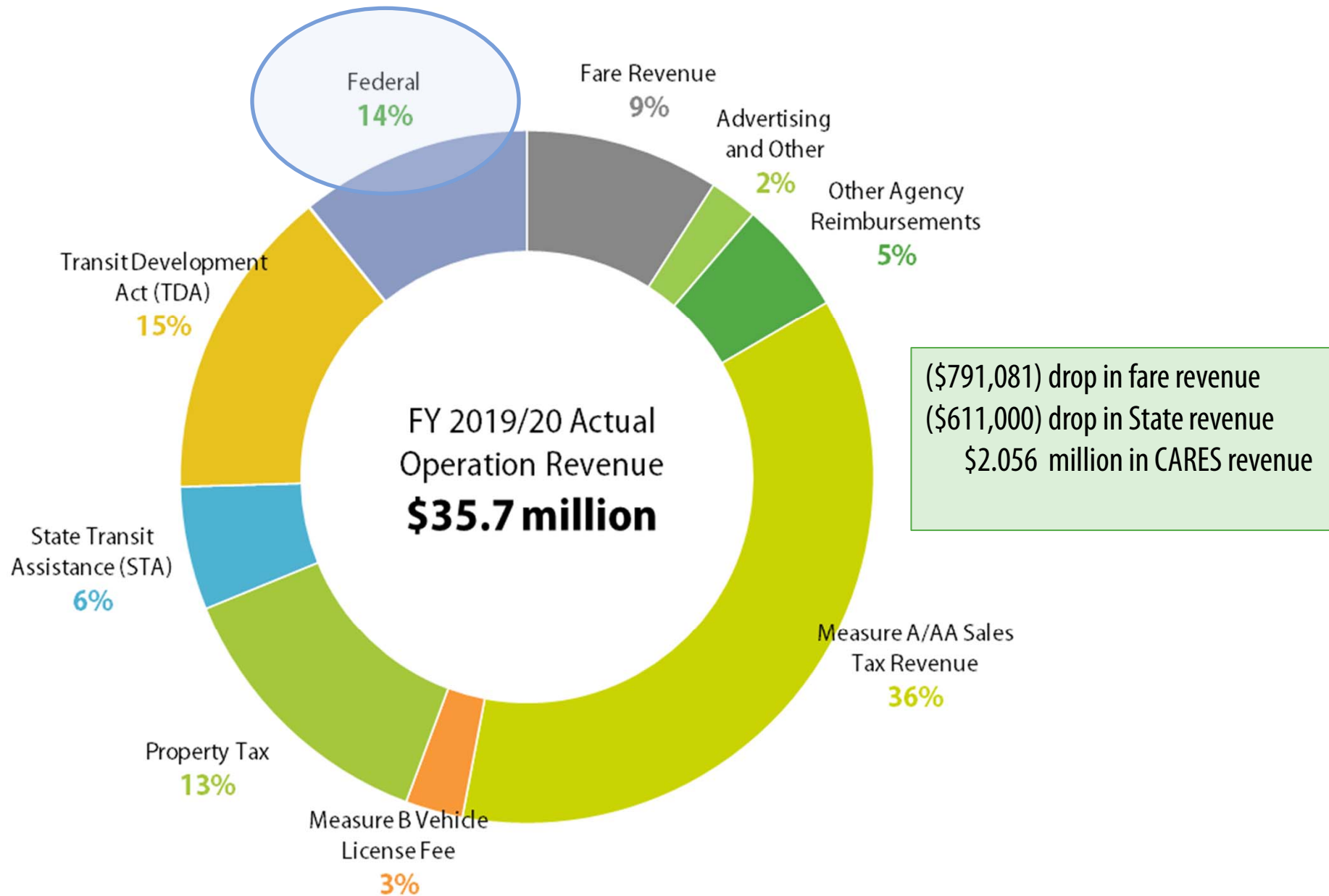
Operations Expenses



\$681,268 COVID Payments to Contractors
\$54,637 COVID Cleaning



Operations Revenues

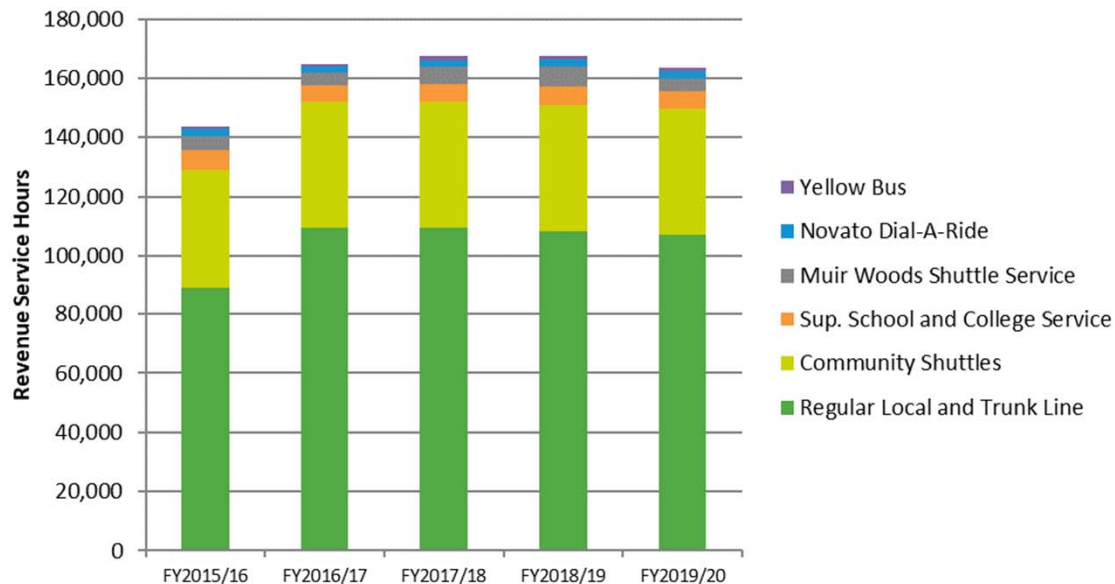




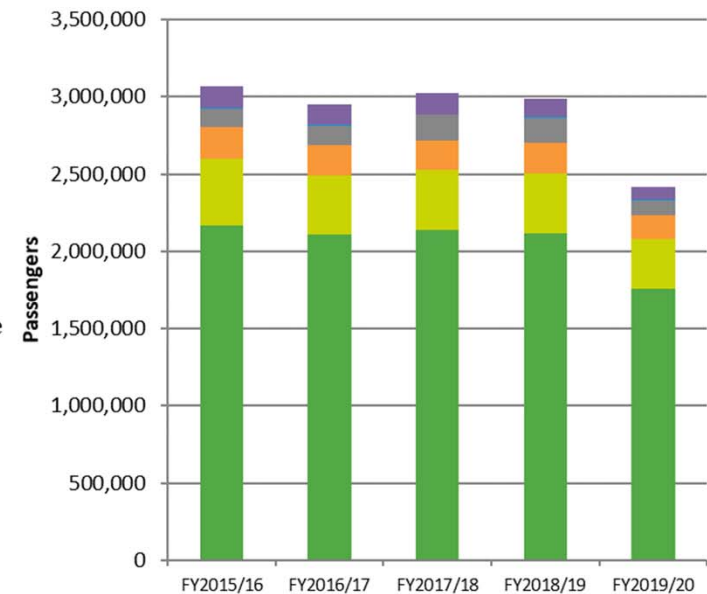
Local Fixed Route Service and School Service

- Maintained service levels
- Drop in passenger trips
- Redeployment of Muir Woods Shuttle and Supplemental School service hours
- Expenditure of \$1.5 million of CARES Act Funding

Revenue Hours



Passengers

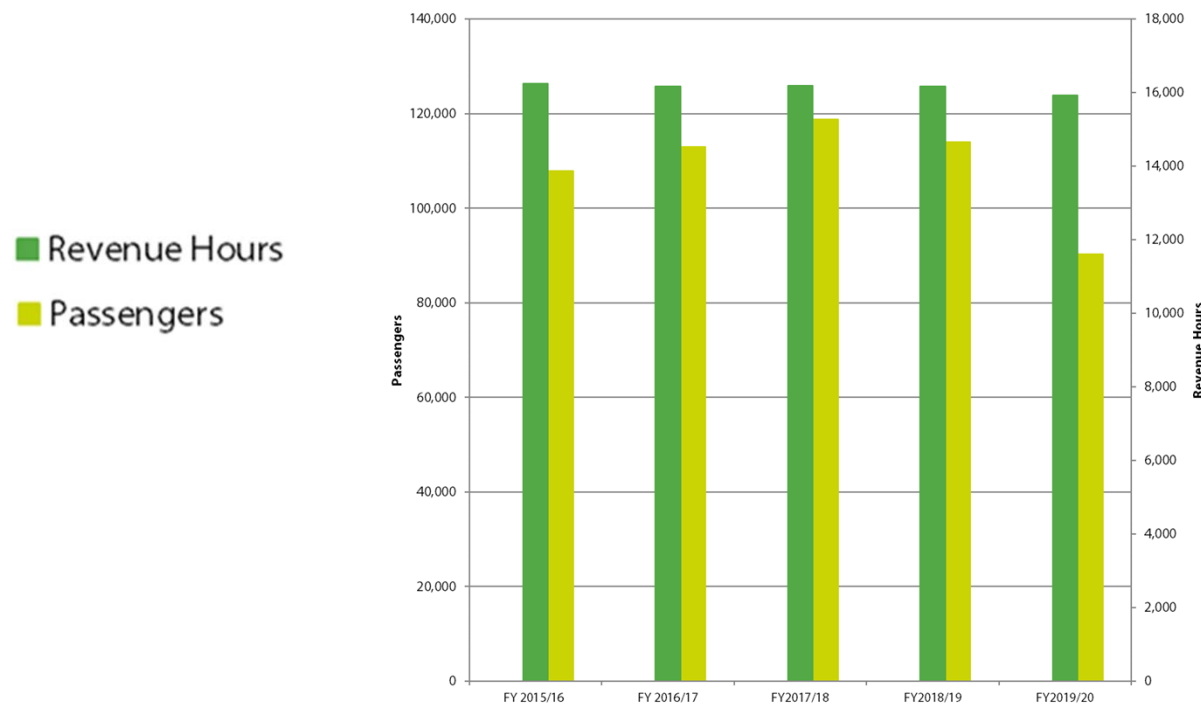




Rural Services

- Maintained service levels
- Drop in passenger trips
- Expenditure of \$239,772 in CARES Act funding

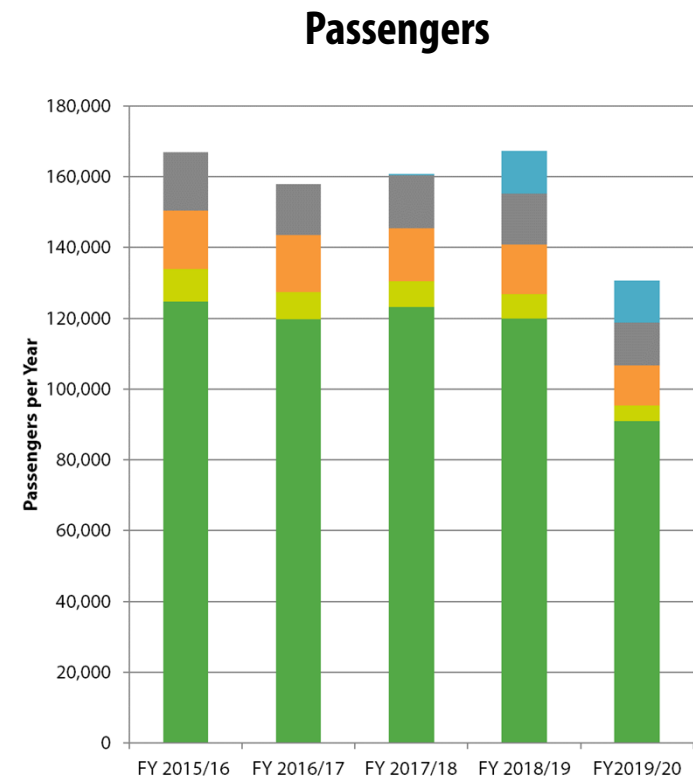
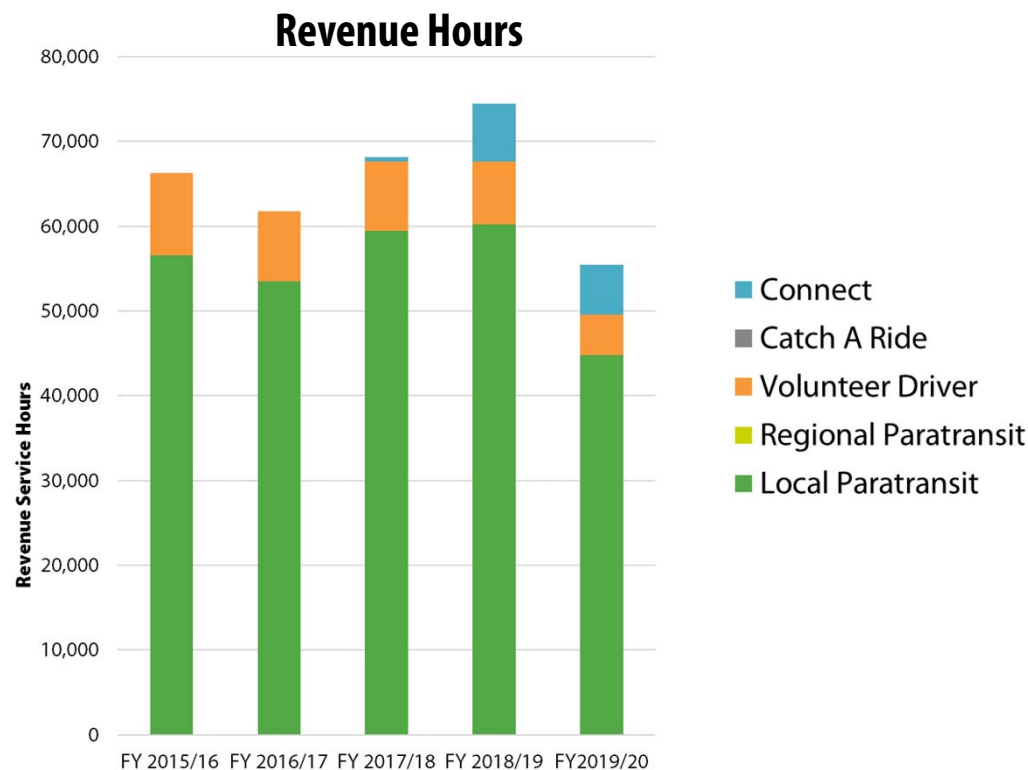
Revenue Hours and Passengers





Marin Access

- Hours are primarily demand based
- Hours and Passengers declined
- Maintained contractor payments costs → costs did not decline proportionally
- Expenditure of \$315,743 in CARES Act





Facility Operations

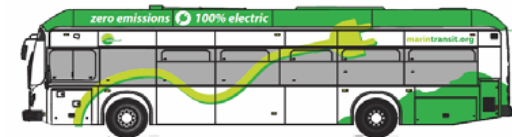
Rental Revenues	\$124,206
Expenses	<u>\$28,885</u>
Net Revenue	\$95,321

- Muir Woods, Supplemental and Rural Contractor parking and administration location
- Plans for Electrical Vehicle Charging
- Net revenue available for programing in FY2021/22 budget



Capital \$15.9 million

Purchase Facility	\$5.2 million
11 - 40ft Hybrids	\$9.0 million
1 of 2 Electric Vehicles	\$694,000
Other	<u>\$1.0 million</u>
	\$15.9 million



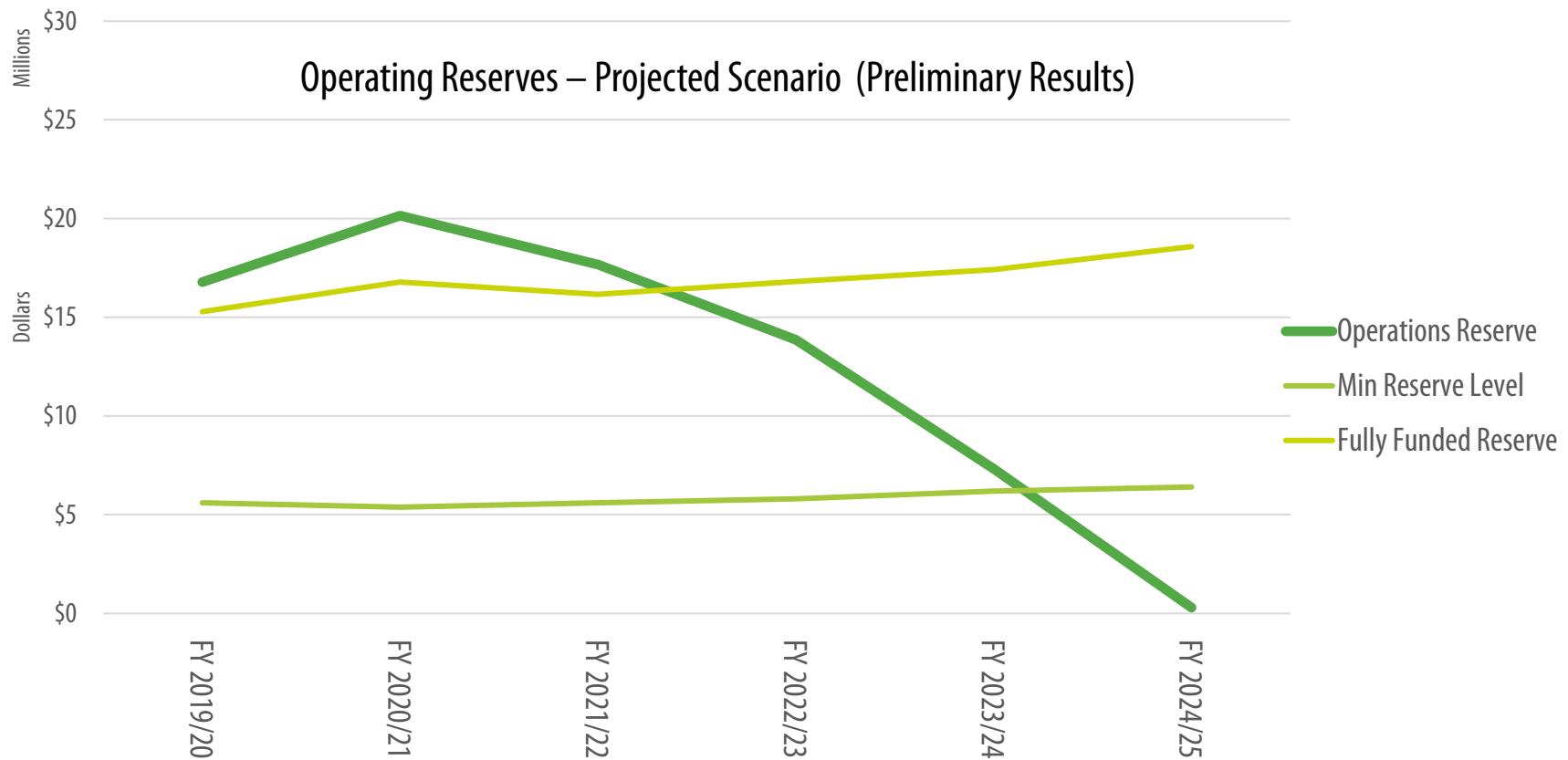
Of note :

- Finished State of Good Repair Bus Stop Improvement Project
- Did not find land to purchase yellow bus parking facility
- 600 Rush Landing is smaller than site needed



Future Outlook – Scenario Planning

	Revenue	Expenses	Service need	Ridership
Best Case	↑	↓	↑	↑
Projected	↗	↗	↗	↗
Worst Case	↓	↑	↑	↓





Questions

Next Updates

December Five year financial outlook (scenarios)

December FY2021 Quarterly Financial Report

Thank You

Lauren Gradia, PE

Director of Finance and Capital Programs, Marin Transit

lgradia@marintransit.org



711 grand ave, #110
san rafael, ca 94901

ph: 415.226.0855
fax: 415.226.0856
marintransit.org

November 2, 2020

Honorable Board of Directors
Marin County Transit District
3501 Civic Center Drive
San Rafael, CA 94903

SUBJECT: Marin Transit FY 2019/20 System Performance Report

Dear Board Members:

board of directors

dennis rodoni
president
supervisor district 4

kate colin
vice president
city of san rafael

judy arnold
2nd vice president
supervisor district 5

damon connolly
director
supervisor district 1

eric lucan
director
city of novato

katie rice
director
supervisor district 2

kathrin sears
director
supervisor district 3

RECOMMENDATION: Accept report.

SUMMARY:

The attached report summarizes the operational performance of all Marin Transit local transit services for Fiscal Year 2019/20 and compares these results to the District's route level performance goals adopted by your Board on April 2, 2018. Performance statistics presented in this report are unaudited and will be updated as needed prior to submittal to the National Transit Database.

The report is a detailed assessment of systemwide, typology, and route-level performance data for FY 2019/20. Highlights related to the performance of the local transit system in FY 2019/20 are summarized below.

Ridership Trends

In FY 2019/20, there was an overall 18.7 percent decrease in fixed-route ridership compared to the previous fiscal year. The ridership decline was due to the COVID-19 global pandemic and the subsequent shelter-in-place order mandated for the State of California that began on March 16, 2020. As an essential public service, Marin Transit continued to provide regular service. However, the District suspended Muir Woods Shuttle, Yellow Bus, and Supplemental School Routes due to the closure of Marin County schools and the Muir Woods National Monument. The immediate suspension of these services reduced ridership by an estimated 50,000 passengers per month, or approximately 20 percent of total fixed route ridership.

Prior to the COVID-19 pandemic, the District's overall ridership grew steadily in FY2019/20 (July 2019 – February 2020). Overall systemwide ridership increased by 4.1 percent in FY2019/20 compared to the same time last year.

The COVID-19 pandemic led to a precipitous decline in travel demand and a significant decrease in overall ridership across all

programs in the fourth quarter of FY 2019/20. Systemwide ridership declined 63.3 percent in March through June 2020.

The performance of Marin Transit fixed route services fared slightly better than national trends, despite the sharp decline in ridership during the fourth quarter. The National Transit Database reported an overall 20 percent decline nationwide in bus ridership over the prior year. The reopening of the economy will significantly impact future ridership and fare revenues.

Farebox Recovery

Compared to last year, systemwide passenger revenue experienced a significant decline of 18 percent in FY 2019/20. Overall farebox recovery decreased from 14.1 percent in FY 2018/19 to 11.4 percent in FY 2019/20. Passenger subsidies per trip increased to a systemwide average of \$10.18 per passenger from \$7.87 per passenger in FY 2018/19.

Areas for Performance Improvement

The report summarizes the seven service typologies and their respective productivity and subsidy goals. Collectively, all typologies except two did not meet their productivity goal and none met their subsidy goals.

The steep decline in ridership and fare revenue due to pandemic is unprecedented. The District continues to operate the remaining fixed route services and supplemental backup services to prevent overcrowding and limit pass-ups. Boarding capacity limitations remain in place to provide adequate social distancing. As the economy reopens, we do not know how limited boarding capacity will affect future service and operations. Staff will continue to monitor service and ridership levels to respond to changing circumstances as needed.

FISCAL/STAFFING IMPACT:

There is no fiscal impact associated with this item.

Respectfully submitted,



Aida Banihashemi
Planning Manager

Attachment: FY 2019/20 Marin Transit System Performance Summary Report

System Performance Summary for FY 2019/20

This report summarizes the unaudited operational performance of Marin Transit local transit services for FY 2019/20 and compares these results to the District's route level performance goals adopted by the Marin Transit Board on April 2, 2018. The report provides a detailed route level assessment of all Marin Transit services operating in FY 2019/20.

Marin Transit made very few planned changes to routes and services that impacted system performance in FY 2019/20. The District added Route 149 in August 2019 to provide additional supplemental school service in Novato between Hamilton and Novato High School via South Novato Blvd.

Staff continues to monitor the significant increase in services that went into effect in June 2016 and have made incremental changes since to address underperforming route segments. In addition to that effort, staff is considering service changes for FY 2020/21 based on the District's service adjustments in light of the COVID-19 pandemic.

The COVID-19 pandemic is the most significant factor that impacted Marin Transit service in FY 2019/20 and has led to unprecedented times of change for the District. On March 16, 2020, the Governor placed the state under a shelter in place order that restricted travel to essential purposes. Since Marin County issued the Shelter-In-Place order, trends show a steep decrease in travel demand and significant decrease in overall ridership in the fourth quarter of FY 2019/20 across all programs. As an essential public service, Marin Transit continued to operate scheduled and on-demand service with three exceptions. The District suspended the Muir Woods Shuttle, Yellow Bus, and Supplemental School Routes due to the closure of Marin County schools and the Muir Woods National Monument. Given the precipitous decline in ridership across all fixed route and demand response programs, this report will delineate productivity and cost effectiveness into two categories: Pre-Covid (July 2019–February 2020) and Post-Covid (March 2020 through June 2020). This distinction will also demonstrate the pandemic's impact on Marin Transit's services and programs.

Overall, Marin Transit provided over 2.6 million unlinked passenger trips in FY 2019/20 with over 230,000 revenue hours of service. Compared to FY 2018/19, these numbers represent a 19.3% decrease in unlinked passenger trips and an 8.8% decrease in revenue hours. Ridership declined across all programs due to the pandemic, and most notably on the Muir Woods Shuttle, supplemental routes and Marin Access services. Suspension of the Muir Woods Shuttle, Yellow Bus, and the Supplemental School Routes removed an estimated 50,000 passenger trips per month. This amounted to approximately 20% of total fixed route ridership. The system-wide productivity rate was 11.3 riders per hour, about 11.9% lower than FY 2018/19. Corresponding passenger revenues decreased by 18.2% due to the dramatic fall in passenger demand after the pandemic began. Predictably, passenger subsidies increased to a systemwide average of \$10.18 per passenger from \$7.87 per passenger in FY 2018/19 due to higher operating costs and fewer passengers.

Fixed Route

Fixed Route operations carried over 2.4 million unlinked passenger trips in FY 2019/20 with 175,806 revenue hours. These totals represent 92% of the District's total trips and 76% of revenue hours. Compared to FY 2018/19, unlinked passenger trips on fixed route services decreased by 18.7% and revenue hours decreased by 2.4%. Overall productivity was 13.8 passengers per hour, approximately 16.7% lower than the 16.5 mark last fiscal year. Pre-Covid productivity in FY 2019/20 was 17 passengers per revenue hour, while Post-Covid productivity was 6.9 passengers per revenue hour.

Compared to FY 2018/19, all fixed-route typologies experienced a decrease in overall ridership due to the pandemic. Fixed route passenger revenue decreased significantly (-19.7%) in FY 2019/20 compared to the previous year. The sharp decline in passengers and corresponding fare revenue lowered overall farebox recovery from 15.1% to 11.8% in FY 2019/20.

While Supplemental routes and the Muir Woods Shuttle were suspended in March and throughout the rest of FY 2019/20, all other fixed route service levels were maintained. During the last few weeks of FY 2019-20, the District operated a backup service on the Highway 101 corridor from Marin City to Novato and between the Canal area and San Rafael Transit Center. The backup service addressed pass-up issues due to limits on passenger capacity per vehicle to maintain safe physical distancing on buses. For performance tracking, staff refer to the backup service as Route "COVID."

Yellow Bus

In FY 2019/20, yellow bus service for the Ross Valley School District carried over 80,590 unlinked passenger trips (-31.8% compared to FY 2018/19) and operated 1,225 revenue hours. These totals represent 3% of the District's total ridership and less than 1% of revenue hours. Passenger revenues decreased 7.8% due to lower pass sales and refunds. There was a modest decline in farebox recovery from 60.8% in FY 2018/19 to 59% in FY 2019/20 due to the suspension of yellow bus service in March.

Demand Response

Demand Response programs carried 107,870 unlinked passenger trips in FY 2019/20 and operated 53,163 revenue hours of service. These totals represent 4% of the District's total trips and 23% of revenue hours. Compared to FY 2018/19, unlinked passenger trips on demand response services decreased by 21.7% (29,843 trips) and revenue hours decreased by 23.9% (16,728 hours). Overall productivity was 2 passengers per hour, consistent with FY 2018/19.

Ridership on local paratransit, Novato Dial-A-Ride, and Rural Dial-A-Ride decreased significantly in FY 2019/20 compared to the prior year. Rural Dial-A-Ride consists of the Dillon Beach/Tomales and Point Reyes Station Dial-A-Ride. Most demand response services target seniors and persons with disabilities. Significant drops in demand for these services is due to vulnerability to the coronavirus and the closure of senior day programs. Correspondingly, passenger revenues for demand response services dropped 16.9% compared to the previous year.

Up until the pandemic, Marin Transit Connect performance metrics for FY 2019/20 show continued growth throughout the pilot program. Effective March 2020, the District limited boarding capacity to two passengers on Connect shuttles and stopped collecting fares.

Other Services

Marin Access Mobility Management services include the Volunteer Driver and Catch-A-Ride programs. In FY 2019/20, these programs provided 23,284 unlinked passenger trips, about 1% of the District's total trips. Compared to the prior fiscal year, ridership decreased by 18.3%. This reflected the lower volume of trips in the fourth quarter of the fiscal year due to the pandemic.

Performance Goals

The District's 2020-2029 Short-Range Transit Plan identifies fifteen goals and associated metrics that staff use to evaluate system performance. Performance goals at the route level are measured in both productivity (unlinked passengers per hour and per trip) and cost effectiveness (subsidy per unlinked passenger trip). Table 1 below summarizes route level performance goals

by typology. Marin Transit has not identified productivity or cost-effectiveness goals for the Yellow Bus and Partnership typologies or the Connect service.

Table 3 on page 9 provides a detailed summary of annual FY 2019/20 performance data by program, route, and service typology.

Table 1: Productivity and Subsidy Goals by Service Typology

Service Typology	Routes	Unlinked Passenger Trips per Hour (at or above)	Subsidy per Passenger Trip (at or below)
Local Trunkline	35, 36, 71X	20	\$4.50
Local Basic	17, 22, 23, 23X, 29, 49	18	\$6.50
Local Connector	219, 228, 233, 245, 251, 257	8	\$9.00
Supplemental	113, 115, 117, 119, 125, 139, 145, 149, 151, 154	20 per trip	\$3.00
Rural	61, 68	6	\$12.00
Recreational	66 (Muir Woods Shuttle)	25	\$3.00
Demand Response	Local DAR, Novato DAR, Dillon Beach/Tomales DAR, Point Reyes DAR	2	\$35.00

Using the productivity goals in Table 1, only the Local Trunkline and Supplemental fixed route typologies met their productivity goals for the fiscal year due to the impact of the pandemic. Local Trunkline and Supplemental typologies met their productivity goals overall with 21.5 passengers per revenue hour and 26.5 passengers per trip, respectively. Routes 35 and 36 met the productivity target, while Route 71X did not meet the target. All Supplemental routes met their productivity targets except Routes 125, 139, and 149.

Excluding Supplemental service, Route 35 was the most productive local fixed-route service and carried an average of 23.8 passengers per hour. Route 145 (Terra Linda High School – San Rafael) was the best performing Supplemental route with 36 passengers per trip. Despite drops in ridership, all Demand Response services met their 2 passenger per hour productivity targets including Local Paratransit and Novato DAR.

Pre-Covid ridership statistics (July 2019–February 2020) indicate that all fixed route typologies met their productivity goals, except Local Basic and Recreational. Route 23 was the only Local Basic route that met its productivity target. The Muir Woods Shuttle (Recreational) fell just short of its 25 passengers per hour target with 24.3 passengers per hour. All Local Connector routes except Route 228 met their productivity target pre-pandemic. Route 61 productivity fell just shy of the 6 passenger per hour target at 5.9. Overall, Rural Routes 61 and 68 cumulatively met the productivity target pre-pandemic.

Figure 1 provides FY 2019/20 productivity levels and productivity goals by service typology and route level for the entire fiscal year. Figure 2 provides productivity goals by service typology and route level for pre-pandemic (July 2019–February 2020) and after onset (March 2020–June 2020).

Overall, Local Fixed Route service typologies and Demand Response programs did not meet their goal for cost effectiveness for either the entire fiscal year or prior to the pandemic. Only Supplemental Routes 119, 145, 151, and Point Reyes DAR met their

subsidy targets in FY 2019/20. This was a noticeable decrease compared to last year. Figure 3 provides a breakdown of FY 2019/20 subsidy levels and respective subsidy goals by service typology and at the individual route level. Figure 4 provides the subsidy levels and respective subsidy goals by service typology and individual route level for the months prior to the pandemic (July 2019-February 2020) and since (March 2020-June 2020).

Ridership Trends

The overall ridership was trending on a steady growth in FY2019/20 prior to pandemic. There was a 4.1% increase in systemwide ridership in FY2019/20 compared to the same time in FY 2018/19. The COVID-19 pandemic has led to a precipitous reduction in travel demand and significant decrease in overall ridership across all programs that led to a 63.3% decline in systemwide ridership in March through June 2020.

In FY 2019/20, fixed-route ridership declined by 18.7% decrease with minimal changes in service levels from the prior fiscal year. That does not include the services suspended due to the pandemic. Comparatively, Marin Transit had less of a decline than peer agencies. As reported in the National Transit Database, bus ridership declined by 20% nationwide during FY 2019/20 compared to the prior year. Within in the Bay Area, most peer agencies experienced ridership declines of at least 20%. These include County Connection, SamTrans, Napa VINE and Sonoma County Transit. Golden Gate Transit reported a decrease of 26.8% in fixed route bus ridership for FY 2019/20.

Marin Transit services and programs have continued to run at the fully planned service levels, aside from the Muir Wood Shuttle, Supplemental School, and Yellow Bus programs and missed service due to operator shortages in April-July. The suspension of Muir Woods Shuttle, Yellow Bus and the Supplemental services contributes to approximately 20 percent of total fixed route ridership. Weather conditions also contribute to changes in ridership patterns and activity. There was much less rain during FY 2019/20 than the previous fiscal year, and this tends to increase ridership.

In FY 2019/20, there were no major service changes. There were 314,709 transfers taken by passengers using pay cash fares. The transfer ratio is defined as the number of boarding trips (unlinked passenger trips) divided by the number of originating trips (linked passenger trips). This ratio can be used to evaluate the impact of transfers on ridership independent of other factors. In FY 2019/20, the overall transfer ratio was 1.33. When estimating linked passenger trips based on these ratios, the number of individual Marin Transit passengers in FY 2019/20 remained relatively constant compared to the prior year.

Overall demand for Marin Access mobility management programs decreased by 21.7% in FY 2019/20 compared with FY 2018/19. Declines in ridership varied from program to program. All programs experienced declines due to the vulnerability of those who rely on Marin Access programs caused by the coronavirus and closure of senior day programs. Local Paratransit had the largest decrease (-24.1%). The course of the pandemic will likely affect future ridership levels, especially for older adults and persons with disabilities.

Table 2 summarizes the factors that can influence ridership numbers and qualitatively evaluates their impact.

Table 2: Factors Impacting Ridership Comparison

Factor		FY 2018/19	FY 2019/20	Impact
Days of Service	Weekdays	256	254	▲
	Weekends & Holidays	115	112	▲
	School days	195	127	▼▼▼▼
	Muir Woods Shuttle	152	114	▼▼▼▼
Transfer Ratio (ratio of unlinked to linked trips)		1.31	1.33	--
Service Disruptions	Canceled service (trips)	550	432	▼▼
Rainfall (inches)		46.97	22.78	▲▲
Gas Prices		\$3.58	\$3.45	--
Unemployment Rate		2.3%	4.4%	▼

FY 2020/21 Performance Outlook

The District plans to operate nearly 230,000 annual hours of service across all programs in Marin County. These service levels have continuously increased since 2010 to provide more frequency and expand transit options for Marin County residents. Marin Transit does not anticipate significant expansion in the local fixed route program in FY 2020/21. The District is implementing changes to the network to alleviate overcrowding and mitigate pass-up activity caused by boarding capacity limitations. The District is also considering minor temporary service expansion to compensate for regional service cuts and preserve service along the Highway 101 corridor for local Marin County passengers.

Marin Transit will continue to suspend yellow bus service in the Ross Valley, the Muir Woods Shuttle, and the majority of Supplemental School routes. Staff are in close communication with school districts and the National Park Service to identify when services may resume. The District anticipates a slow rebound of fixed route and Marin Access ridership levels in FY 2020/21 should conditions related to the COVID-19 global pandemic improve.

The District has adopted changes to its fare policy with a focus on creating a revenue-neutral plan and adjusted fares to better align the features offered through each service. Staff anticipates the policy changes will mostly impact fare payment behavior and ridership patterns. This is especially true for Marin Access services where riders often use multiple services and programs to maintain their mobility.

Marin Transit forecasts that the amount of available funding from a number of state and local funding sources will be negatively affected by the impact of the ongoing pandemic on the economy. Beyond the next two fiscal years, the District's financial outlook remains uncertain. Near-term financial conditions enable the District to temporarily expand some services to mitigate the pass-up activity. The long-term financial picture is unclear. Boarding capacity limitations remain in place to provide adequate social distancing. Staff will be working to understand how limited boarding capacity will affect future service and operations as the economy reopens. Staff will closely monitor service and ridership levels and continue to respond to changing circumstances as needed.

Table 3: System-wide Performance Statistics, FY 2019/20

Route	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Pass. Trips Per Rev Hr (Trip)	Subsidy Per Passenger	Farebox Recovery
Fixed Route	2,423,027	175,806	\$23,322,647	\$2,762,613	13.8	\$8.49	11.8%
Local Trunkline	947,011	44,131	\$6,894,678	\$950,254	21.5	\$6.28	13.8%
35	558,102	23,418	\$3,641,157	\$549,323	23.8	\$5.54	15.1%
36	295,323	13,399	\$2,069,446	\$284,633	22.0	\$6.04	13.8%
71X	93,586	7,313	\$1,184,075	\$116,298	12.8	\$11.41	9.8%
Local Basic	811,175	62,984	\$8,127,596	\$880,113	12.9	\$8.93	10.8%
17	207,260	14,354	\$2,238,709	\$233,193	14.4	\$9.68	10.4%
22	169,862	17,482	\$1,822,347	\$206,533	9.7	\$9.51	11.3%
23	160,558	10,659	\$1,615,770	\$171,943	15.1	\$8.99	10.6%
23X	36,760	2,714	\$417,022	\$36,275	13.5	\$10.36	8.7%
29	30,610	2,758	\$423,613	\$32,412	11.1	\$12.78	7.7%
49	206,125	15,016	\$1,610,135	\$199,757	13.7	\$6.84	12.4%
Local Connector	324,106	42,607	\$4,411,089	\$347,197	7.6	\$12.54	7.9%
219	42,812	6,519	\$686,295	\$51,889	6.6	\$14.82	7.6%
228	62,930	10,077	\$1,025,348	\$78,996	6.2	\$15.04	7.7%
233	31,909	4,374	\$453,569	\$34,535	7.3	\$13.13	7.6%
245	41,862	4,360	\$443,696	\$42,336	9.6	\$9.59	9.5%
251	86,853	9,553	\$1,003,529	\$78,717	9.1	\$10.65	7.8%
257	57,740	7,723	\$798,652	\$60,724	7.5	\$12.78	7.6%
Supplemental	127,174	2,929	\$497,952	\$72,832	43.4 (26.5)	\$3.34	14.6%
113	12,055	247	\$45,005	\$8,395	48.9 (21.4)	\$3.04	18.7%
115	7,996	221	\$39,306	\$3,635	36.2 (21.9)	\$4.46	9.2%
117	14,790	304	\$53,163	\$6,497	48.7 (24.7)	\$3.16	12.2%
119	24,474	425	\$79,049	\$16,479	57.6 (32.5)	\$2.56	20.8%
125	6,906	387	\$62,677	\$6,309	17.9 (14.6)	\$8.16	10.1%
139	4,254	211	\$35,029	\$3,780	20.1 (17.6)	\$7.35	10.8%
145	13,858	170	\$29,219	\$5,753	81.7 (38.2)	\$1.69	19.7%
149	5,157	208	\$33,632	\$2,133	24.8 (13.6)	\$6.11	6.3%
151	29,106	532	\$86,043	\$14,172	54.7 (34.9)	\$2.47	16.5%
154	8,578	226	\$34,829	\$5,679	38.0 (36.0)	\$3.40	16.3%
COVID	5,613	1,162	\$303,116	\$7,592	4.8 (3.0)	\$52.65	2.5%
Recreational	101,825	4,340	\$1,006,174	\$306,849	23.5	\$6.87	30.5%
66	101,825	4,340	\$1,006,174	\$306,849	23.5	\$6.87	30.5%
Rural	90,286	15,921	\$1,815,344	\$90,504	5.7	\$19.18	5.0%
61	23,447	5,243	\$590,881	\$24,727	4.5	\$24.15	4.2%
68	66,839	10,677	\$1,224,463	\$65,777	6.3	\$17.34	5.4%
Partnership	15,837	1,734	\$266,698	\$107,272	9.1	\$10.07	40.2%
122	15,837	1,734	\$266,698	\$107,272	9.1	\$10.07	40.2%
Yellow Bus	80,590	1,225	\$781,540	\$460,904	65.8 (26.8)	\$3.98	59.0%
Hidden Valley	3,798	177	\$112,941	\$20,536	21.5 (10.7)	\$24.33	18.2%
White Hill	76,792	1,048	\$668,599	\$440,368	73.3 (28.9)	\$2.97	65.9%
Demand Response	107,870	53,163	\$5,688,432	\$207,711	2.0	\$50.81	3.7%
Local Paratransit	90,988	44,720	\$4,899,093	\$169,891	2.0	\$51.98	3.5%
Connect	11,837	5,953	\$567,418	\$27,259	2.0	\$45.63	4.8%
Novato DAR	4,442	2,115	\$197,924	\$7,964	2.1	\$42.76	4.0%
Dillon DAR	368	250	\$15,921	\$1,590	1.5	\$38.94	10.0%
Pt Reyes DAR	235	126	\$8,076	\$1,007	1.9	\$30.08	12.5%
Other Services	28,494	-	\$485,809	\$21,287	-	\$19.95	4.4%
Volunteer Driver ⁽¹⁾	11,142	-	\$124,172	-	-	\$11.14	0.0%
Catch-A-Ride ⁽¹⁾	12,142	-	\$361,637	\$21,289	-	\$28.03	5.9%
Total	2,634,771	230,194	\$30,278,428	\$3,452,517	11.3	\$10.18	11.4%

Notes: Values in red indicate performance that does not meet District

Table 4: System-wide Performance Statistics, FY 2019/20 Pre-COVID (Jul 2019-Feb 2020)

Route	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Passengers Per Rev. Hr. (Trip)	Subsidy Per Passenger	Farebox Recovery	FY20 Ridership compared to FY19
Fixed Route	2,032,908	119,412	\$15,760,527	\$2,266,125	17.0	\$6.64	14.4%	4.2%
Local Trunkline	778,495	29,342	\$4,633,035	\$747,795	26.5	\$4.99	16.1%	3.3%
Local Basic	674,401	42,801	\$5,554,097	\$704,800	15.8	\$7.19	12.7%	5.6%
Local Connector	273,057	28,336	\$2,914,329	\$278,343	9.6	\$9.65	9.6%	9.0%
Supplemental	117,745	2,691	\$453,546	\$66,994	43.8 (26.7)	\$3.28	14.8%	7.6%
Recreational	100,017	4,119	\$761,815	\$297,909	24.3	\$4.64	39.1%	-8.0%
Rural	74,652	10,535	\$1,202,872	\$73,676	7.1	\$15.13	6.1%	2.0%
Partnership	14,541	1,588	\$240,833	\$96,608	9.2	\$9.92	40.1%	-12.0%
Yellow Bus	74,354	761	\$523,190	\$333,735	97.7 (39.8)	\$2.55	63.8%	2.6%
Demand Response	93,772	44,293	\$3,903,821	\$172,925	2.1	\$39.79	4.4%	4.8%
Other Services	18,613	-	\$360,478	\$18,820	-	\$18.36	5.2%	-2.3%
Total	2,219,647	164,466	\$20,548,016	\$2,791,605	13.4	\$8.00	13.6%	4.1%

Notes: Values in red indicate performance that does not meet District

Table 5: System-wide Performance Statistics, FY 2019/20 Post-COVID (Mar-Jun 2020)

Route	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Passengers Per Rev. Hr. (Trip)	Subsidy Per Passenger	Farebox Recovery	FY20 Ridership compared to FY19
Fixed Route	390,119	56,394	\$7,562,120	\$496,488	6.9	\$18.11	6.6%	-62.1%
Local Trunkline	168,516	14,789	\$2,261,643	\$202,459	11.4	\$12.22	9.0%	-56.8%
Local Basic	136,774	20,183	\$2,573,499	\$175,313	6.8	\$17.53	6.8%	-58.7%
Local Connector	51,049	14,271	\$1,496,760	\$68,854	3.6	\$27.97	4.6%	-63.3%
Supplemental	9,429	238	\$44,406	\$5,838	39.7 (24.2)	\$4.09	13.1%	-86.0%
Recreational	1,808	221	\$244,359	\$8,940	8.2	\$130.21	3.7%	-96.5%
Rural	15,634	5,386	\$612,472	\$16,828	2.9	\$38.10	2.7%	-61.6%
Partnership	1,296	146	\$25,865	\$10,664	8.9	\$11.73	41.2%	-82.0%
Yellow Bus	6,236	464	\$258,350	\$127,169	13.5 (5.5)	\$21.04	49.2%	-86.4%
Demand Response	14,098	8,869	\$1,784,611	\$34,786	1.6	\$124.12	1.9%	-70.8%
Other Services	4,671	-	\$125,331	\$2,469	-	\$26.30	2.0%	-50.5%
Total	415,124	65,727	\$9,730,412	\$660,912	6.2	\$21.85	6.8%	-63.3%

