



# Marin County Transit District Board of Directors

Monday, May 6, 2024, 9:30 a.m.

## Marin County Civic Center

Board of Supervisors' Chambers  
3501 Civic Center Drive, Room 330  
San Rafael, CA 94903

## Join via Zoom or Teleconference:

<https://www.zoom.us/j/87972683373>

+1 669 900 6833

Webinar ID / Access Code: 879 7268 3373

## Providing Public Comment

- To provide written public comment prior to the meeting, email [info@marintransit.org](mailto:info@marintransit.org) or use the comment form at [www.marintransit.org/meetings](http://www.marintransit.org/meetings). Submit your comments no later than **5:00 P.M. Sunday, May 5, 2024** to facilitate timely distribution to the Board of Directors. Include the agenda item number you are addressing, your name, and address. Your comments will be forwarded to the Board of Directors and will be included in the written public record.
- Public comment is limited to two minutes per speaker unless a different time limit is announced. The Board President may limit the length of comments during public meetings due to the number of persons wishing to speak or if comments become repetitious.
- Participating on Zoom or teleconference: Ensure that you are in a quiet environment with no background noise. 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 be included in the public record.

## General Meeting Information

- Late agenda material can be inspected at the office of Marin Transit, between the hours of 8:00 a.m. and 5:00 p.m. Monday through Friday.
- In case of Zoom outage, dial 515-604-9094; meeting ID: 142-334-233
- All Marin Transit public meetings are conducted in accessible locations.
- Documents are available in accessible formats or additional languages by request. If you require translation or other accommodation, call (415) 226-0855 or 711. Requests must be received no less than five working days prior to the meeting.
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- 如果您需要翻译或其他辅助服务 · 请致电(415) 226-0855 或711。如需查看这些说明的简体中文版本 · [请点击此处](#)。
- Nếu bạn cần thông dịch hoặc các hỗ trợ khác, hãy gọi (415) 226-0855 hoặc 711. Để truy cập các hướng dẫn này bằng tiếng Việt, [hãy nhấp vào đây](#).

**9:30 a.m. Convene as the Marin County Transit District Board of Directors**

- 1. Consider approval of Directors request to participate remotely and utilize Just Cause or Emergency Circumstance per AB 2449**
- 2. Open Time for Public Expression**  
(Limited to two minutes per speaker on items not on the District's agenda)
- 3. Board of Directors' Matters**
- 4. General Manager's Report**
  - a. General Manager's Oral Report
  - b. [Monthly Monitoring Report: February 2024](#)
- 5. Consent Calendar**
  - a. [Minutes for April 8, 2024 Board Meeting](#)
  - b. [Federal Legislative Report](#)
  - c. [General Manager Contract Awards](#)
  - d. [Authorize Youth Ride Free summer promotion on fixed route buses in summer 2024](#)
  - e. [Authorize General Manager to submit a comment letter on the Draft GGBHTD Strategic Plan](#)
  - f. [Metropolitan Transportation Commission Resolution for Transportation Development Act and State Transit Assistance Funds FY 2024/25](#)

**Recommended Action:** Approve.

- 6. [Marin County Transit District Draft Operating and Capital Budget for FY 2024/25](#)**

**Recommended Action:** Review draft FY 2024/25 budget and provide comments.

- 7. [Catch-A-Ride Pilot Program Evaluation and Recommendations](#)**

**Recommended Actions:**

- Approve twelve-month extension to Catch-A-Ride pilot program.
- Authorize first amendment to Taxi Voucher Agreement with North Bay Taxi (#1254) for month-to-month extension not to exceed twelve months or \$338,000.
- Authorize first amendment to Vehicle Lease Agreement with North Bay Taxi (#1255) for a month-to-month extension not to exceed twelve months.
- Authorize second amendment to Uber Central and Voucher Agreement with Uber Technologies, Inc. (#1256) for a month-to-month extension not to exceed twelve months or \$71,000.
- Authorize the General Manager to negotiate month-to-month agreements with additional service providers for the Catch-A-Ride Pilot Program

**Adjourn**



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[marintransit.org](https://marintransit.org)

### Board of Directors

#### **Brian Colbert**

President  
Town of San Anselmo

#### **Eric Lucan**

Vice President  
Supervisor District 5

#### **Mary Sackett**

Second Vice President  
Supervisor District 1

#### **Katie Rice**

Director  
Supervisor District 2

#### **Stephanie**

**Moulton-Peters**  
Director  
Supervisor District 3

#### **Dennis Rodoni**

Director  
Supervisor District 4

#### **Maribeth Bushey**

Director  
City of San Rafael

#### **Fred Casissa**

Alternate  
Town of Corte Madera

May 6, 2024

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

### **Subject: General Manager Report – Monthly Report: February 2024**

Dear Board Members:

#### **Recommendation**

This is a recurring information item.

#### **Summary**

The attached monthly report provides an overview of Marin Transit operations for the monthly period ending February 29, 2024. The monthly reports summarize statistics on the performance of Marin Transit services and customer comments.