Notes: Values in red indicate performance that does not meet District

Figure 1: FY 2019/20 Passengers per Revenue Hour by Route

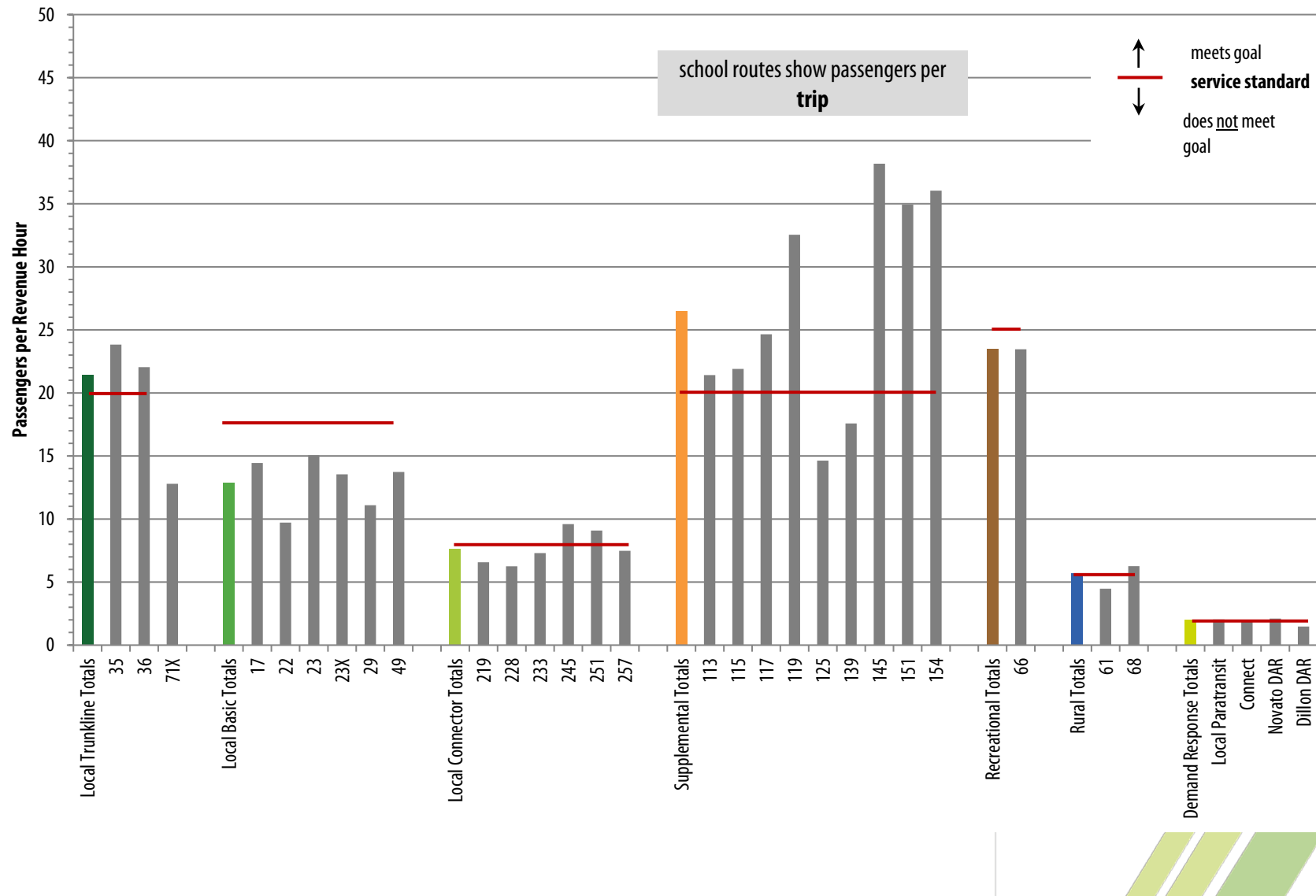


Figure 2: Passengers per Revenue Hour by Route (Pre-COVID and Post-COVID)

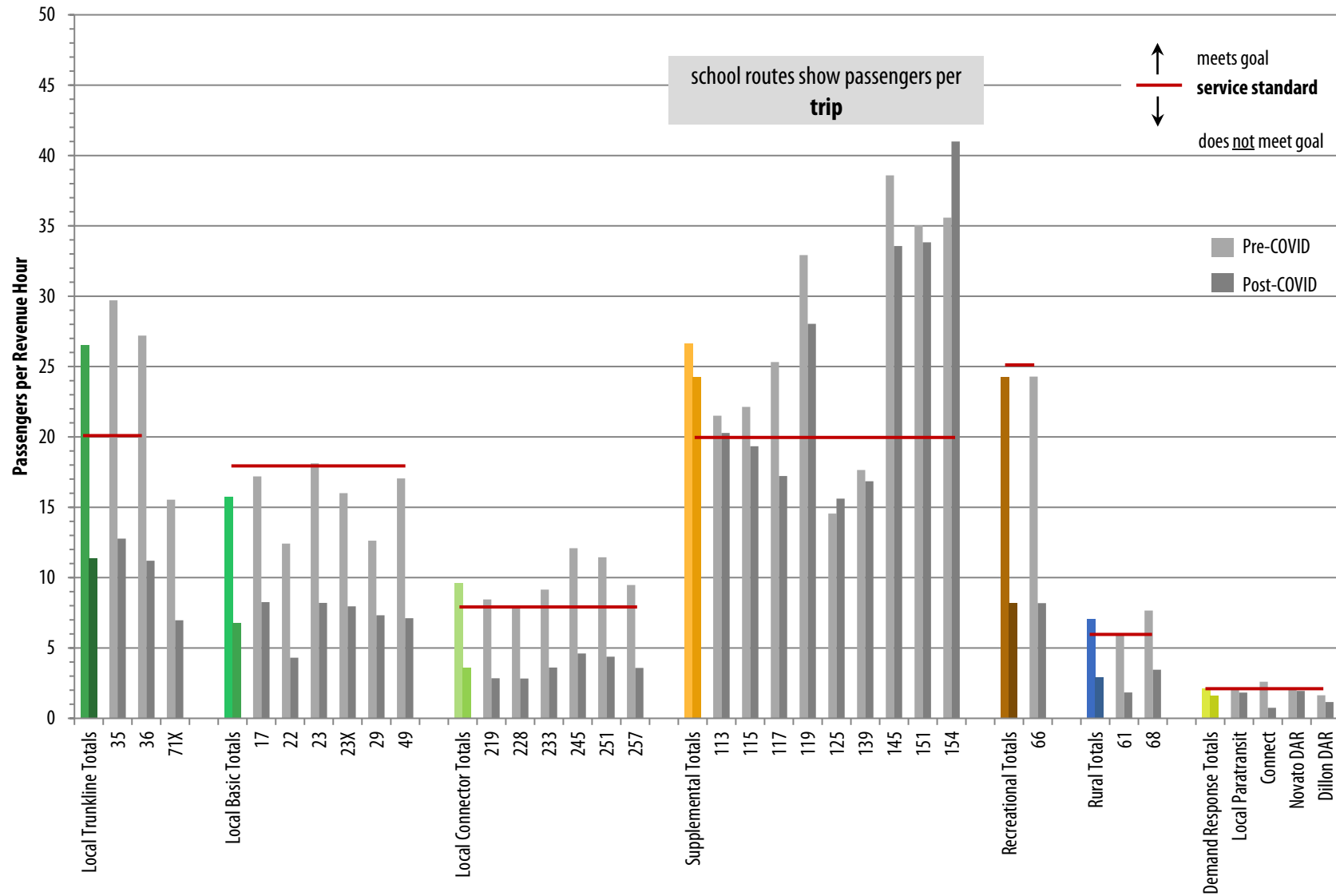


Figure 3: FY 2019/20 Subsidy per Passenger by Route

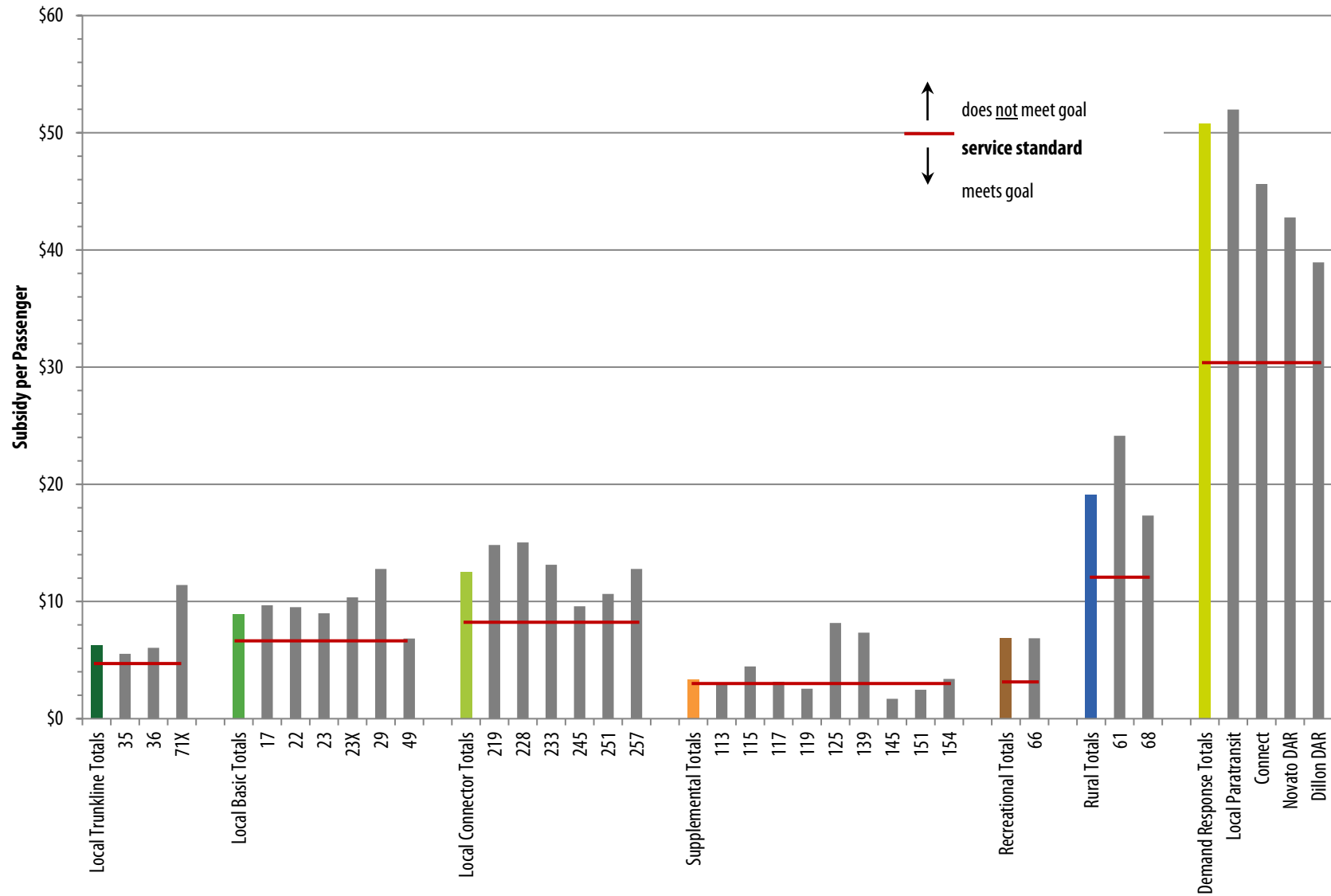
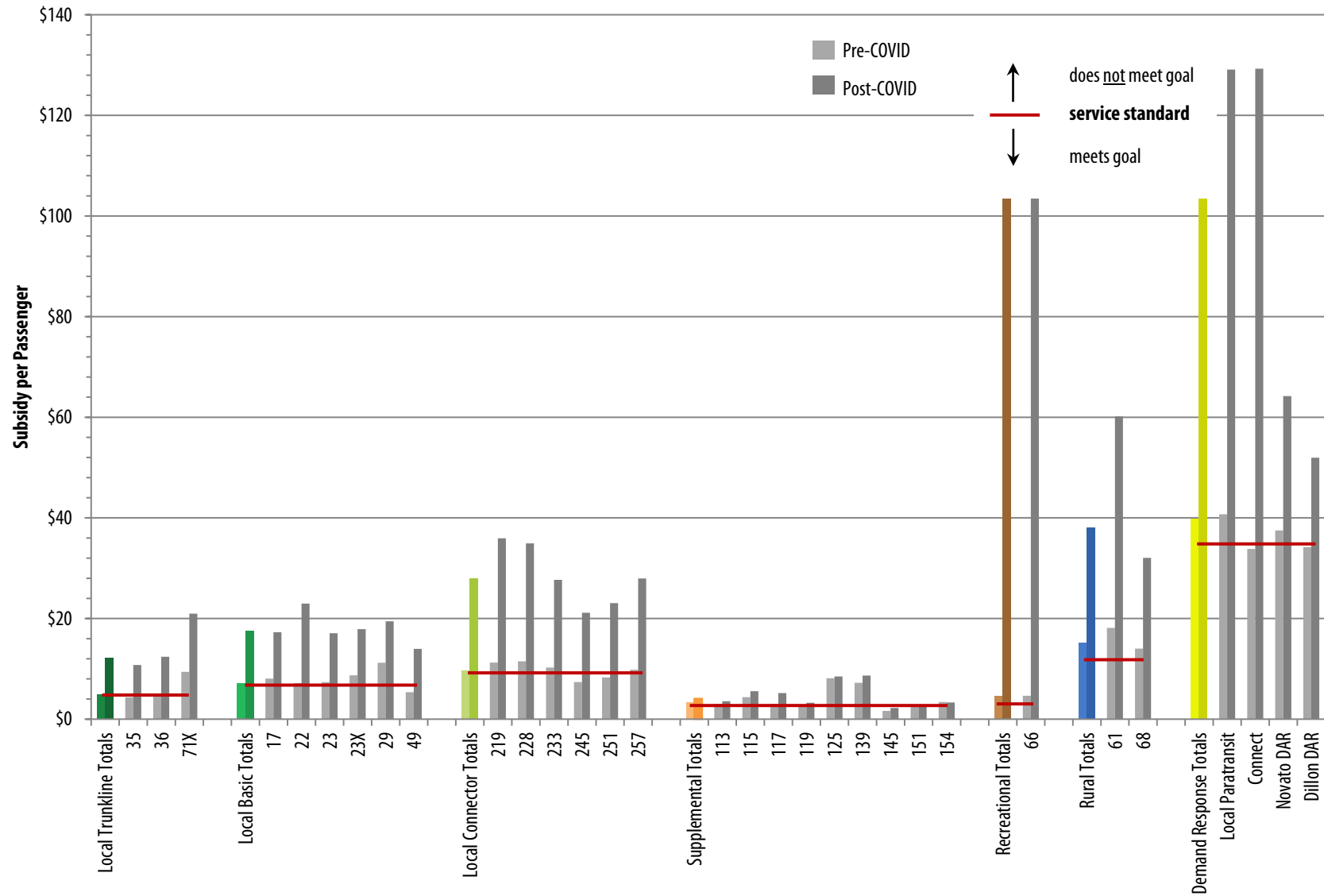
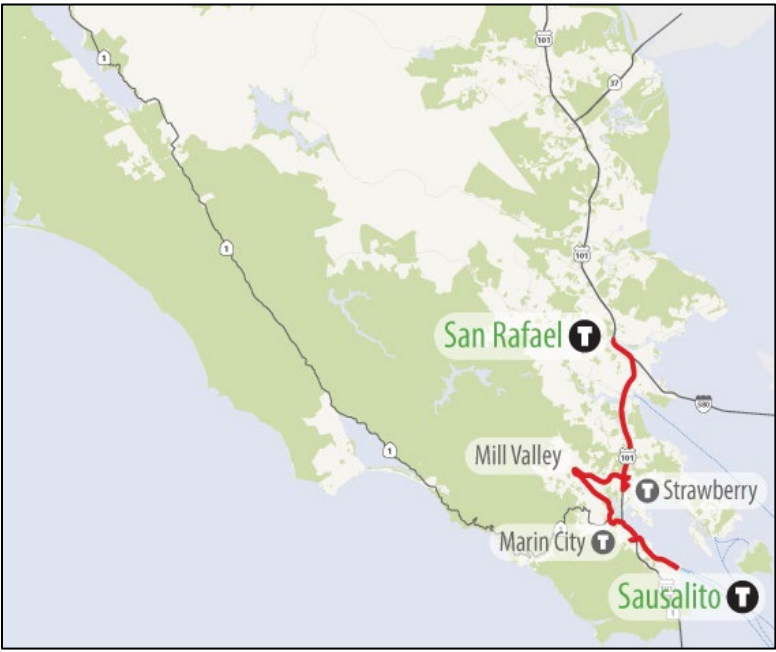


Figure 4: FY 2019/20 Subsidy per Passenger by Route (Pre-COVID and Post-COVID)



Attachment A: Route Profiles

17/17X	Sausalito – Marin City – Mill Valley – San Rafael
22	San Rafael Transit Center – San Anselmo – Marin City
23	Fairfax – San Anselmo – San Rafael – Canal
23X	Manor – Fairfax – San Anselmo – San Rafael – Canal
29	Canal – San Rafael Transit Center – Larkspur – College of Marin – Marin General
35	Canal – San Rafael Transit Center – Marin Civic Center – Northgate Mall – Novato
36	Canal – San Rafael Transit Center – Marin City
49	Novato – Ignacio – Hamilton – Marin Civic Center – San Rafael Transit Center
61	West Marin Stagecoach (Sausalito – Marin City – Mill Valley – Stinson Beach – Bolinas)
66	Muir Woods Shuttle
68	West Marin Stagecoach (San Rafael Transit Center – San Anselmo – Pt. Reyes Station – Inverness)
71X	Novato – San Rafael Transit Center – Marin City – Sausalito
113	Redwood High School – Paradise Cay
115	Sausalito – Willow Creek – Marin City – Mill Valley – St. Hilary
117	Neil Cummins / Hall Middle School – E. Corte Madera – Cove School
119	Tiburon – Belvedere – Redwood High School
122	San Rafael Transit Center – San Anselmo – College of Marin
125	Lagunitas – Sir Francis Drake HS – San Anselmo – San Rafael
139	Terra Linda High School – Lucas Valley
145	Terra Linda High School – San Rafael
149	Hamilton—Novato High School
151	Hamilton – Ignacio – San Jose Middle School – Novato High School – San Marin High School
154	Olive – San Marin High School – Sinaloa Middle School – Novato
219	Tiburon – Strawberry
228	San Rafael Transit Center – Larkspur – San Anselmo – Fairfax
233	Santa Venetia – Marin Civic Center – San Rafael Transit Center
245	San Rafael Transit Center – Northgate Mall – Kaiser – Smith Ranch Road
251	San Marin – Novato – Vintage Oaks – IVC – Ignacio – Hamilton
257	San Rafael – Northgate Mall – Kaiser – Marinwood – Hamilton – Ignacio – IVC
Hdn Valley	Ross Valley Yellow Bus (Fairfax – San Anselmo – Hidden Valley ES)
White Hill	Ross Valley Yellow Bus (San Anselmo – Sleepy Hollow – Fairfax – White Hill MS)



17

Local Basic

Days of Service: Wkdy, Sa, Su
Avg Freq (Wkdy Peak): 30 min
Avg Freq (Wkdy Non-Peak): 60 min
Avg Freq (Wked): 60 min

FY 2020 Farebox Recovery: 10%
% transfer (to route): 45%
% Clipper usage: 19%

FY 2019/20 DATA

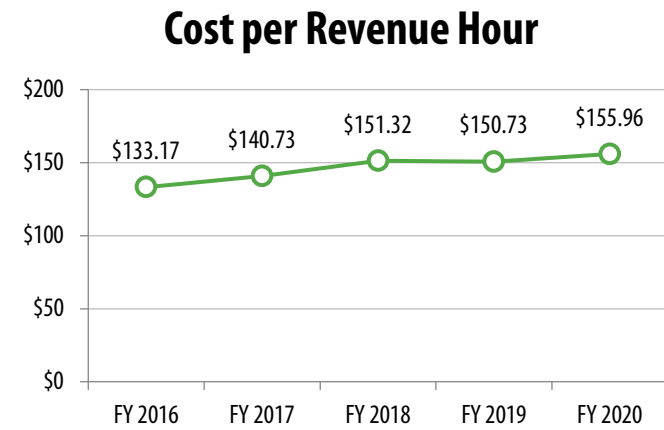
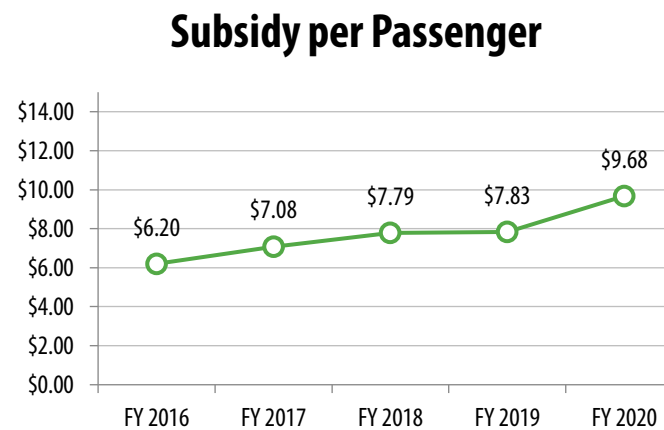
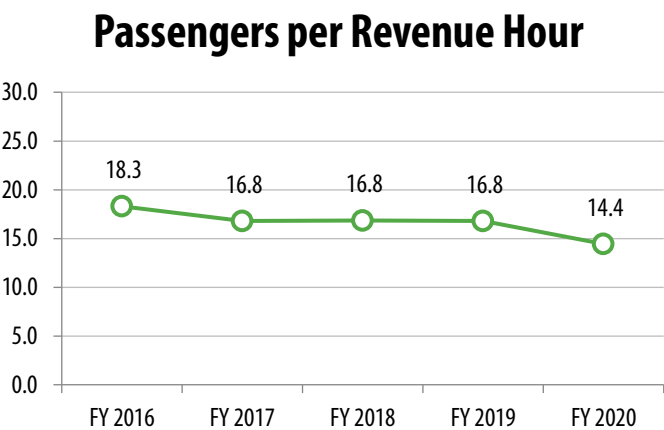
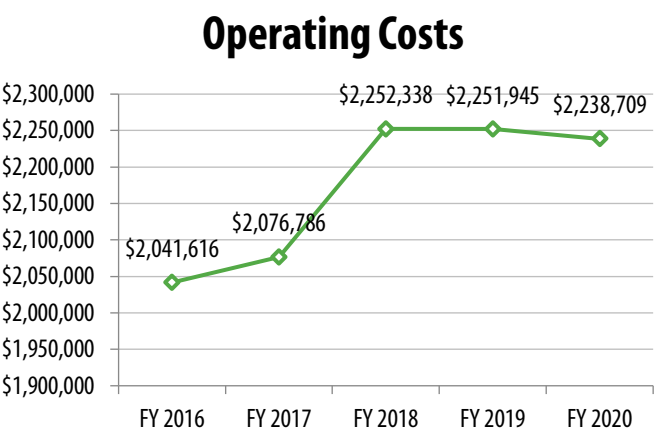
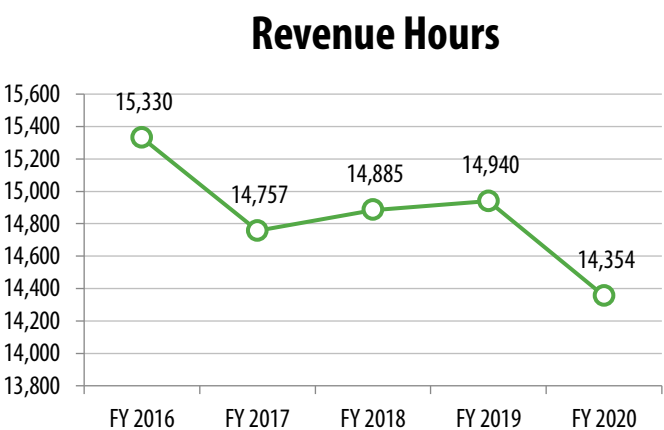
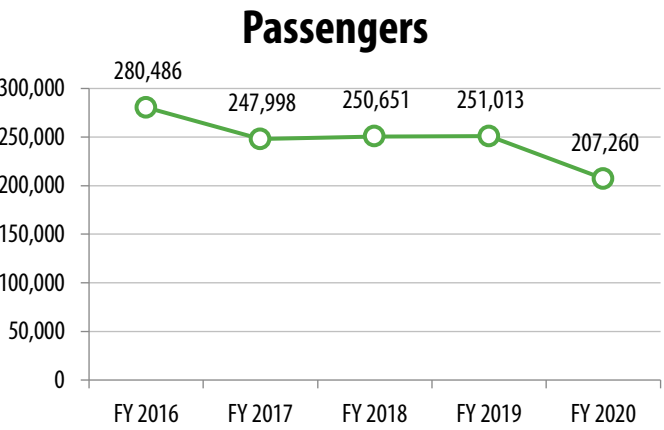
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	162,697	13,558	641	11,238	937	44	169,257	14,105	666
Saturday	22,905	1,909	440	1,478	123	28	23,766	1,981	457
Sunday	21,658	1,805	361	1,638	137	27	26,188	2,182	436
Total	207,260	17,272	566	14,354	1,196	39	219,211	18,268	599

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$1,752,032	\$146,003	\$6,898	\$181,112	\$15,093	\$713	\$1,570,920	\$130,910	\$6,185
Saturday	\$230,960	\$19,247	\$4,442	\$26,824	\$2,235	\$516	\$204,136	\$17,011	\$3,926
Sunday	\$255,717	\$21,310	\$4,262	\$25,257	\$2,105	\$421	\$230,460	\$19,205	\$3,841
Total	\$2,238,709	\$186,559	\$6,117	\$233,193	\$19,433	\$637	\$2,005,516	\$167,126	\$5,480

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	14.5	\$9.66		10.3%
Saturday	15.5	\$8.91		11.6%
Sunday	13.2	\$10.64		9.9%
Total	14.4	\$9.68	\$155.96	10.4%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	280,486	15,330	\$2,041,616	\$302,337	\$1,739,279	18.3	\$6.20	\$133.17	14.8%
FY 2017	247,998	14,757	\$2,076,786	\$319,761	\$1,757,025	16.8	\$7.08	\$140.73	15.4%
FY 2018	250,651	14,885	\$2,252,338	\$298,773	\$1,953,565	16.8	\$7.79	\$151.32	13.3%
FY 2019	251,013	14,940	\$2,251,945	\$287,580	\$1,964,365	16.8	\$7.83	\$150.73	12.8%
FY 2020	207,260	14,354	\$2,238,709	\$233,193	\$2,005,516	14.4	\$9.68	\$155.96	10.4%





22

Local Basic

Days of Service: Wkdy, Sa, Su
Avg Freq (Wkdy Peak): 30 min
Avg Freq (Wkdy Non-Peak): 60 min
Avg Freq (Wked): 60 min

FY 2020 Farebox Recovery: 11%
% transfer (to route): 41%
% Clipper usage: 14%

FY 2019/20 DATA

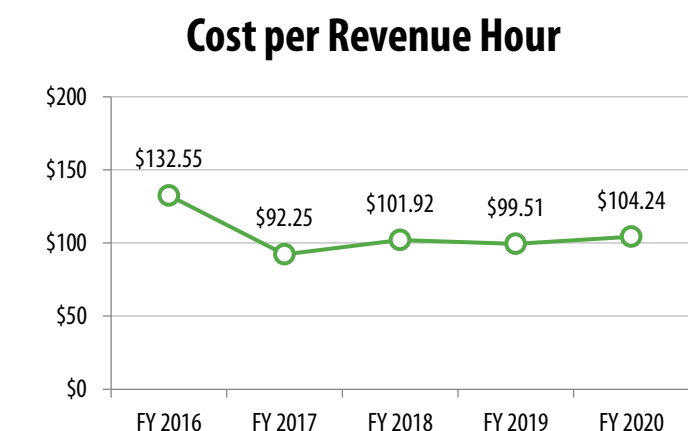
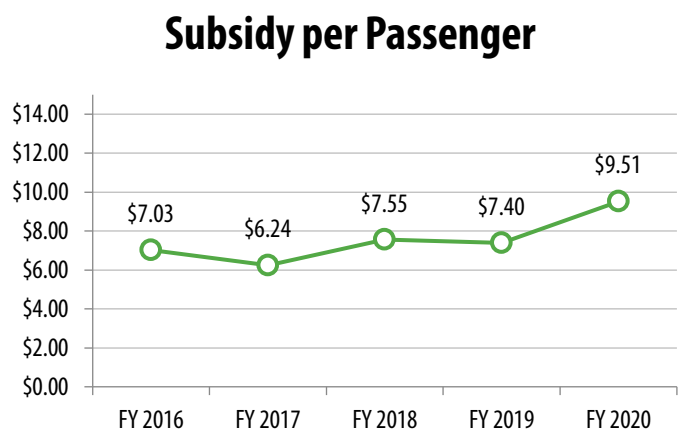
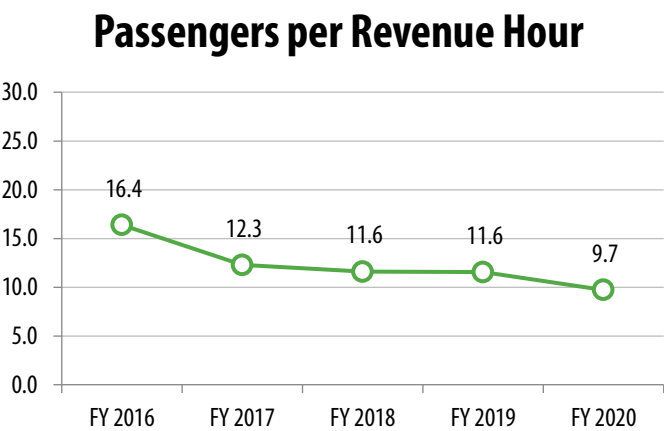
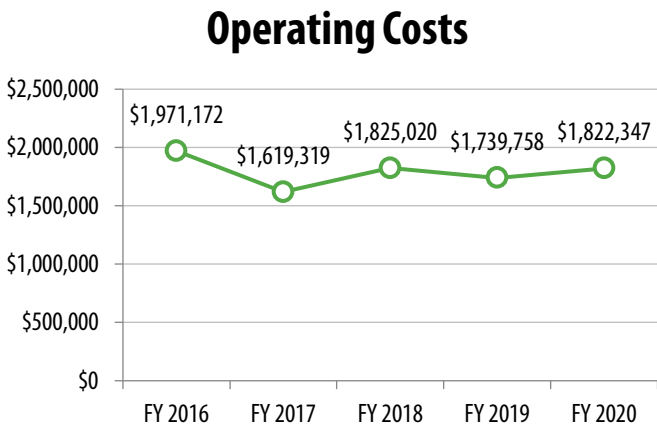
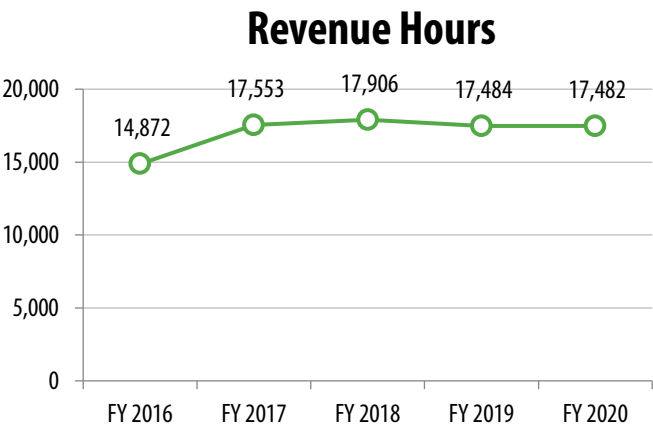
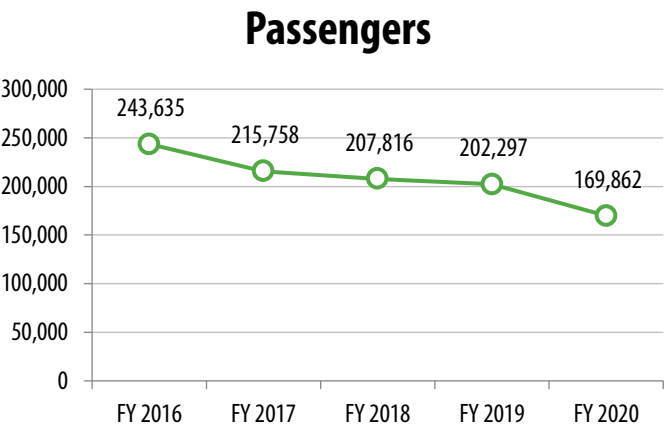
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	142,914	11,910	563	14,406	1,201	57	123,160	10,263	485
Saturday	14,463	1,205	278	1,432	119	28	14,074	1,173	271
Sunday	12,485	1,040	208	1,644	137	27	16,510	1,376	275
Total	169,862	14,155	464	17,482	1,457	48	153,745	12,812	420

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$1,501,017	\$125,085	\$5,910	\$175,504	\$14,625	\$691	\$1,325,513	\$110,459	\$5,219
Saturday	\$149,465	\$12,455	\$2,874	\$16,641	\$1,387	\$320	\$132,824	\$11,069	\$2,554
Sunday	\$171,865	\$14,322	\$2,864	\$14,388	\$1,199	\$240	\$157,477	\$13,123	\$2,625
Total	\$1,822,347	\$151,862	\$4,979	\$206,533	\$17,211	\$564	\$1,615,814	\$134,651	\$4,415

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	9.9	\$9.27		11.7%
Saturday	10.1	\$9.18		11.1%
Sunday	7.6	\$12.61		8.4%
Total	9.7	\$9.51	\$104.24	11.3%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	243,635	14,872	\$1,971,172	\$259,453	\$1,711,719	16.4	\$7.03	\$132.55	13.2%
FY 2017	215,758	17,553	\$1,619,319	\$273,059	\$1,346,260	12.3	\$6.24	\$92.25	16.9%
FY 2018	207,816	17,906	\$1,825,020	\$256,290	\$1,568,730	11.6	\$7.55	\$101.92	14.0%
FY 2019	202,297	17,484	\$1,739,758	\$243,184	\$1,496,574	11.6	\$7.40	\$99.51	14.0%
FY 2020	169,862	17,482	\$1,822,347	\$206,533	\$1,615,814	9.7	\$9.51	\$104.24	11.3%





23

Local Basic

Days of Service: Wkdy, Sa, Su
Avg Freq (Wkdy Peak): 60 min
Avg Freq (Wkdy Non-Peak): 60 min
Avg Freq (Wked): 60 min

FY 2020 Farebox Recovery: 11%
% transfer (to route): 37%
% Clipper usage: 11%

FY 2019/20 DATA

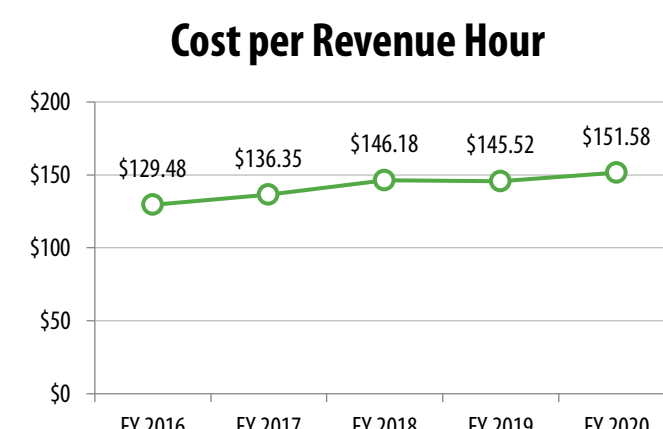
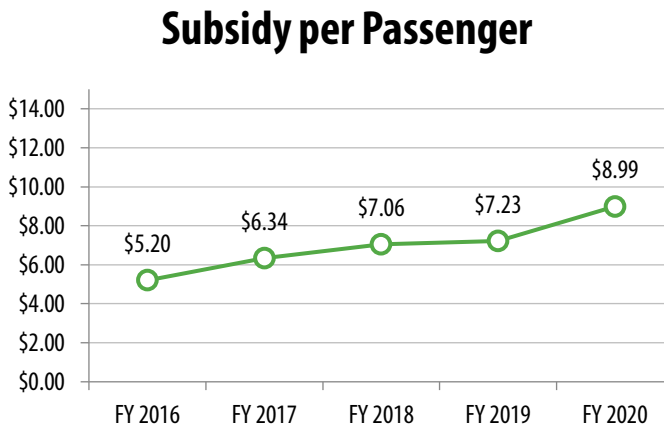
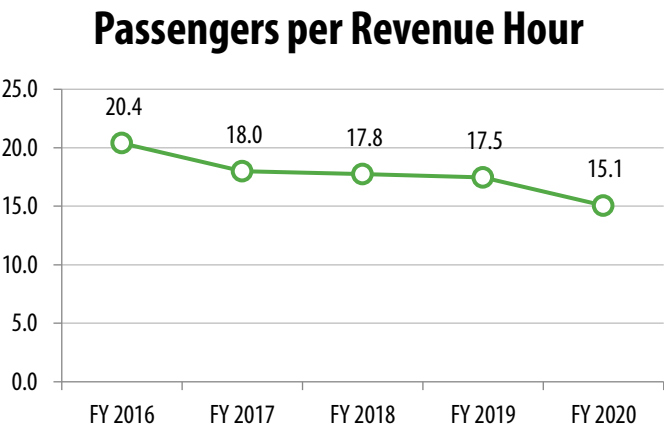
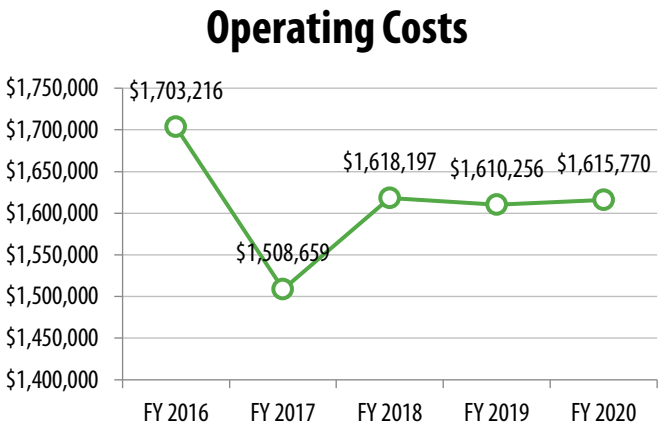
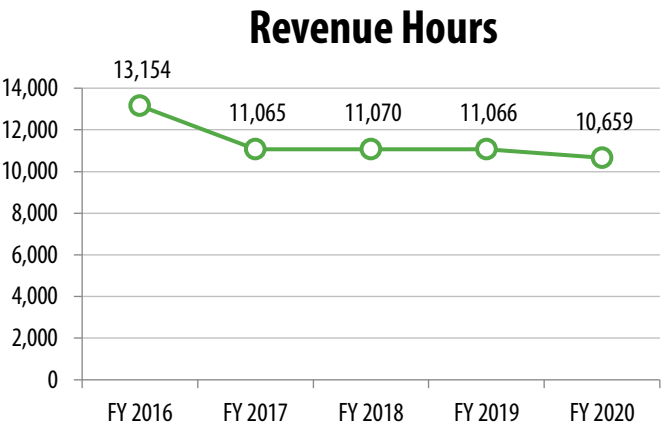
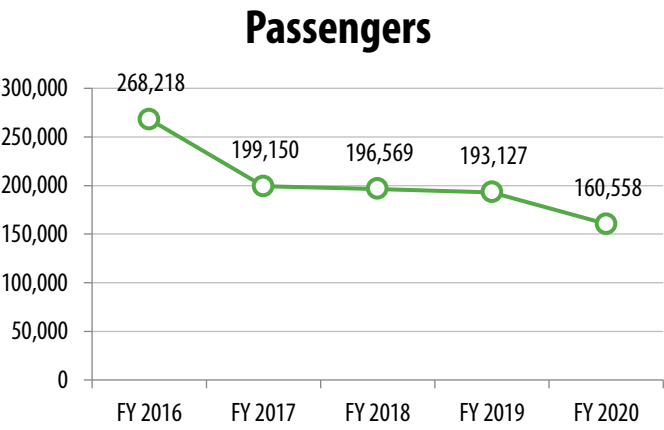
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	117,865	9,822	464	7,734	645	30	62,369	5,197	246
Saturday	22,118	1,843	425	1,396	116	27	11,200	933	215
Sunday	20,575	1,715	343	1,529	127	25	12,491	1,041	208
Total	160,558	13,380	439	10,659	888	29	86,060	7,172	235

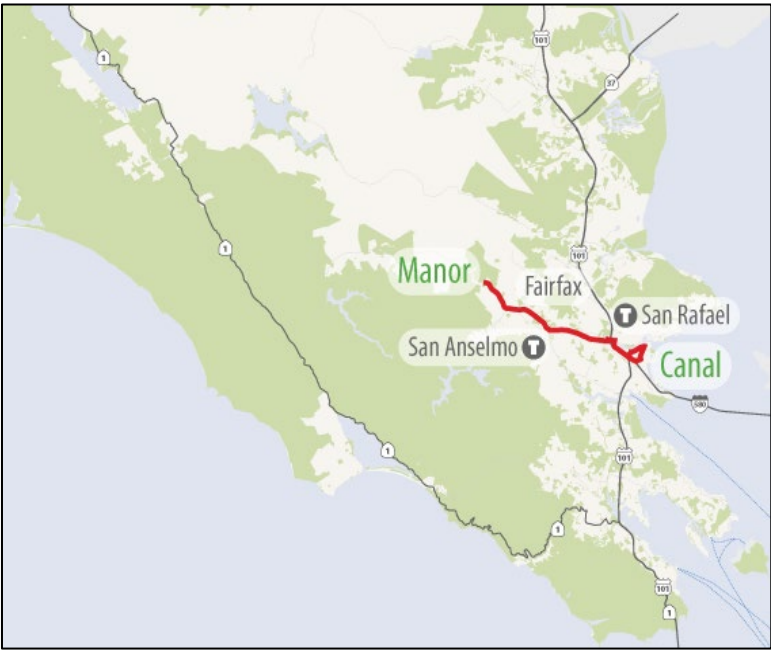
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$1,173,354	\$97,780	\$4,620	\$125,273	\$10,439	\$493	\$1,048,081	\$87,340	\$4,126
Saturday	\$210,961	\$17,580	\$4,057	\$23,987	\$1,999	\$461	\$186,974	\$15,581	\$3,596
Sunday	\$231,455	\$19,288	\$3,858	\$22,683	\$1,890	\$378	\$208,772	\$17,398	\$3,480
Total	\$1,615,770	\$134,648	\$4,415	\$171,943	\$14,329	\$470	\$1,443,827	\$120,319	\$3,945

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	15.2	\$8.89		10.7%
Saturday	15.8	\$8.45		11.4%
Sunday	13.5	\$10.15		9.8%
Total	15.1	\$8.99	\$151.58	10.6%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	268,218	13,154	\$1,703,216	\$308,138	\$1,395,078	20.4	\$5.20	\$129.48	18.1%
FY 2017	199,150	11,065	\$1,508,659	\$246,908	\$1,261,751	18.0	\$6.34	\$136.35	16.4%
FY 2018	196,569	11,070	\$1,618,197	\$230,746	\$1,387,451	17.8	\$7.06	\$146.18	14.3%
FY 2019	193,127	11,066	\$1,610,256	\$213,697	\$1,396,559	17.5	\$7.23	\$145.52	13.3%
FY 2020	160,558	10,659	\$1,615,770	\$171,943	\$1,443,827	15.1	\$8.99	\$151.58	10.6%





23X
Local Basic

Days of Service: Wkdy
Avg Freq (Wkdy Peak): 60 min
Avg Freq (Wkdy Non-Peak): -
Avg Freq (Wked): -

FY 2020 Farebox Recovery: 9%
% transfer (to route): 49%
% Clipper usage: 12%

FY 2019/20 DATA

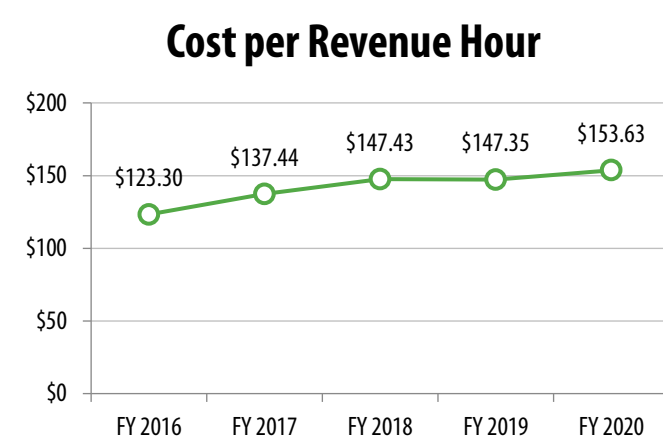
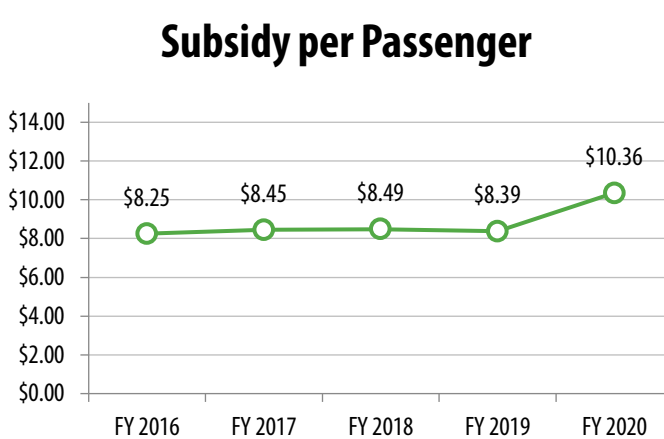
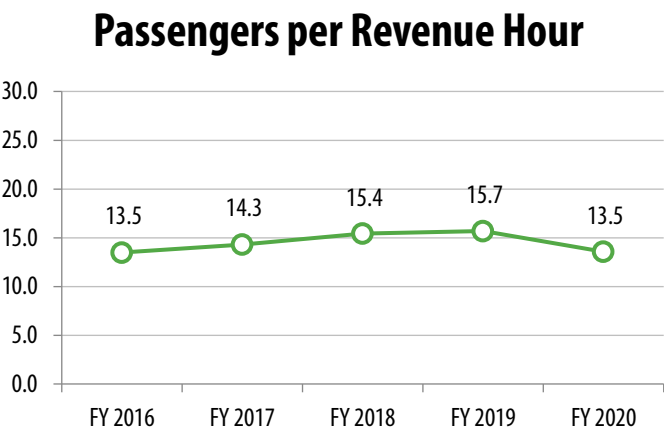
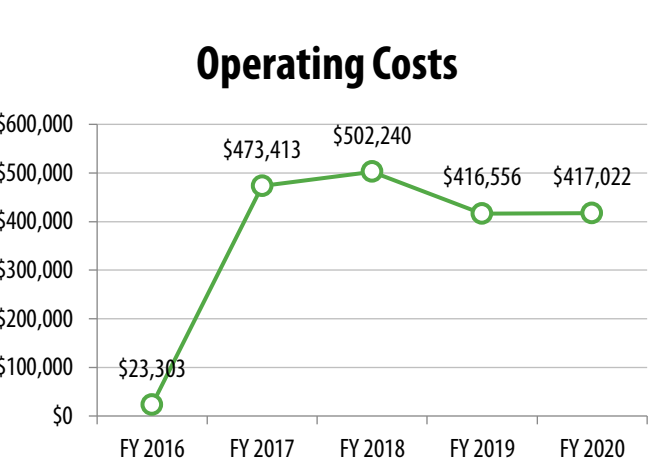
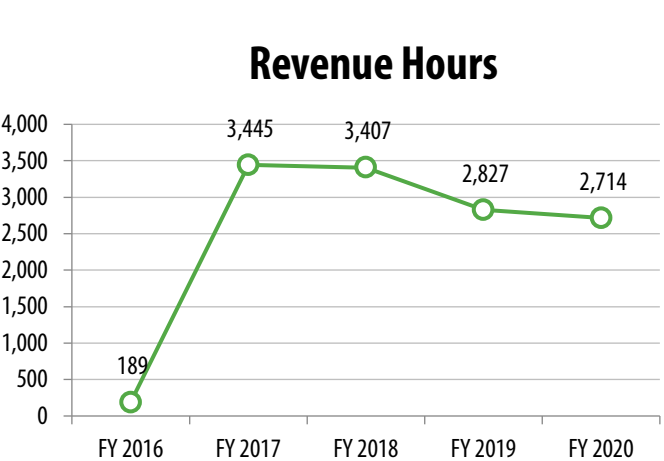
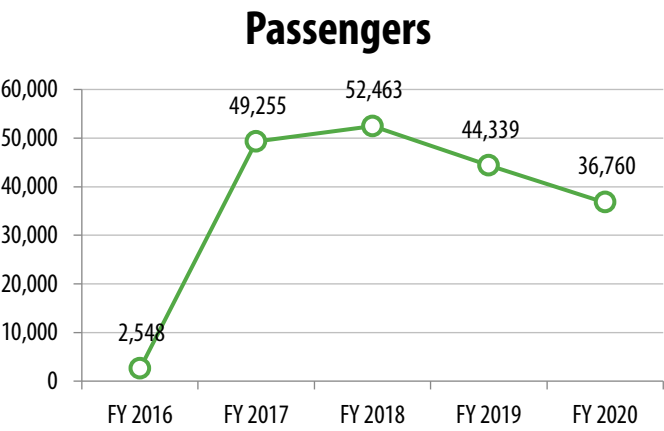
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	36,760	3,063	145	2,714	226	11	26,938	2,245	106
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	36,760	3,063	145	2,714	226	11	26,938	2,245	106