Overall, Marin Transit experienced strong systemwide ridership in February 2024. Total ridership was 8% higher than the previous year (February 2023) and 11% lower than pre-COVID (February 2020).

Fixed route ridership continued to be strong this month, with ridership being 9% higher than the previous year (February 2023) and 91% of pre-COVID (February 2020).

Marin Access had a declining ridership trend starting in September 2022. Last month, January 2024, was the first month since then where Marin Access ridership exceeded the prior year. This month, February 2024, continued that trend, with Marin Access ridership increasing by 10% relative to the prior year (February 2023). Staff believe that this trend of increasing ridership is due to the Marin Access service changes implemented in July and are optimistic it will continue to have a positive effect on ridership going forward.

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>.

#### **Fiscal/Staffing Impact**

None.



Respectfully Submitted,

*Nancy E. Whelan*

Nancy Whelan  
General Manager

**Attachment A:** Monthly Ridership Report and Customer Comments

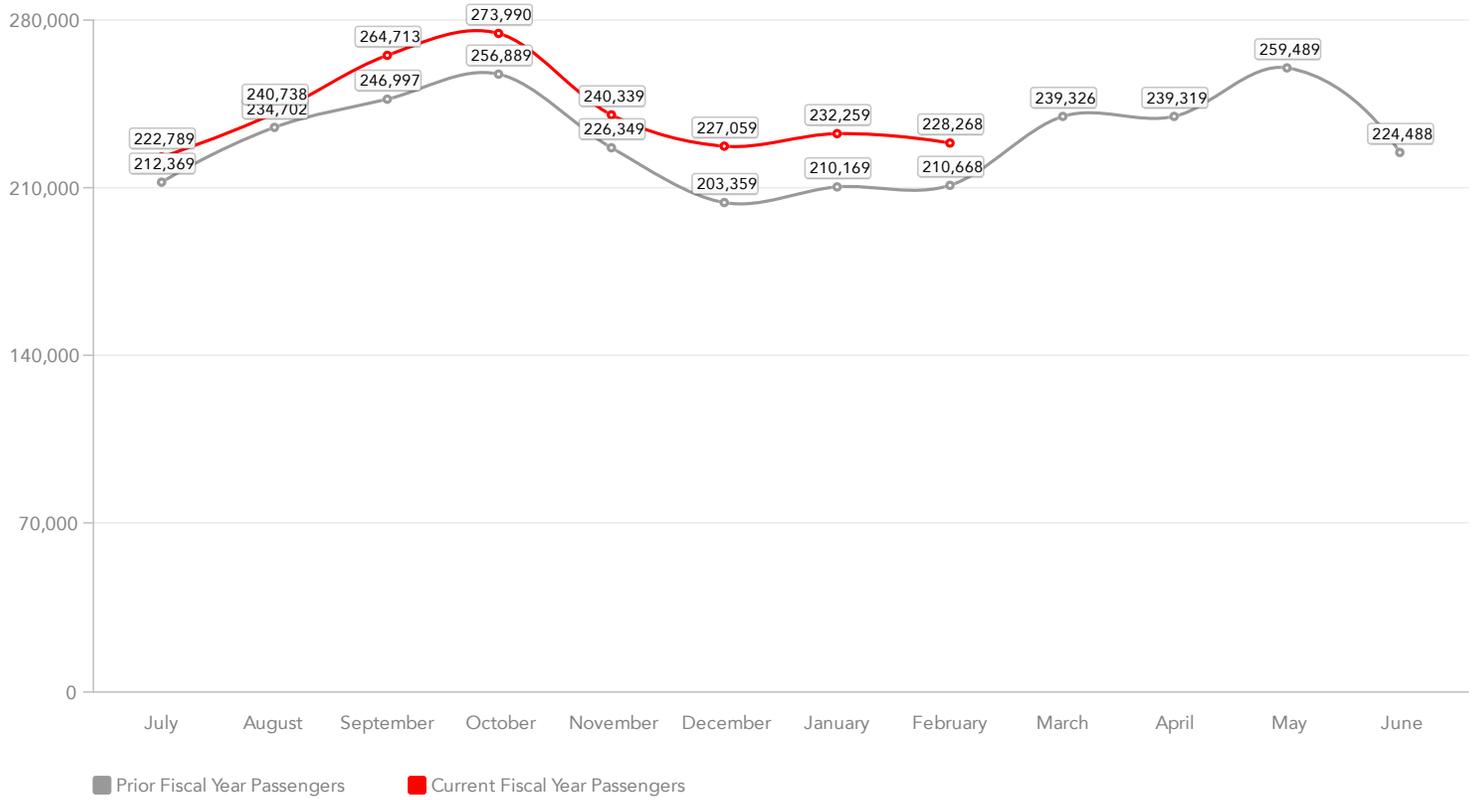


Month: February 2024		Program							Total
Category	Fixed-Route Local	Fixed-Route Shuttle	Stagecoach & Muir Woods	Supplemental & Yellow Bus	Demand Response	Mobility Management	Systemwide		
<b>Commendation</b>	1	0	0	0	2	0	1	4	
<b>Service Delivery Complaint</b>	25	9	6	0	11	2	2	55	
Accessibility	0	0	0	0	0	2	0	2	
Driver Conduct Complaint	12	3	2	0	3	0	1	21	
Driving Complaint	2	1	0	0	7	0	0	10	
Early Trip	2	0	0	0	0	0	0	2	
Equipment Issue	2	0	0	0	0	0	0	2	
Farebox	0	0	0	0	0	0	0	0	
Late Trip	1	0	0	0	0	0	1	2	
Missed Connection	0	0	0	0	0	0	0	0	
Missed Trip	1	1	0	0	0	0	0	2	
No-Show	0	3	2	0	1	0	0	6	
Off-Route	0	0	1	0	0	0	0	1	
Pass-Up Complaint	5	1	1	0	0	0	0	7	
<b>Service Structure Complaint</b>	13	1	1	0	0	3	3	21	
Bus Stop Improvement Request	5	0	0	0	0	0	2	7	
Fares	0	0	0	0	0	1	0	1	
Other Complaint	0	0	1	0	0	1	1	3	
Scheduling Complaint	2	1	0	0	0	1	0	4	
Service Improvement Suggestion	6	0	0	0	0	0	0	6	
<b>Safety Complaint</b>	0	0	0	0	0	0	0	0	
<b>Total Service Hours</b>	11,098	1,822	1,267	136	2,244	-	16,681	16,681	
Commendations per 1,000 Hours	0.1	0.0	0.0	0.0	0.9	-	0.1	0.2	
Complaints per 1,000 Hours	3.4	5.5	5.5	0.0	4.9	-	0.3	4.6	
<b>Total Passengers</b>	191,138	16,860	7,784	3,285	4,213	1,873	234,354	234,354	
Commendations per 1,000 Passenger	0.0	0.0	0.0	0.0	0.5	0.0	0.0	0.0	
Complaints per 1,000 Passengers	0.2	0.6	0.9	0.0	2.6	2.7	0.0	0.3	