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$417,022	\$34,752	\$1,642	\$36,275	\$3,023	\$143	\$380,747	\$31,729	\$1,499
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$417,022	\$34,752	\$1,642	\$36,275	\$3,023	\$143	\$380,747	\$31,729	\$1,499

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	13.5	\$10.36		8.7%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	13.5	\$10.36	\$153.63	8.7%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	2,548	189	\$23,303	\$2,272	\$21,031	13.5	\$8.25	\$123.30	9.7%
FY 2017	49,255	3,445	\$473,413	\$57,438	\$415,975	14.3	\$8.45	\$137.44	12.1%
FY 2018	52,463	3,407	\$502,240	\$56,785	\$445,455	15.4	\$8.49	\$147.43	11.3%
FY 2019	44,339	2,827	\$416,556	\$44,516	\$372,040	15.7	\$8.39	\$147.35	10.7%
FY 2020	36,760	2,714	\$417,022	\$36,275	\$380,747	13.5	\$10.36	\$153.63	8.7%





29

Local Basic

Days of Service: **Wkdy**
Avg Freq (Wkdy Peak): **60 min**
Avg Freq (Wkdy Non-Peak): **-**
Avg Freq (Wked): **-**

FY 2020 Farebox Recovery: **8%**
% transfer (to route): **54%**
% Clipper usage: **12%**

FY 2019/20 DATA

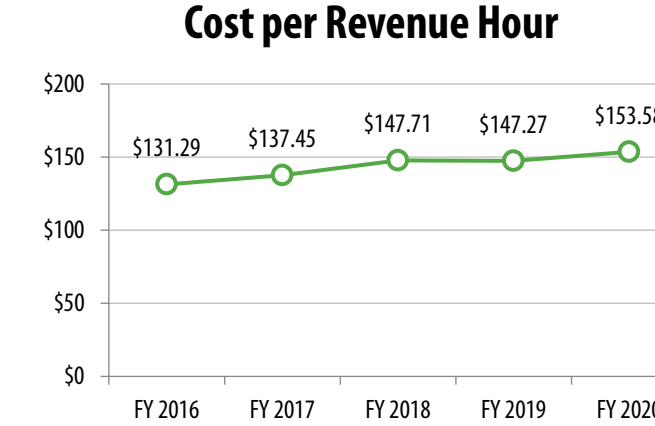
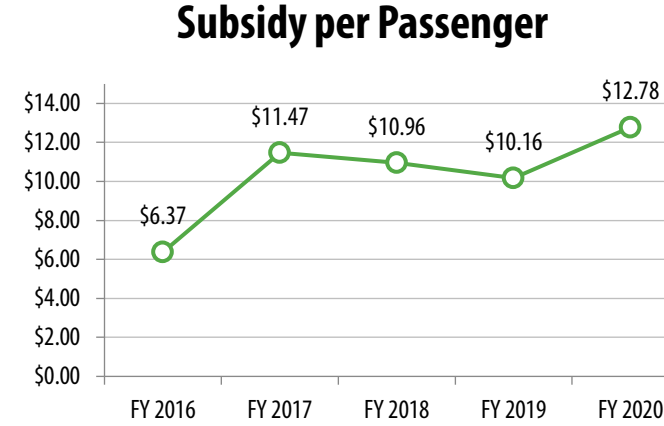
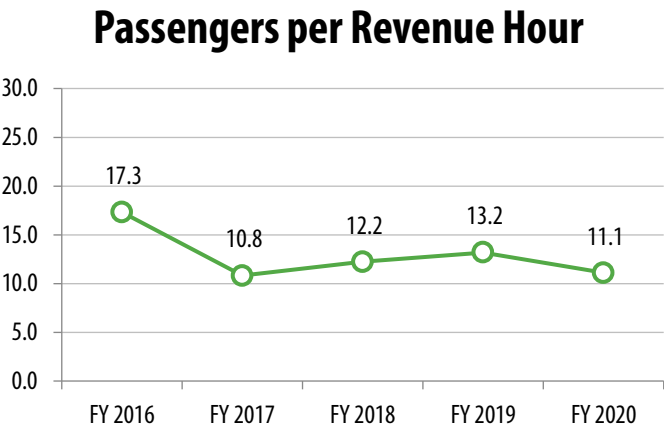
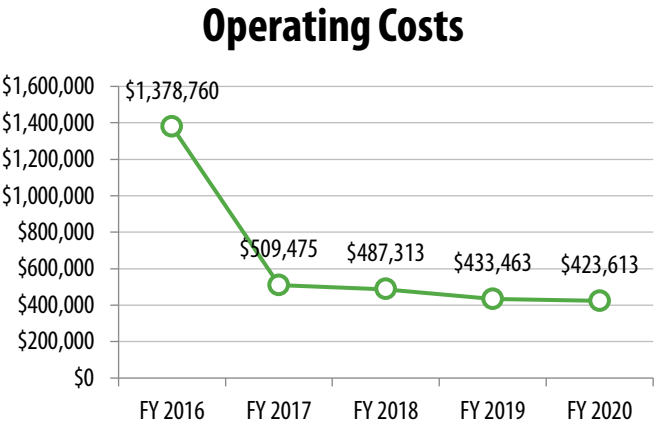
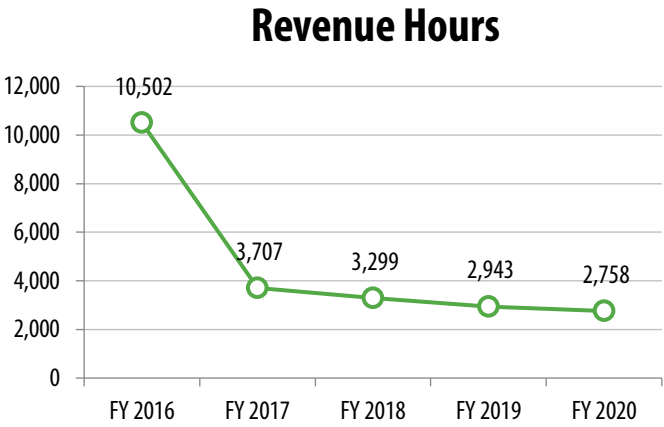
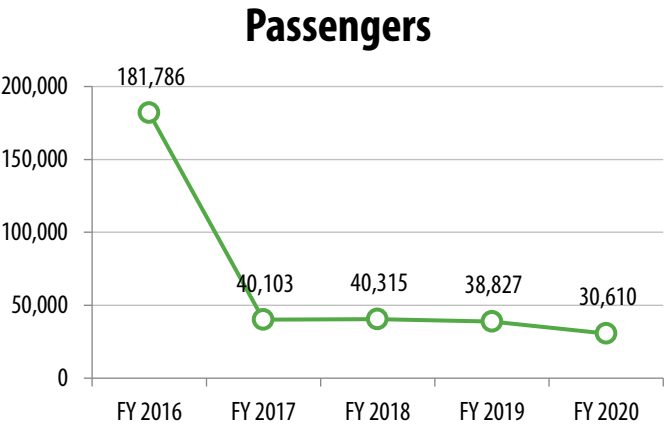
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	30,610	2,551	121	2,758	230	11	30,540	2,545	120
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	30,610	2,551	121	2,758	230	11	30,540	2,545	120

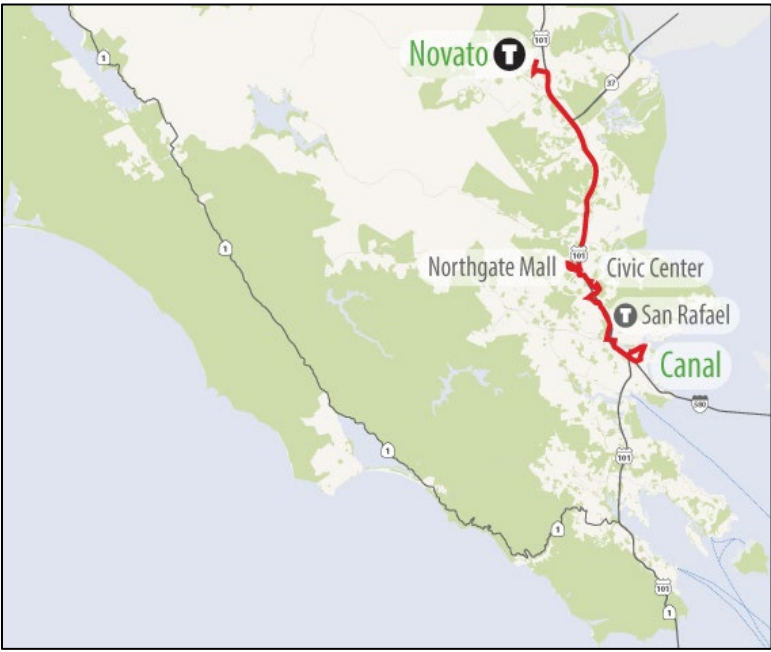
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$423,613	\$35,301	\$1,668	\$32,412	\$2,701	\$128	\$391,201	\$32,600	\$1,540
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$423,613	\$35,301	\$1,668	\$32,412	\$2,701	\$128	\$391,201	\$32,600	\$1,540

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	11.1	\$12.78		7.7%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	11.1	\$12.78	\$153.58	7.7%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	181,786	10,502	\$1,378,760	\$219,997	\$1,158,763	17.3	\$6.37	\$131.29	16.0%
FY 2017	40,103	3,707	\$509,475	\$49,634	\$459,841	10.8	\$11.47	\$137.45	9.7%
FY 2018	40,315	3,299	\$487,313	\$45,550	\$441,763	12.2	\$10.96	\$147.71	9.3%
FY 2019	38,827	2,943	\$433,463	\$38,905	\$394,558	13.2	\$10.16	\$147.27	9.0%
FY 2020	30,610	2,758	\$423,613	\$32,412	\$391,201	11.1	\$12.78	\$153.58	7.7%





35

Local Trunkline

Days of Service: Wkdy, Sa, Su
Avg Freq (Wkdy Peak): 30 min
Avg Freq (Wkdy Non-Peak): 30 min
Avg Freq (Wked): 30 min

FY 2020 Farebox Recovery: 15%
% transfer (to route): 32%
% Clipper usage: 8%

FY 2019/20 DATA

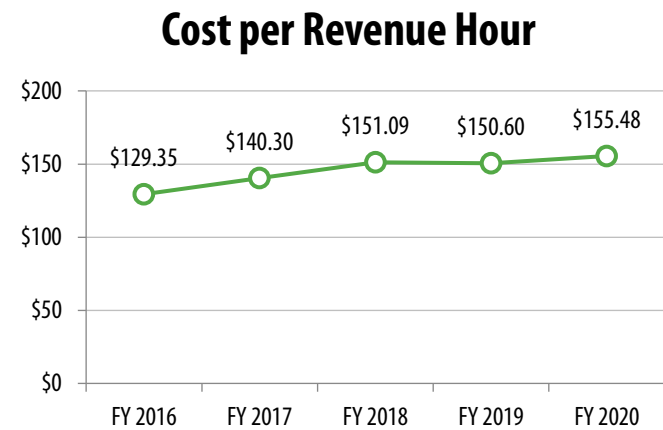
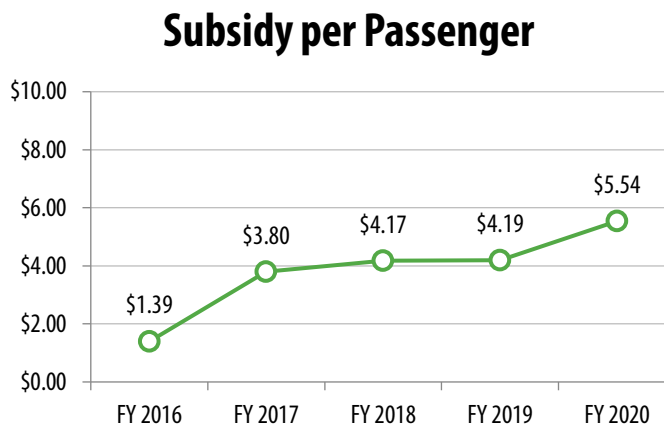
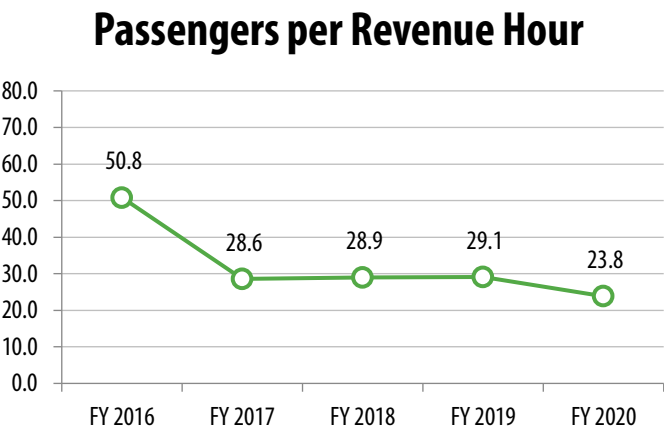
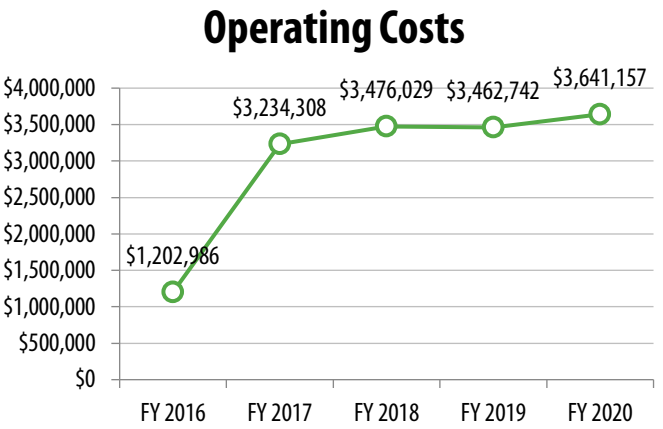
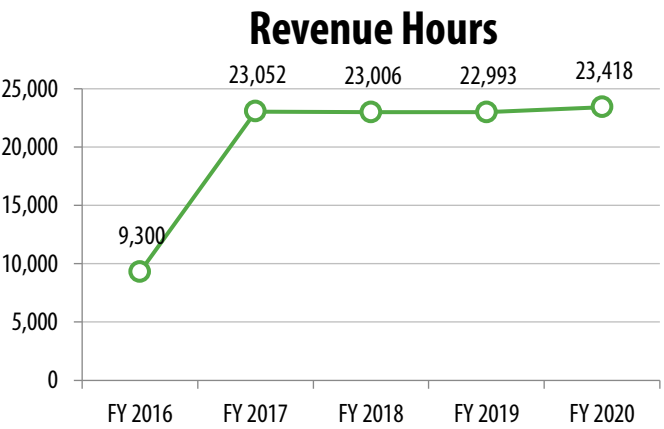
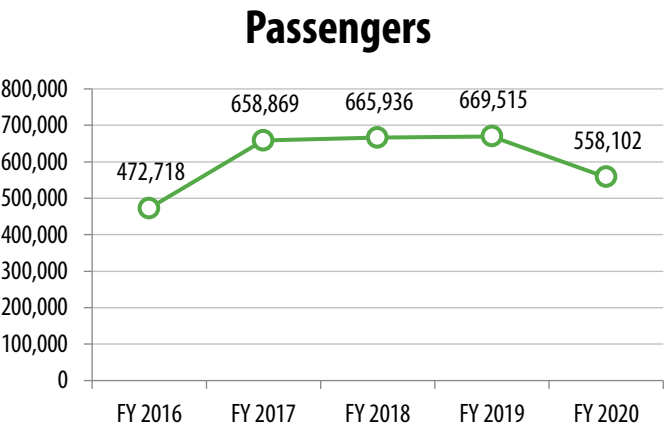
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	414,248	34,521	1,631	17,412	1,451	69	225,169	18,764	886
Saturday	71,802	5,984	1,381	2,794	233	54	42,487	3,541	817
Sunday	72,052	6,004	1,201	3,213	268	54	48,746	4,062	812
Total	558,102	46,509	1,525	23,418	1,952	64	316,401	26,367	864

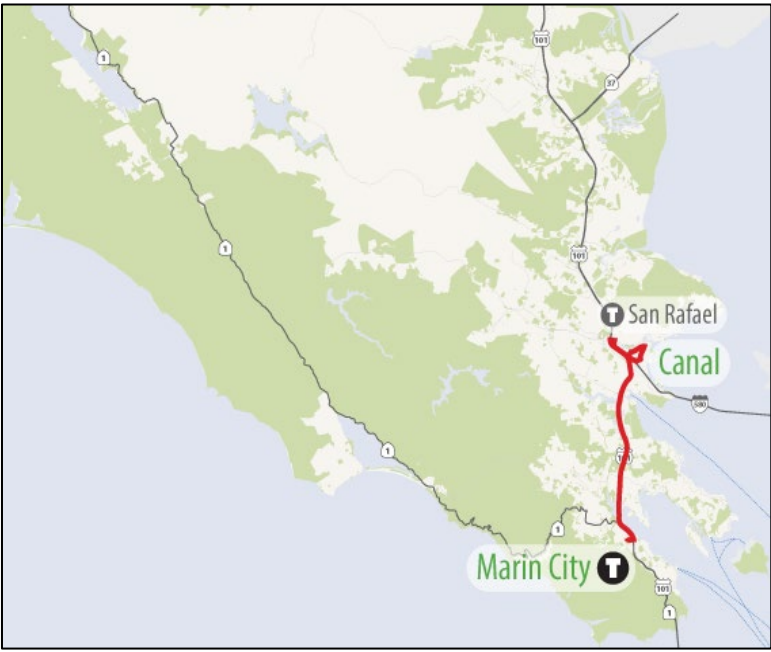
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$2,703,410	\$225,284	\$10,643	\$403,195	\$33,600	\$1,587	\$2,300,215	\$191,685	\$9,056
Saturday	\$436,115	\$36,343	\$8,387	\$73,468	\$6,122	\$1,413	\$362,647	\$30,221	\$6,974
Sunday	\$501,632	\$41,803	\$8,361	\$72,660	\$6,055	\$1,211	\$428,972	\$35,748	\$7,150
Total	\$3,641,157	\$303,430	\$9,949	\$549,323	\$45,777	\$1,501	\$3,091,834	\$257,653	\$8,448

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	23.8	\$5.55		14.9%
Saturday	25.7	\$5.05		16.8%
Sunday	22.4	\$5.95		14.5%
Total	23.8	\$5.54	\$155.48	15.1%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	472,718	9,300	\$1,202,986	\$544,109	\$658,877	50.8	\$1.39	\$129.35	45.2%
FY 2017	658,869	23,052	\$3,234,308	\$729,775	\$2,504,533	28.6	\$3.80	\$140.30	22.6%
FY 2018	665,936	23,006	\$3,476,029	\$697,189	\$2,778,840	28.9	\$4.17	\$151.09	20.1%
FY 2019	669,515	22,993	\$3,462,742	\$659,940	\$2,802,802	29.1	\$4.19	\$150.60	19.1%
FY 2020	558,102	23,418	\$3,641,157	\$549,323	\$3,091,834	23.8	\$5.54	\$155.48	15.1%





36

Local Trunkline

Days of Service: Wkdy, Sa, Su
Avg Freq (Wkdy Peak): 30 min
Avg Freq (Wkdy Non-Peak): 30 min
Avg Freq (Wked): 30 min

FY 2020 Farebox Recovery: 14%
% transfer (to route): 34%
% Clipper usage: 8%

FY 2019/20 DATA

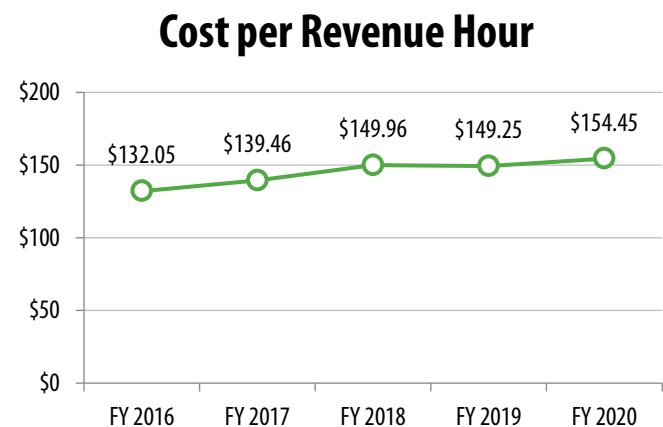
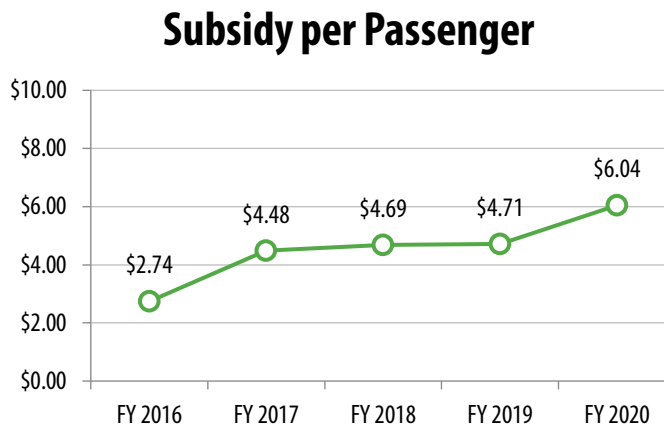
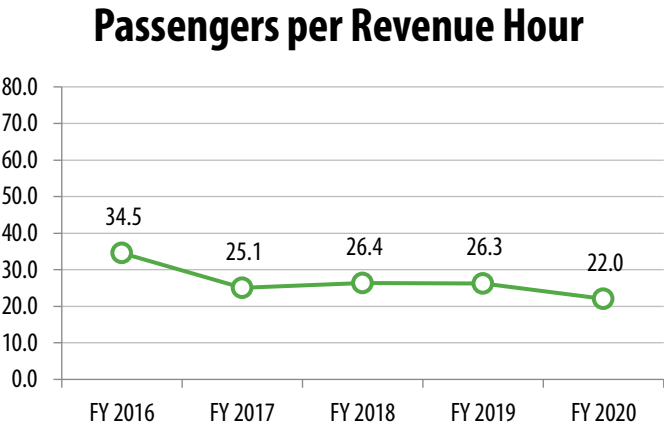
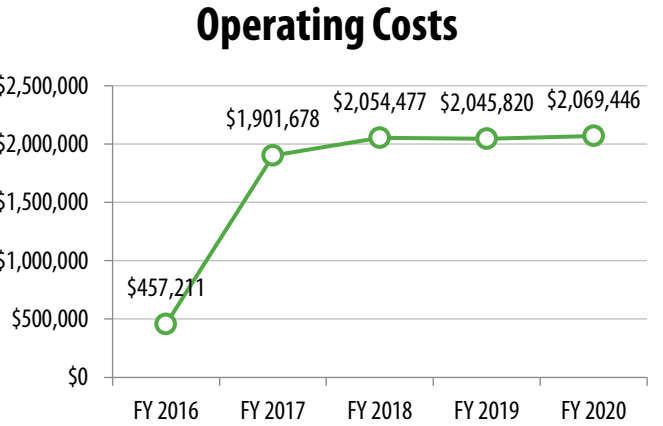
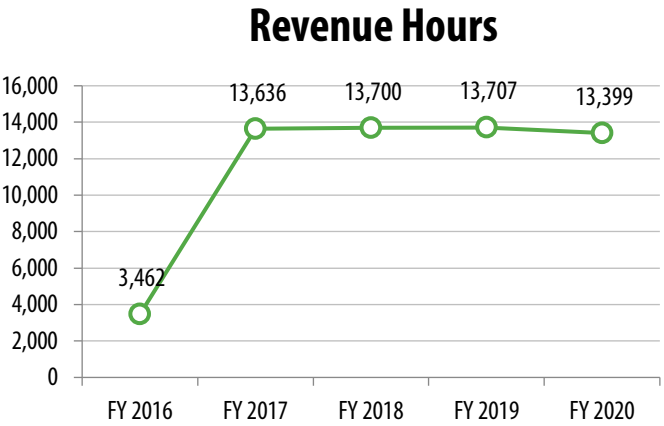
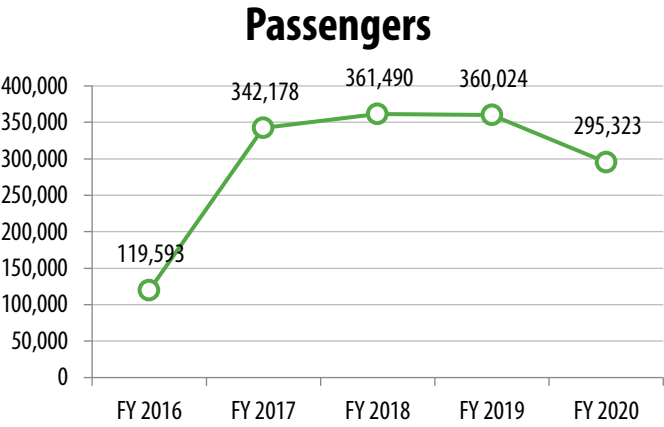
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	237,694	19,808	936	9,867	822	39	130,107	10,842	512
Saturday	28,707	2,392	552	1,645	137	32	21,681	1,807	417
Sunday	28,922	2,410	482	1,888	157	31	24,925	2,077	415
Total	295,323	24,610	807	13,399	1,117	37	176,713	14,726	483

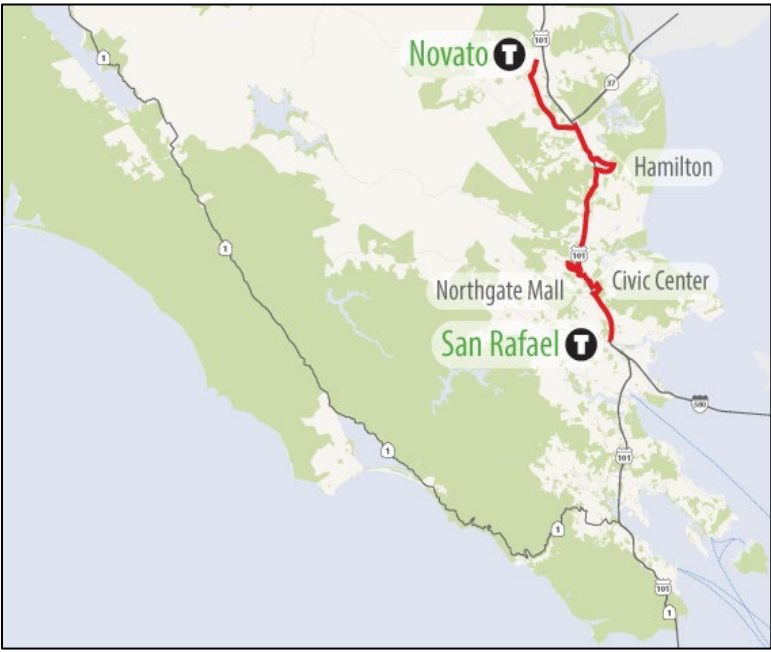
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$1,523,320	\$126,943	\$5,997	\$222,985	\$18,582	\$878	\$1,300,335	\$108,361	\$5,119
Saturday	\$254,160	\$21,180	\$4,888	\$30,845	\$2,570	\$593	\$223,315	\$18,610	\$4,295
Sunday	\$291,966	\$24,331	\$4,866	\$30,803	\$2,567	\$513	\$261,163	\$21,764	\$4,353
Total	\$2,069,446	\$172,454	\$5,654	\$284,633	\$23,719	\$778	\$1,784,813	\$148,734	\$4,877

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	24.1	\$5.47		14.6%
Saturday	17.5	\$7.78		12.1%
Sunday	15.3	\$9.03		10.6%
Total	22.0	\$6.04	\$154.45	13.8%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	119,593	3,462	\$457,211	\$129,715	\$327,496	34.5	\$2.74	\$132.05	28.4%
FY 2017	342,178	13,636	\$1,901,678	\$369,132	\$1,532,546	25.1	\$4.48	\$139.46	19.4%
FY 2018	361,490	13,700	\$2,054,477	\$359,118	\$1,695,359	26.4	\$4.69	\$149.96	17.5%
FY 2019	360,024	13,707	\$2,045,820	\$349,952	\$1,695,868	26.3	\$4.71	\$149.25	17.1%
FY 2020	295,323	13,399	\$2,069,446	\$284,633	\$1,784,813	22.0	\$6.04	\$154.45	13.8%





49

Local Basic

Days of Service: Wkdy, Sa, Su
Avg Freq (Wkdy Peak): 30 min
Avg Freq (Wkdy Non-Peak): 60 min
Avg Freq (Wked): 60 min

FY 2020 Farebox Recovery: 12%
% transfer (to route): 29%
% Clipper usage: 12%

FY 2019/20 DATA

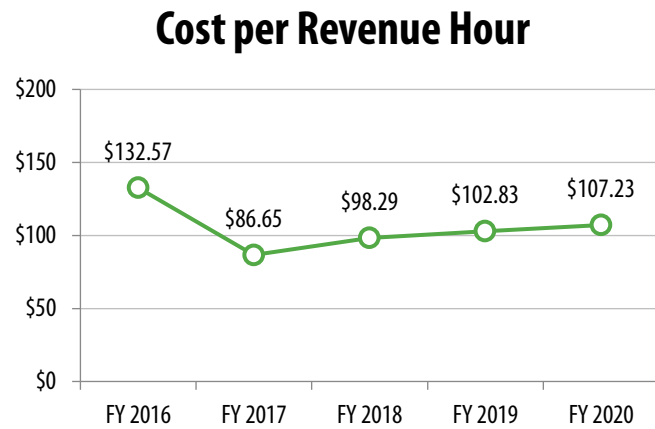
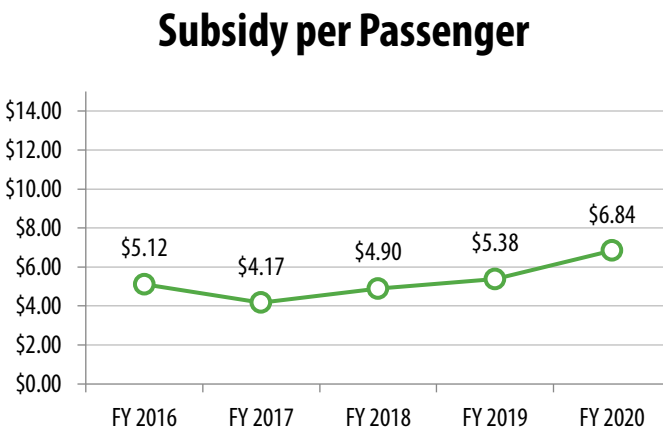
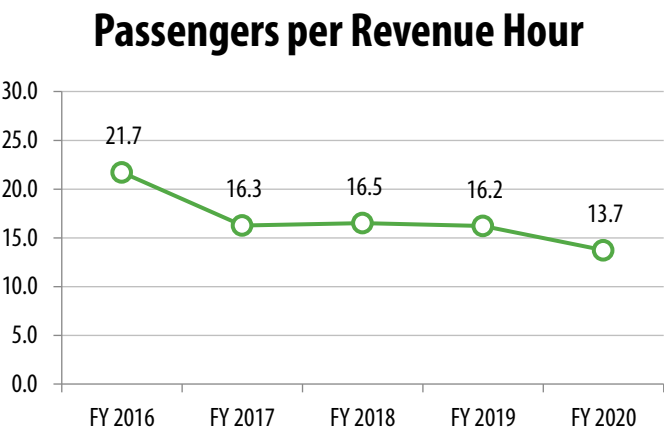
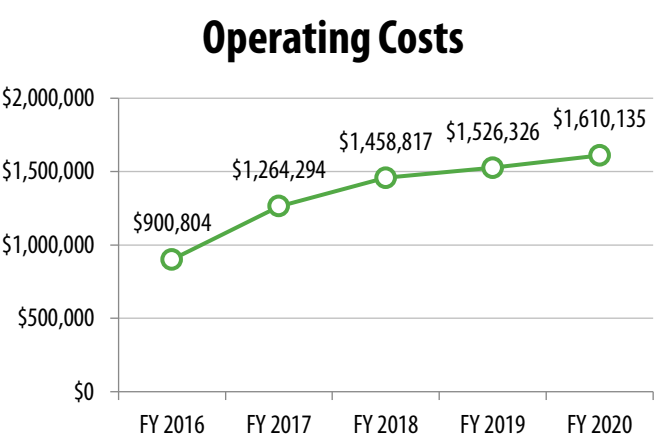
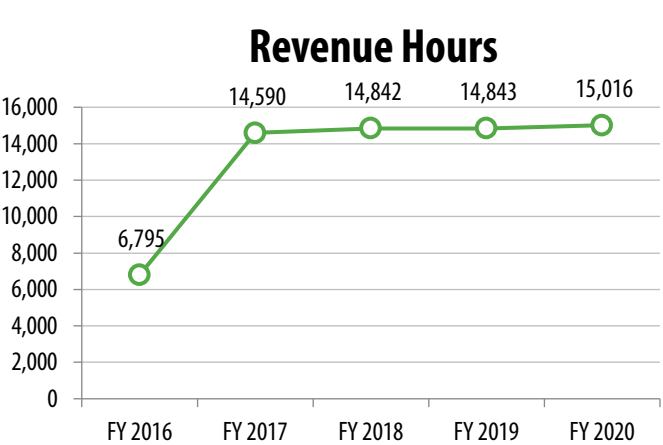
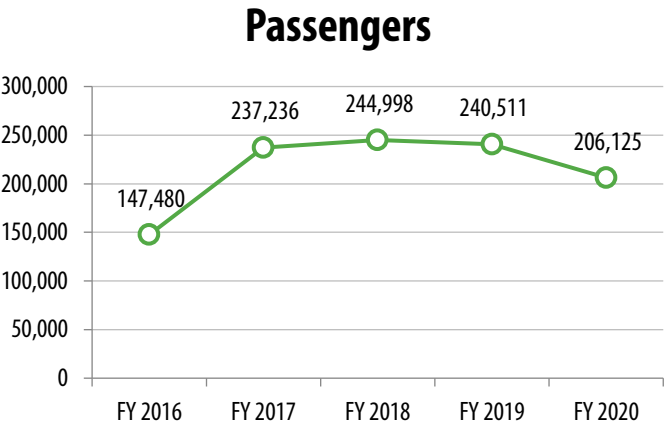
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	171,400	14,283	675	11,700	975	46	154,310	12,859	608
Saturday	17,751	1,479	341	1,534	128	29	19,280	1,607	371
Sunday	16,974	1,415	283	1,782	148	30	22,412	1,868	374
Total	206,125	17,177	563	15,016	1,251	41	196,003	16,334	536

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$1,255,902	\$104,659	\$4,944	\$165,813	\$13,818	\$653	\$1,090,089	\$90,841	\$4,292
Saturday	\$163,686	\$13,641	\$3,148	\$17,345	\$1,445	\$334	\$146,341	\$12,195	\$2,814
Sunday	\$190,547	\$15,879	\$3,176	\$16,599	\$1,383	\$277	\$173,948	\$14,496	\$2,899
Total	\$1,610,135	\$134,178	\$4,399	\$199,757	\$16,646	\$546	\$1,410,378	\$117,532	\$3,853

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	14.6	\$6.36		13.2%
Saturday	11.6	\$8.24		10.6%
Sunday	9.5	\$10.25		8.7%
Total	13.7	\$6.84	\$107.23	12.4%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	147,480	6,795	\$900,804	\$146,345	\$754,459	21.7	\$5.12	\$132.57	16.2%
FY 2017	237,236	14,590	\$1,264,294	\$274,498	\$989,796	16.3	\$4.17	\$86.65	21.7%
FY 2018	244,998	14,842	\$1,458,817	\$259,446	\$1,199,371	16.5	\$4.90	\$98.29	17.8%
FY 2019	240,511	14,843	\$1,526,326	\$231,323	\$1,295,003	16.2	\$5.38	\$102.83	15.2%
FY 2020	206,125	15,016	\$1,610,135	\$199,757	\$1,410,378	13.7	\$6.84	\$107.23	12.4%





61

Rural

Days of Service: Wkdy, Sa, Su
Avg Freq (Wkdy Peak): 8 trips
Avg Freq (Wkdy Non-Peak): -
Avg Freq (Wked): 16 trips

FY 2020 Farebox Recovery: 4%
% transfer (to route): 8%
% Clipper usage: 18%

FY 2019/20 DATA

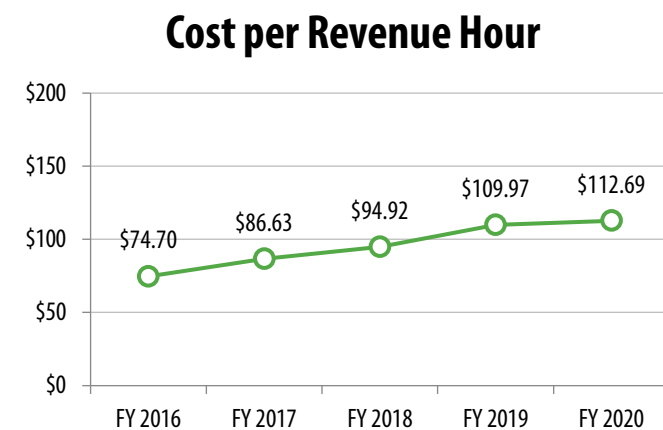
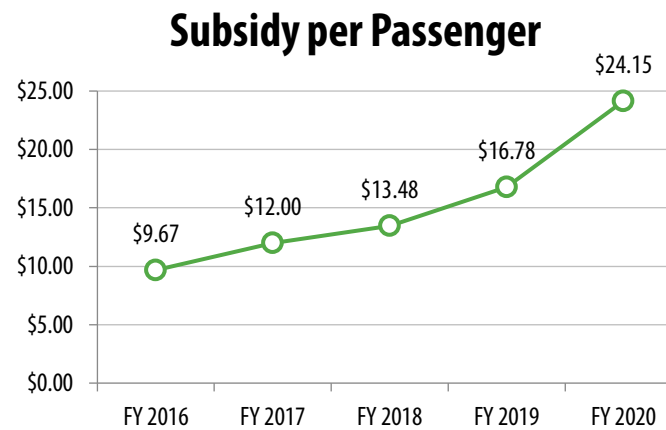
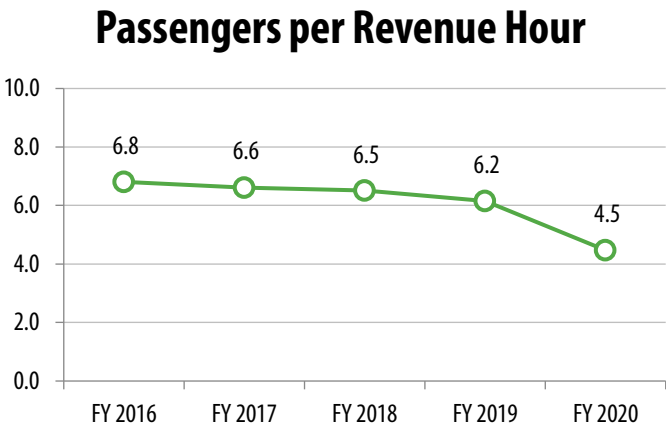
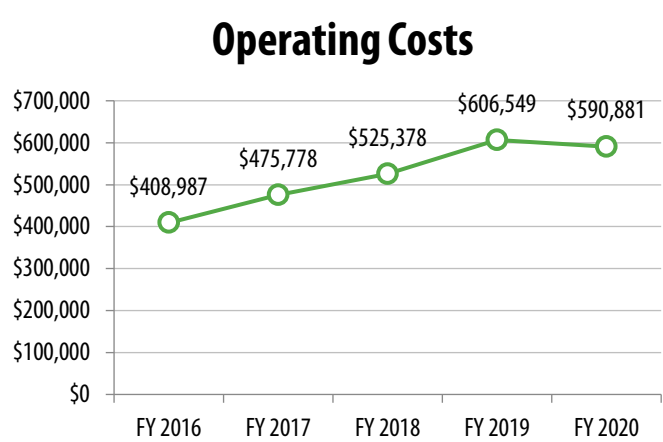
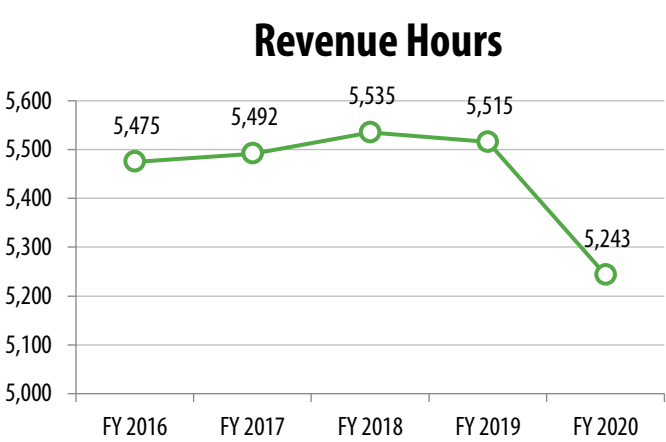
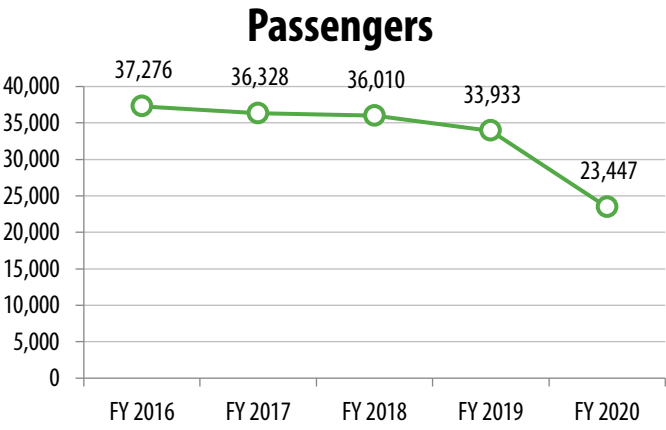
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	11,384	949	46	2,618	218	10	45,186	3,765	181
Saturday	6,107	509	117	1,220	102	23	19,332	1,611	372
Sunday	5,956	496	93	1,405	117	22	22,328	1,861	349
Total	23,447	1,954	64	5,243	437	14	86,845	7,237	237

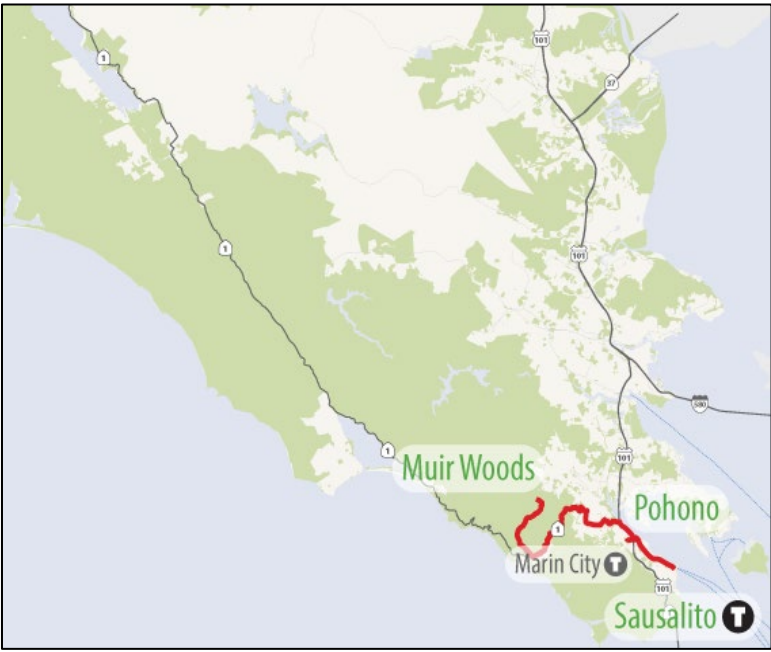
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$295,804	\$24,650	\$1,183	\$11,012	\$918	\$44	\$284,792	\$23,733	\$1,139
Saturday	\$137,089	\$11,424	\$2,636	\$7,044	\$587	\$135	\$130,045	\$10,837	\$2,501
Sunday	\$157,988	\$13,166	\$2,469	\$6,671	\$556	\$104	\$151,317	\$12,610	\$2,364
Total	\$590,881	\$49,240	\$1,614	\$24,727	\$2,061	\$68	\$566,154	\$47,180	\$1,547

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	4.3	\$25.02		3.7%
Saturday	5.0	\$21.29		5.1%
Sunday	4.2	\$25.41		4.2%
Total	4.5	\$24.15	\$112.69	4.2%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	37,276	5,475	\$408,987	\$48,421	\$360,566	6.8	\$9.67	\$74.70	11.8%
FY 2017	36,328	5,492	\$475,778	\$39,959	\$435,819	6.6	\$12.00	\$86.63	8.4%
FY 2018	36,010	5,535	\$525,378	\$40,082	\$485,296	6.5	\$13.48	\$94.92	7.6%
FY 2019	33,933	5,515	\$606,549	\$37,278	\$569,271	6.2	\$16.78	\$109.97	6.1%
FY 2020	23,447	5,243	\$590,881	\$24,727	\$566,154	4.5	\$24.15	\$112.69	4.2%





66

Recreational

Days of Service: Wkdy, Sa, Su
Avg Freq (Wkdy Peak): 30 min
Avg Freq (Wkdy Non-Peak): 30 min
Avg Freq (Wked): 10-20 min

FY 2020 Farebox Recovery: 30%
% transfer (to route): 1%
% Clipper usage: 0%

FY 2019/20 DATA

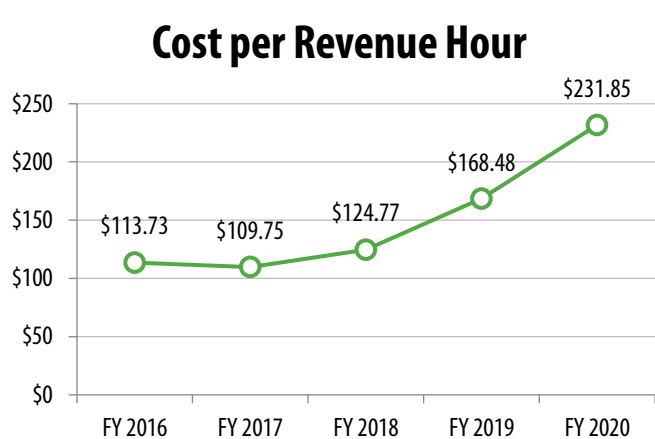
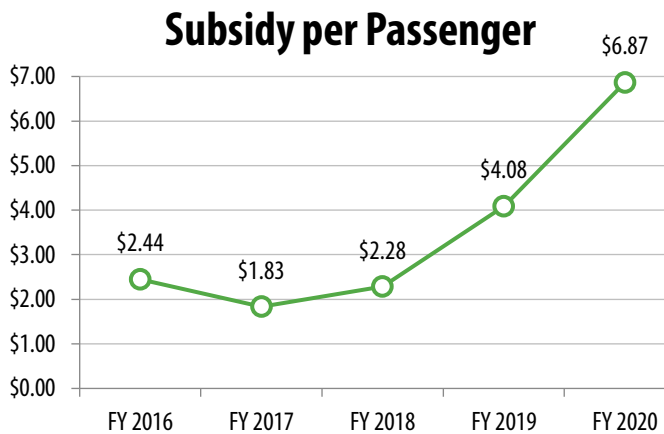
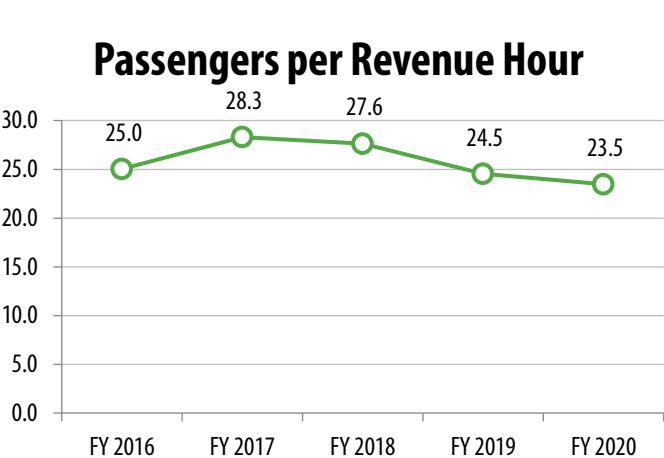
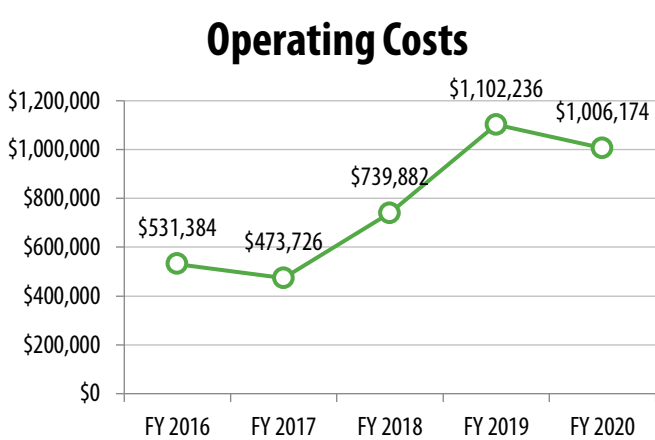
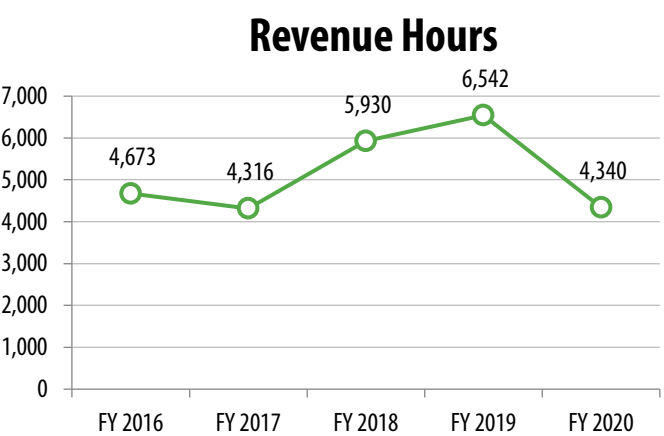
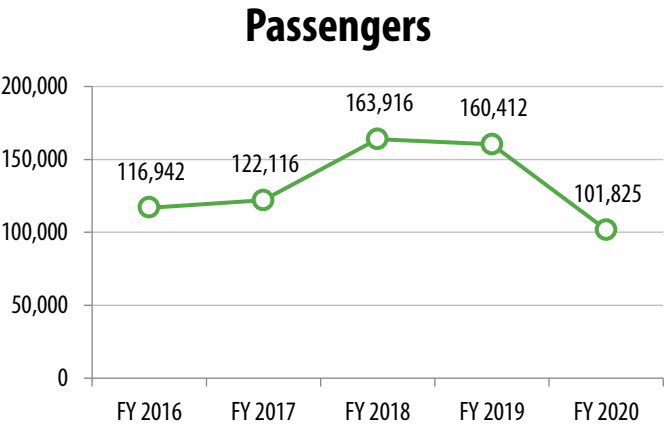
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	17,986	5,995	600	583	194	19	7,838	2,613	261
Saturday	38,163	4,240	1,122	1,665	185	49	21,104	2,345	621
Sunday	45,676	5,075	914	2,092	232	42	26,329	2,925	527
Total	101,825	11,314	893	4,340	482	38	55,271	6,141	485

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$99,538	\$33,179	\$3,318	\$4,984	\$1,661	\$166	\$94,554	\$31,518	\$3,152
Saturday	\$496,034	\$55,115	\$14,589	\$104,088	\$11,565	\$3,061	\$391,946	\$43,550	\$11,528
Sunday	\$410,602	\$45,622	\$8,212	\$197,777	\$21,975	\$3,956	\$212,825	\$23,647	\$4,257
Total	\$1,006,174	\$111,797	\$8,826	\$306,849	\$34,094	\$2,692	\$699,325	\$77,703	\$6,134

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	30.8	\$5.26		5.0%
Saturday	22.9	\$10.27		21.0%
Sunday	21.8	\$4.66		48.2%
Total	23.5	\$6.87	\$231.85	30.5%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	116,942	4,673	\$531,384	\$245,779	\$285,605	25.0	\$2.44	\$113.73	46.3%
FY 2017	122,116	4,316	\$473,726	\$249,748	\$223,978	28.3	\$1.83	\$109.75	52.7%
FY 2018	163,916	5,930	\$739,882	\$365,872	\$374,010	27.6	\$2.28	\$124.77	49.5%
FY 2019	160,412	6,542	\$1,102,236	\$447,315	\$654,921	24.5	\$4.08	\$168.48	40.6%
FY 2020	101,825	4,340	\$1,006,174	\$306,849	\$699,325	23.5	\$6.87	\$231.85	30.5%





68
Rural

Days of Service: Wkdy, Sa, Su
Avg Freq (Wkdy Peak): 60 min
Avg Freq (Wkdy Non-Peak): 120 min
Avg Freq (Wked): 60-120 min

FY 2020 Farebox Recovery: 5%
% transfer (to route): 24%
% Clipper usage: 13%

FY 2019/20 DATA

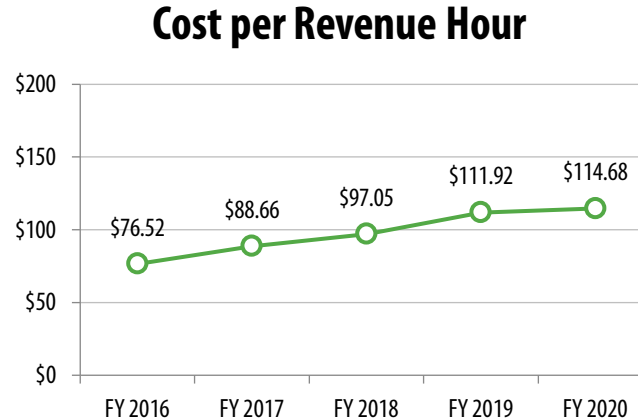
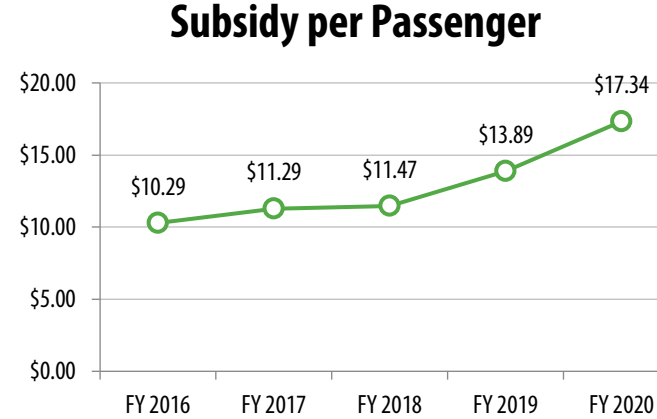
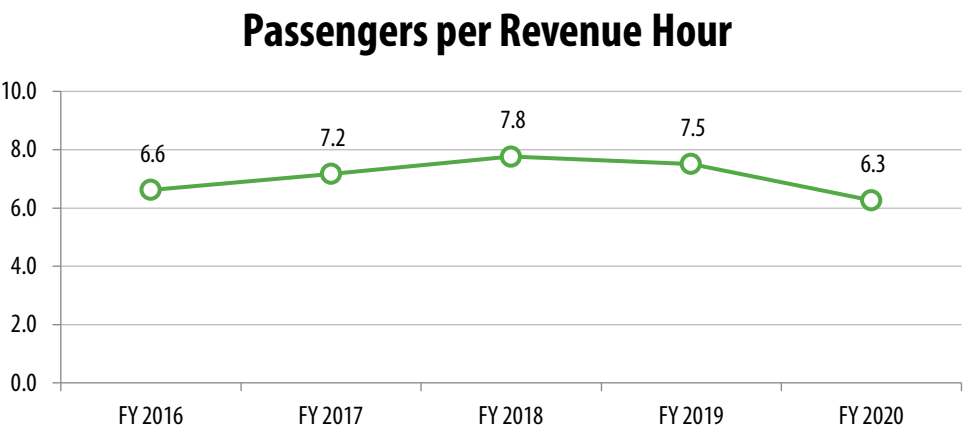
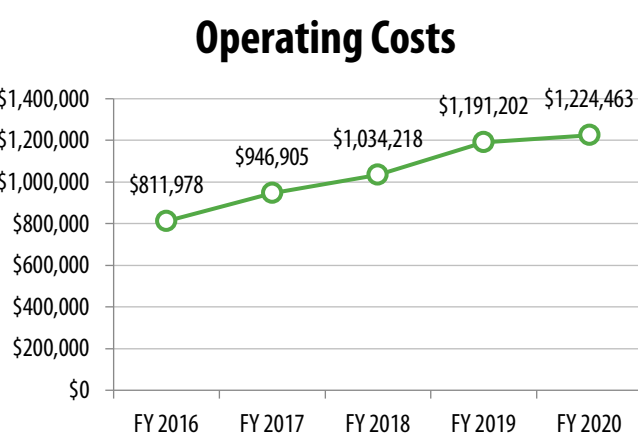
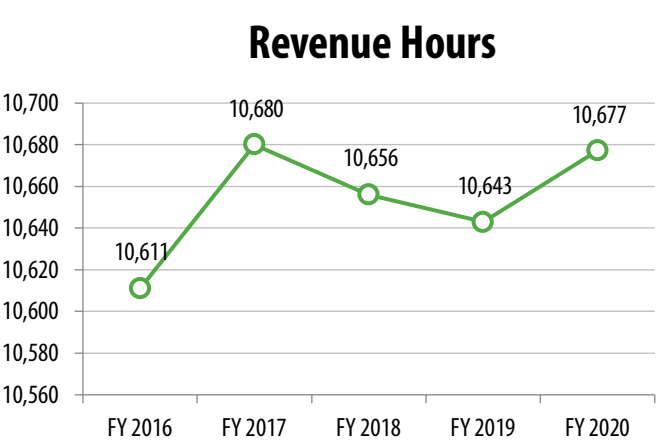
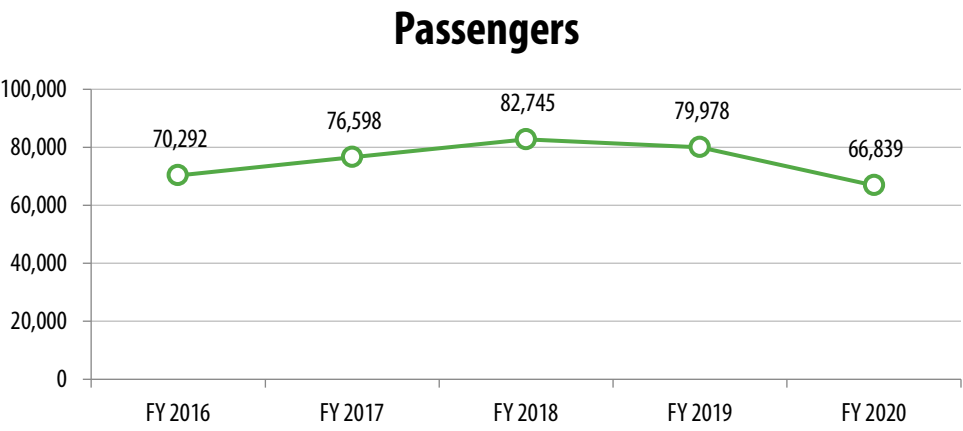
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	50,158	4,180	201	7,235	603	29	132,630	11,052	531
Saturday	8,426	702	162	1,546	129	30	28,123	2,344	541
Sunday	8,255	688	129	1,897	158	30	34,498	2,875	539
Total	66,839	5,570	183	10,677	890	29	195,250	16,271	533

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$830,036	\$69,170	\$3,320	\$49,409	\$4,117	\$198	\$780,627	\$65,052	\$3,123
Saturday	\$177,087	\$14,757	\$3,406	\$8,480	\$707	\$163	\$168,607	\$14,051	\$3,242
Sunday	\$217,340	\$18,112	\$3,396	\$7,888	\$657	\$123	\$209,452	\$17,454	\$3,273
Total	\$1,224,463	\$102,039	\$3,346	\$65,777	\$5,481	\$180	\$1,158,686	\$96,557	\$3,166

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	6.9	\$15.56		6.0%
Saturday	5.5	\$20.01		4.8%
Sunday	4.4	\$25.37		3.6%
Total	6.3	\$17.34	\$114.68	5.4%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	70,292	10,611	\$811,978	\$88,808	\$723,170	6.6	\$10.29	\$76.52	10.9%
FY 2017	76,598	10,680	\$946,905	\$82,448	\$864,457	7.2	\$11.29	\$88.66	8.7%
FY 2018	82,745	10,656	\$1,034,218	\$85,312	\$948,906	7.8	\$11.47	\$97.05	8.2%
FY 2019	79,978	10,643	\$1,191,202	\$80,224	\$1,110,978	7.5	\$13.89	\$111.92	6.7%
FY 2020	66,839	10,677	\$1,224,463	\$65,777	\$1,158,686	6.3	\$17.34	\$114.68	5.4%





71X

Local Trunkline

Days of Service: **Wkdy**
Avg Freq (Wkdy Peak): **30 min**
Avg Freq (Wkdy Non-Peak): **60 min**
Avg Freq (Wked): **-**

FY 2020 Farebox Recovery: **10%**
% transfer (to route): **46%**
% Clipper usage: **18%**

FY 2019/20 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	93,586	7,799	368	7,313	609	29	160,232	13,353	631
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	93,586	7,799	368	7,313	609	29	160,232	13,353	631

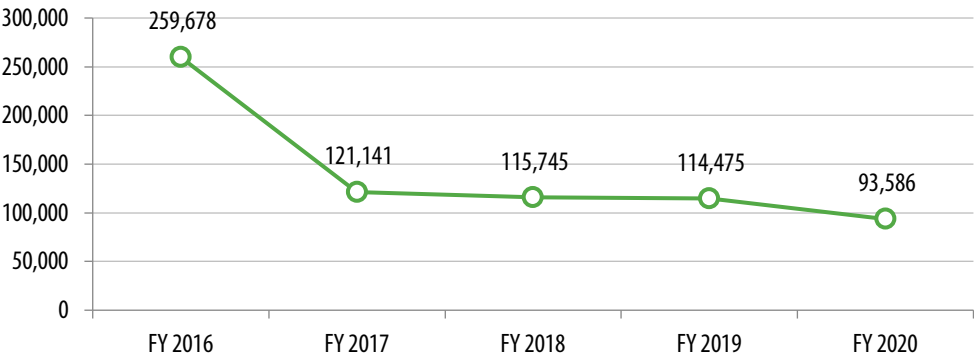
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$1,184,075	\$98,673	\$4,662	\$116,298	\$9,692	\$458	\$1,067,777	\$88,981	\$4,204
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$1,184,075	\$98,673	\$4,662	\$116,298	\$9,692	\$458	\$1,067,777	\$88,981	\$4,204

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	12.8	\$11.41		9.8%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	12.8	\$11.41	\$161.91	9.8%

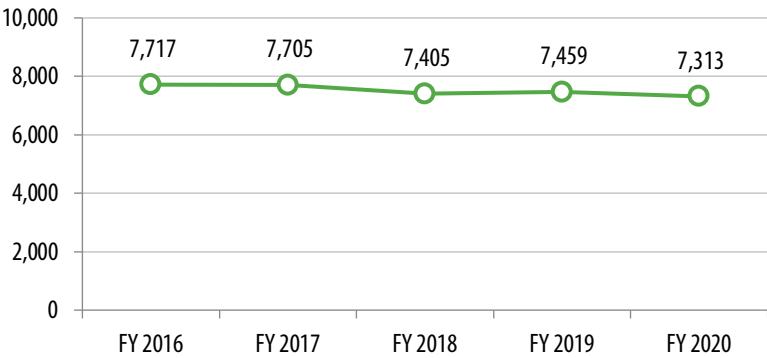
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	259,678	7,717	\$1,075,263	\$300,186	\$775,077	33.7	\$2.98	\$139.34	27.9%
FY 2017	121,141	7,705	\$1,116,954	\$164,963	\$951,991	15.7	\$7.86	\$144.96	14.8%
FY 2018	115,745	7,405	\$1,158,544	\$151,857	\$1,006,687	15.6	\$8.70	\$156.46	13.1%
FY 2019	114,475	7,459	\$1,176,794	\$142,918	\$1,033,876	15.3	\$9.03	\$157.76	12.1%
FY 2020	93,586	7,313	\$1,184,075	\$116,298	\$1,067,777	12.8	\$11.41	\$161.91	9.8%

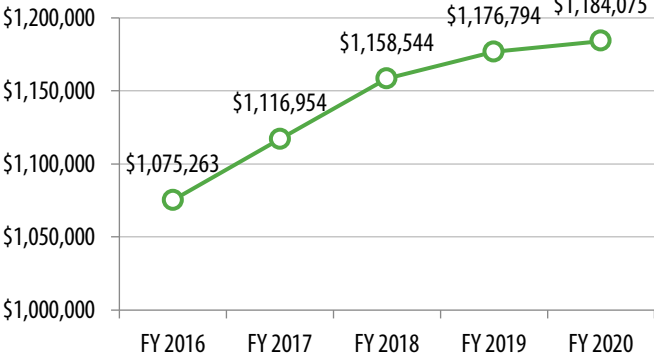
Passengers



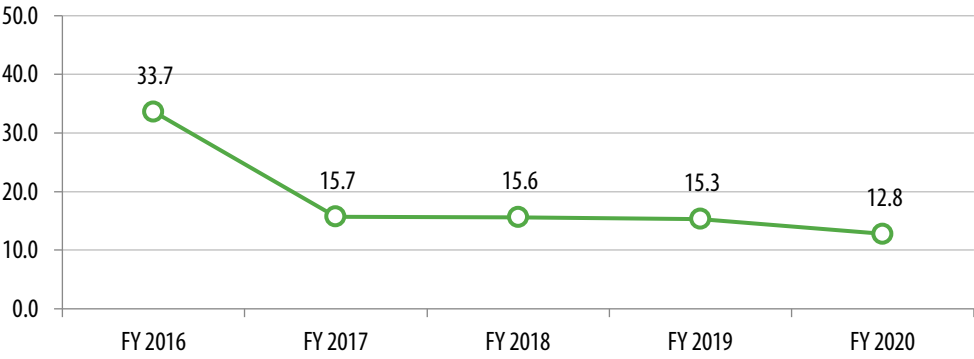
Revenue Hours



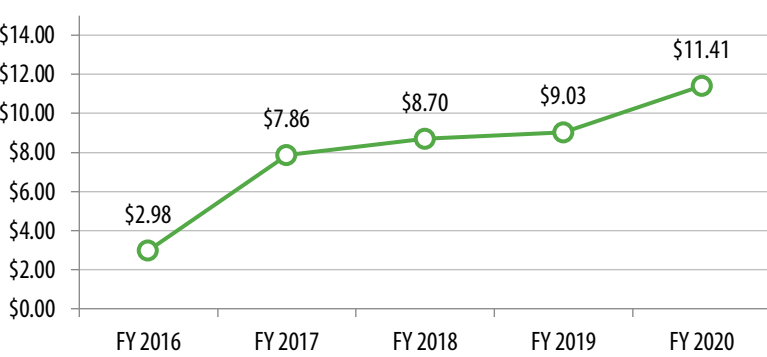
Operating Costs



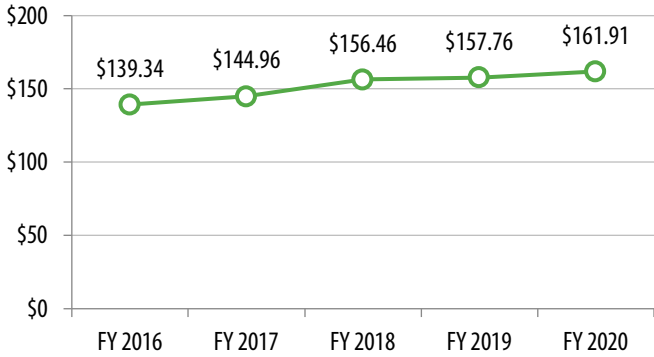
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





113
Supplemental

Days of Service: School Days
Avg Freq (Wkdy Peak): 3 trips
Avg Freq (Wkdy Non-Peak): -
Avg Freq (Wked): -

FY 2020 Farebox Recovery: 19%
% transfer (to route): 0%
% Clipper usage: 6%

FY 2019/20 DATA

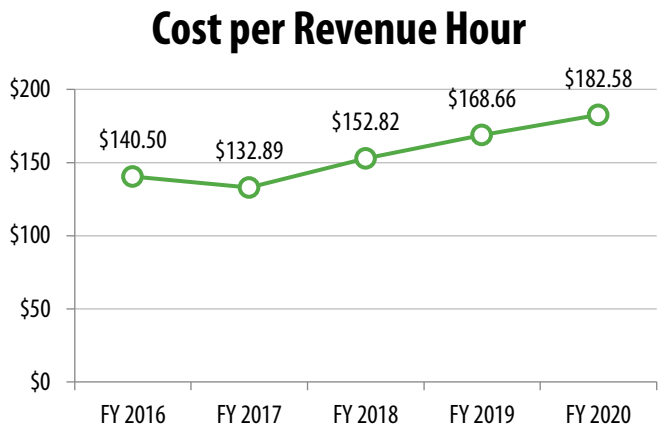
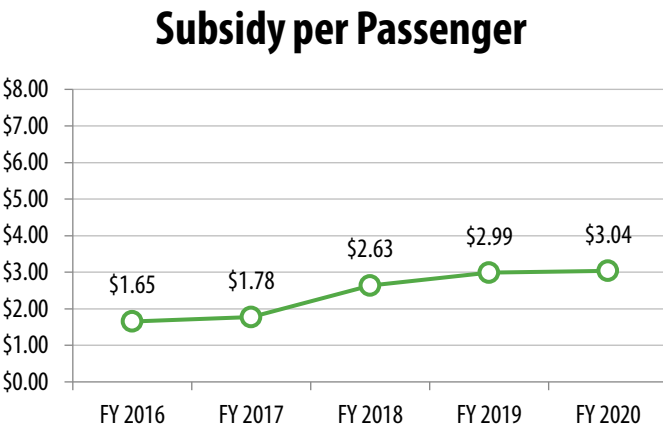
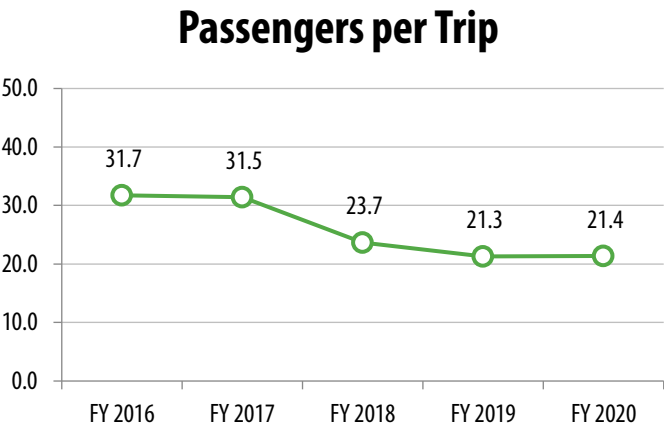
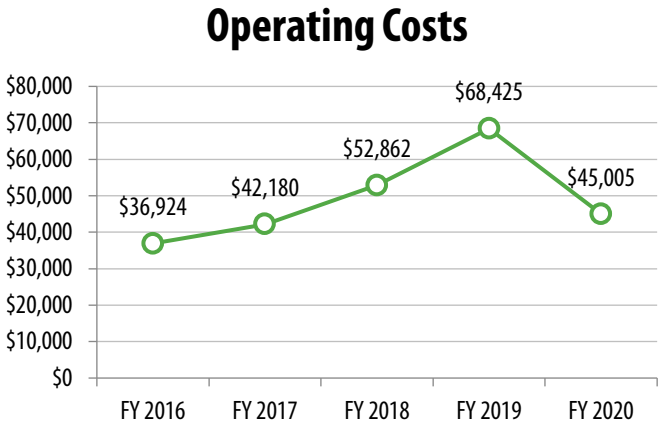
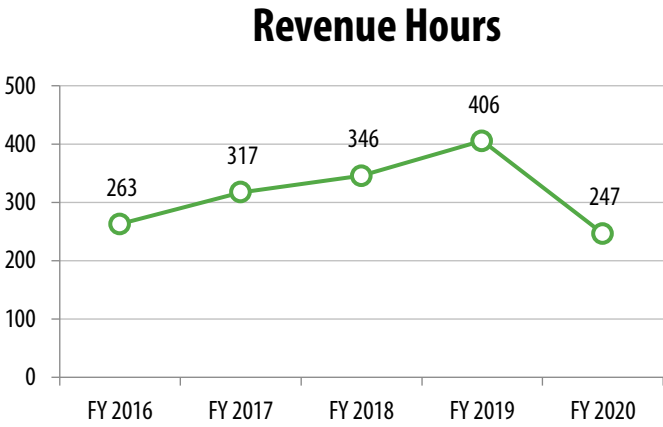
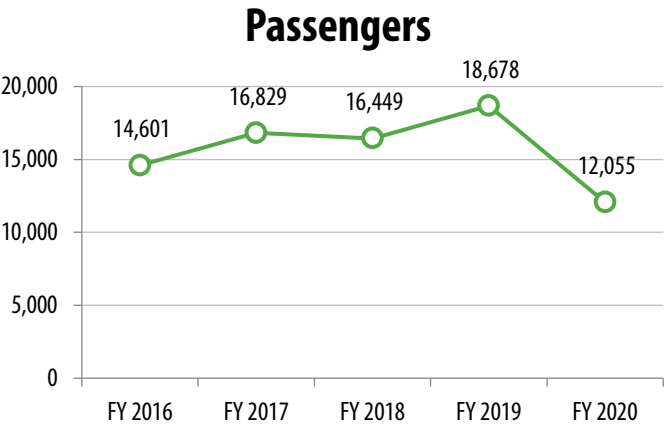
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	12,055	1,507	102	247	31	2	2,525	316	21
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	12,055	1,507	102	247	31	2	2,525	316	21

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$45,005	\$5,626	\$381	\$8,395	\$1,049	\$71	\$36,610	\$4,576	\$310
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$45,005	\$5,626	\$381	\$8,395	\$1,049	\$71	\$36,610	\$4,576	\$310

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	17.3	\$3.04		18.7%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	17.3	\$3.04	\$182.58	18.7%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	14,601	263	\$36,924	\$12,809	\$24,115	31.7	\$1.65	\$140.50	34.7%
FY 2017	16,829	317	\$42,180	\$12,227	\$29,953	31.5	\$1.78	\$132.89	29.0%
FY 2018	16,449	346	\$52,862	\$9,533	\$43,329	23.7	\$2.63	\$152.82	18.0%
FY 2019	18,678	406	\$68,425	\$12,625	\$55,800	21.3	\$2.99	\$168.66	18.5%
FY 2020	12,055	247	\$45,005	\$8,395	\$36,610	21.4	\$3.04	\$182.58	18.7%





115
Supplemental

Days of Service: School Days
Avg Freq (Wkdy Peak): 5 trips
Avg Freq (Wkdy Non-Peak): -
Avg Freq (Wked): -

FY 2020 Farebox Recovery: 9%
% transfer (to route): 3%
% Clipper usage: 6%

FY 2019/20 DATA

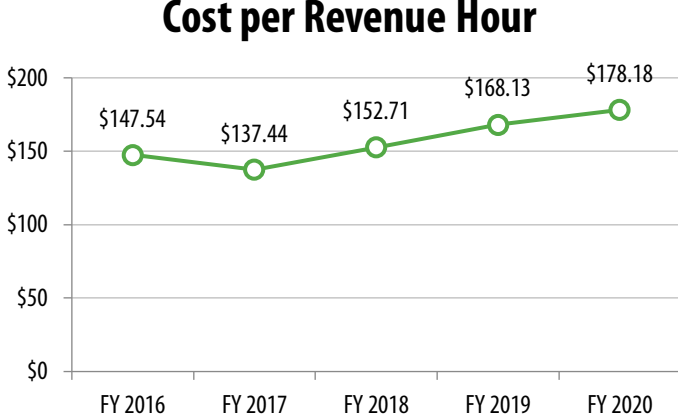
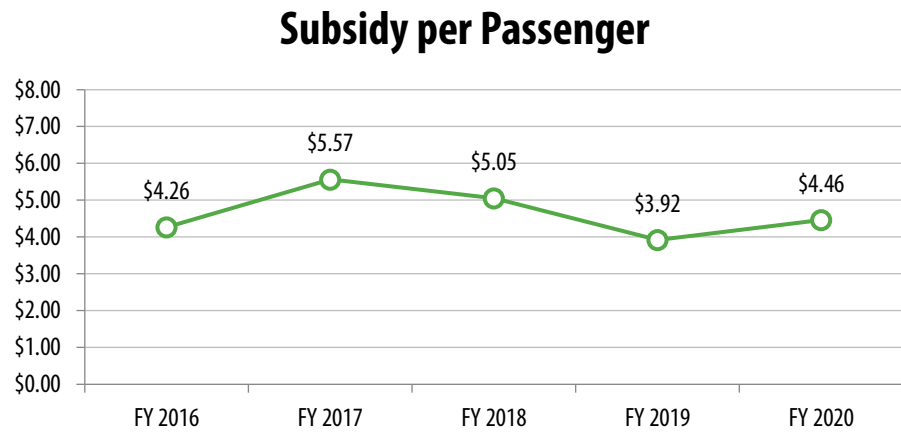
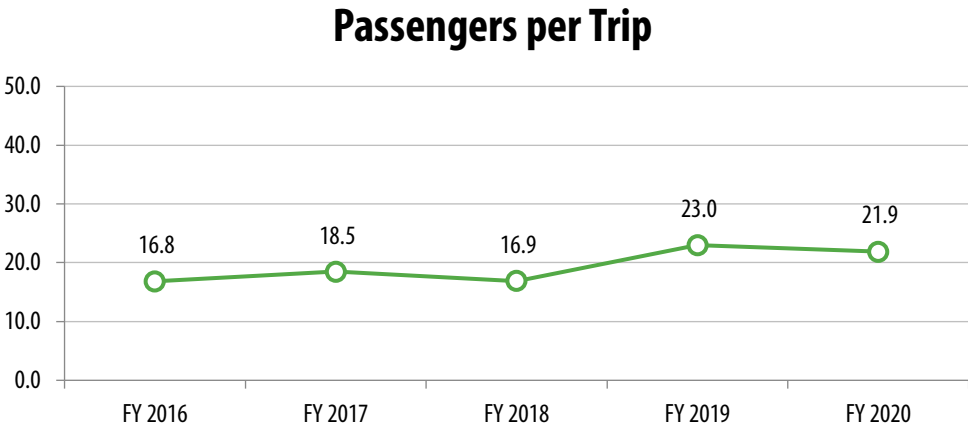
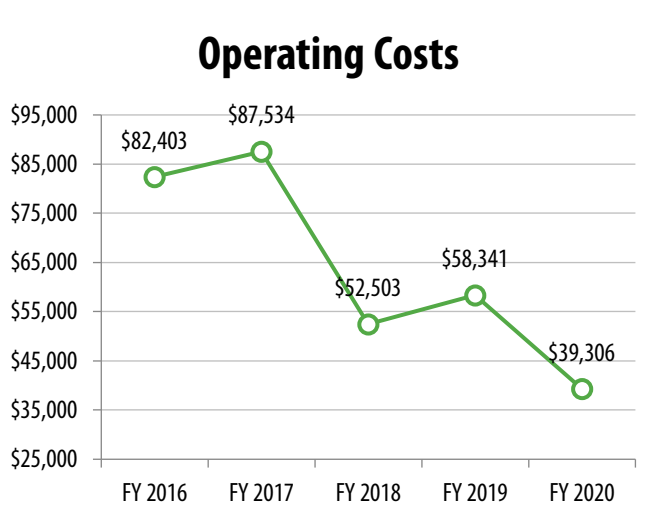
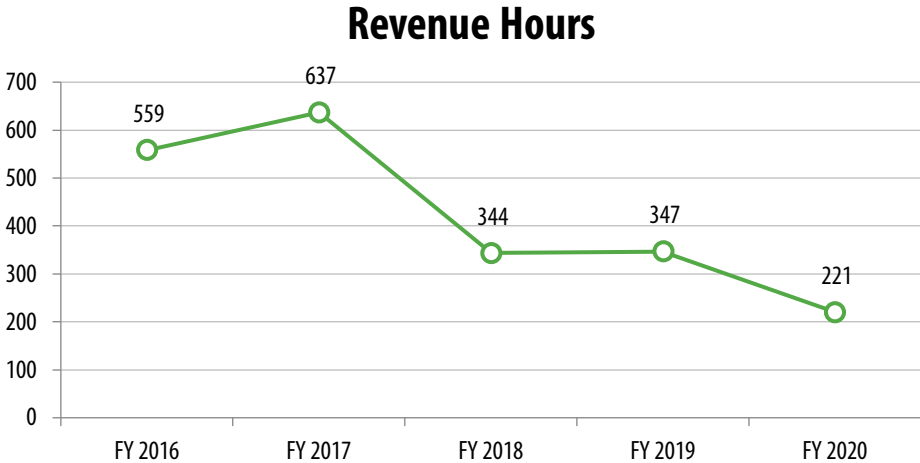
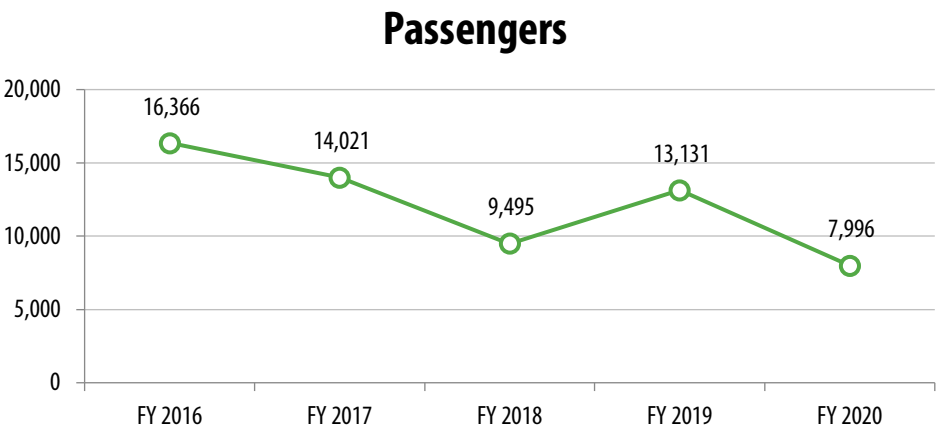
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	7,996	1,000	66	221	28	2	2,622	328	21
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	7,996	1,000	66	221	28	2	2,622	328	21

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$39,306	\$4,913	\$322	\$3,635	\$454	\$30	\$35,671	\$4,459	\$292
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$39,306	\$4,913	\$322	\$3,635	\$454	\$30	\$35,671	\$4,459	\$292

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	14.2	\$4.46		9.2%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	14.2	\$4.46	\$178.18	9.2%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	16,366	559	\$82,403	\$12,638	\$69,765	16.8	\$4.26	\$147.54	15.3%
FY 2017	14,021	637	\$87,534	\$9,504	\$78,030	18.5	\$5.57	\$137.44	10.9%
FY 2018	9,495	344	\$52,503	\$4,578	\$47,925	16.9	\$5.05	\$152.71	8.7%
FY 2019	13,131	347	\$58,341	\$6,851	\$51,490	23.0	\$3.92	\$168.13	11.7%
FY 2020	7,996	221	\$39,306	\$3,635	\$35,671	21.9	\$4.46	\$178.18	9.2%





Days of Service: School Days
Avg Freq (Wkdy Peak): 6 trips
Avg Freq (Wkdy Non-Peak): -
Avg Freq (Wked): -

FY 2020 Farebox Recovery: 12%
% transfer (to route): 0%
% Clipper usage: 3%

FY 2019/20 DATA

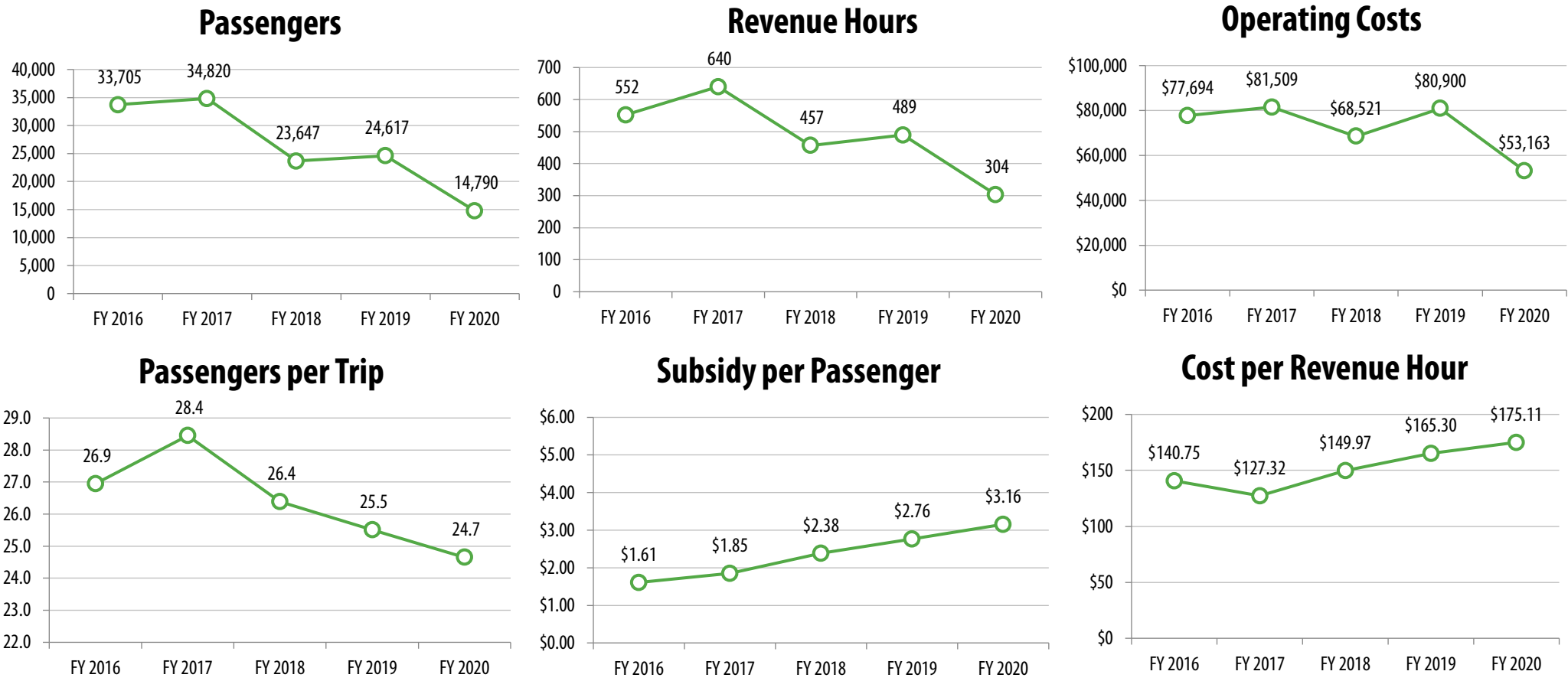
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	14,790	1,849	123	304	38	3	2,184	273	18
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	14,790	1,849	123	304	38	3	2,184	273	18

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$53,163	\$6,645	\$443	\$6,497	\$812	\$54	\$46,666	\$5,833	\$389
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$53,163	\$6,645	\$443	\$6,497	\$812	\$54	\$46,666	\$5,833	\$389

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	16.5	\$3.16		12.2%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	16.5	\$3.16	\$175.11	12.2%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	33,705	552	\$77,694	\$23,478	\$54,216	26.9	\$1.61	\$140.75	30.2%
FY 2017	34,820	640	\$81,509	\$17,140	\$64,369	28.4	\$1.85	\$127.32	21.0%
FY 2018	23,647	457	\$68,521	\$12,134	\$56,387	26.4	\$2.38	\$149.97	17.7%
FY 2019	24,617	489	\$80,900	\$12,837	\$68,063	25.5	\$2.76	\$165.30	15.9%
FY 2020	14,790	304	\$53,163	\$6,497	\$46,666	24.7	\$3.16	\$175.11	12.2%





119
Supplemental

Days of Service: School Days
Avg Freq (Wkdy Peak): 5 trips
Avg Freq (Wkdy Non-Peak): -
Avg Freq (Wked): -