FISCAL YEAR 2024  
MONTH All

### Year-to-Date Ridership Trends

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



Demand Response Passengers by Month

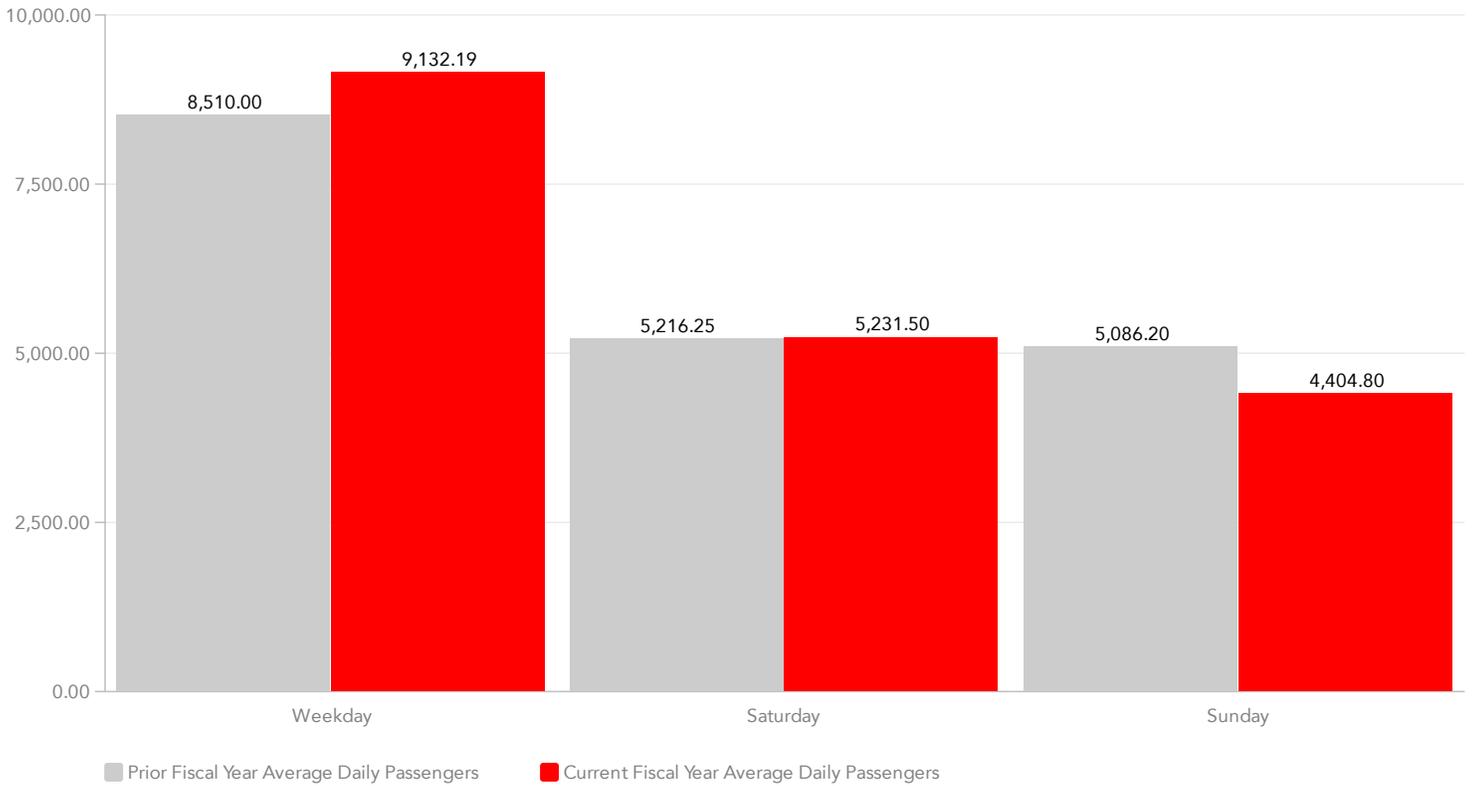


## Monthly Comparison

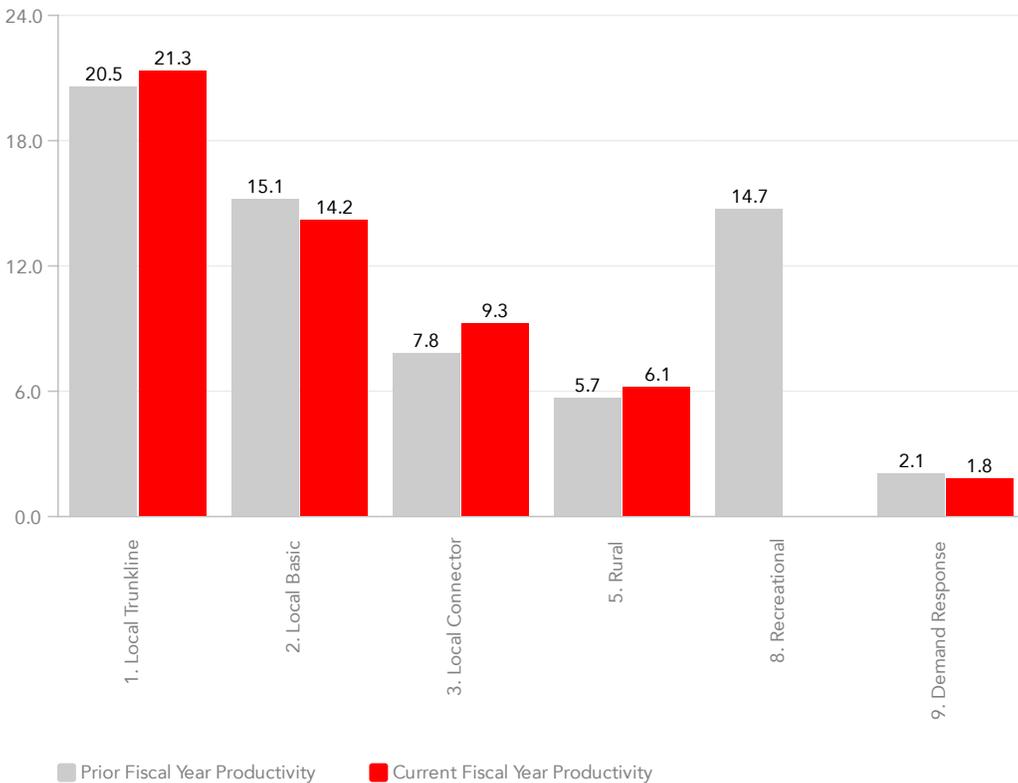
MONTH

Feb

Average Systemwide Daily Passengers



Productivity (pax/hr) by Typology



### Route Typologies

- 1. Local Trunkline:  
Routes 35, 36, 71
- 2. Local Basic:  
Routes 17, 22, 23, 29, 49, 57
- 3. Local Connector:  
Routes 219, 228, 233, 245
- 5. Rural:  
Routes 61, 68
- 8. Recreational:  
Muir Woods Shuttle
- 9. Demand Response:  
Local Paratransit, Marin Access Shuttles

## REGULAR MEETING OF THE MARIN COUNTY TRANSIT DISTRICT BOARD OF DIRECTORS

Held Monday, April 8, 2024 at 9:30 A.M.

### Roll Call

**Present:** President Colbert, Vice President Lucan, Director Rice, Director Moulton-Peters, Director Rodoni, Director Bushey, Director Casissa

**Absent:** Second Vice President Sackett

**Director Casissa was in attendance as a non-voting member.**

**Board President Colbert opened the meeting at 9:30 A.M.**

1. [Consider approval of Directors request to participate remotely and utilize Just Cause or Emergency Circumstance per AB 2449](#)

Administrative Assistant & Board Secretary reported there were no requests for remote participation by any Directors.