FY 2020 Farebox Recovery: 21%
% transfer (to route): 0%
% Clipper usage: 9%

FY 2019/20 DATA

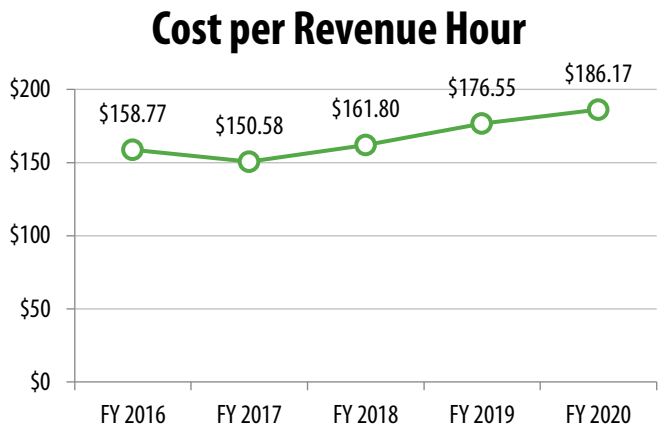
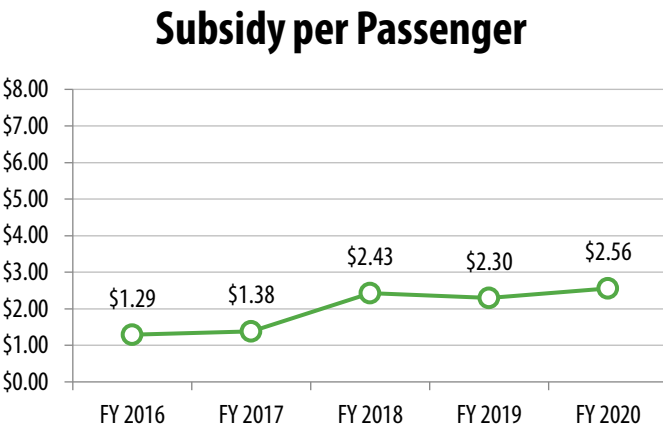
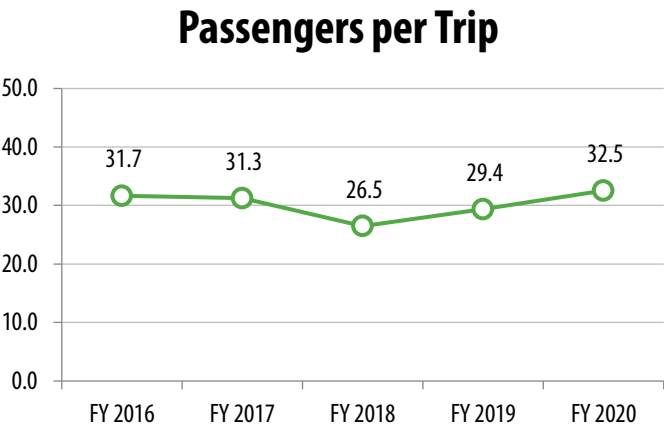
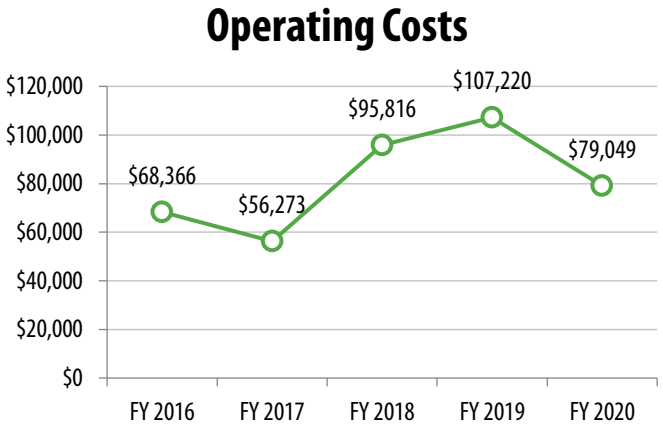
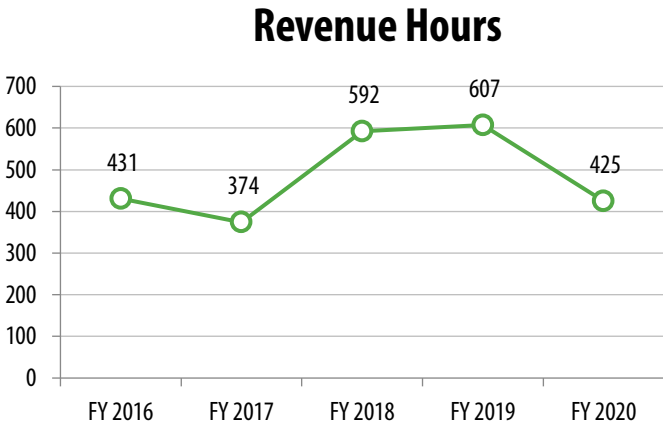
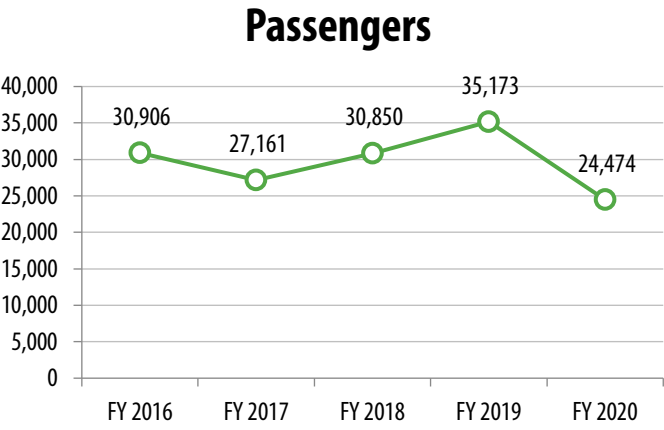
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	24,474	3,059	207	425	53	4	6,327	791	54
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	24,474	3,059	207	425	53	4	6,327	791	54

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$79,049	\$9,881	\$670	\$16,479	\$2,060	\$140	\$62,570	\$7,821	\$530
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$79,049	\$9,881	\$670	\$16,479	\$2,060	\$140	\$62,570	\$7,821	\$530

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	21.0	\$2.56		20.8%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	21.0	\$2.56	\$186.17	20.8%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	30,906	431	\$68,366	\$28,456	\$39,910	31.7	\$1.29	\$158.77	41.6%
FY 2017	27,161	374	\$56,273	\$18,859	\$37,414	31.3	\$1.38	\$150.58	33.5%
FY 2018	30,850	592	\$95,816	\$20,918	\$74,898	26.5	\$2.43	\$161.80	21.8%
FY 2019	35,173	607	\$107,220	\$26,421	\$80,799	29.4	\$2.30	\$176.55	24.6%
FY 2020	24,474	425	\$79,049	\$16,479	\$62,570	32.5	\$2.56	\$186.17	20.8%





122

Partnership

Days of Service: Wkdy
Avg Freq (Wkdy Peak): -
Avg Freq (Wkdy Non-Peak): 30 min
Avg Freq (Wked): -

FY 2020 Farebox Recovery: 40%
% transfer (to route): 30%
% Clipper usage: 8%

FY 2019/20 DATA

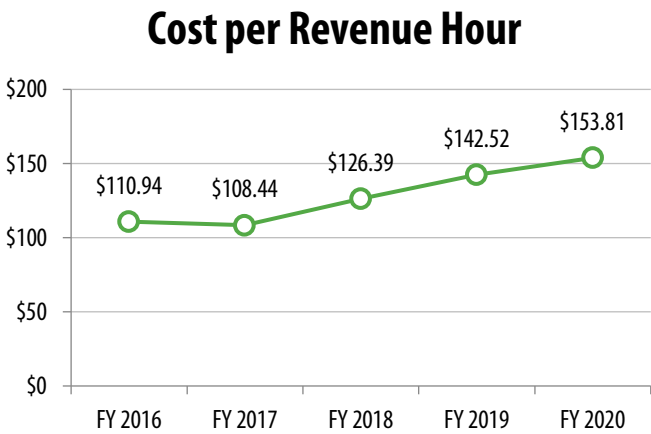
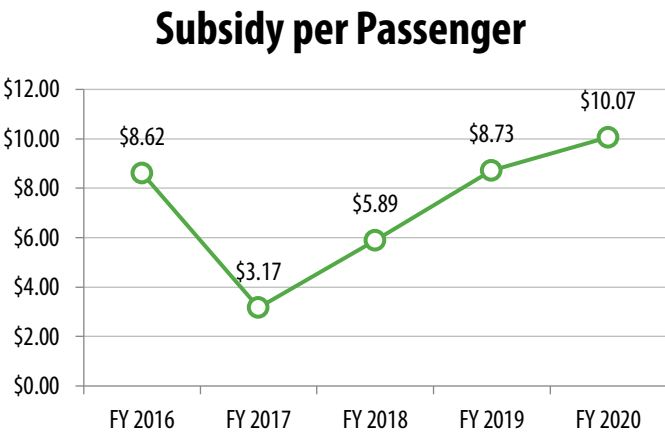
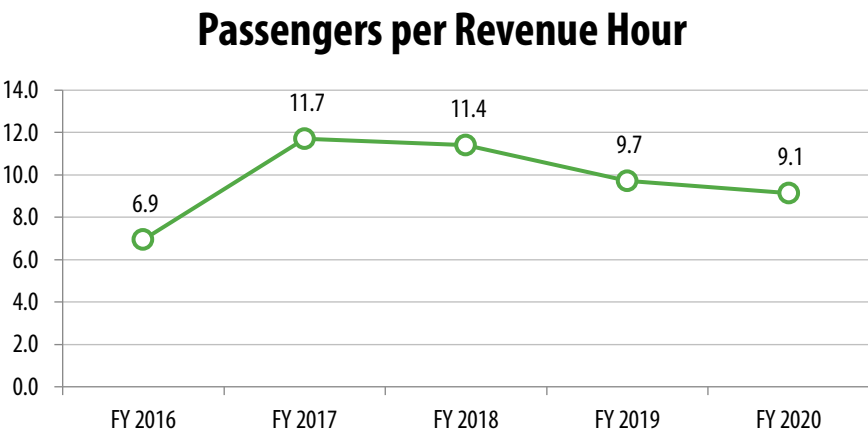
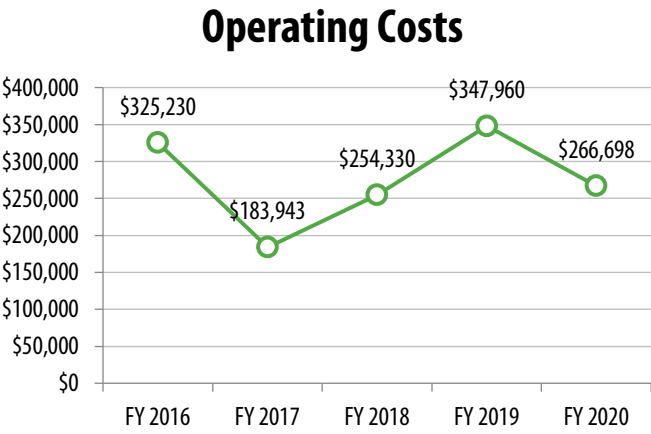
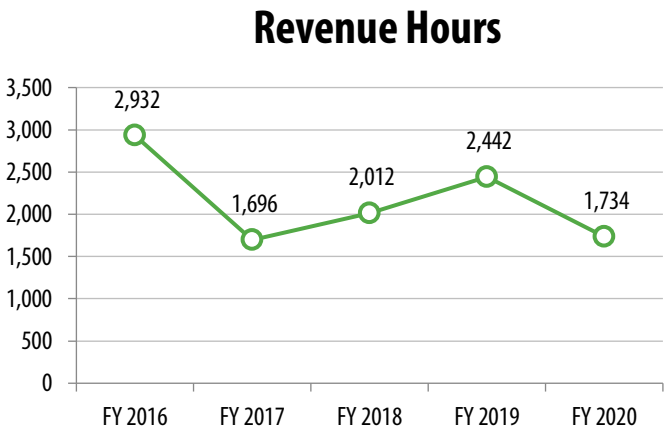
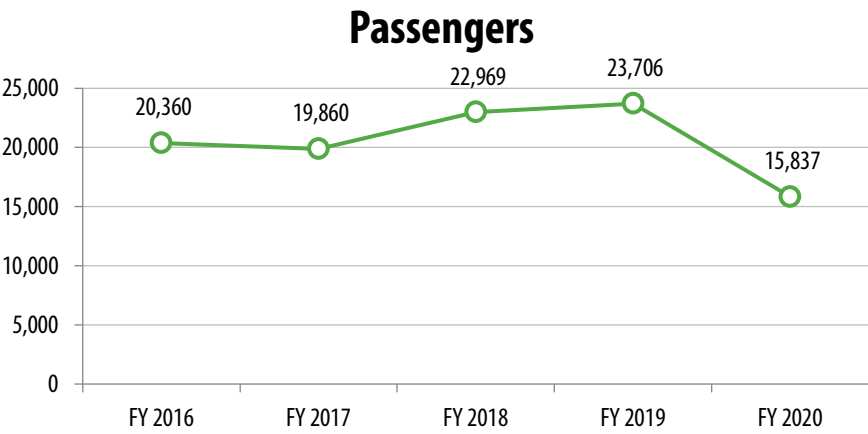
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	15,837	1,980	138	1,734	217	15	18,289	2,286	159
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	15,837	1,980	138	1,734	217	15	18,289	2,286	159

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$266,698	\$33,337	\$2,319	\$107,272	\$13,409	\$933	\$159,426	\$19,928	\$1,386
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$266,698	\$33,337	\$2,319	\$107,272	\$13,409	\$933	\$159,426	\$19,928	\$1,386

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	9.1	\$10.07		40.2%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	9.1	\$10.07	\$153.81	40.2%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	20,360	2,932	\$325,230	\$149,686	\$175,544	6.9	\$8.62	\$110.94	46.0%
FY 2017	19,860	1,696	\$183,943	\$121,007	\$62,936	11.7	\$3.17	\$108.44	65.8%
FY 2018	22,969	2,012	\$254,330	\$118,935	\$135,395	11.4	\$5.89	\$126.39	46.8%
FY 2019	23,706	2,442	\$347,960	\$141,125	\$206,835	9.7	\$8.73	\$142.52	40.6%
FY 2020	15,837	1,734	\$266,698	\$107,272	\$159,426	9.1	\$10.07	\$153.81	40.2%





125
Supplemental

Days of Service: School Days
Avg Freq (Wkdy Peak): 4 trips
Avg Freq (Wkdy Non-Peak): -
Avg Freq (Wked): -

FY 2020 Farebox Recovery: 10%
% transfer (to route): 4%
% Clipper usage: 16%

FY 2019/20 DATA

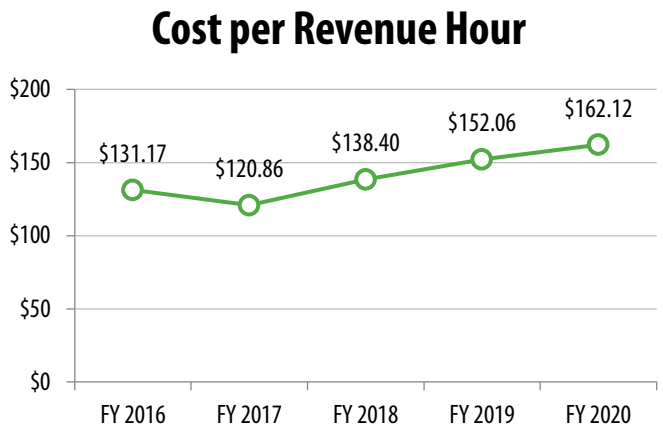
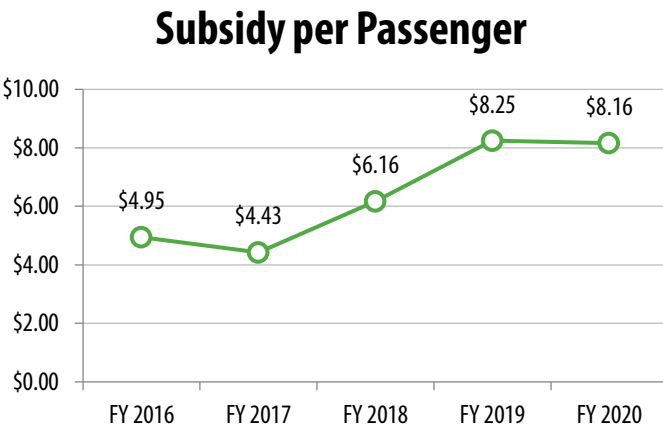
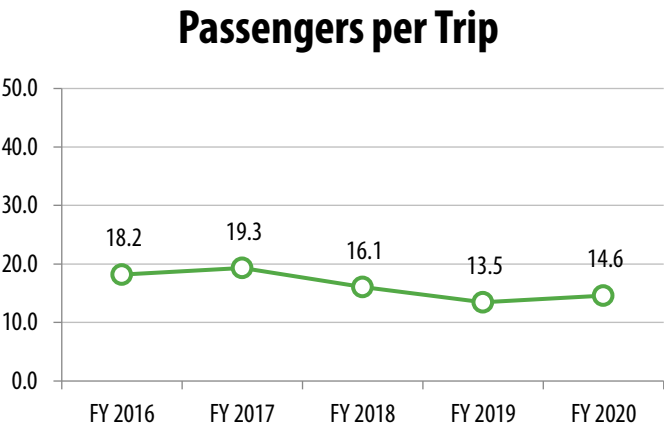
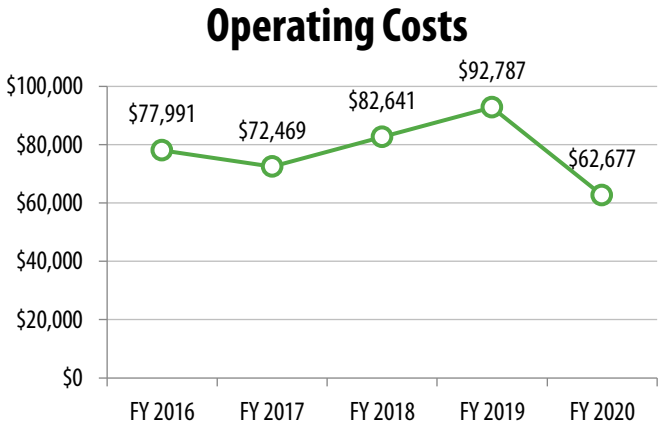
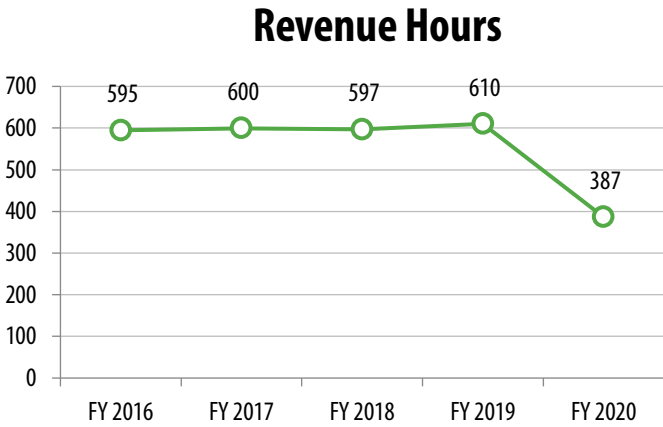
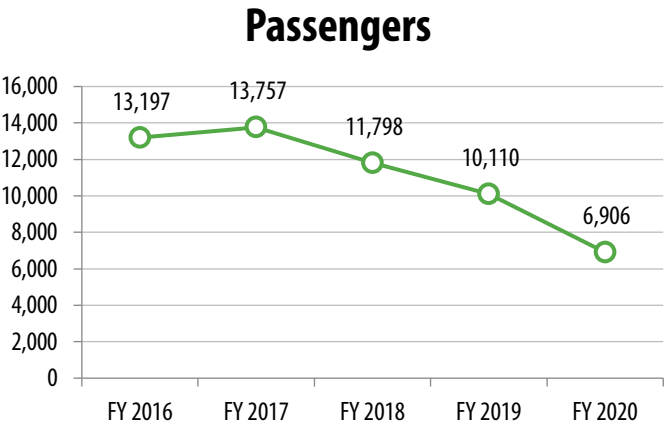
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	6,906	863	59	387	48	3	5,680	710	48
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	6,906	863	59	387	48	3	5,680	710	48

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$62,677	\$7,835	\$531	\$6,309	\$789	\$53	\$56,368	\$7,046	\$478
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$62,677	\$7,835	\$531	\$6,309	\$789	\$53	\$56,368	\$7,046	\$478

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	9.4	\$8.16		10.1%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	9.4	\$8.16	\$162.12	10.1%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	13,197	595	\$77,991	\$12,684	\$65,307	18.2	\$4.95	\$131.17	16.3%
FY 2017	13,757	600	\$72,469	\$11,570	\$60,899	19.3	\$4.43	\$120.86	16.0%
FY 2018	11,798	597	\$82,641	\$9,917	\$72,724	16.1	\$6.16	\$138.40	12.0%
FY 2019	10,110	610	\$92,787	\$9,402	\$83,385	13.5	\$8.25	\$152.06	10.1%
FY 2020	6,906	387	\$62,677	\$6,309	\$56,368	14.6	\$8.16	\$162.12	10.1%





Days of Service: School Days
Avg Freq (Wkdy Peak): 2 trips
Avg Freq (Wkdy Non-Peak): -
Avg Freq (Wked): -

FY 2020 Farebox Recovery: 11%
% transfer (to route): 0%
% Clipper usage: 24%

FY 2019/20 DATA

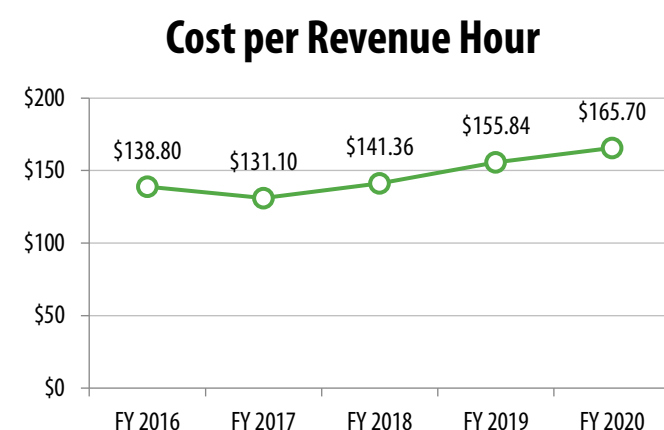
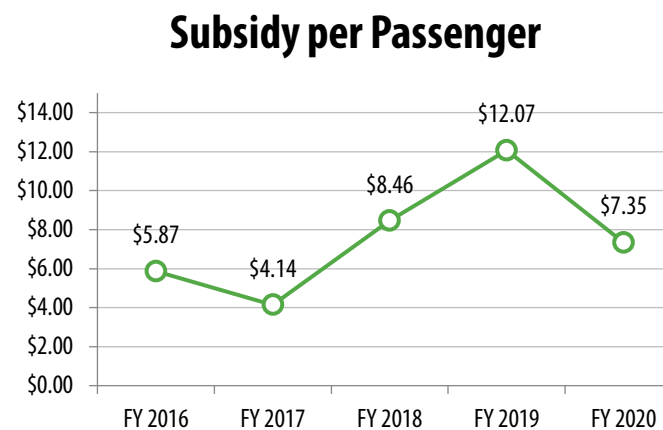
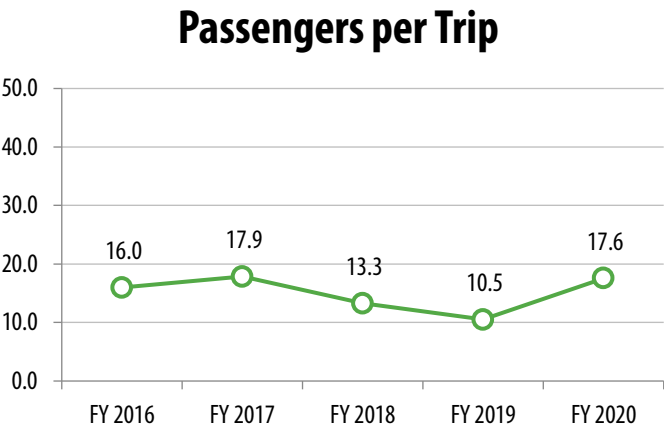
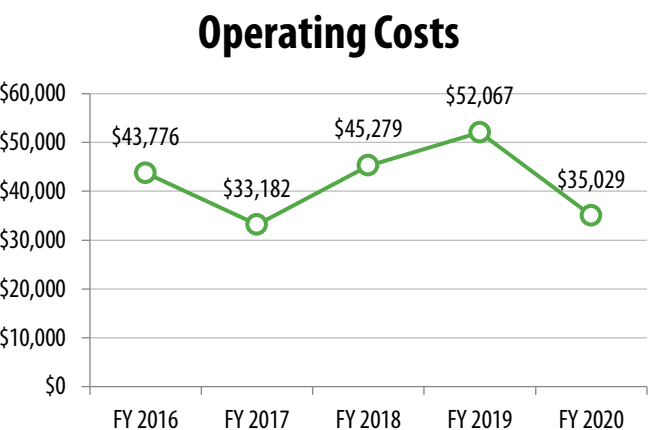
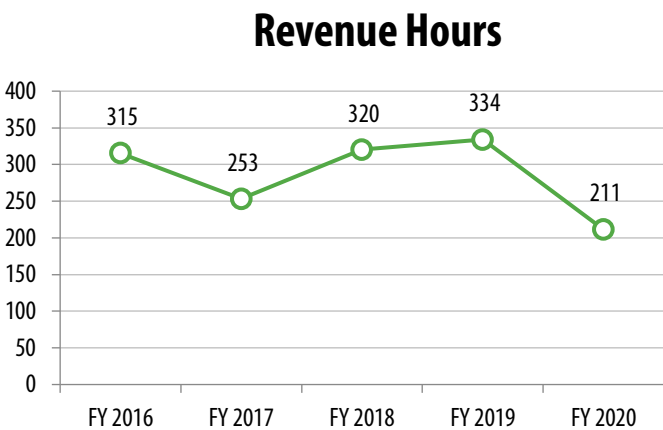
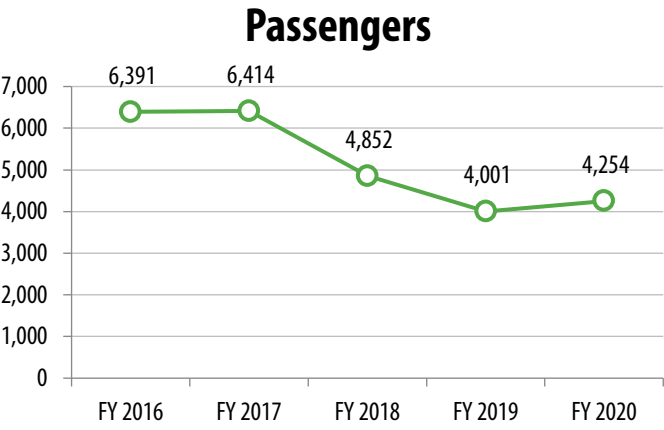
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	4,254	532	35	211	26	2	2,393	299	20
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	4,254	532	35	211	26	2	2,393	299	20

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$35,029	\$4,379	\$289	\$3,780	\$473	\$31	\$31,249	\$3,906	\$258
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$35,029	\$4,379	\$289	\$3,780	\$473	\$31	\$31,249	\$3,906	\$258

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	11.7	\$7.35		10.8%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	11.7	\$7.35	\$165.70	10.8%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	6,391	315	\$43,776	\$6,241	\$37,535	16.0	\$5.87	\$138.80	14.3%
FY 2017	6,414	253	\$33,182	\$6,635	\$26,547	17.9	\$4.14	\$131.10	20.0%
FY 2018	4,852	320	\$45,279	\$4,233	\$41,046	13.3	\$8.46	\$141.36	9.3%
FY 2019	4,001	334	\$52,067	\$3,789	\$48,278	10.5	\$12.07	\$155.84	7.3%
FY 2020	4,254	211	\$35,029	\$3,780	\$31,249	17.6	\$7.35	\$165.70	10.8%





145
Supplemental

Days of Service: School Days
Avg Freq (Wkdy Peak): 2-3 trips
Avg Freq (Wkdy Non-Peak): -
Avg Freq (Wked): -

FY 2020 Farebox Recovery: 20%
% transfer (to route): 18%
% Clipper usage: 2%

FY 2019/20 DATA

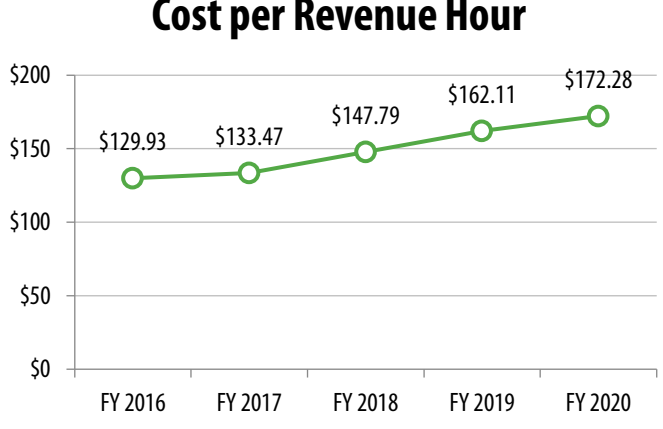
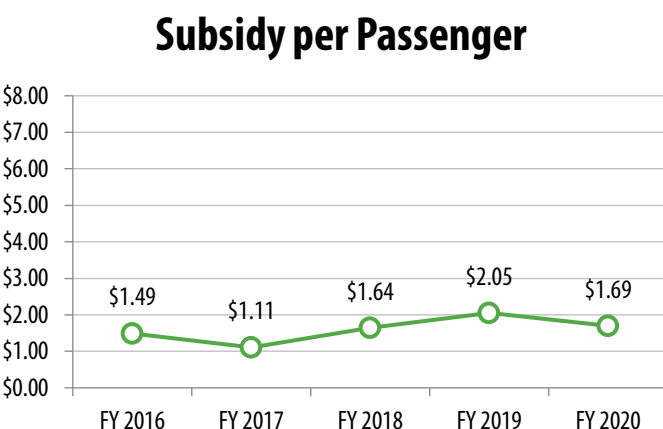
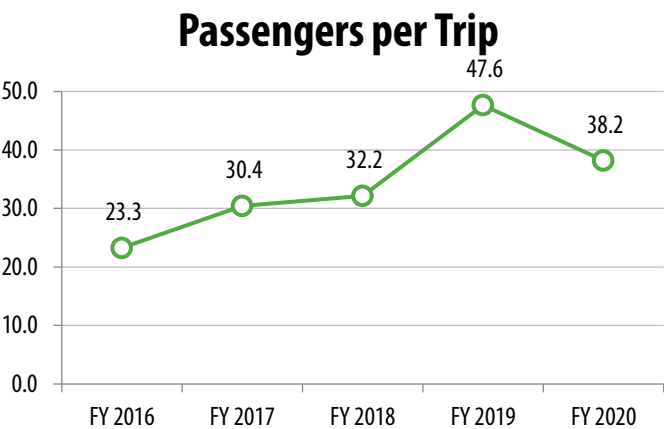
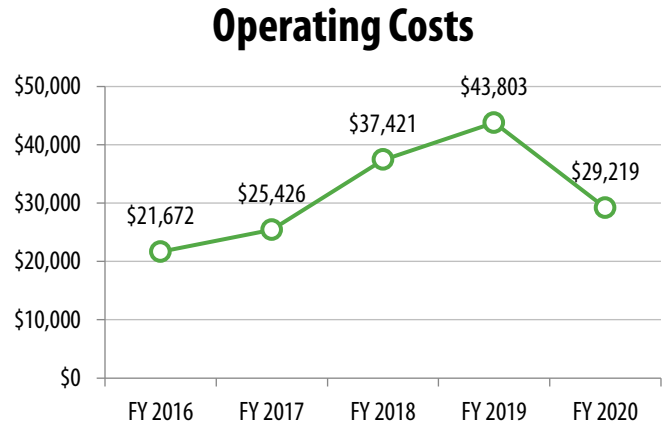
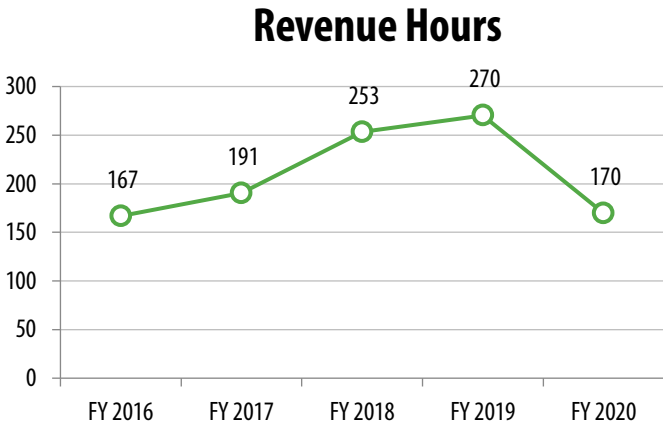
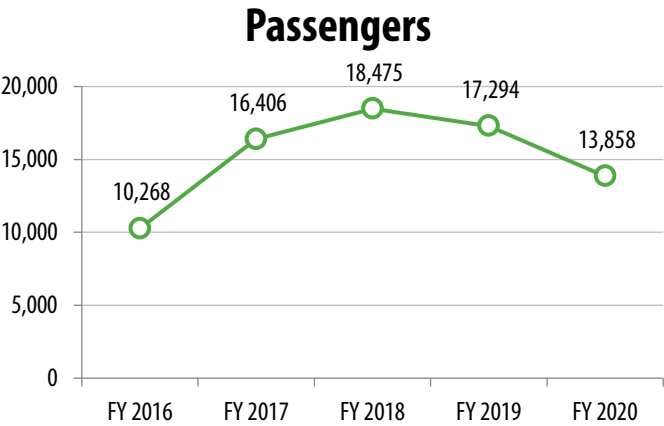
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	13,858	1,732	115	170	21	1	1,787	223	15
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	13,858	1,732	115	170	21	1	1,787	223	15

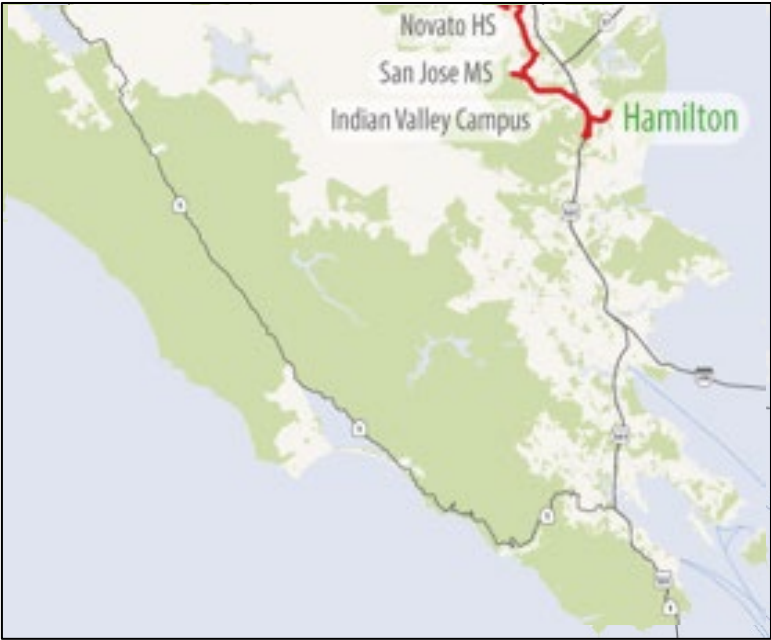
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$29,219	\$3,652	\$241	\$5,753	\$719	\$48	\$23,466	\$2,933	\$194
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	0	\$ -	\$ -	\$ -
Total	\$29,219	\$3,652	\$241	\$5,753	\$719	\$48	\$23,466	\$2,933	\$194

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	25.7	\$1.69		19.7%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	25.7	\$1.69	\$172.28	19.7%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	10,268	167	\$21,672	\$6,341	\$15,331	23.3	\$1.49	\$129.93	29.3%
FY 2017	16,406	191	\$25,426	\$7,258	\$18,168	30.4	\$1.11	\$133.47	28.5%
FY 2018	18,475	253	\$37,421	\$7,095	\$30,326	32.2	\$1.64	\$147.79	19.0%
FY 2019	17,294	270	\$43,803	\$8,314	\$35,489	47.6	\$2.05	\$162.11	19.0%
FY 2020	13,858	170	\$29,219	\$5,753	\$23,466	38.2	\$1.69	\$172.28	19.7%





149
Supplemental

Days of Service: School Days
Avg Freq (Wkdy Peak): 2-3 trips
Avg Freq (Wkdy Non-Peak): -
Avg Freq (Wked): -

FY 2020 Farebox Recovery: 6%
% transfer (to route): 3%
% Clipper usage: 1%

FY 2019/20 DATA

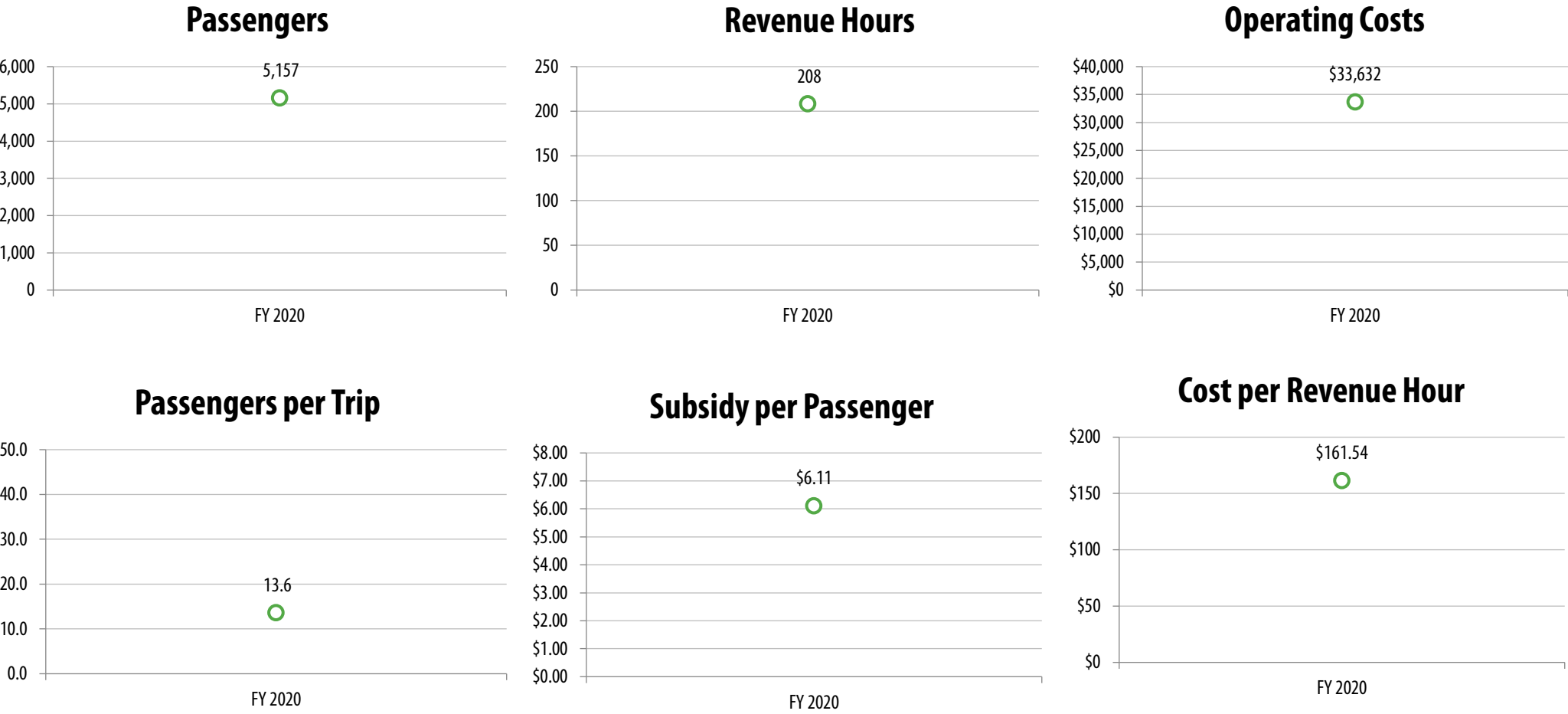
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	5,157	645	43	208	26	2	3,276	410	28
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	5,157	645	43	208	26	2	3,276	410	28

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$33,632	\$4,204	\$283	\$2,133	\$267	\$18	\$31,499	\$3,937	\$265
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	0	\$ -	\$ -	\$ -
Total	\$33,632	\$4,204	\$283	\$2,133	\$267	\$18	\$31,499	\$3,937	\$265

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	147.3	\$6.11		6.3%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	147.3	\$6.11	\$161.54	6.3%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2017	-	-	-	-	-	-	-	-	-
FY 2018	-	-	-	-	-	-	-	-	-
FY 2019	-	-	-	-	-	-	-	-	-
FY 2020	5,157	208	\$33,632	\$2,133	\$31,499	13.6	\$6.11	\$161.54	6.3%





151
Supplemental

Days of Service: School Days
Avg Freq (Wkdy Peak): 4-5 trips
Avg Freq (Wkdy Non-Peak): -
Avg Freq (Wked): -

FY 2020 Farebox Recovery: 16%
% transfer (to route): 2%
% Clipper usage: 4%

FY 2019/20 DATA

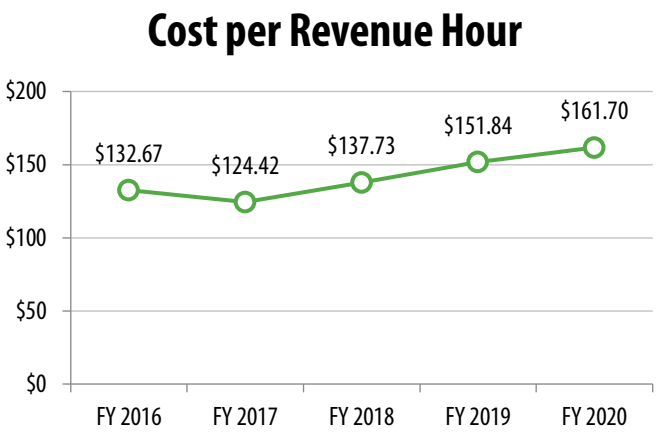
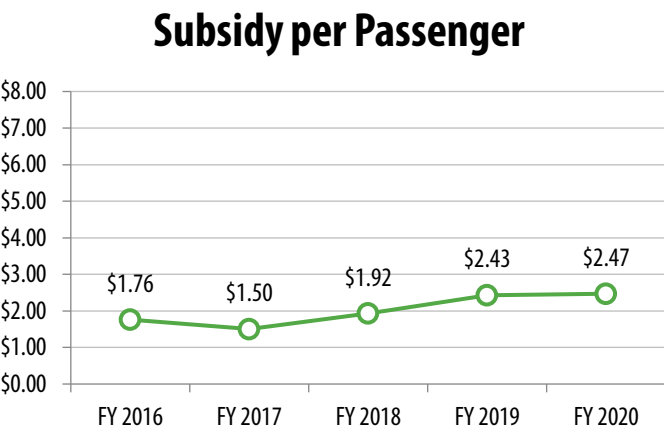
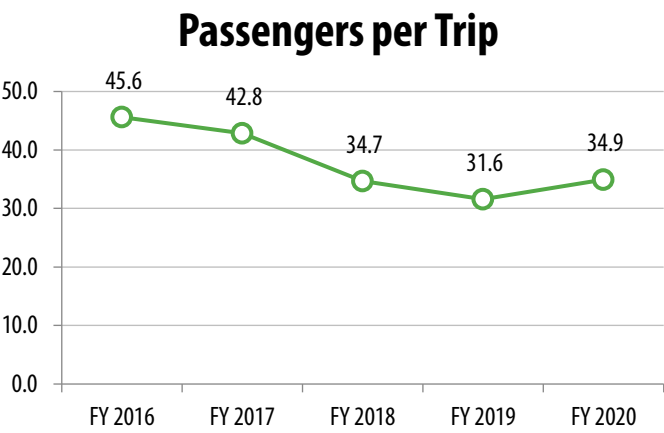
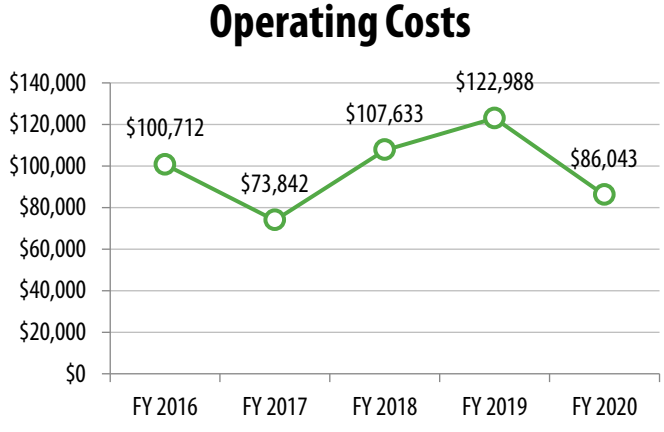
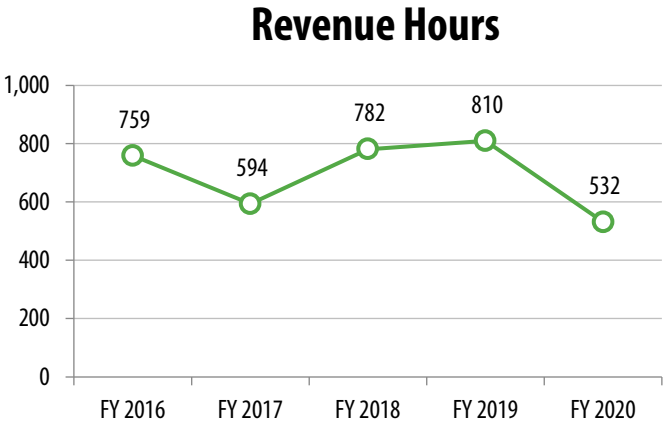
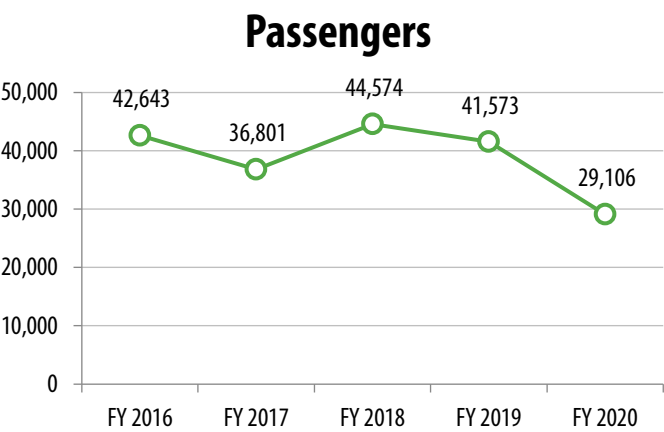
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	29,106	3,638	245	532	67	4	7,001	875	59
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	29,106	3,638	245	532	67	4	7,001	875	59

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$86,043	\$10,755	\$723	\$14,172	\$1,772	\$119	\$71,871	\$8,984	\$604
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$86,043	\$10,755	\$723	\$14,172	\$1,772	\$119	\$71,871	\$8,984	\$604

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	22.7	\$2.47		16.5%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	22.7	\$2.47	\$161.70	16.5%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	42,643	759	\$100,712	\$25,851	\$74,861	45.6	\$1.76	\$132.67	25.7%
FY 2017	36,801	594	\$73,842	\$18,463	\$55,379	42.8	\$1.50	\$124.42	25.0%
FY 2018	44,574	782	\$107,633	\$21,865	\$85,768	34.7	\$1.92	\$137.73	20.3%
FY 2019	41,573	810	\$122,988	\$21,951	\$101,037	31.6	\$2.43	\$151.84	17.8%
FY 2020	29,106	532	\$86,043	\$14,172	\$71,871	34.9	\$2.47	\$161.70	16.5%





154
Supplemental

Days of Service: School Days
Avg Freq (Wkdy Peak): 3 trips
Avg Freq (Wkdy Non-Peak): -
Avg Freq (Wked): -