2. [Open Time for Public Expression](#)

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

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

President Colbert asked if any member of the Board wished to speak. Seeing none he called for the General Manager's Report.

4. [General Manager's Report](#)
  - a. [General Manager's Oral Report](#)
  - b. [Monthly Monitoring Report: January 2024](#)
    - i. [Item 4b – Staff Report](#)

General Manager Nancy Whelan introduced Adam Elsibai, the District's new Senior Procurement & Contracts Analyst. Ms. Whelan provided an update on the leadership of the District's Paratransit Coordinating Council (PCC). She reported on the Muir Woods Shuttle's opening weekend. She explained how the District is promoting transit driver and mechanic employment opportunities. Ms. Whelan shared an update on the demolition and

construction project on Kerner Boulevard. She described the Marin Sonoma Transit Coordination's recent meetings and progress. She reported on fixed route and demand response ridership from January 2024.

Director Rice asked if the District is a customer of Marin Clean Energy (MCE).

Ms. Whelan responded that they are not. Staff have worked with Pacific Gas and Electric Company (PG&E) to prepare their sites at Rush Landing and Kerner Boulevard.

Director Rice suggested staff should reach out to MCE either as a potential customer, or for advice regarding power management.

Ms. Whelan said staff have worked with MCE in the past and will continue to work with them in the future.

Director Moulton-Peters asked where the District recruits their drivers. She asked what training is available for drivers.

Ms. Whelan answered that the Canal Alliance has a driver training program with Golden Gate Transit. The District is working on workforce development with the Canal Alliance and other institutions, including the District's contracted operators.

5. [Consent Calendar](#)

- a. [Minutes for February 5, 2024 Board Meeting](#)
- b. [March 2024 Monthly Information Packet](#)
- c. [Federal Legislative Report](#)
- d. [General Manager Contract Awards](#)
- e. [Contract with Park Engineering, Inc. for the Construction Management of Bus Stop Improvements](#)
- f. [Resolution 2024-01 for Application for Low Carbon Transit Operations Program \(LCTOP\)](#)
- g. [Marin County Transit District Second Quarter FY 2023/24 Financial Report](#)
- h. [Policy Updates: Marin Transit's Procurement Policies and Procedures and Diversity Program for Contracts](#)

**Recommended Action: Approve.**

M/s: Director Rice – Vice President Lucan

Ayes: President Colbert, Vice President Lucan, Director Rice, Director Moulton-Peters, Director Rodoni, Director Bushey

Noes: None

Absent: Second Vice President Sackett

Abstain: None

6. [West Marin Transportation Update and Recommendations](#)

[Staff Report](#)

Senior Mobility Planner Joanna Huitt reported on the District's existing programs and services in West Marin and described West Marin's population. She explained staff's efforts in West Marin since 2019, including the 2024 West Marin transportation needs survey. Ms. Huitt outlined staff's recommendation of a pilot shuttle in West Marin. She listed the next steps.

Director Bushey asked about how staff will evaluate the pilot shuttle.

Ms. Huitt stated that staff do not yet have a complete list of evaluation metrics, as they are finalizing the shuttle's characteristics. She listed the metrics that staff may evaluate. She stated that staff will return to the Board in 2025 with additional reports.

Director Bushey asked if staff would evaluate ridership and cost effectiveness at current standards.

Ms. Huitt responded that current standards may be a good starting point, however more work will be done to finalize evaluation standards.

General Manager Nancy Whelan added that staff have different metrics for different service types.

Director Rodoni asked if staff learned anything new about private providers or taxis in the West Marin transportation needs survey. He noted that the pilot will be costly, so alternatives should be evaluated.

Ms. Huitt said staff are investigating what other providers currently offer in West Marin, and what they could offer in the future.

Director Rodoni asked if there would be an opportunity for staff to work with Uber or Lyft to develop more service in West Marin.

Ms. Huitt explained that staff meet with Uber regularly and understand Uber's capacity to expand service in West Marin. Staff have heard that Uber does not have reliable service in West Marin, but staff will continue to explore the idea.

Director Moulton-Peters asked if there is a shortage of volunteer drivers in West Marin.

Ms. Huitt confirmed that since the beginning of the COVID-19 pandemic, there has been a reduction in volunteers available for the District's volunteer driver program. Staff are looking to explore ways to attract additional volunteer drivers.

Director Moulton-Peters stated that she hopes residents of West Marin could help by becoming volunteer drivers.

Ms. Huitt responded that staff have the capacity to support the volunteer driver program, so they will investigate if there are partners who can help.

President Colbert asked if the population of West Marin was reported as older than the rest of Marin County.

Ms. Huitt confirmed it was.

President Colbert proposed that staff could apply lessons from the pilot shuttle to the rest of Marin County.

Director Rodoni emphasized the importance of providing additional transit in West Marin. He suggested many residents would appreciate the opportunity to travel northbound and southbound that the pilot shuttle would provide. He said he hopes that the pilot shuttle will be flexible and a learning experience for staff.

**Recommended Action: Authorize expansion of the Marin Access shuttle program for one new pilot shuttle along the coast of West Marin between Stinson Beach and Point Reyes.**

M/s: Director Rodoni – Director Moulton-Peters

Ayes: President Colbert, Vice President Lucan, Director Rice, Director Moulton-Peters, Director Rodoni, Director Bushey

Noes: None

Absent: Second Vice President Sackett

Abstain: None

**Adjourn** President Colbert adjourned the meeting at 10:03 A.M.

SINE DIE

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PRESIDENT

ATTEST:

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CLERK



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**Board of Directors**

**Brian Colbert**

President  
Town of San Anselmo

**Eric Lucan**

Vice President  
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**Mary Sackett**

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**Maribeth Bushey**

Director  
City of San Rafael

**Fred Casissa**

Alternate  
Town of Corte Madera

May 6, 2024

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

**Subject: April 2024 Federal Legislative Report**

Dear Board Members:

In March 2023, your Board approved a contract for federal advocacy services with Carpi & Clay. Carpi & Clay provide a monthly Federal Update as a part of their services. The attached monthly report for April 2024 provides an overview of federal transportation activity including funding award announcements, grant opportunities, and regulatory announcements.

**Fiscal/Staffing Impact**

None.

Respectfully Submitted,

Nancy Whelan  
General Manager

**Attachment A: Federal Update April 2024**

## CONGRESS

### FY25 Appropriations Update

Earlier this month, House Republican leadership announced that Rep. Tom Cole (R-OK) would be taking over as the new Chair of the Appropriations Committee. The previous Committee Chair Kay Granger (R-TX) announced last month her intent to step down from the leadership position effective immediately. With the appointment of the new Chair, the House Appropriations Committee has been in the process of putting together guidance from Members on the Fiscal Year (FY) 2025 appropriations process. The Committee has shared information with Members regarding programmatic and language requests and guidance related to community project requests. Chair Cole supports community project funding and that practice will continue in FY25. Over in the Senate, the Senate Appropriations Committee provided deadlines to Senators for community project request submissions, which are due to the respective subcommittees the second week of May.

Congress will be in session for four solid weeks, and during this time, various appropriations and authorization committees have plans to conduct numerous budget hearings. These hearings will allow the House and Senate Appropriations bills to begin drafting their FY25 appropriations bills for release and approval this summer.

### Legislative Activity

**House Subcommittee on Railroads, Pipelines and Hazardous Materials.** The Subcommittee held a hearing titled 'Getting to Work: Examining the Challenges and Solutions in the Commuter Rail Industry' that assessed the state of commuter rail with a focus on developing commuter rail to ensure it is safe, efficient, cost effective, and meets the demands of the public. The witnesses were:

- Mike Noland, President, South Shore, IN
- Debra Johnson, GM and CEO, RTD-Denver
- David Dech, ED, S. Florida Regional Transportation Authority
- Kevin Corbett, President & CEO, NJ Transit
- Darren Kettle, CEO, Metrolink

[Testimony](#)  
[Testimony](#)  
[Testimony](#)  
[Testimony](#)  
[Testimony](#)

The witnesses discussed how the pandemic, work from home and hybrid schedules are continuing to impact ridership and ways they are trying to try new optimized service plans

to accommodate this new reality. Other themes included improvement/modernization issues, relations with Amtrak, safety concerns, and insurance issues. The hearing can be viewed [HERE](#).

**House THUD Appropriations Subcommittee.** DOT Secretary Buttigieg appeared before the subcommittee to present and answer questions regarding the Administration's FY25 budget proposal for DOT. This was the first hearing chaired by the new Subcommittee Chairman Steve Womack (R-AR). The hearing can be viewed [HERE](#).

**House Highways & Transit Subcommittee.** The Subcommittee held a hearing titled 'It's Electric: A Review of Fleet Electrification Efforts'. The witnesses were:

- Kim Okafor, GM of Zero Emission Solutions [Testimony](#)
- Kevin Coggin, Executive Director, Coast Transit Authority [Testimony](#)
- Taki Darakos, VP of Vehicle Maintenance and Fleet Services, [Testimony](#)
- Nick Nigro, Founder, Atlas Public Policy [Testimony](#)

The overarching theme from the subcommittee's majority was that the government should not try to control the auto market and favor one type of vehicle over another. There was also general concern about the fact that China controls the market for much of the critical materials and refineries needed to produce EV batteries and that the US electric grid is not up to par for supporting the levels of electrification that is being envisioned. While the minority agreed with some of the concerns raised, they also spoke of the job creation impact of building out EV charging stations and the benefits positive climate impact from greater use of EVs. Both sides of the aisle noted the impact that greater EV use is having on the solvency of the Highway Trust Fund which is reliant on gas taxes. The hearing can be viewed [HERE](#).