FY 2020 Farebox Recovery: 16%
% transfer (to route): 1%
% Clipper usage: 7%

FY 2019/20 DATA

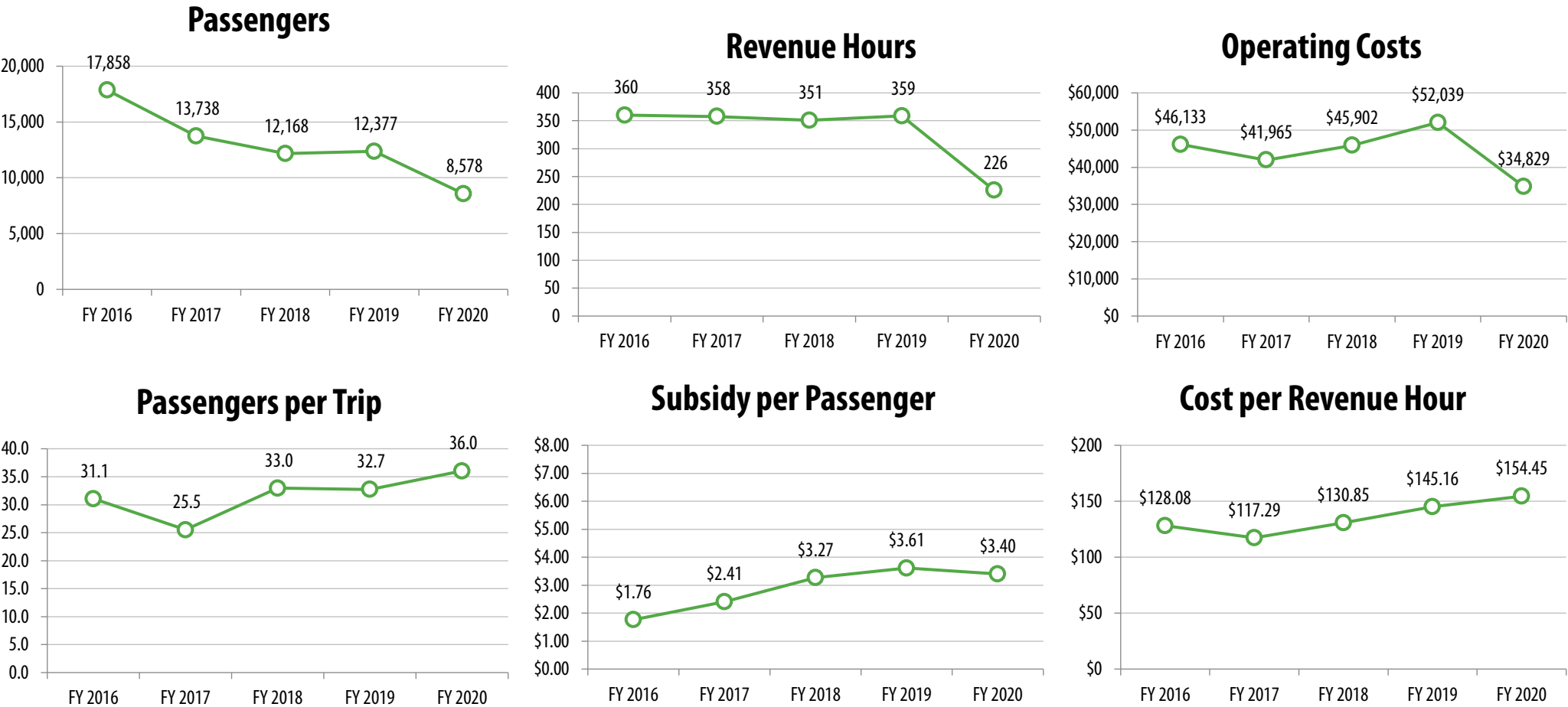
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	8,578	1,072	72	226	28	2	2,303	288	19
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	8,578	1,072	72	226	28	2	2,303	288	19

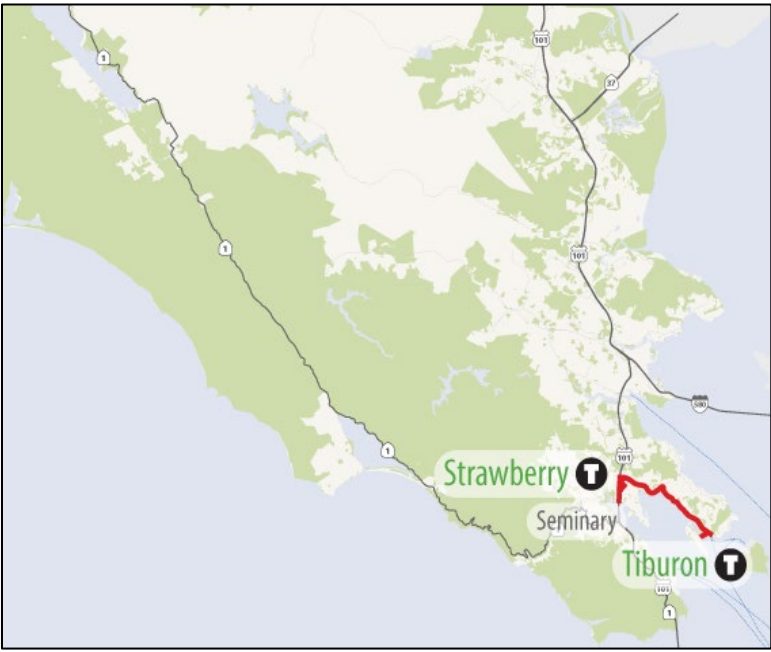
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$34,829	\$4,354	\$293	\$5,679	\$710	\$48	\$29,150	\$3,644	\$245
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$34,829	\$4,354	\$293	\$5,679	\$710	\$48	\$29,150	\$3,644	\$245

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	23.2	\$3.40		16.3%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	23.2	\$3.40	\$154.45	16.3%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	17,858	360	\$46,133	\$14,660	\$31,473	31.1	\$1.76	\$128.08	31.8%
FY 2017	13,738	358	\$41,965	\$8,847	\$33,118	25.5	\$2.41	\$117.29	21.1%
FY 2018	12,168	351	\$45,902	\$6,145	\$39,757	33.0	\$3.27	\$130.85	13.4%
FY 2019	12,377	359	\$52,039	\$7,327	\$44,712	32.7	\$3.61	\$145.16	14.1%
FY 2020	8,578	226	\$34,829	\$5,679	\$29,150	36.0	\$3.40	\$154.45	16.3%





219

Local Connector

Days of Service: Wkdy, Sa, Su
Avg Freq (Wkdy Peak): 30 min
Avg Freq (Wkdy Non-Peak): 30 min
Avg Freq (Wked): 30 min

FY 2020 Farebox Recovery: 8%
% transfer (to route): 62%
% Clipper usage: 20%

FY 2019/20 DATA

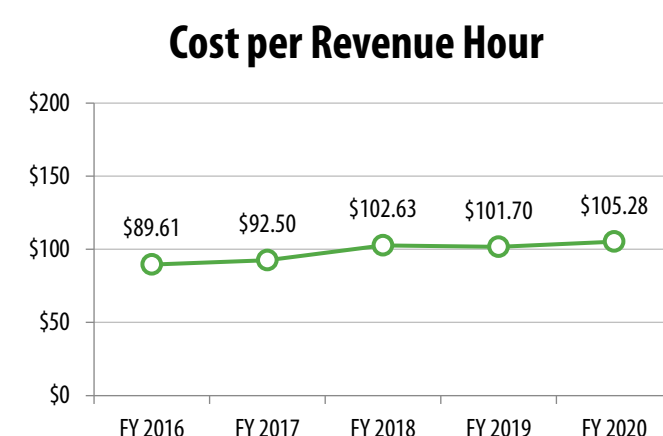
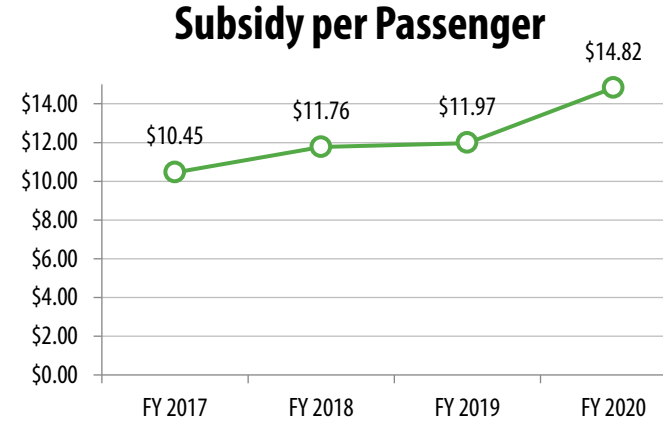
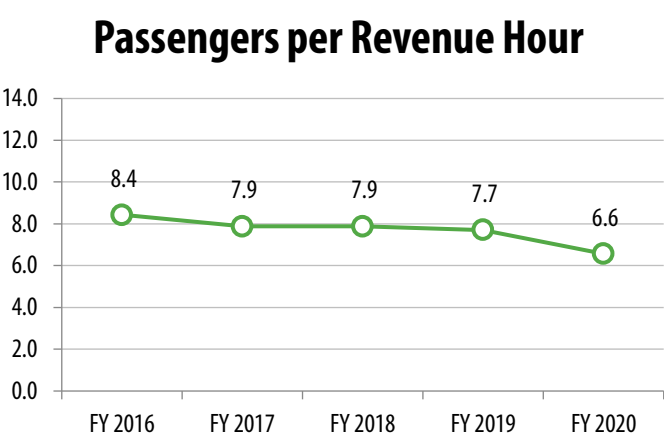
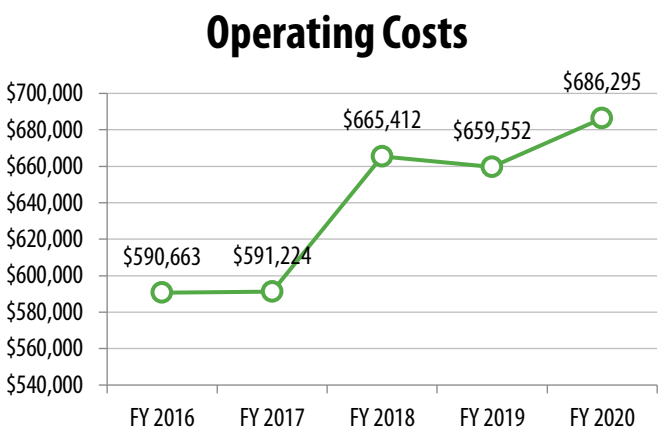
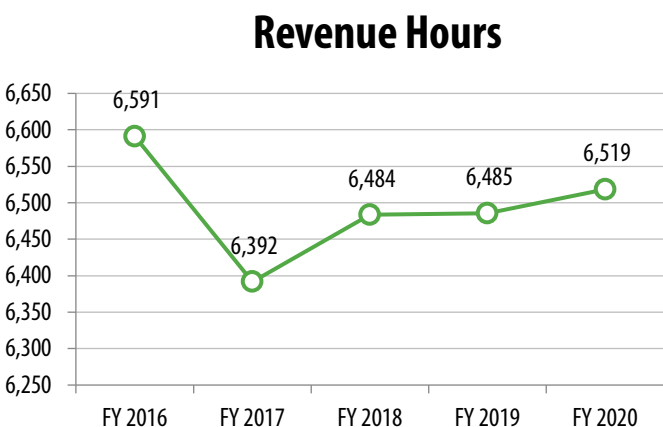
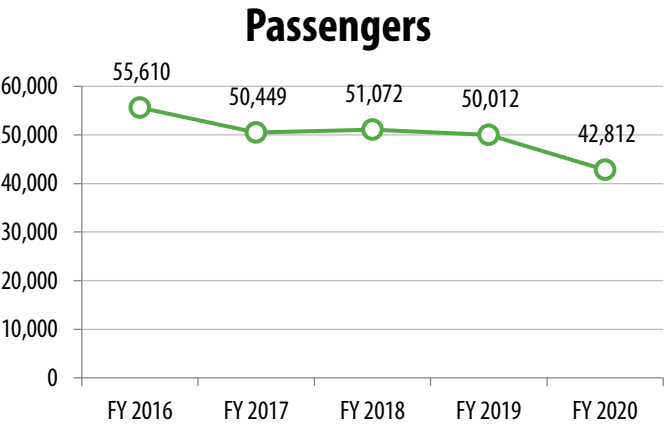
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	33,360	2,780	131	5,146	429	20	61,289	5,107	241
Saturday	4,831	403	93	637	53	12	10,931	911	210
Sunday	4,621	385	77	735	61	12	12,609	1,051	210
Total	42,812	3,568	117	6,519	543	18	84,829	7,069	232

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$539,610	\$44,968	\$2,124	\$42,332	\$3,528	\$167	\$497,278	\$41,440	\$1,958
Saturday	\$68,033	\$5,669	\$1,308	\$4,763	\$397	\$92	\$63,270	\$5,273	\$1,217
Sunday	\$78,652	\$6,554	\$1,311	\$4,794	\$400	\$80	\$73,858	\$6,155	\$1,231
Total	\$686,295	\$57,191	\$1,875	\$51,889	\$4,324	\$142	\$634,406	\$52,867	\$1,733

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	6.5	\$14.91		7.8%
Saturday	7.6	\$13.10		7.0%
Sunday	6.3	\$15.98		6.1%
Total	6.6	\$14.82	\$105.28	7.6%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	55,610	6,591	\$590,663	\$73,164	\$517,499	8.4	\$9.31	\$89.61	12.4%
FY 2017	50,449	6,392	\$591,224	\$64,101	\$527,123	7.9	\$10.45	\$92.50	10.8%
FY 2018	51,072	6,484	\$665,412	\$64,723	\$600,689	7.9	\$11.76	\$102.63	9.7%
FY 2019	50,012	6,485	\$659,552	\$60,690	\$598,862	7.7	\$11.97	\$101.70	9.2%
FY 2020	42,812	6,519	\$686,295	\$51,889	\$634,406	6.6	\$14.82	\$105.28	7.6%





228

Local Connector

Days of Service: Wkdy, Sa, Su
Avg Freq (Wkdy Peak): 60 min
Avg Freq (Wkdy Non-Peak): 60 min
Avg Freq (Wked): 60 min

FY 2020 Farebox Recovery: 8%
% transfer (to route): 35%
% Clipper usage: 16%

FY 2019/20 DATA

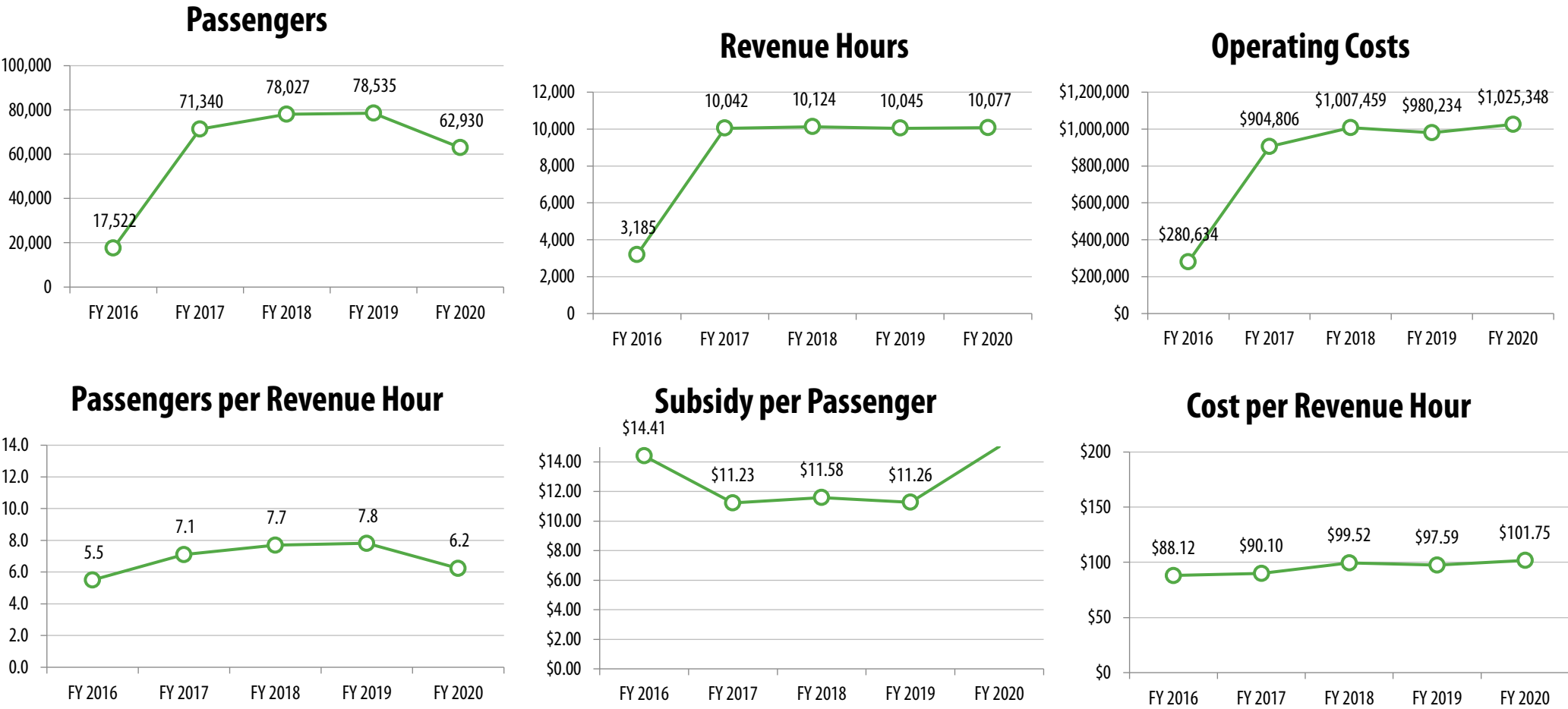
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	49,536	4,128	195	7,294	608	29	66,119	5,510	260
Saturday	7,602	634	146	1,292	108	25	12,413	1,034	239
Sunday	5,792	483	97	1,491	124	25	14,315	1,193	239
Total	62,930	5,244	172	10,077	840	28	92,847	7,737	254

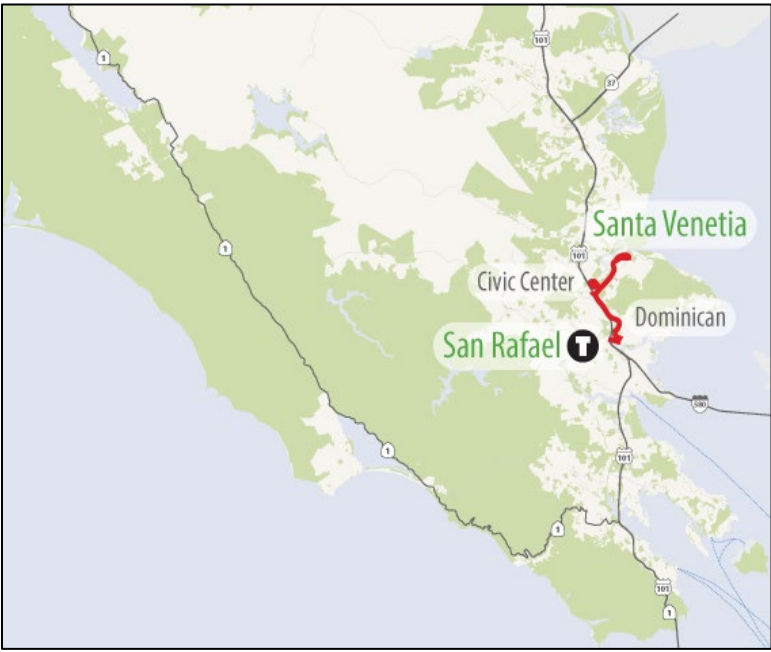
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$741,706	\$61,809	\$2,920	\$61,478	\$5,123	\$242	\$680,228	\$56,686	\$2,678
Saturday	\$131,601	\$10,967	\$2,531	\$9,664	\$805	\$186	\$121,937	\$10,161	\$2,345
Sunday	\$152,041	\$12,670	\$2,534	\$7,854	\$655	\$131	\$144,187	\$12,016	\$2,403
Total	\$1,025,348	\$85,446	\$2,801	\$78,996	\$6,583	\$216	\$946,352	\$78,863	\$2,586

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	6.8	\$13.73		8.3%
Saturday	5.9	\$16.04		7.3%
Sunday	3.9	\$24.89		5.2%
Total	6.2	\$15.04	\$101.75	7.7%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	17,522	3,185	\$280,634	\$28,092	\$252,542	5.5	\$14.41	\$88.12	10.0%
FY 2017	71,340	10,042	\$904,806	\$103,912	\$800,894	7.1	\$11.23	\$90.10	11.5%
FY 2018	78,027	10,124	\$1,007,459	\$103,529	\$903,930	7.7	\$11.58	\$99.52	10.3%
FY 2019	78,535	10,045	\$980,234	\$96,253	\$883,981	7.8	\$11.26	\$97.59	9.8%
FY 2020	62,930	10,077	\$1,025,348	\$78,996	\$946,352	6.2	\$15.04	\$101.75	7.7%





233

Local Connector

Days of Service: Wkdy, Sa, Su
Avg Freq (Wkdy Peak): 60 min
Avg Freq (Wkdy Non-Peak): 60 min
Avg Freq (Wked): 60 min

FY 2020 Farebox Recovery: 8%
% transfer (to route): 35%
% Clipper usage: 12%

FY 2019/20 DATA

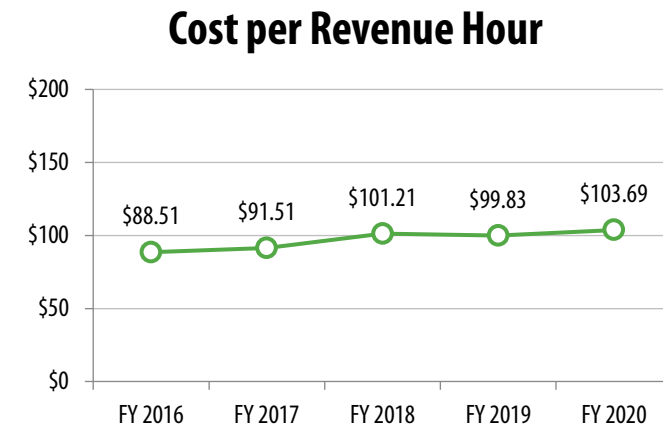
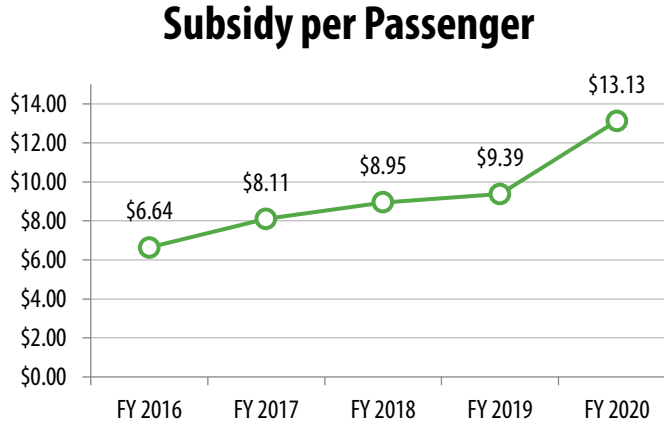
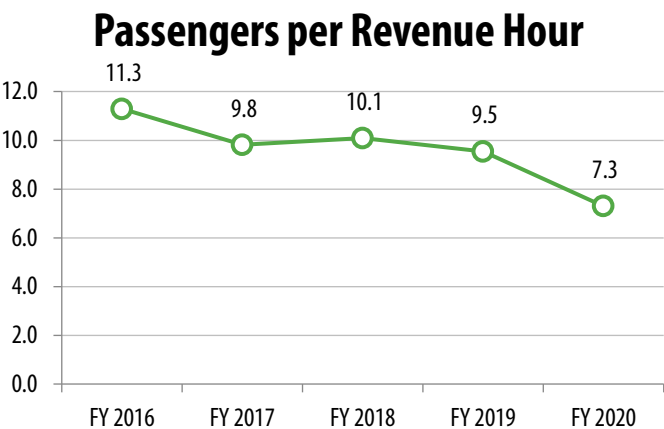
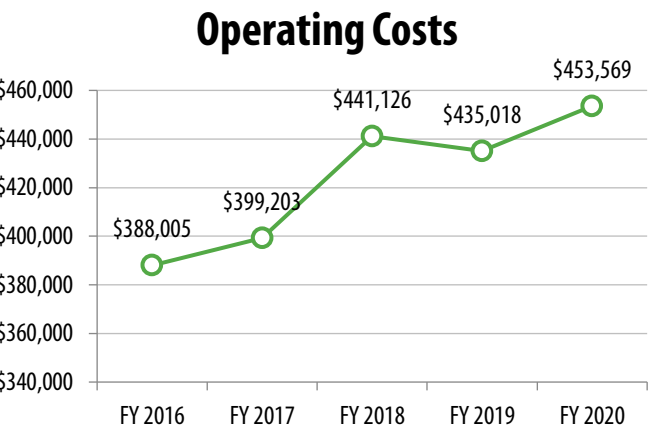
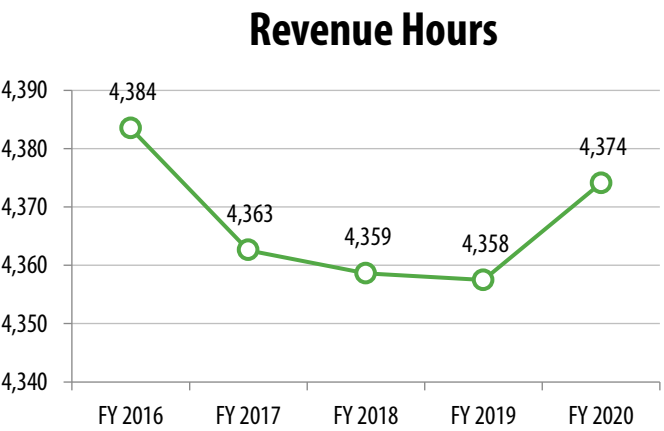
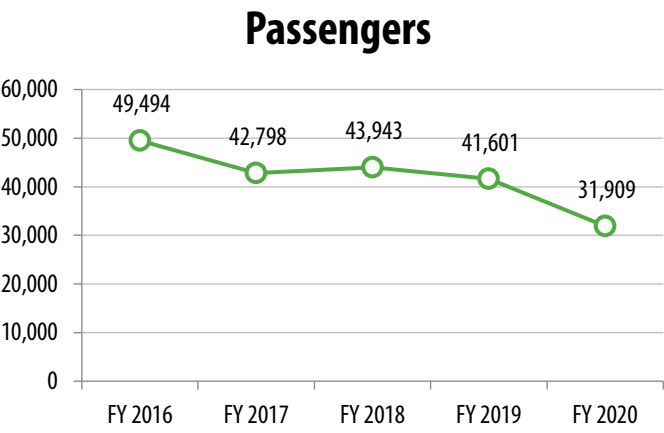
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	26,366	2,197	104	3,319	277	13	38,956	3,246	153
Saturday	2,891	241	56	490	41	9	5,829	486	112
Sunday	2,652	221	44	565	47	9	6,715	560	112
Total	31,909	2,659	87	4,374	365	12	51,500	4,292	141

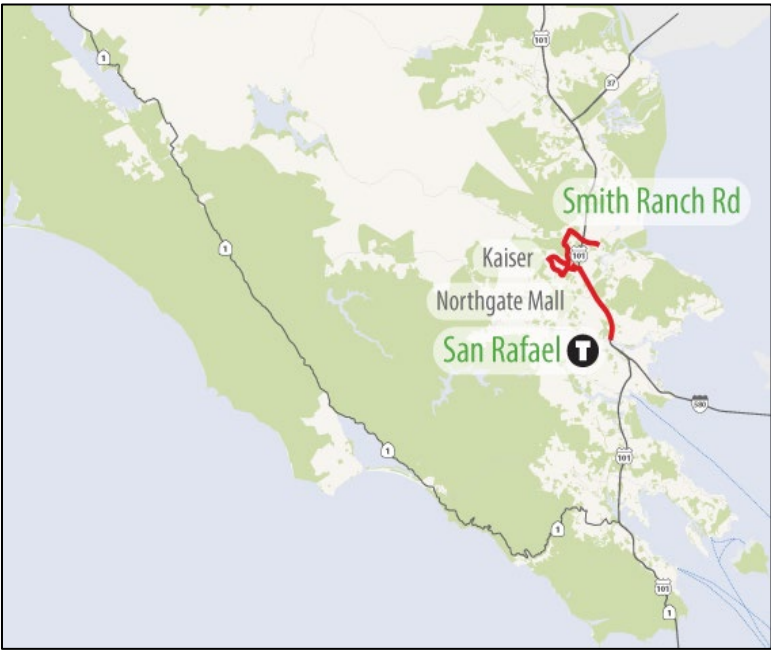
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$344,376	\$28,698	\$1,356	\$28,546	\$2,379	\$112	\$315,830	\$26,319	\$1,243
Saturday	\$50,689	\$4,224	\$975	\$3,181	\$265	\$61	\$47,508	\$3,959	\$914
Sunday	\$58,504	\$4,875	\$975	\$2,808	\$234	\$47	\$55,696	\$4,641	\$928
Total	\$453,569	\$37,797	\$1,239	\$34,535	\$2,878	\$94	\$419,034	\$34,920	\$1,145

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	7.9	\$11.98		8.3%
Saturday	5.9	\$16.43		6.3%
Sunday	4.7	\$21.00		4.8%
Total	7.3	\$13.13	\$103.69	7.6%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	49,494	4,384	\$388,005	\$59,296	\$328,709	11.3	\$6.64	\$88.51	15.3%
FY 2017	42,798	4,363	\$399,203	\$52,001	\$347,202	9.8	\$8.11	\$91.51	13.0%
FY 2018	43,943	4,359	\$441,126	\$47,757	\$393,369	10.1	\$8.95	\$101.21	10.8%
FY 2019	41,601	4,358	\$435,018	\$44,384	\$390,634	9.5	\$9.39	\$99.83	10.2%
FY 2020	31,909	4,374	\$453,569	\$34,535	\$419,034	7.3	\$13.13	\$103.69	7.6%





245

Local Connector

Days of Service: Wkdy, Sa, Su
Avg Freq (Wkdy Peak): 60 min
Avg Freq (Wkdy Non-Peak): 60 min
Avg Freq (Wked): 60 min

FY 2020 Farebox Recovery: 10%
% transfer (to route): 39%
% Clipper usage: 11%

FY 2019/20 DATA

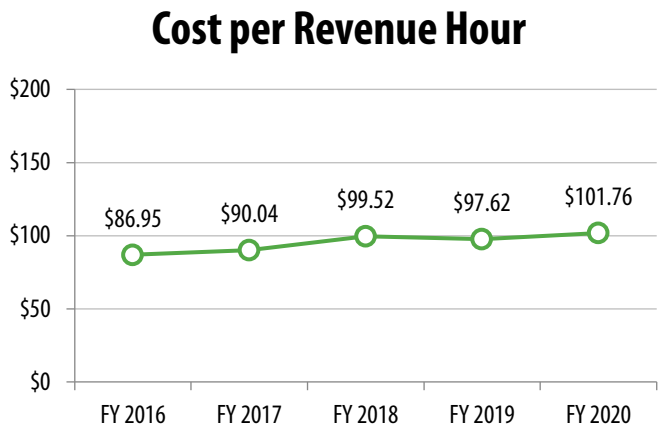
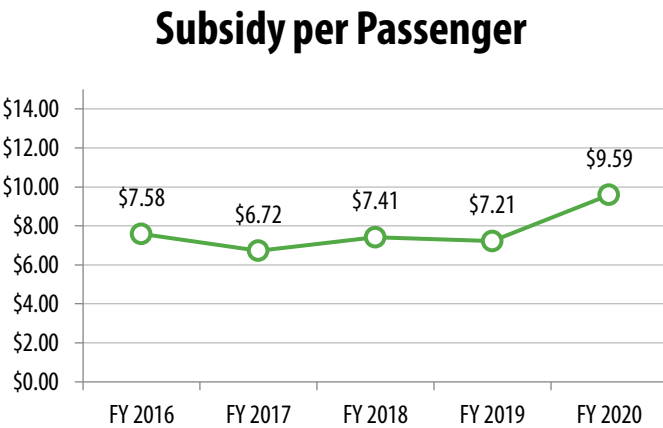
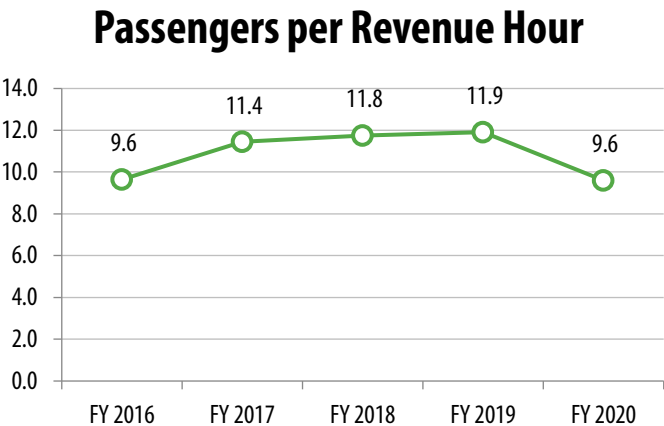
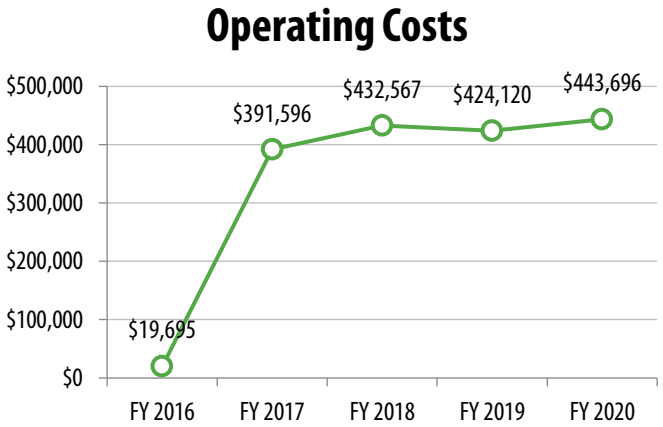
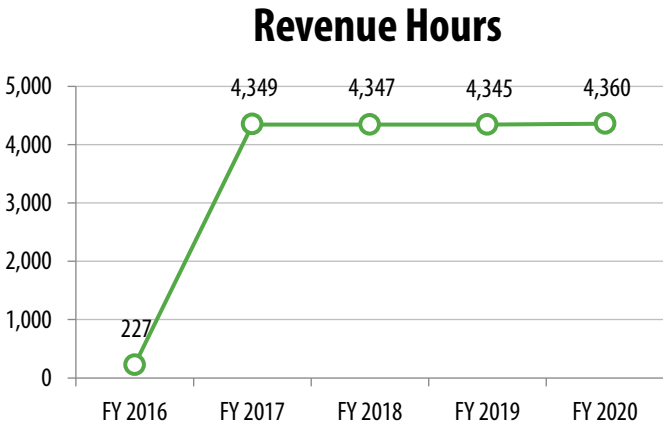
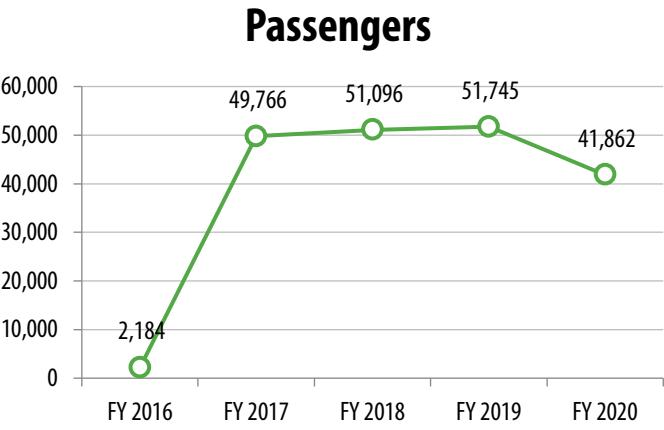
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	33,605	2,800	132	3,026	252	12	28,816	2,401	113
Saturday	4,333	361	83	620	52	12	5,778	482	111
Sunday	3,924	327	65	715	60	12	6,660	555	111
Total	41,862	3,489	114	4,360	363	12	41,255	3,438	113

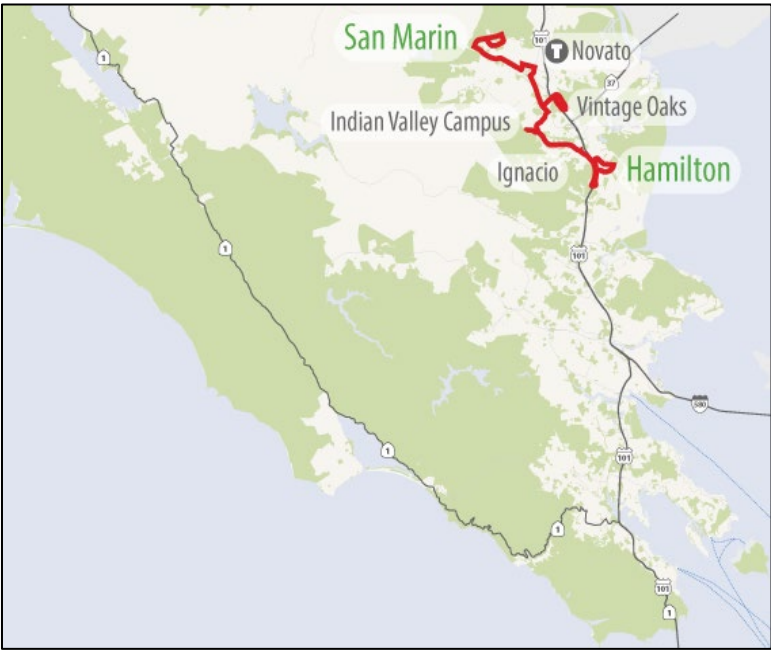
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$308,301	\$25,692	\$1,214	\$32,415	\$2,701	\$128	\$275,886	\$22,991	\$1,086
Saturday	\$62,837	\$5,236	\$1,208	\$5,164	\$430	\$99	\$57,673	\$4,806	\$1,109
Sunday	\$72,558	\$6,047	\$1,209	\$4,757	\$396	\$79	\$67,801	\$5,650	\$1,130
Total	\$443,696	\$36,975	\$1,212	\$42,336	\$3,528	\$116	\$401,360	\$33,447	\$1,097

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	11.1	\$8.21		10.5%
Saturday	7.0	\$13.31		8.2%
Sunday	5.5	\$17.28		6.6%
Total	9.6	\$9.59	\$101.76	9.5%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	2,184	227	\$19,695	\$3,137	\$16,558	9.6	\$7.58	\$86.95	15.9%
FY 2017	49,766	4,349	\$391,596	\$56,968	\$334,628	11.4	\$6.72	\$90.04	14.5%
FY 2018	51,096	4,347	\$432,567	\$54,153	\$378,414	11.8	\$7.41	\$99.52	12.5%
FY 2019	51,745	4,345	\$424,120	\$50,902	\$373,218	11.9	\$7.21	\$97.62	12.0%
FY 2020	41,862	4,360	\$443,696	\$42,336	\$401,360	9.6	\$9.59	\$101.76	9.5%





251

Local Connector

Days of Service: Wkdy, Sa, Su
Avg Freq (Wkdy Peak): 60 min
Avg Freq (Wkdy Non-Peak): 60 min
Avg Freq (Wked): 60 min

FY 2020 Farebox Recovery: 8%
% transfer (to route): 26%
% Clipper usage: 6%

FY 2019/20 DATA

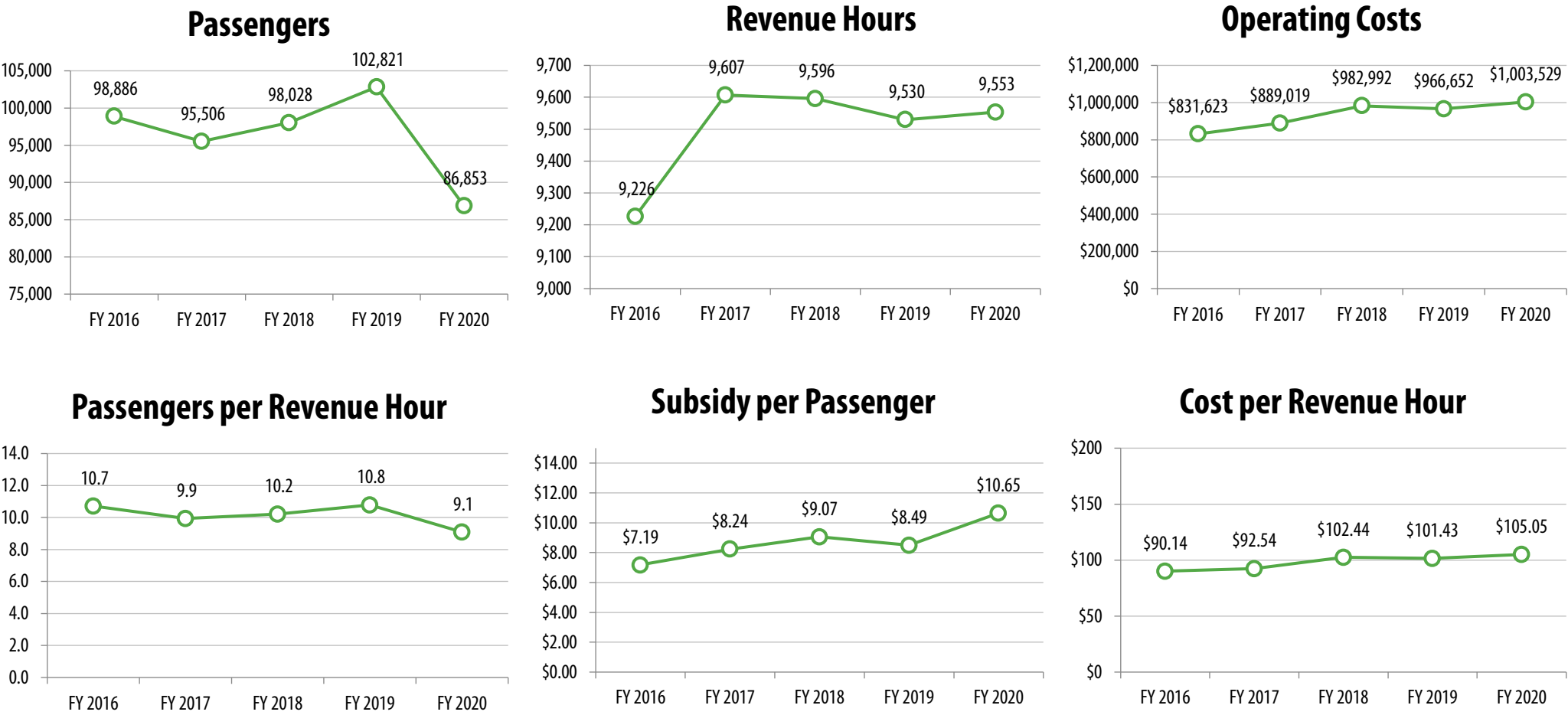
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	66,642	5,554	262	6,775	565	27	96,013	8,001	378
Saturday	10,425	869	200	1,290	108	25	18,058	1,505	347
Sunday	9,786	816	163	1,488	124	25	20,832	1,736	347
Total	86,853	7,238	237	9,553	796	26	134,904	11,242	369

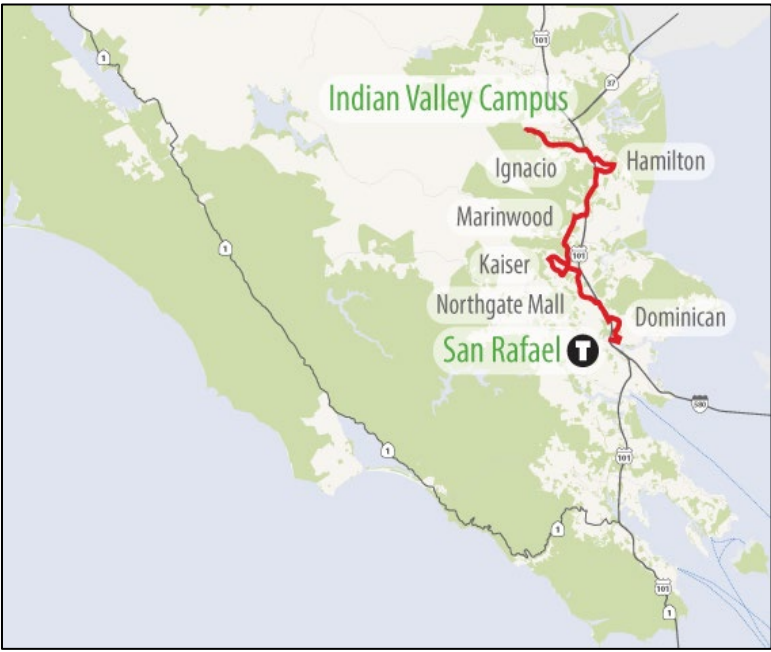
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$712,366	\$59,364	\$2,805	\$58,855	\$4,905	\$232	\$653,511	\$54,459	\$2,573
Saturday	\$135,051	\$11,254	\$2,597	\$9,969	\$831	\$192	\$125,082	\$10,424	\$2,405
Sunday	\$156,112	\$13,009	\$2,602	\$9,893	\$824	\$165	\$146,219	\$12,185	\$2,437
Total	\$1,003,529	\$83,627	\$2,742	\$78,717	\$6,560	\$215	\$924,812	\$77,068	\$2,527

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	9.8	\$9.81		8.3%
Saturday	8.1	\$12.00		7.4%
Sunday	6.6	\$14.94		6.3%
Total	9.1	\$10.65	\$105.05	7.8%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	98,886	9,226	\$831,623	\$120,959	\$710,664	10.7	\$7.19	\$90.14	14.5%
FY 2017	95,506	9,607	\$889,019	\$101,823	\$787,196	9.9	\$8.24	\$92.54	11.5%
FY 2018	98,028	9,596	\$982,992	\$93,853	\$889,139	10.2	\$9.07	\$102.44	9.5%
FY 2019	102,821	9,530	\$966,652	\$93,342	\$873,310	10.8	\$8.49	\$101.43	9.7%
FY 2020	86,853	9,553	\$1,003,529	\$78,717	\$924,812	9.1	\$10.65	\$105.05	7.8%





257

Local Connector

Days of Service: **Wkdy**
Avg Freq (Wkdy Peak): **60 min**
Avg Freq (Wkdy Non-Peak): **60 min**
Avg Freq (Wked): **-**

FY 2020 Farebox Recovery: **8%**
% transfer (to route): **30%**
% Clipper usage: **15%**

FY 2019/20 DATA

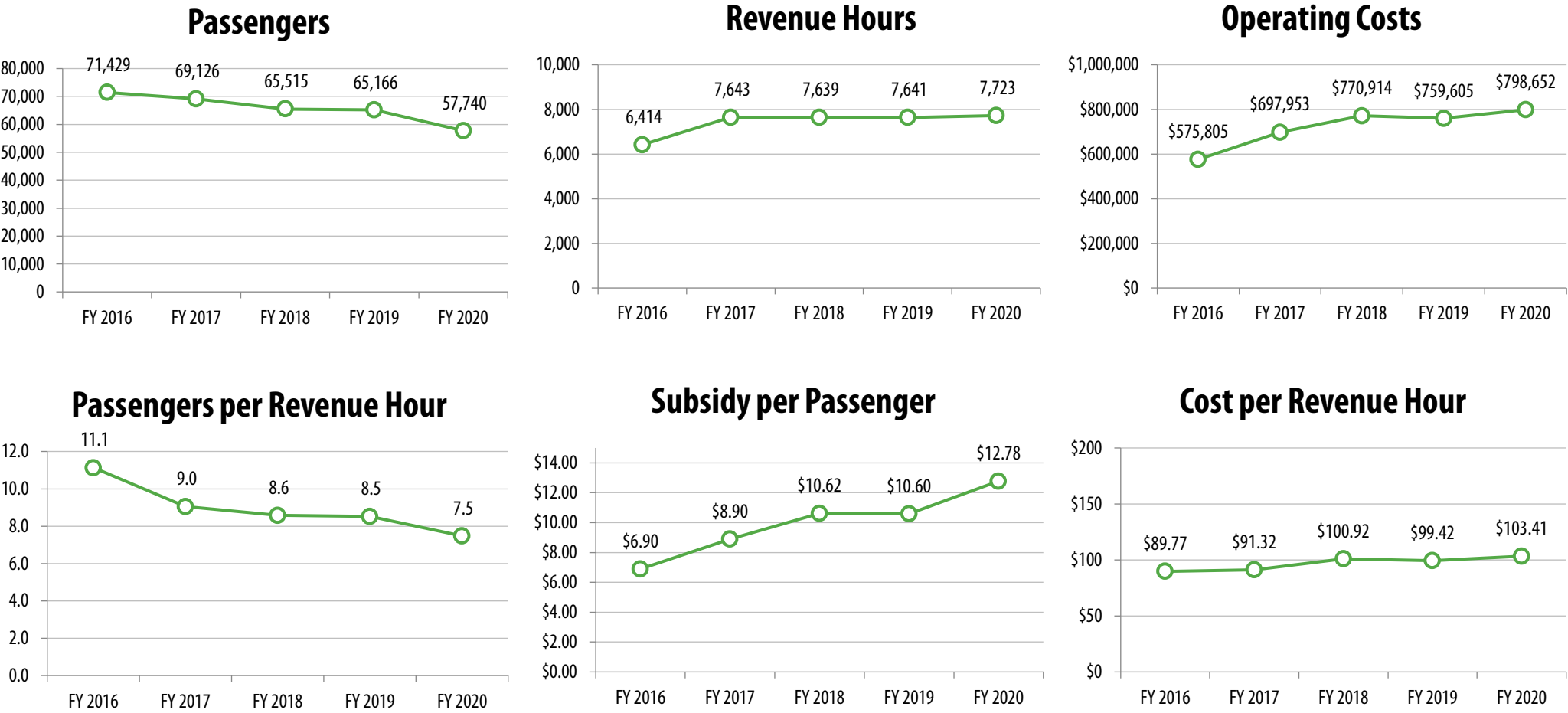
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	57,740	4,812	227	7,723	644	30	85,669	7,139	337
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	57,740	4,812	227	7,723	644	30	85,669	7,139	337

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$798,652	\$66,554	\$3,144	\$60,724	\$5,060	\$239	\$737,928	\$61,494	\$2,905
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$798,652	\$66,554	\$3,144	\$60,724	\$5,060	\$239	\$737,928	\$61,494	\$2,905

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	7.5	\$12.78		7.6%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	7.5	\$12.78	\$103.41	7.6%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	71,429	6,414	\$575,805	\$83,288	\$492,517	11.1	\$6.90	\$89.77	14.5%
FY 2017	69,126	7,643	\$697,953	\$82,621	\$615,332	9.0	\$8.90	\$91.32	11.8%
FY 2018	65,515	7,639	\$770,914	\$75,202	\$695,712	8.6	\$10.62	\$100.92	9.8%
FY 2019	65,166	7,641	\$759,605	\$68,880	\$690,725	8.5	\$10.60	\$99.42	9.1%
FY 2020	57,740	7,723	\$798,652	\$60,724	\$737,928	7.5	\$12.78	\$103.41	7.6%





Days of Service: School Days
Avg Freq (Wkdy Peak): 2 trips
Avg Freq (Wkdy Non-Peak): -
Avg Freq (Wked): -

FY 2020 Farebox Recovery: 18%
% transfer (to route): -
% Clipper usage: -

FY 2019/20 DATA

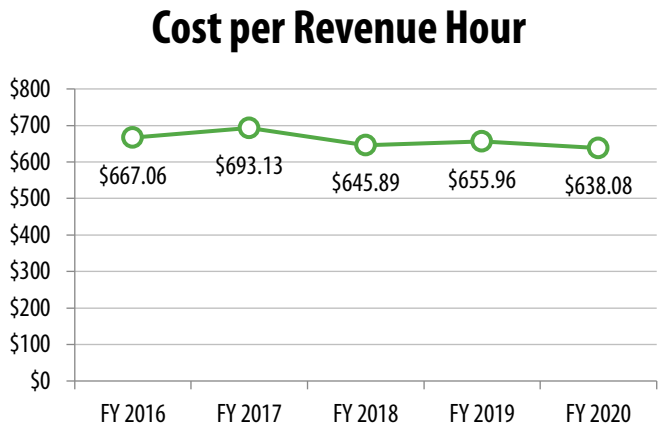
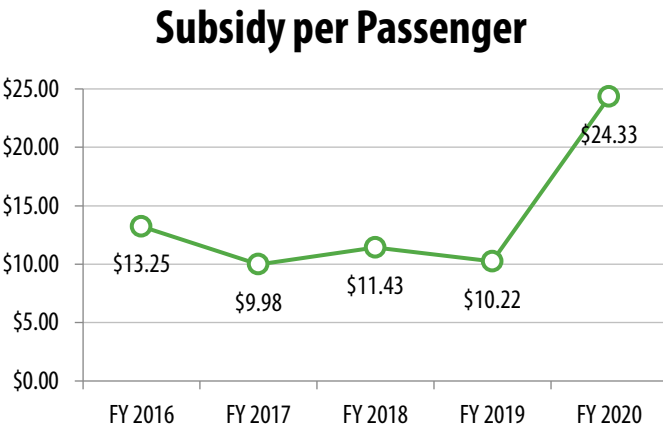
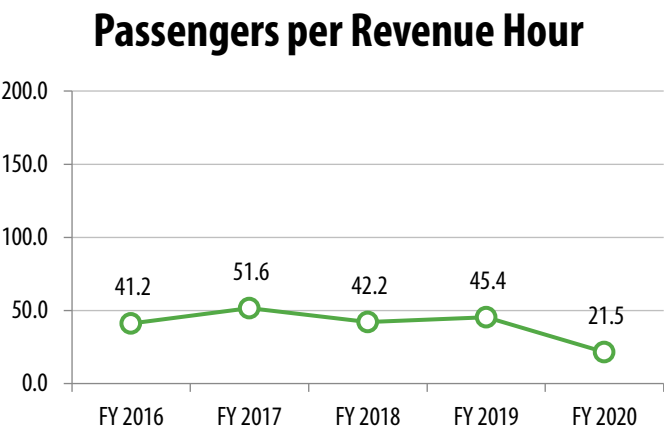
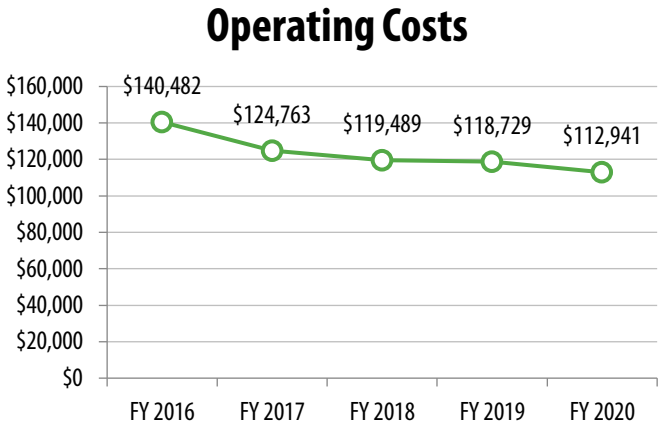
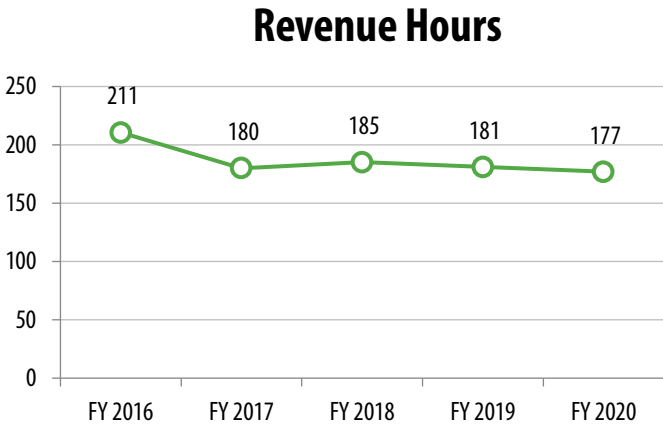
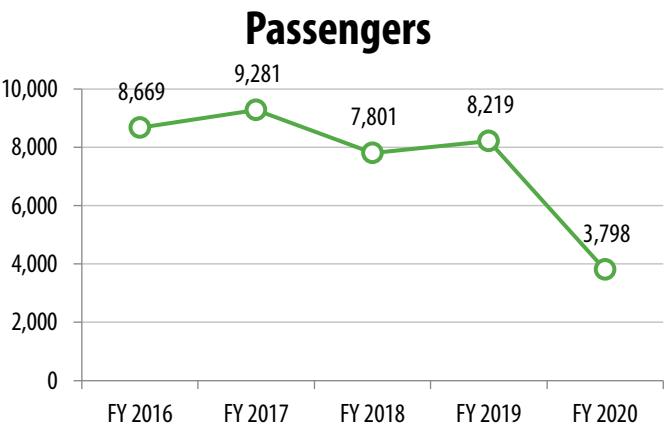
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	3,798	345	21	177	16	1	1,611	146	9
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	3,798	345	21	177	16	1	1,611	146	9

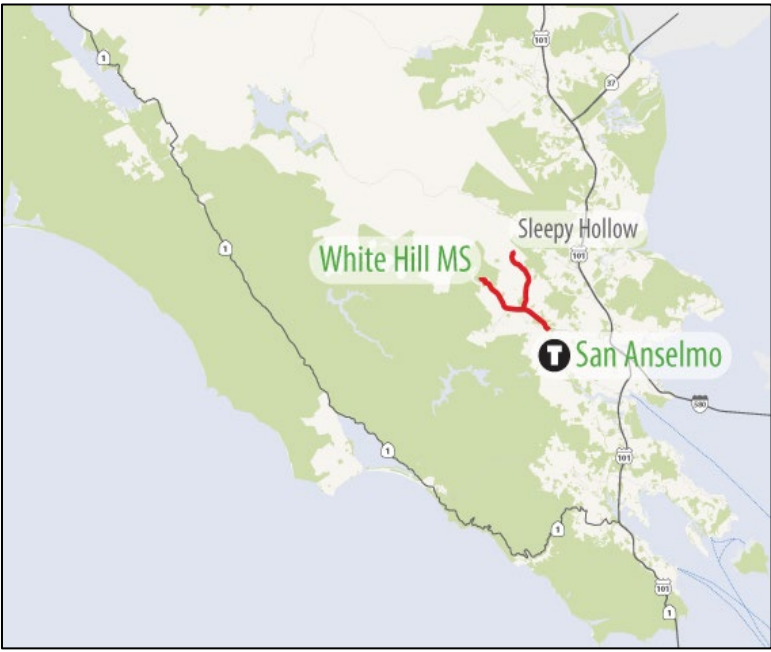
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$112,941	\$10,267	\$638	\$20,536	\$1,867	\$116	\$92,405	\$8,400	\$522
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$112,941	\$10,267	\$638	\$20,536	\$1,867	\$116	\$92,405	\$8,400	\$522

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	21.5	\$24.33		18.2%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	21.5	\$24.33	\$638.08	18.2%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	8,669	211	\$140,482	\$25,658	\$114,824	41.2	\$13.25	\$667.06	18.3%
FY 2017	9,281	180	\$124,763	\$32,170	\$92,593	51.6	\$9.98	\$693.13	25.8%
FY 2018	7,801	185	\$119,489	\$30,331	\$89,158	42.2	\$11.43	\$645.89	25.4%
FY 2019	8,219	181	\$118,729	\$34,691	\$84,038	45.4	\$10.22	\$655.96	29.2%
FY 2020	3,798	177	\$112,941	\$20,536	\$92,405	21.5	\$24.33	\$638.08	18.2%





Days of Service: School Days
Avg Freq (Wkdy Peak): 17 trips
Avg Freq (Wkdy Non-Peak): -
Avg Freq (Wked): -

FY 2020 Farebox Recovery: 66%
% transfer (to route): -
% Clipper usage: -

FY 2019/20 DATA

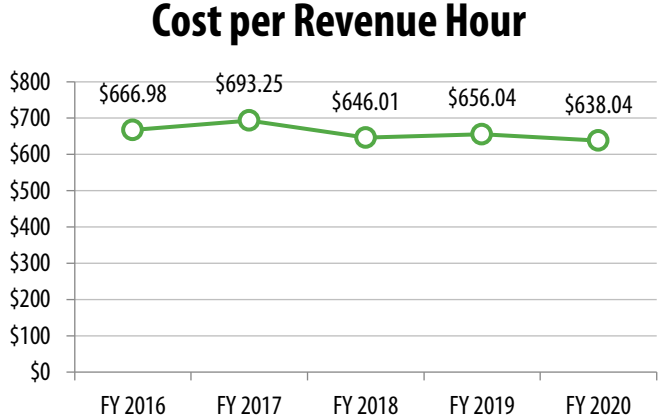
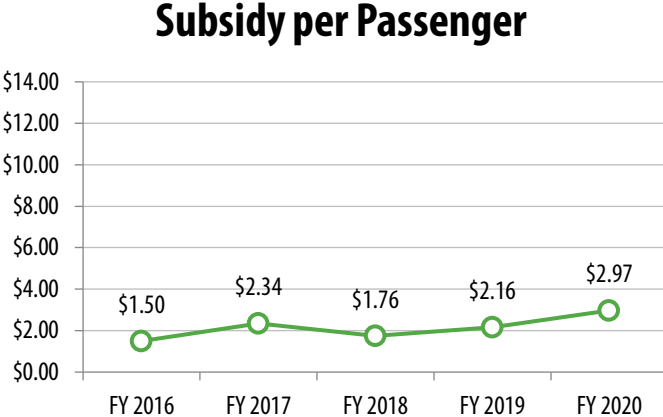
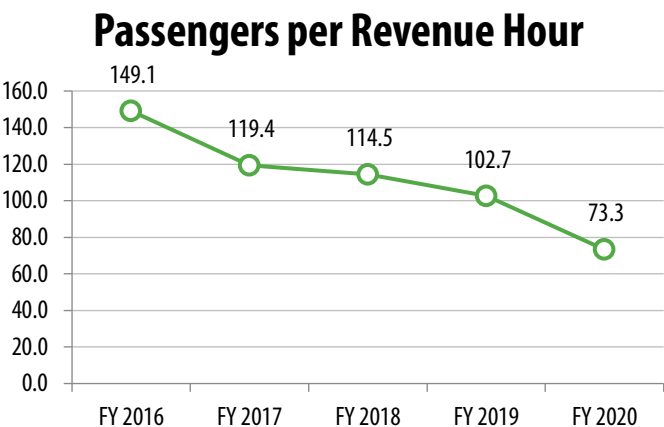
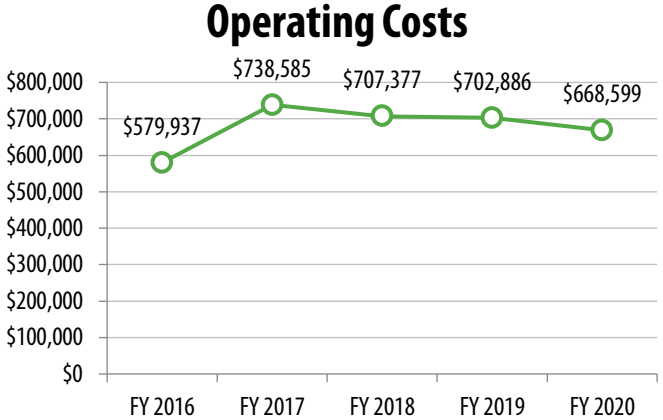
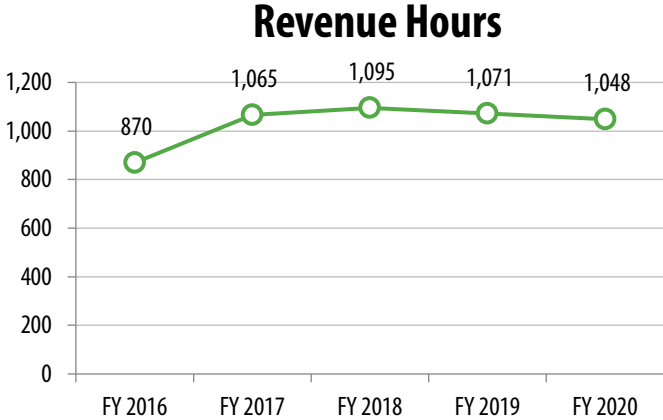
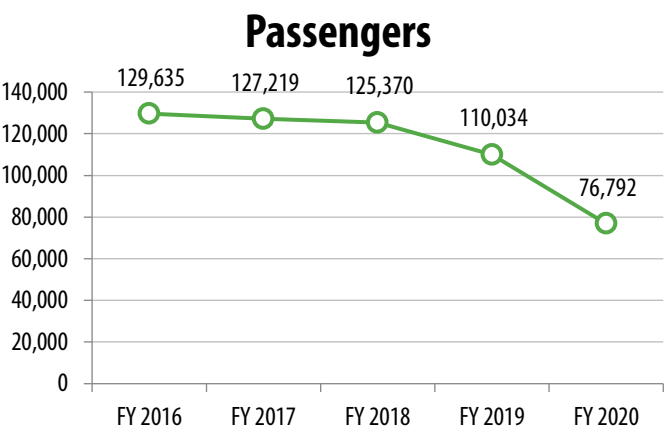
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	76,792	6,981	434	1,048	95	6	11,894	1,081	67
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	76,792	6,981	434	1,048	95	6	11,894	1,081	67

	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	\$668,599	\$60,782	\$3,777	\$440,368	\$40,033	\$2,488	\$228,231	\$20,748	\$1,289
Saturday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sunday	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total	\$668,599	\$60,782	\$3,777	\$440,368	\$40,033	\$2,488	\$228,231	\$20,748	\$1,289

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	73.3	\$2.97		65.9%
Saturday	-	\$ -		- %
Sunday	-	\$ -		- %
Total	73.3	\$2.97	\$638.04	65.9%

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	129,635	870	\$579,937	\$385,753	\$194,184	149.1	\$1.50	\$666.98	66.5%
FY 2017	127,219	1,065	\$738,585	\$440,896	\$297,689	119.4	\$2.34	\$693.25	59.7%
FY 2018	125,370	1,095	\$707,377	\$487,153	\$220,224	114.5	\$1.76	\$646.01	68.9%
FY 2019	110,034	1,071	\$702,886	\$465,141	\$237,745	102.7	\$2.16	\$656.04	66.2%
FY 2020	76,792	1,048	\$668,599	\$440,368	\$228,231	73.3	\$2.97	\$638.04	65.9%





711 grand ave, #110
san rafael, ca 94901

ph: 415.226.0855
fax: 415.226.0856
marintransit.org

November 2, 2020

Honorable Board of Directors
Marin County Transit District
3501 Civic Center Drive
San Rafael, CA 94903

board of directors

dennis rodoni
president
supervisor district 4

kate colin
vice president
city of san rafael

judy arnold
2nd vice president
supervisor district 5

damon connolly
director
supervisor district 1

eric lucan
director
city of novato

katie rice
director
supervisor district 2

kathrin sears
director
supervisor district 3

SUBJECT: Analysis of 2019/20 Measure AA Funded School Programs Managed by Marin Transit

Dear Board Members:

RECOMMENDATION: Accept report.

BACKGROUND: School-based trips are a significant share of ridership on Marin Transit services. In 2019/20, 32 percent of all passenger trips were attributed to youth categorized fare media. Countywide, students in K-12 and higher education programs rely on public transit and yellow bus service to attend a host of academic campuses.

In response to the COVID-19 health pandemic, Marin County school campuses closed on March 16, 2020. As a result, all supplemental school and yellow bus routes were suspended for the remainder of the 2019/20 academic year. Student specific fare media, such as the Youth Transit Pass and College of Marin Class Pass (COM pass), remained a valid form of fare media. Students holding a Youth Transit Pass or COM pass could use the pass for essential trips on any Marin Transit services without paying additional fare.

The attached report "Analysis of the 2019/20 Measure AA Strategy 4.4 – School Services" summarizes the District's operational activities during the 2019/20 academic year related to: supplemental public transit school services, the District managed yellow bus program in Ross Valley, the College of Marin (COM) student pass program, the College of Marin express service (Route 122), and the distribution of Measure AA funds to eligible yellow bus programs in Marin County.

FISCAL IMPACT: There is no fiscal impact associated with this item.

Respectfully submitted,

A handwritten signature in cursive script that reads "Kelly Zalewski".

Kelly Zalewski
Senior Operations Analyst

Attachment A: Measure AA Strategy 4.4 – School Services 2019/20 Report

Attachment A: Analysis of the 2019/20 Measure AA Strategy 4.4 - School Services

Summary

Historically, school-based trips represent a significant share of ridership on Marin Transit services. In 2019/20, 32 percent of all passenger trips were attributed to youth categorized fare media. Countywide, students in K-12 and higher education programs rely on public transit and yellow bus service to attend a host of academic campuses.

This report summarizes the District's operational activities during the 2019/20 academic year related to: supplemental public transit school services, the District managed yellow bus program in Ross Valley, the College of Marin (COM) student pass program, the College of Marin express service (Route 122), and distribution of Measure AA funds to eligible yellow bus programs in Marin County.

Coronavirus (COVID-19) Impact

Marin County school campuses closed on March 16, 2020, in response to the COVID-19 health pandemic. All supplemental school and yellow bus (home to school) routes were suspended for the remainder of the 2019/20 academic year.

Student specific fare media, such as the Youth Transit Pass and College of Marin student pass, remained a valid form of fare payment. Students holding a Youth Transit Pass or COM pass could use the pass for essential trips on any Marin Transit services without paying additional fare. Pass holders for the Ross Valley Yellow Bus program were issued partial refunds or given the option to donate their refunds to the program.

Staff continues to monitor the response to COVID-19 at each school district to prepare to re-instate service as appropriate in the 2020/21 academic year. Staff do not know the long-term effect of COVID-19 on Supplemental School routes ridership.

Supplemental School Service

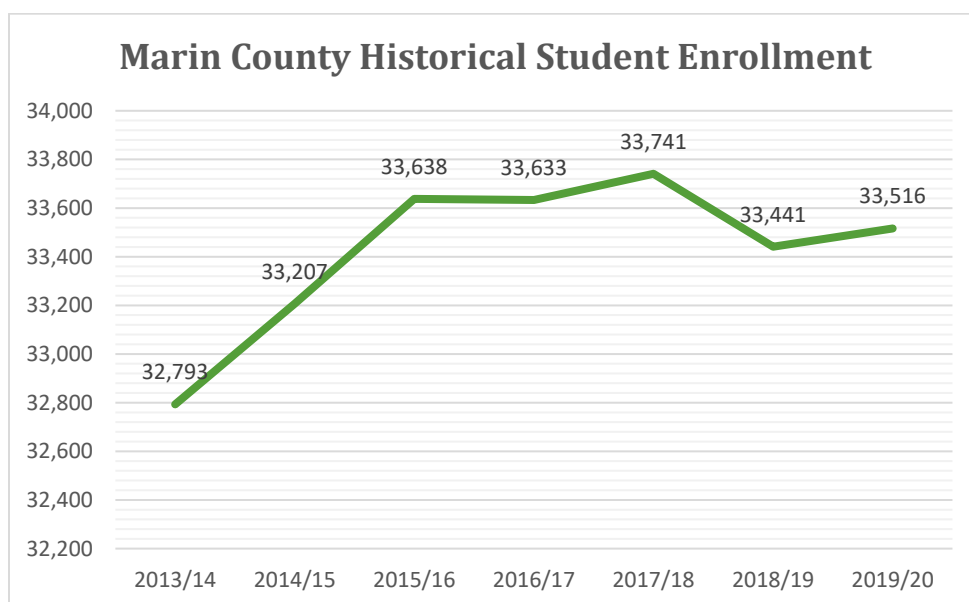
In 2019/20, the District provided 11 Supplemental School routes to accommodate overcrowding on regular public transit services due to the demand for school-related transportation. A map showing Supplemental School Routes is shown in Exhibit A. These routes operated school days only to add capacity at specific times when schools start and release. Supplemental services are open to the public and operate with published timetables. The supplemental routes provided approximately 39 additional peak hour bus trips daily in 2019/20 and carried an average of over 1,000 daily passenger trips with approximately 25 students per trip.

Marin Transit deployed two new expansion vehicles purchased with SB 1 funding. These enabled the District to implement a new Route 149 to provide service to Novato High School for students in southern Novato. In the past, students accessing Novato High School had bus route options that were not optimally timed to the Novato High School bell schedule. Routes historically used by Novato High School students were also shared with students going to other schools and were often overcrowded. Route 149 provided more direct access to Novato High School. In addition to the new route, Marin Transit also added additional buses on the afternoon Route 119 from Redwood High School to downtown Tiburon. This service was historically overcrowded, and the additional buses provided more reliable service to students with sufficient capacity.

The Supplemental School service is at capacity, and there are no options for expanding the program. A combination of factors prevents Marin Transit from providing additional services on school days. These include limited parking and maintenance facilities, fleet limitations, adjustments to schedules in response to shifting school bell times, and increasing ridership.

The growth in Supplemental School route ridership supports congestion relief. However, the constraints on adding capacity challenge the District's ability to maintain reliability. The role of supplemental service is to add service capacity and reduce overcrowding on regular local transit services that affects the general public. In many parts of Marin County, student transit ridership is so high that even regular services are full and some passengers experience extended wait times.

The table below provides a snapshot of historical enrollment trends for Marin County students. Marin Transit staff monitor these trends and regularly communicate with staff at the various schools served by Marin Transit Supplemental routes to plan for service in future years. We do not know the impact of COVID-19 on long term student enrollment. Staff will monitor student enrollment and recommend service adjustments as appropriate.



Source: <https://dq.cde.ca.gov/dataquest/>

College of Marin Class Pass Program and Express Route 122

In August 2015, Marin Transit and the College of Marin (COM) began a partnership that enables students to use a valid College of Marin student ID to ride any local Marin Transit service. The program is funded through a COM transportation fee approved by 72 percent of the student body in 2015. Fall/Winter passes are valid from August through January, and Spring/Summer passes are valid from January through August. During the 2019/20 school year, 3,372 passes were issued and an average of 900 local bus trips were taken using the pass each school day.

This Class Pass program includes a direct route to the Kentfield campus. The Route 122 links the San Rafael Transit Center to the campus with one stop in San Anselmo and reduces the travel time by about 25 percent compared to other local routes. During the 2019/20 school year, it carried an average of 134 passengers daily.

Due to COVID-19, Route 122 was suspended for the remainder of the year on March 16, 2020. This resulted in an annual ridership decline of 33 percent and reduced productivity to approximately 9.1 passengers per hour.

Youth Transit Pass Program Overview

Marin Transit has offered a school-based Youth Pass program to Marin County students since 2006. In 2019/20, over 4,500 youth pass “stickers” were distributed to 30 participating public and private schools. This report provides a brief overview of the 2019/20 program results and compares them to historic participation levels.

In 2019/20, Marin Transit offered a six month and an annual youth pass distributed through participating Marin County schools. With a youth pass, registered Marin County students and youth ages 18 and under can ride all local Marin Transit routes. The passes are not accepted on Golden Gate Transit commuter routes or their basic, all-day regional routes (e.g., Routes 30/70/101).

Fall/Winter passes were valid starting in August and expired in February. Spring/Summer passes were valid from February through August, at the start of the next school year. At their February 3, 2020 meeting, the Marin Transit Board of Directors approved fare policy changes that eliminated the six-month pass. Staff recommended this action due to historically low usage of the six-month pass.

Beginning with the 2020/21 academic year, the Youth Transit Pass program will only offer an annual pass. Annual passes are valid from the start of school in August through the summer, and expire the following August just prior to the next school year.

Youth passes are provided by affixing a sticker to the student’s school ID card. As a “flash pass,” this method speeds up boarding time and eliminates the need for students to carry cash and exact change. The six-month pass was priced at \$175, and the annual pass costs \$325. The annual pass provides a 5–10 percent discount for students who ride Marin Transit daily to and from school. Students participate in the Youth Pass Program at no charge when their families demonstrate income restrictions similar to the State-administered free and reduced-price meal program. These students submit a Parent/Guardian Certification Form for eligibility to obtain a free youth pass. Marin Transit distributes these forms and collects them from the school coordinators.

Marin Transit encourages all public and private schools in the county to participate in the Youth Pass Program. Most participating schools are public middle or high schools, though a few elementary and private schools also participate. Each participating school has a designated contact person or coordinator responsible for keeping a roster of participating students, distributing and collecting income eligibility forms, and collecting payment for the passes. Marin Transit invites the coordinators to participate in an annual coordination meeting. The coordinators perform a critical role in the success of the Youth Pass Program throughout the school year. School coordinators also serve as the District’s liaison regarding other aspects of school transit services, including adjustments to bell time schedules and calendars.

Coordinators electronically maintain student rosters, financial payments, and eligibility forms using the District’s integrated data management system, TransTrack. The District assigned unique access codes to each school and school district for maintaining their respective records. The web-based application enables student information to be shared between schools, school districts, and District staff to reduce administrative burden. The data management system improves program organization, tracking, and analysis and supports increased monitoring and oversight.

Distribution

Statistics from the Youth Pass program over the last seven years are summarized in Table 1. During the 2019/20 school year, 30 schools distributed youth passes to students. About 92 percent of passes distributed were provided free to students from income-qualified families.

Table 1: Youth Pass Statistics

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Number of Participating Schools ¹	25	31	28	32	33	33	30
Number of Passes Distributed ²	3,659	4,092	3,952	4,038	4,495	4,655	4,544
Passes Sold	9%	8%	6%	6%	4%	6%	8%
Passes distributed free to Income Qualified Students	91%	92%	94%	94%	96%	94%	92%

1. Schools that distributed passes to students

2. Equivalent 6-month passes

Compared to the previous year, the 2019/20 school year had decreased pass usage and a lower percentage were distributed free to income-qualified students. Public schools from eight different districts participated in the program. Students from non-participating schools acquired youth passes directly from Marin Transit. Table 2 summarizes the 2019/20 Youth Pass Program distribution statistics by school district.

Hall Middle School in the Larkspur-Corte Madera School District had the highest percentage of purchased passes of any school in the county. This is primarily because the school district offers an additional subsidy to its students. This subsidy reduces the cost of paid passes by 28 percent, equivalent to \$235 for a full-year pass. The school district also has a dedicated Supplemental Route 117. The reduced pass price combined with a dedicated Supplemental route makes it particularly advantageous for parents to purchase the Youth Transit Pass.

Table 2: 2019/20 Youth Pass Distribution Statistics by District

District	# Schools	# Passes	% Free
Larkspur-Corte Madera ¹	1	105	43%
Marin County Office of Education	1	80	100%
Miller Creek SD ¹	0	0	n/a
Mill Valley ¹	1	6	100%
Novato Unified	10	706	99%
Reed Union ¹	0	0	n/a
Ross Valley ¹	1	28	86%
San Rafael	8	1,507	99%
Sausalito-Marín City ¹	2	78	100%
Tamalpais Union ²	4	340	74%
Private/Independent	2	12	99%

1. Elementary and middle school only district

2. High school only district

Usage

Students choose from a variety of fare media options when riding Marin Transit's local bus routes. As an alternative to the Youth Transit Pass, students can pay \$1.00 cash fare or purchase a 1-day or 31-day pass. Student riders can also use Clipper on all fixed route buses and shuttles within Marin County and on regional routes and other Bay Area transit services. Special youth Clipper cards automatically provide the 50 percent youth discount off the regular adult fare. Clipper is a more flexible option for payment for students who do not ride the bus to and from school every day, and benefits those who also travel on regional routes and other Bay Area transit services.

Table 3 provides a summary of youth fare media on all routes and insight into the use of the different fare media types. Youth Transit pass usage is highest on the Supplemental routes (100 series). Youth Transit Passes are used on every Marin Transit route, which confirms that students acquire and utilize the pass to access school and other activities around Marin County.

Table 3: Comparison of Youth Fare Media Usage by Route

Route	Youth						Senior ⁽³⁾	Adult ⁽⁴⁾
	Youth Total	Youth Clipper	COM Pass	Youth Transit Pass	Youth Period Pass ⁽¹⁾	Youth Cash ⁽²⁾		
113	96%	5%	8%	30%	2%	51%	1%	3%
115	93%	4%	2%	70%	0%	17%	1%	6%
117	98%	3%	2%	62%	0%	31%	0%	1%
119	93%	6%	5%	34%	0%	48%	1%	7%
122	75%	2%	28%	32%	0%	13%	6%	18%
125	83%	12%	6%	22%	0%	43%	3%	14%
139	90%	23%	1%	28%	0%	38%	1%	9%
145	95%	1%	7%	69%	0%	17%	1%	4%
149	87%	1%	1%	60%	0%	24%	1%	12%
151	95%	3%	5%	60%	0%	27%	2%	3%
154	94%	5%	7%	37%	0%	45%	1%	5%
219	14%	0%	4%	3%	0%	6%	25%	62%
228	35%	2%	16%	6%	0%	10%	19%	46%
233	25%	1%	4%	10%	2%	7%	28%	47%
245	31%	1%	5%	16%	2%	8%	25%	43%
251	39%	1%	6%	19%	0%	13%	24%	37%
257	34%	1%	7%	12%	4%	9%	26%	41%
17	25%	2%	4%	10%	0%	9%	17%	58%
17X	17%	0%	4%	9%	0%	4%	18%	64%
22	35%	1%	23%	4%	0%	6%	19%	46%
23	23%	1%	3%	11%	0%	7%	18%	59%
23X	39%	0%	3%	24%	0%	12%	13%	49%
29	34%	1%	5%	21%	0%	7%	11%	55%
35	26%	0%	3%	15%	0%	8%	16%	58%
36	30%	0%	3%	18%	0%	8%	12%	58%
49	29%	1%	4%	13%	1%	9%	19%	52%
61	28%	1%	2%	6%	0%	19%	18%	54%
68	30%	2%	6%	7%	0%	15%	22%	48%
71X	13%	1%	4%	5%	0%	4%	18%	69%
400 COVID	0%	0%	0%	0%	0%	0%	2%	97%
600 COVID	0%	0%	0%	0%	0%	0%	0%	100%

1. 1-day, 7-day, and 31-day Youth Passes

2. \$1.00 Youth Cash Fare. Includes Youth Transfers.

3. All Senior fare media.

4. All Adult fare media.

Due to COVID-19, Marin Transit reduced capacity on all routes after March 16, 2020 to maintain six feet of separation between passengers. The District created Routes 400 COVID and 600 COVID to supplement existing service during peak hours in high demand transit areas. To minimize contact between passengers and drivers, bus fare was free for the remainder of the 2019/20 academic year. In August 2020, Marin Transit discontinued Routes 400 and 600 COVID and replaced them with supplemental Routes 135 and 171. At that time, fare collection was resumed.

Fiscal/Staffing Impact

Table 4 summarizes revenue and expenses for the Youth Pass Program over the last six years. Approximately 92 percent of the youth passes issued last year were distributed free to students. The cumulative face value for these free youth passes was approximately \$680,275, a three percent decrease from the 2018/19 value of \$702,275. Revenue earned from youth pass sales totaled \$50,005, an 18 percent increase from the 2018/19 total of \$42,380. Staff estimates the annual administrative expenses associated with this program at approximately \$10,000 per year including labor, materials, and supportive technology.

Table 4: Youth Pass Revenue and Expense

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Total Value of Subsidized Passes	\$543,125	\$610,275	\$602,250	\$636,875	\$688,225	\$702,275	\$680,275
Est. Staff Administrative Costs	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Net Cost of Program to Marin Transit	\$553,125	\$620,275	\$612,250	\$646,875	\$698,225	\$712,275	\$690,275
Total Revenue from Pass Sales	\$52,885	\$56,020	\$40,625	\$45,713	\$34,870	\$42,380	\$50,005

Participating Schools

As the program continues to develop, staff have formed strong partnerships with the local school districts and schools that help administer the program. A list of 2019/20 participating schools is provided in Table 5.

Table 5: 2019/20 Youth Pass Participating Schools¹ in Marin County

	School	Address	City
1.	Bahia Vista Elementary	125 Bahia Way	San Rafael
2.	Davidson Middle School	280 Woodland Avenue	San Rafael
3.	Hall Middle School	200 Doherty Drive	Larkspur
4.	Hamilton School	5530 Nave Drive	Novato
5.	Hill Education Center	720 Diablo Ave	Novato
6.	Laurel Dell	225 Woodland Ave	San Rafael
7.	Loma Verde	399 Alameda de la Loma	Novato
8.	Lu Sutton	1800 Center Rd	Novato
9.	Lynwood School	1320 Lynwood Drive	Novato
10.	Madrone High School	310 Nova Albion Way	San Rafael
11.	Marin Academy	1600 Mission Ave	San Rafael
12.	Marin Catholic	675 Sir Francis Drake Blvd	Greenbrae
13.	Mill Valley Middle School	411 Sycamore Avenue	Mill Valley
14.	MLK Jr Academy	200 Phillips Drive	Marin City
15.	Novato High School	625 Arthur St	Novato
16.	Phoenix Academy	PO Box 4925	San Rafael
17.	Redwood High School	395 Doherty Drive	Larkspur
18.	San Andreas School	599 William Avenue	Larkspur
19.	San Jose Middle School	1000 Sunset Parkway	Novato
20.	San Marin High School	15 San Marin Drive	Novato
21.	San Rafael High School	185 Mission Avenue	San Rafael
22.	San Ramon Elementary School	45 San Ramon Way	Novato
23.	Sinaloa Middle School	2045 Vineyard Drive	Novato
24.	Sir Francis Drake High School	1327 Sir Francis Drake Blvd	San Anselmo
25.	Sun Valley Elementary	75 Happy Ln	San Rafael
26.	Tamalpais High School	700 Miller Avenue	Mill Valley
27.	Terra Linda High School	320 Nova Albion Way	San Rafael
28.	Venetia Valley School	177 N. San Pedro Road	San Rafael
29.	White Hill School	101 Glen Drive	Fairfax
30.	Willow Creek School	636 Nevada Street	Sausalito

1. Schools that distributed passes to students and have an assigned youth pass coordinator.

Distribution of Measure AA Funds to Eligible Yellow Bus Programs in Marin County

In November 2018, voters approved Measure AA, a 30-year extension of the 1/2-cent transportation sales tax and expenditure plan. The Measure AA Expenditure Plan acknowledges the importance of school transportation in Marin County by requiring Marin Transit to commit five percent of the net sales tax revenue to school transportation. In addition to supporting Supplemental school service and the Youth Transit Pass program, Marin Transit directly distributes Measure AA funds to support eligible yellow school bus program operations.

On January 7, 2019, the Marin Transit Board of Directors approved the “Yellow Bus Funding Allocation” for distributing these funds in FY 2019/20. The formula multiplies a percentage subsidy of a program’s one-way pass price by the number of one-way passes each program distributed in 2017/18. These amounts are the base annual allocation and remain set for three years beginning in FY 2019/20. Marin Transit will adjust amounts annually based on Marin County sales tax projections. The District may also adjust these amounts if a program fails to meet the annual eligibility requirements and/or if the recipient reduces service levels by more than 20 percent compared to the previous year.

In FY 2019/20, Marin Transit distributed \$598,441 based on the approved distribution formula. The funds were distributed to five existing yellow bus programs, including: Mill Valley School District, Tiburon Peninsula Traffic Relief JPA (Reed USD + the Cove School), Ross Valley (administered by Marin Transit), San Rafael Elementary School District, and Miller Creek School District. Table 6 lists the FY 2019/20 funding allocation for each recipient.

Table 6: Measure AA Yellow Bus Funding Recipients and FY19/20 Allocations

Mill Valley	Reed USD + Cove	Ross Valley	San Rafael ESD	Miller Creek	Total
\$25,279	\$135,877	\$162,956	\$232,085	\$42,244	\$598,441

Recipients of Measure AA yellow bus funding must meet the eligibility requirements defined in the funding agreement and maintain compliance throughout the term of the agreement. Funding amounts are contingent on maintaining 2017/18 service levels. Marin Transit monitors each recipient’s ongoing eligibility and service levels, and the funding agreement requires recipients to submit updated program data annually, including:

- Pass distribution;
- Pass prices;
- Program structure: including number of buses, number of routes, and number of schools served etc.; and
- Program budget

In addition, recipients must certify annually that their program continues to maintain a 20 percent local funding contribution threshold and reduces its pass price for income-qualified students by at least a 50 percent. Exhibit B includes a summary of the program data for the 2019/20 academic year.

Ross Valley School District Yellow Bus Program

Marin Transit continued to contract for yellow school bus operations in Ross Valley for the 2019/20 school year. In the program's fifth year, over 525 students signed up for the service to White Hill Middle School (WHMS) and Hidden Valley Elementary School (HVES). Students from Ross Valley Charter (RVC), located on Sir Francis Drake Blvd, could also purchase bus passes. Marin Transit worked with RVC staff to develop a bell time schedule that enabled optimal use of the buses under contract. Due to the strategic bell times, RVC students shared a bus route with White Hill Middle School students in the morning and afternoon.

Marin Transit contracted for the operation of six yellow buses with Michael's Transportation, a local school bus provider. Through a partnership with the County of Marin, Michael's Transportation had access to mid-day and overnight parking in San Rafael. This eliminated the need for buses to travel back and forth between Marin and Vallejo where the company headquarters is located.

Joint Exercise of Powers Agreement – Joint Committee

On January 1, 2019, the Ross Valley Yellow Bus Transportation Services Joint Exercise of Powers Agreement (JEPA) went into effect. The members of the JEPA form a joint committee including the Town of San Anselmo, Town of Fairfax, County of Marin, and Ross Valley School District.

The purpose of the joint committee is to provide enhanced public oversight and transparency for the Ross Valley yellow bus program operated by Marin Transit. The joint committee provides policy guidance and advice to Marin Transit.

Joint committee meetings are open to the public, and the agenda is available on the program website. Parents are encouraged to attend to provide feedback regarding the program.

Pass Sales

Marin Transit sold "AM Only" and "PM Only" passes for \$485 each. A parent must purchase morning and afternoon passes to provide a "round trip" ride for their student. The total cost of the combined passes to and from school was \$970, equivalent to \$2.69 per trip. Parents could pay for the passes in full or in monthly installments. The cost of the annual round trip to/from school increased by 23 percent from the round-trip pass price in 2018/19. All passes were available for purchase through the program website at <https://rossvalleyschoolbus.com/>. Students whose families demonstrated income restrictions were eligible to submit an application to the Ross Valley School District to obtain an annual reduced-price bus pass. The cost of the reduced-price bus pass was \$242.50 per morning or afternoon pass or \$485 for a "round trip."

For the 2019/20 school year, pass sales opened in late May 2019 and continued throughout the summer. By the end of the school year, over 525 Ross Valley students had a pass to ride the yellow bus. Table 7 provides a breakdown of pass sales by school campus and compares pass sales over the five years of the program's operation. Note that the table combines RVC pass sales with WHMS pass sales.

Table 7: Summary of annual one-way passes sold over initial five years of program operation

	2015/16	2016/17	2017/18	2018/19	2019/20
Annual One-Way Pass Price	\$ 300.00*	\$ 350.00*	\$ 375.00	\$ 395.00	\$ 485.00
White Hill	922	928	951	876	825
Hidden Valley	54	39	62	65	41

* one-way pass is calculated as half of round-trip pricing

Ridership

In the morning, WHMS has two different arrival times for students (0 period and 1st period) so the District can re-deploy buses after completing the first route. The morning start time for RVC school is offset from the two WHMS start times. These factors enable Marin Transit to design nine routes to meet all of the requested demand in the morning.

All WHMS students are released at the same time in the afternoon. RVC students are released shortly after. All six buses depart WHMS at the release time, and two buses return to operate a second route. One of these buses also served RVC students on its second trip which was a combined route with WHMS students. The buses returning to WHMS school are delayed approximately 30 – 40 minutes after the initial release bell. The resulting wait times reduce demand for these two routes. Table 8 summarizes average ridership by school for the AM and PM routes.

Table 8: Average Peak Ridership 2019/20 School Year

School	AM Routes	PM Routes
White Hill	327	335
Hidden Valley	22	10
TOTAL	349	345

White Hill routes operated at capacity through most of the year. The exception was Hidden Valley. Their passes did not sell out during the school year. As a result, the District continued the pay-per-ride program for Hidden Valley students from the previous year. Families could purchase single ride passes at \$4 each. Hidden Valley students purchased a total of 47 single ride passes, totaling in \$188 in pass purchases.

COVID-19 Impact

Yellow bus service was suspended in mid-March when schools closed due to the COVID-19 pandemic. Marin Transit operated 123 out of 180 planned service days or 68% percent less service, and costs and revenues were 77% of the budgeted amounts. Since yellow bus passes are purchased annually, Marin Transit offered families pro-rated refunds or an option to donate the funds to the yellow bus program. In total, parents donated \$12,535 to the yellow bus program. These funds will be used to provide supplemental compensation and incentives for returning drivers. Due to the reduction in service days and associated costs, after refunds were provided to families the program still maintained a \$56,000 surplus to be applied to future operations.