**Workforce Innovation and Opportunity Act Reauthorization Passes House.** On April 9<sup>th</sup>, the House passed the *A Stronger Workforce for America Act* ([H.R. 6655](#)), which would amend and reauthorize the *Workforce Innovation and Opportunity Act*. The bill would authorize \$39.1 billion in funding for FY25 through FY31 with the following amounts annually:

- \$1.8 billion for the [Job Corps Program](#).
- \$1.5 billion for [Dislocated Worker Program](#).
- \$976.6 million for [Youth Formula Program](#).
- \$912.2 million for [Adult Worker Program](#).
- \$751 million for [Adult Education and Family Literacy Act Programs](#).
- \$108.2 million for the [YouthBuild Program](#).
- \$64.5 million for the workforce and labor market information system created under the [Wagner-Peyser Act](#).

The bill was sent to the Senate and referred to the Senate Committee on Health, Education, Labor, and Pensions for consideration.

**Senators Introduce FEMA Workforce Planning Act.** Sens. Gary Peters (D-MI) and Bill Cassidy (R-LA) introduced the *Federal Emergency Mobilization Accountability (FEMA) Workforce Planning Act* ([S. 4181](#)). The bill directs the Federal Emergency Management Agency (FEMA) to create a plan to address workforce issues and ensure that the agency remains strong and prepared to respond to natural disasters. The bill was referred to the Senate Committee on Homeland Security and Governmental Affairs for consideration.

**Representatives Request Answers on Texas Water Facility Cyber Hack.** Reps. Ruben Gallego (D-NM) and Pat Fallon (R-TX) sent a [letter](#) to Homeland Security Secretary Alejandro Mayorkas requesting answers regarding the cyber hack against the city water system in Muleshoe, Texas in January 2024. The attack's culprit is believed to be Sandworm, a hacking group connected to the Russian government. In addition to information about the attack, the letter requests responses on additional steps to secure water facilities, additional tools needed to prevent attacks, and lessons learned from a similar attack on a Pennsylvania water authority in 2023.

## ADMINISTRATION

### Treasury Releases Updated FAQ for ARPA SLFRF

The Department of Treasury released an updated [FAQ](#) related to the [Interim Final Rule](#) for the American Rescue Plan Act State and Local Fiscal Recovery Funds (SLFRF). The updated FAQ addresses several issues including personnel costs, subrecipient obligations, revenue loss and handling excess funds. Clarifications included in the FAQ include:

- Recipients may use SLFRF funds for personnel costs for any eligible position through December 31<sup>st</sup>, 2026, that was filed prior to December 31<sup>st</sup>, 2024 – *This is a deviation from the IFR, which stated SLFRF funds may only be used to cover personnel costs for individuals responsible for reporting/compliance for SLFRF.*
- Subrecipients are NOT subject to the December 31<sup>st</sup>, 2024, obligation deadline.
- After the December 31<sup>st</sup>, 2024, obligation deadline, if a recipient has excess funds that were already obligated but not yet expended, they may reclassify funds from the original activity to another project that is eligible under Recovery Fund guidance.

### FRA Publishes Train Crew Size Final Rule

The Federal Railroad Administration (FRA) published a [final rule](#) establishing minimum safety requirements for the size of train crews depending on the type of operation. This final rule requires railroad operations to have a minimum of two crewmembers except for certain identified one-person train crew operations that do not pose significant safety risks to railroad employees, the public, or the environment. The final rule includes requirements for railroads seeking to continue certain existing one-person train crew operations and a special approval process for railroads seeking to initiate new one-person train crew operations. This final rule also requires each railroad receiving special approval for a one-

person train crew operation to submit to FRA an annual report summarizing the safety of the operation. The final rule is effective on June 10<sup>th</sup>.

## Federal Funding Opportunities & Announcements

### **DOE Publishes Waste Analysis and Strategies for Transportation End-Uses FOA.**

The Department of Energy's (DOE) Bioenergy Technologies Office and Vehicle Technologies Office published a [funding opportunity announcement](#) (FOA) for \$17.5 million in federal funding to develop cost-effective strategies for communities to sustainably manage and recover clean energy sources from their waste streams. Recognizing that communities may be at different stages in their sustainable waste management planning efforts, this FOA seeks a phased approach to address the above challenges through two Topic Areas:

- **Topic Area 1: Feasibility Study Development Analyses** will help move communities beyond a conceptualization phase and will include activities such as feasibility studies, identification of transportation use cases, and sustainability indicator baselining.
- **Topic Area 2: Design Work and Experimental Validation** will support and advance more detailed engineering design work for communities that are further along and may have already identified potential solutions for their waste/transportation needs. Projects selected under Topic Area 2 will have an opportunity to construct and operate their designed pilot facility based on the down-select process described in the FOA.

Applications are due by May 10<sup>th</sup>.

**DOT Publishes INFRA NOFO.** DOT published a [NOFO](#) for \$2.7 billion through the Infrastructure for Rebuilding America (INFRA) program. The INFRA program awards competitive grants to multimodal freight and highway projects of national or regional significance to improve the safety, accessibility, efficiency, and reliability of the movement of freight and people. Eligible projects will improve safety, generate economic benefits, reduce congestion, enhance resiliency, eliminate supply chain bottlenecks, and improve critical freight movements. Applications are due May 6<sup>th</sup>.