Exhibit A: Supplemental School Routes Map – FY 2019/20

Exhibit B: Measure AA Yellow Bus Program Data Summary

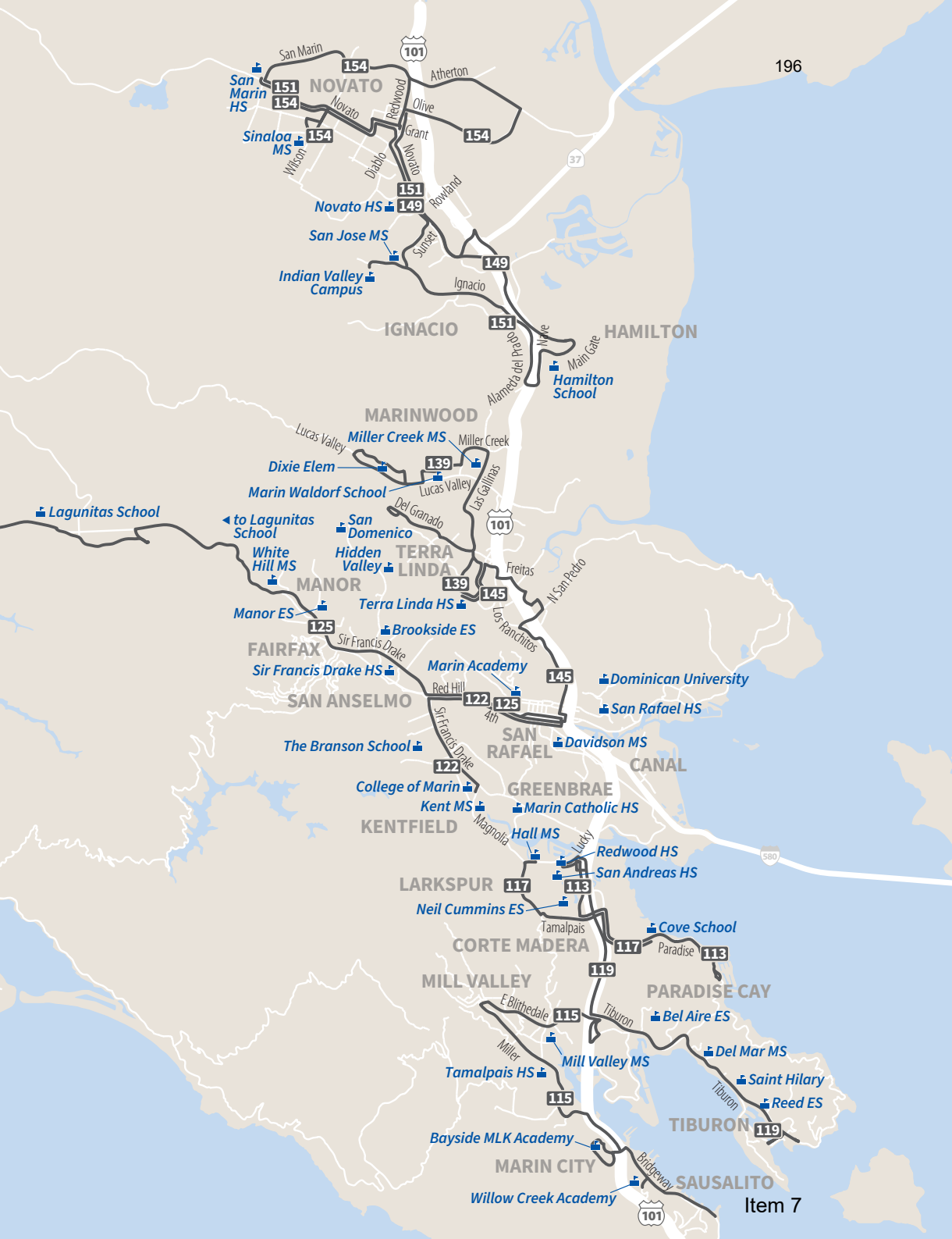




Exhibit B: Home to School (Yellow Bus) Measure AA Recipients FY 2019/20

	Mill Valley School District	Reed Union School District	Ross Valley School District	San Rafael Elem School District	Miller Creek School District
Program Structure					
Contract Type	MT Ops Mgmt MOU with School District	MT Ops Mgmt MOU with School District	MT contract with Service Provider	No MT involvement	No MT involvement
Service Provider	Michael's Transportation	First Student	Michael's Transportation	First Student	In-House
Pass Sales and Pricing					
Cost of Pass (Annual AM + PM)	\$720.00	\$630.00	\$970.00	\$500.00	\$450.00
Cost of Reduced Price Pass (Annual AM + PM)	\$360.00	\$0.00	\$485.00	\$290.00	\$225.00
Full Price - One Way Pass Sales	192	1356	841	800	395
Reduced Price - One Way Pass Sales	8	60	25	2000	87
Total	200	1,416	866	2,800	482
Percent of Income Qualified Passes Distributed	4%	4%	3%	71%	18%
Operations					
Number of Schools Served	3	4	3	8	4
Number of Buses	2	7	6	12	13
Number of Trips daily	6	24	19	63	20
Finance					
Revenue					
Bus Pass Sales Revenue	\$ 71,916.00	\$ 272,140.00	\$ 427,140.00	\$ 345,000.00	\$ 130,000.00
Local Contributions	\$ 153,555.64	\$ 321,735.00	\$ 151,000.00	\$ 608,491.00	\$ 292,259.00
Measure AA	\$ 25,279.00	\$ 135,877.00	\$ 162,956.00	\$ 232,085.00	\$ 42,224.00
Field Trip Revenue	\$ -	\$ -	\$ -	\$ -	\$ 30,000.00
Other Revenue (Grants, Interest, etc)	\$ -	\$ 12,230.00	\$ -	\$ -	\$ -
Total	\$ 250,750.64	\$ 741,982.00	\$ 741,096.00	\$ 1,185,576.00	\$ 494,483.00
Expense					
Contractor Cost	\$ 217,692.00	\$ 766,975.00	\$ 426,564.00	\$ 1,104,758.00	\$ -
(or) Labor Cost	\$ -	\$ -	\$ -	\$ -	\$ 46,800.00
(or) Fuel Cost	\$ -	\$ -	\$ -	\$ -	\$ 220,677.37
COVID-19 Refunds (if reported)	\$ 13,776.00	\$ -	\$ 117,643.00	\$ -	\$ -
All Other Costs	\$ 19,282.64	\$ 97,590.00	\$ 140,515.34	\$ 80,818.00	\$ 227,025.63
Total	\$ 250,750.64	\$ 864,565.00	\$ 684,722.34	\$ 1,185,576.00	\$ 494,503.00
Operating Cost per Bus per year	\$ 125,375.32	\$ 123,509.29	\$ 114,120.39	\$ 98,798.00	\$ 38,038.69
Parking	Edna Maguire School	1600 Los Gamos	1600 Los Gamos	Richmond	Marinwood
Average Age of Fleet	10 years old	1 year old	10 years old	6 years old	16.25 years old
Total cost per passenger trip (123 days for FY19/20)	\$10.19	\$4.96	\$6.43	\$3.44	\$8.34
Farebox Recovery	29%	31%	62%	29%	26%
Local Contributors					
Local Contributor 1	Mill Valley School District	Town of Tiburon	County of Marin	San Rafael Elem. SD	Miller Creek SD
Local Contributor 2	City of Mill Valley	City of Belvedere	Town of San Anselmo	Marin Transit (Measure AA)	Marin Transit (Measure AA)
Local Contributor 3	County of Marin	Reed Union SD	Town of Fairfax		
Local Contributor 4	Marin Transit (Measure AA)	Town of Corte Madera	Marin Transit (Measure AA)		
Local Contributor 5		County of Marin			
Local Contributor 6		Marin Transit (Measure AA)			



711 grand ave, #110
san rafael, ca 94901

ph: 415.226.0855
fax: 415.226.0856
marintransit.org

board of directors

dennis rodoni
president
supervisor district 4

kate colin
vice president
city of san rafael

judy arnold
2nd vice president
supervisor district 5

damon connolly
director
supervisor district 1

eric lucan
director
city of novato

katie rice
director
supervisor district 2

kathrin sears
director
supervisor district 3

November 2, 2020

Honorable Board of Directors
Marin County Transit District
3501 Civic Center Drive
San Rafael, CA 94903

SUBJECT: Update on Marin Transit Ridership, Service Adjustments, and Near-Term Service Projections under COVID-19 Restrictions

Dear Board Members:

RECOMMENDATION: Authorize service adjustments and approve budget amendment 2021-04.

SUMMARY: The COVID-19 pandemic has led to unprecedented times of change for the District. As we enter the ninth month of operations under the March 16 Shelter-In-Place order, staff is providing an update to your Board in three service-related areas. This report will address ridership trends, ongoing service level adjustments, and near-term assumptions for service projections to inform contract adjustments, annual budget updates, and financial planning.

DISCUSSION: The District continues to see significant drops in ridership under COVID-19 restrictions compared to historic data. The most recent month of complete data is September 2020. In that month, Marin Transit experienced an overall 62.9 percent decline in ridership systemwide. This was comprised of a 62.5 percent decline in fixed route ridership and a 70.8 percent decline in demand response ridership.

Ridership trends continue to show positive though slow growth since the March 2020 Shelter-In-Place order. Figures 1 and 2 show monthly ridership totals since January 2020, and compares those totals to the previous year for the fixed route and demand response programs.

Of the 63 percent drop in fixed route ridership, the largest contributors reflect those services suspended immediately following the Shelter-In-Place order. These include the Muir Woods Shuttle,

Supplemental Schools, and Yellow Bus programs, which typically represent approximately half a million unlinked passenger trips per year and 15-20 percent of the District's total fixed route ridership.

Figure 1: Month over Month Fixed Route Ridership Comparison (2019 vs 2020)

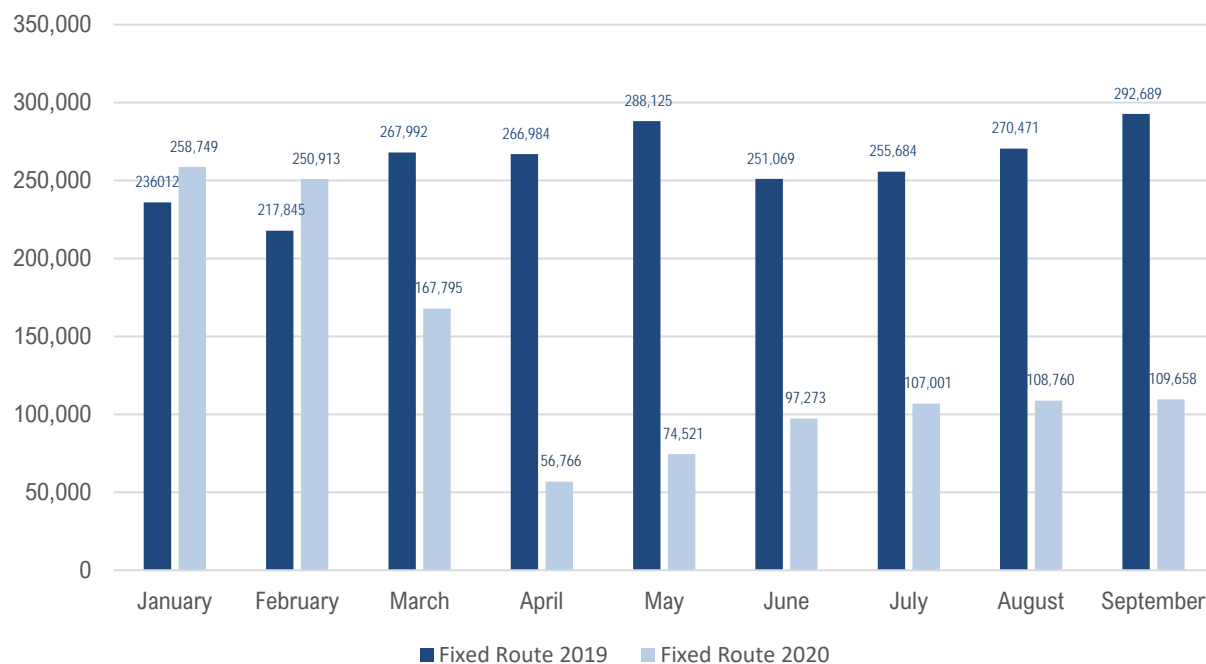
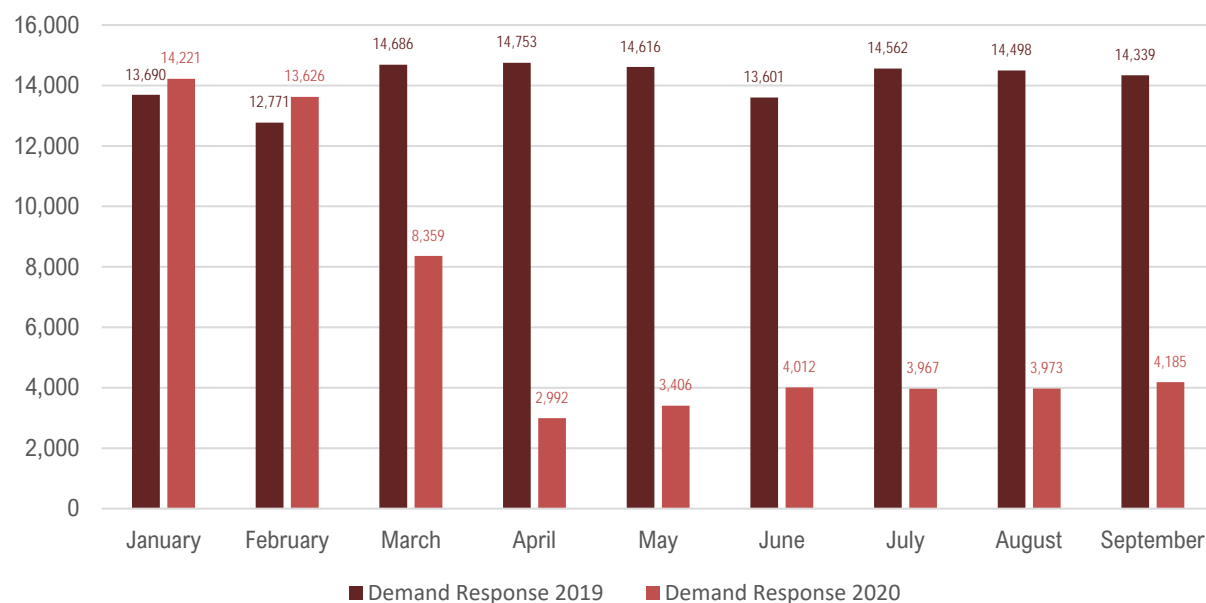
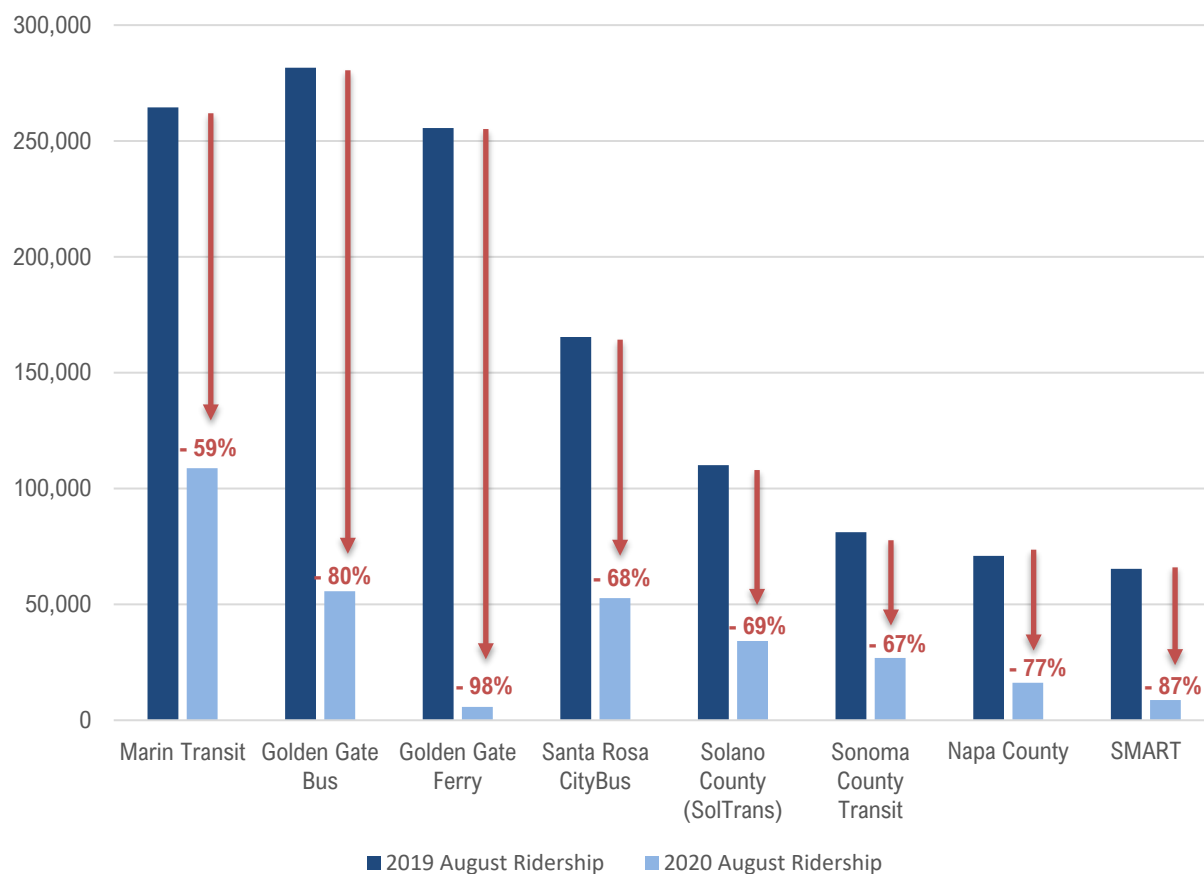


Figure 2: Month over Month Demand Response Ridership Comparison (2019 vs 2020)

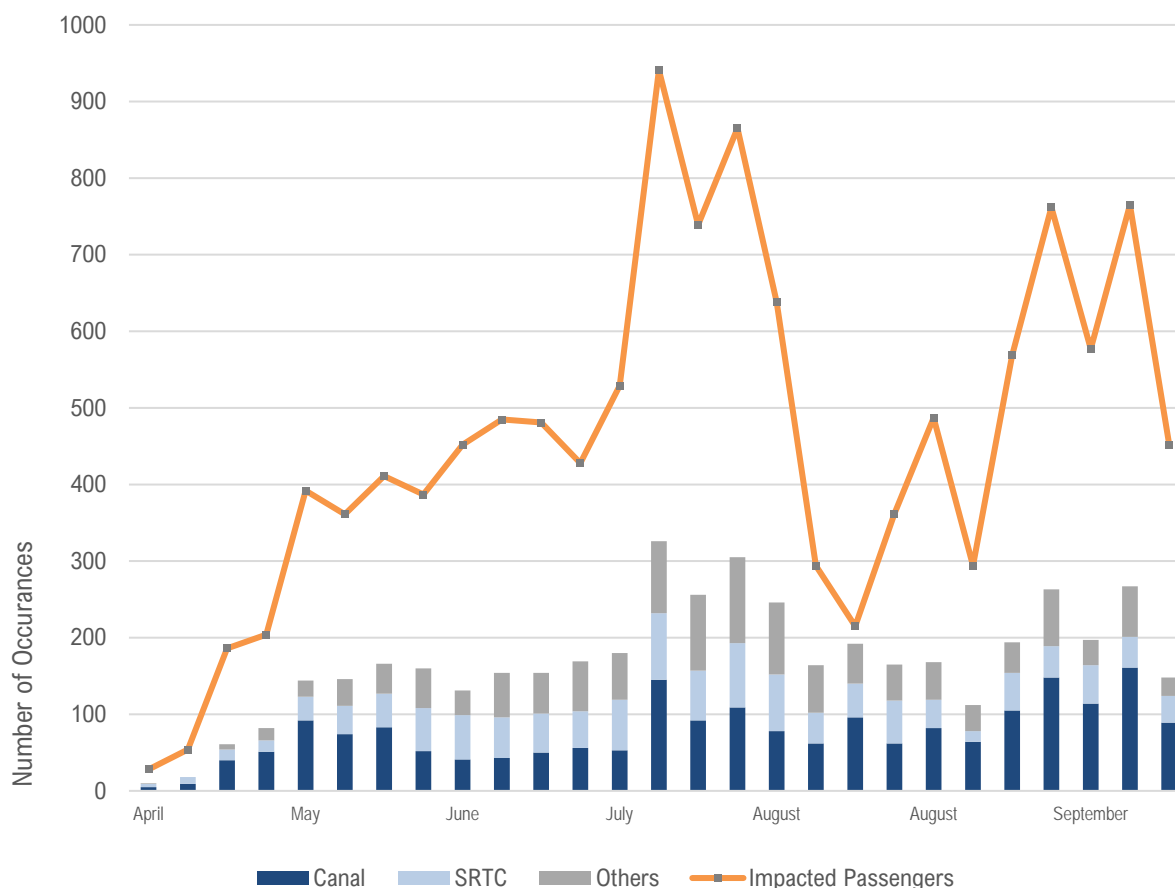


Staff are also monitoring ridership trends at the regional level to see how our ridership compares to peer agency systems. Using data from the National Transit Database, Figure 3 compares August 2019 and August 2020 fixed route ridership for Marin Transit and other North Bay Transit providers. The chart shows that Marin Transit has the highest ridership in August 2020, and the least reduction in ridership compared to last year.

Figure 3: Fixed Route Ridership Impacts (August 2019 vs August 2020)



State and local physical distancing guidelines limit the number of passengers onboard a transit vehicle at any given time. When these maximum capacities are reached, the drivers are required to ask passengers to take the next bus. Drivers record these pass-ups, and staff monitor this activity on a weekly basis. Figure 4 shows pass-up activity trends by week since the passenger capacity limits were implemented at the start of April. The stacked bars show the number and location of occurrences (Canal vs San Rafael Transit Center vs Other Areas). The orange line shows the total number of impacted passengers.

Figure 4: Pass-Up Activity (April 2020-September 2020)

In the most recent months (September into early October), approximately 200-250 pass-up occurrences happen each week and impact 500-700 passengers. The greatest impact occurred in July when there were over 300 occurrences each week, impacting nearly 1,000 passengers. The District added Supplemental backup services in August initially to curb these high numbers of pass-ups. However, as ridership continues to grow the number of occurrences and impacted passengers are rising.

Service Adjustments

Based on the ongoing monitoring efforts of Staff and our contractors, the District has advanced service changes or adjustments 10 times since March 2020 to address ridership needs and new practices or policies related to COVID-19. The following is a summary of these changes:

- Service reductions and changes based on operator shortages from select contractors (March 23, April 4, April 19, May 18, July 12)
- Regularly scheduled service changes (June 14, September 13)
- Service expansion on Supplemental routes to alleviate overcrowding (May 30, August 10, October 11)

The Muir Wood Shuttle, Supplemental School, and Yellow Bus programs were suspended in March, and the District experienced missed service in April-July due to operator shortages. All

other programs have continued to run at the fully planned service levels. Starting in late May, the District temporarily increased service levels to alleviate overcrowding in areas along Highway 101, within the Canal, in Downtown San Rafael, and areas of Mill Valley. The District expanded service again on August 10. Compared to pre-COVID service levels, we are operating an additional 60 hours of daily revenue service Monday-Saturday and an additional 20 hours on Sunday on Routes 117, 122, 135, and 171.

The District's is planning another temporary expansion of services for the next regular service change date on December 13, 2020. At this time, the District is proposing to make the following changes:

- Adding service on Route 71 daily that will service all stops and bus pads along the Highway 101 corridor between Novato and Marin City
- Adding late night service and Sunday service on Route 171 between Novato and Marin City
- Adding weekday midday service on Route 49
- Adjusting runtimes on routes serving Highway 101 including Routes 35, 36, 49, 71x and 171.

These changes will add another 20 hours of service Monday-Saturday and another 40 hours of service on Sunday. This brings the new added service totals to 80 hours Monday-Saturday and 60 hours on Sunday. As a percentage of total service, the District will operate an additional 15 percent service on weekdays, 20 percent on Saturdays, and 18 percent on Sundays.

The District is collaborating with Golden Gate Transit on the December service changes. Marin Transit is targeting service expansion on areas and times where GGT service on regional Routes 30 and 70 will be further reduced. The purpose is to preserve service along the Highway 101 corridor for local Marin County passengers. Staff expects this added temporary service expansion will continue until physical distancing guidelines are relaxed and pass-ups are significantly reduced.

Near-Term Service Projections

The District works closely with all its contractors and partners to ensure transit services are preserved for those in need and prepare to meet the future mobility needs of Marin County in light of the State's tiered re-opening blueprint. While the long-term financial picture is unclear, near-term financial conditions allow for the temporary expansion of service to mitigate the current pass-up activity. Near-term financial health has also enabled the District to pay for the added cleaning needed to support the health and safety of our drivers and passengers.

Based on discussions with our partners, staff has made the following assumptions to guide future service changes and inform financial actions:

- **Supplemental services** (Routes 117, 122, 135, 171) will continue to operate and is needed in high ridership corridors, as long as physical distance guidelines are in place and ridership continues to increase. The District continues to work with Marin County Health and Human Services and the Marin Recovers team to identify a safe and practical approach to relaxing the practice of maintaining six feet of separation on transit vehicles as conditions related to COVID-19 improve. Staff assume these Supplemental services will be provided until the end of the FY 2020/21 fiscal year.

- **Supplemental school services** will be added as resources allow and will focus on serving high school students in Novato (San Marin & Novato HS), San Rafael (Terra Linda & San Rafael HS), Mill Valley (Tamalpais HS), and San Anselmo (Sir Francis Drake). Staff assume these services will return as early as January 2021 and other supplemental school services not directly along existing transit routes will be suspended for the remainder of the fiscal year, including service to Redwood High School.
- **Muir Woods Shuttle service** will continue to be suspended until physical distancing requirements are removed or until Marin Transit and the National Park Service mutually agree the service is needed to support access to the National Monument. Staff assume this service will remain suspended through at least the third quarter of FY 2020/21, with a possibility to resume in April 2021 at the earliest.
- **Demand response services** will continue to recover at the slowest rate in terms of ridership. Increases in demand will be closely related to the reopening of Adult Day Programs and development of a vaccine.

Inevitably, the District will need to comprehensively assess all transit services once ridership patterns stabilize and longer-term financial conditions are better understood. Marin Transit's decisions on future service will be developed in close collaboration with Golden Gate Transit and SMART. This will ensure any reductions or restructuring will maximize transit resources in Marin County, avoid unnecessary duplication of service, and coordinate schedules at key transfer locations.

FISCAL/STAFFING IMPACT: In August 2020, your Board approved a temporary expansion of service on the Supplemental routes operated by MV Transportation to add an estimated 8,500 hours until December 31, 2020. Based on current conditions and the assumptions outlined in the near-term service projections above, staff is requesting an additional 6,020 hours of service to operate between January 1 and June 30, 2021. As shown in the Table 1 below, this added service consists of 7,000 hours of service to accommodate overcrowding and 1,600 hours of Supplemental school service to accommodate potential added demands for students. In addition, the District will recognize savings by: (1) not operating 2,580 hours on the Muir Woods Shuttle hours, if the service remains suspended through the end of March 2021, and (2) making runtime adjustments to account for lower traffic volumes and congestion along Highway 101. Table 1 summarizes the associated cost impacts for contract operations and fuel expenses for the proposed changes.

Table 2 shows the lost revenues associated with the suspension of the Muir Woods Shuttle service. This reduction is for the revenues associated with the suspension between July 2020-December 2020 and the additional suspension from January - March 2021. Details for the FY2020/21 budget amendment #2020-04 are in Attachment A.

The additional \$283,179 in operations costs can be funded with Coronavirus Aid, Relief, and Economic Security (CARES) Act funding and the revenue losses have already been anticipated in the District's financial planning.

Table 1: Operational Cost Summary by Route

Route	Summary of Change	FY 2020 Change in Hours	FY2020 Budget Impacts
49	Add midday weekday service	+ 700	\$60,620
71/71x	Add daily service to all Highway 101 bus pads on Route 71, reduce peak hour service on Route 71x	+ 1,300	\$176,670
49, 35, 36, 71x, 171	Adjusted scheduled runtimes	-2,000	(\$237,290)
117, 122, 135, 171	Continue current services January – June 2021. Includes off-peak expansion of Routes 135 and 171	+7,000	\$566,899
125, 145, 149, 151	Add capacity when schools return	+1,600	\$140,540
66	Reduce Muir Woods hours to reflect service starting in April 2021	-2,580	(\$424,261)
Total		+6,020	\$283,179

Table 2: Operational Revenue Impacts

Route	Summary of Change	FY2020 Budget Impacts
66	National Parks Revenue Reduction	(\$646,906)
	Muir Woods Shuttle Fare Revenues	(\$149,040)
Total		(\$795,946)

There is no staffing impact associated with this item.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'R. Betts'.

Robert Betts
Director of Operations and Planning

Attachment A: Budget Amendment 2021-04

Attachment A – Budget Amendment 2021-04

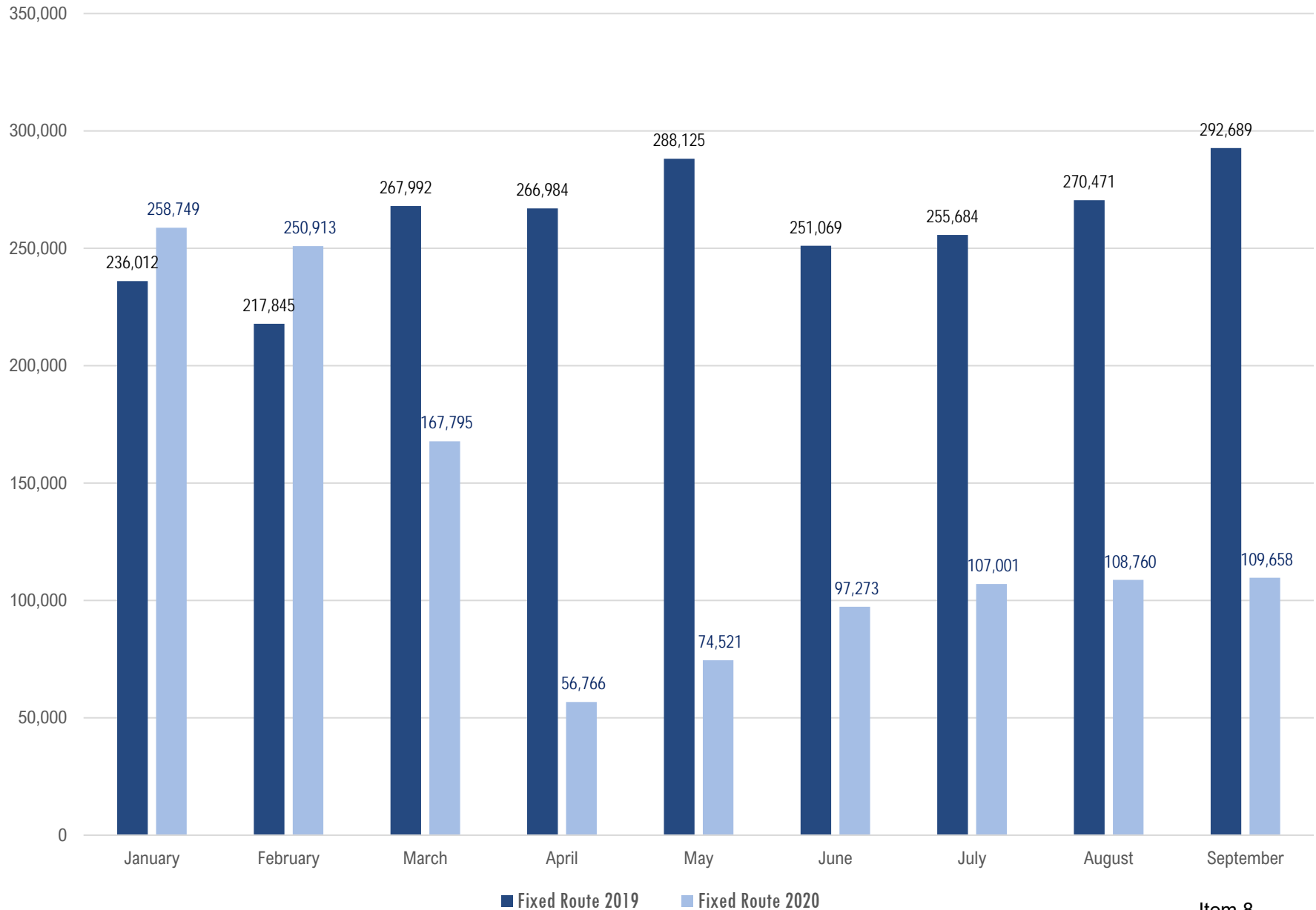
Description	Function	Program	Project	GL	Original	Change	Final
Add 7,000 SUP service and 1,600 SUP School service to MV contract to address COVID Impacts, Reduce Muir Woods shuttle hours by 4,680.	Operations	SUP,01	NA	5080105 – Purchased Transportation MV	\$1,592,755	\$491,230	\$2,083,985
	Operations	MWS	NA	5080105 – Purchased Transportation MV	\$669,987	(\$531,962)	\$138,024
	Operations	STG	NA	5080105 – Purchased Transportation MV	\$1,513,031	\$149,377	\$1,662,409
	Operations	SUP,05	NA	5080105 – Purchased Transportation MV	\$0	\$121,340	\$121,340
	Operations	LCL	NA	5040152 – Oil and Fuel	\$267,160	\$75,670	\$342,830
	Operations	MWS	NA	5040152 -Oil and Fuel	\$71,077	(\$41,677)	\$29,400
	Operations	SUP,05	NA	5040152 -Oil and Fuel	\$0	\$19,200	\$19,200
Revenue reductions for Suspension of Muir Woods Shuttle from June 1, 2020 to April 1, 2021	Operations	MWS	NA	4139952 Fed- National Parks Fare Payment	\$172,500	(\$124,200)	\$48.300
	Operations	MWS	NA	4139951 National Parks Payment	\$538,588	(\$522,705)	\$15,882
	Operations	MWS	NA	4140106 Muir Woods Shuttle Fares	\$207,000	(\$149,040)	\$57.960
Net Change to Operations Budget					Expenses	\$283,179	
					Revenues	(795,945)	



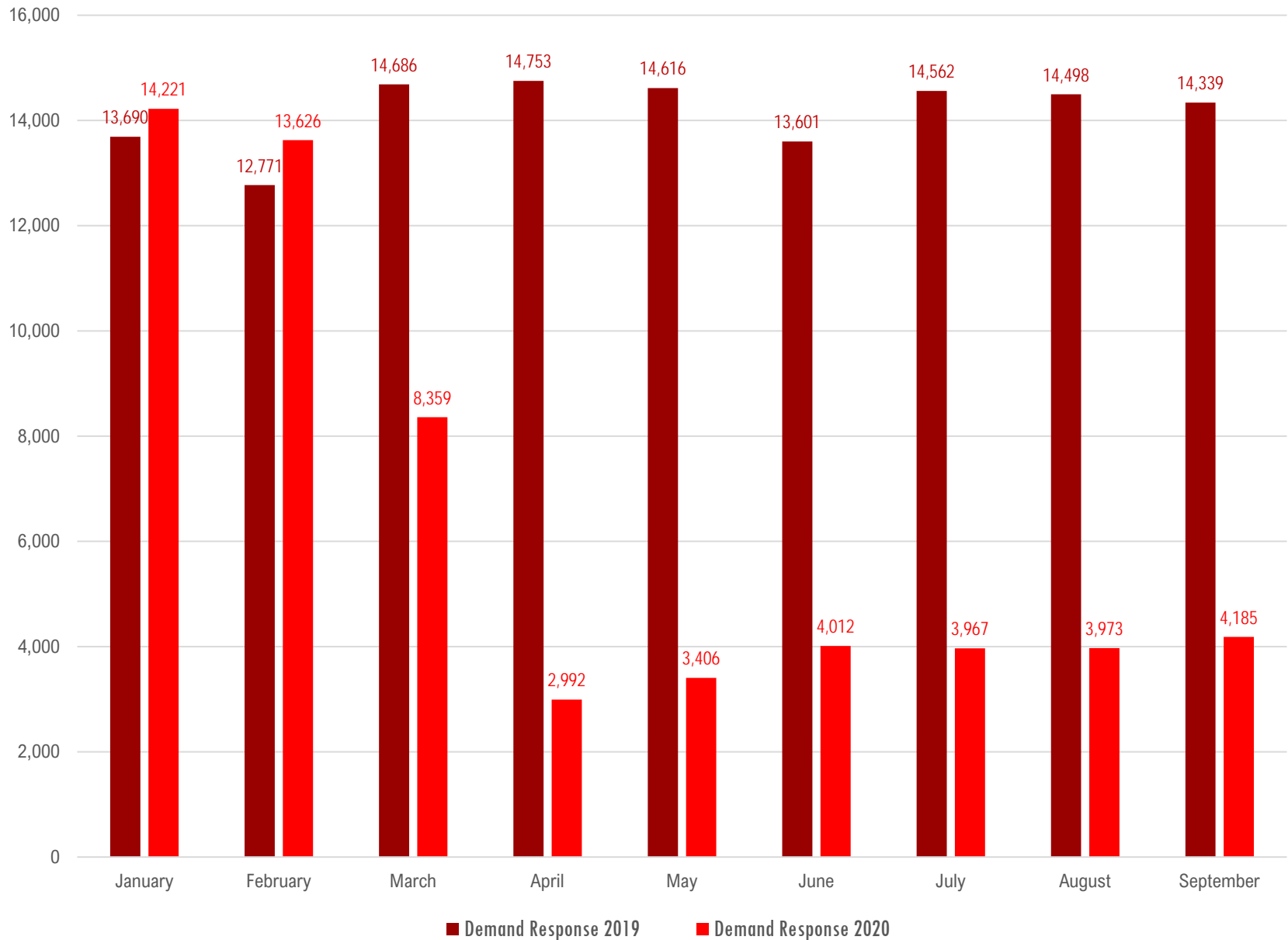
COVID Service Updates

November 2, 2020

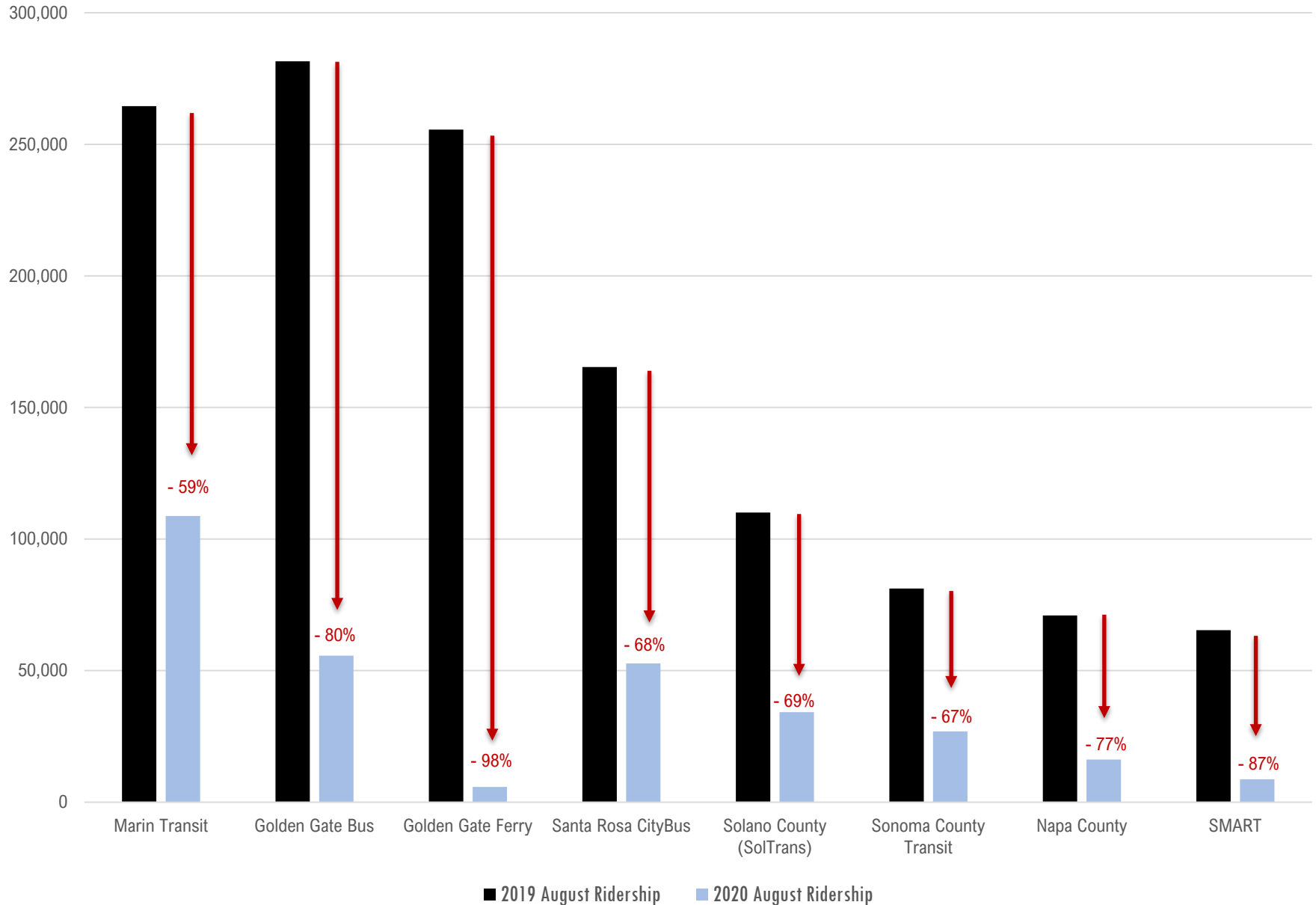
Fixed Route Ridership (January 2020 – September 2020)



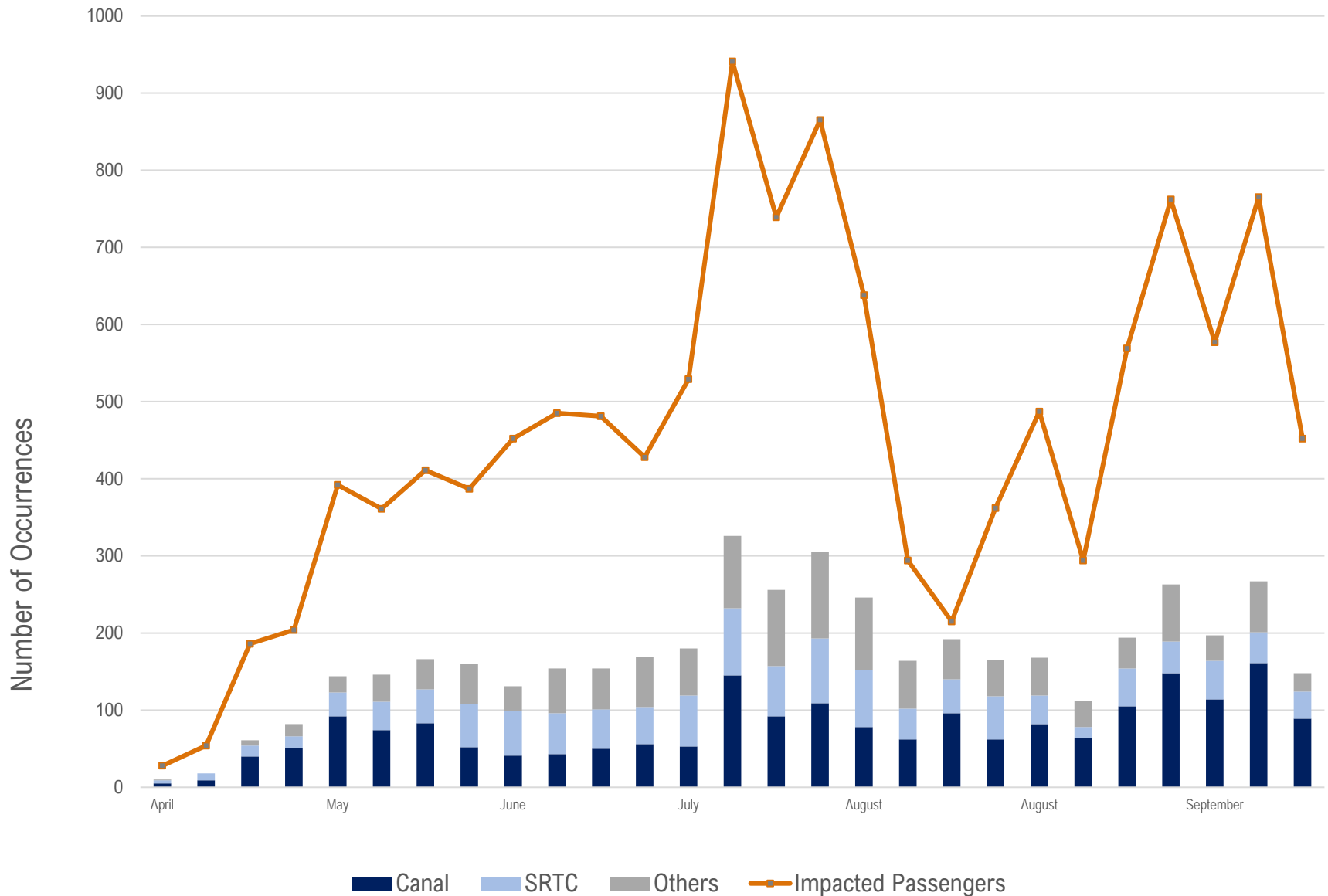
Demand Response Ridership (January 2020 – September 2020)



North Bay Peer Agency Ridership Trends (August 2019 vs 2020)



Passenger Pass-Up Trends (April – September 2020)



10 Total Changes or Adjustments Since March

- Service reductions and changes based on operator shortages from select contractors (March 23, April 4, April 19, May 18, July 12)
- Regularly scheduled service changes (June 14, September 13)
- Service expansion on Supplemental routes to alleviate overcrowding (May 30, August 10, October 11)

Proposed December 2020 Changes

- Adding service on Route 71 daily that will service all stops and bus pads along the Highway 101 corridor between Novato and Marin City.
- Adding late night service and Sunday service on Route 171 between Novato and Marin City
- Adding weekday midday service on Route 49

Proposed December 2020 Change Summary

Route	Summary of Change	FY 2020 Change in Hours	FY2020 Budget Impacts
49	Add midday weekday service	+ 700	\$60,620
71/71x	Add daily service to all Highway 101 bus pads on Route 71, reduce weekday peak hour service on Route 71x	+ 1,300	\$176,670
35, 36, 49, 71x, 171	Adjusted scheduled runtimes	-2,000	(\$237,290)
117, 122, 135, 171	Continue current services January — June 2021. Includes off-peak expansion of Routes 135 and 171	+7,000	\$566,899
125, 145, 149, 151	Add capacity when schools return	+1,600	\$140,540
66	Reduce Muir Woods hours to reflect service starting in April 2021	-2,580	(\$424,261)
Total		+6,020	\$283,179

Robert Betts

Director of Operations & Planning

rbetts@marintransit.org