**DOT Publishes Mega NOFO.** DOT published a [NOFO](#) for \$1.7 billion through the National Infrastructure Project Assistance (Mega) program. The Mega program invests in large, complex projects that are difficult to fund by other means and are likely to generate national or regional economic, mobility, or safety benefits. Eligible projects include highway, bridge, freight, port, passenger rail, and public transportation projects of national or regional significance. 50 percent of funds are available for projects above \$500 million in total cost, and 50 percent are available for projects between \$100 million and \$500 million in total cost. Applications are due May 6<sup>th</sup>.

**DOT Announces Thriving Communities Program Awards.** DOT [announced](#) \$23.6 million in cooperative agreements with three National Capacity Builders (TCP-N) and six

Regional Capacity Builders (TCP-R). The selected TCP-N will support 52 communities in 35 states and the selected TCP-R will support a total of 60 communities in seven states.

**EPA Announces National Clean Investment Fund and Clean Communities Investment Accelerator Awardees.** EPA announced awardees for the \$14 billion [National Clean Investment Fund](#) and \$6 billion [Clean Communities Investment Accelerator](#) through the Greenhouse Gas Reduction Fund (GGRF). The recipients in each program will establish clean energy financing and technical assistance hubs to provide assistance and funding for low-income and disadvantaged communities to deploy distributed energy resources and develop net-zero building and zero-emission transportation projects.

**EPA Announces Solar for All Grants.** EPA [announced](#) \$7 billion for 60 projects in 25 states and territories through the Solar for All grant program. The grants will provide funding to develop solar programs for low-income communities to deploy distributed residential solar. The selected applicants will focus on developing local clean energy workforces to expand job opportunities.

**EPA Publishes Clean Heavy-Duty Vehicles Grants NOFO.** EPA published a [NOFO](#) for the availability of \$932 million for the Clean Heavy-Duty Vehicles grant program. The grants will fund project that replace existing non-zero-emission heavy-duty vehicles with zero-emission vehicles, support zero-emission vehicle infrastructure, and to train and develop workers. At least \$400 million will be used to fund projects serving communities located in an area in nonattainment with the National Ambient Air Quality Standards. The EPA will offer funding to eligible recipients to replace existing non-zero-emission Class 6 and 7 heavy-duty vehicles with eligible Class 6 and 7 zero-emission vehicles. To support zero-emission vehicle adoption and deployment, funding may also be used for:

- zero-emission vehicle refueling infrastructure;
- workforce development and training; and
- project implementation costs.

Applications are due by July 25<sup>th</sup>.

**FEMA Announces Preparedness Grant Allocations.** FEMA announced allocations for FY24 Preparedness Grant programs that assist state, local, tribal, and territorial officials in planning, preventing, and responding to acts of terrorism and disasters. The program allocations include:

- [State Homeland Security Program](#) (\$373.5 million) This grant funds the implementation of risk-driven, capabilities-based state homeland security strategies to address capability targets.
- [Urban Area Security Initiative](#) (\$553.5 million) This grant funds regional preparedness and capabilities in 41 high-threat, high-density areas.
- [Emergency Management Performance Grant Program](#) (\$319 million). This grant funds state, local, tribal, and territorial emergency management agencies in

obtaining the resources required to support the National Preparedness Goal's associated mission areas.

- **Operation Stonegarden** (\$81 million). This grant funds cooperation and coordination among state, local, tribal, territorial, and federal law enforcement agencies to jointly enhance security along the US borders.
- **Nonprofit Security Grant Program** (\$274.5 million). This grant funds target hardening and other physical security enhancements for nonprofit organizations that are at high risk of a terrorist attack.
- **Port Security Grant Program** (\$90 million). This grant funds projects that protect critical port infrastructure from terrorism, enhance maritime domain awareness, improve port-wide maritime security risk management, and maintain or re-establish maritime security mitigation protocols that support port recovery and resiliency capabilities.
- **Transit Security Grant Program** (\$83.7 million). This grant funds projects by owners and operators of public transit systems to protect critical surface transportation and the public from acts of terrorism and to increase the resilience of transit infrastructure.

**FHWA Publishes Highway Construction Training Program Grants NOFO.** The Federal Highway Administration (FHWA) published a **NOFO** for \$4.2 million through the Highway Construction Training Program. The grants will help fund projects to (1) develop, test, and review new curricula and education programs to train individuals at levels of the transportation workforce; and (2) implement the new curricula and education programs to provide for hands-on career opportunities to meet current and future needs. Applications are due June 17<sup>th</sup>.

**FHWA Announces PROTECT Grant Awards.** FHWA **announced** \$830 million in grant awards for 80 projects through the Promoting Resilient Operations for Transformative, Efficient, and Cost-saving Transportation (PROTECT) discretionary grant program. The funds will help with projects that improve the resilience of the surface transportation system.

**FTA Publishes Passenger Ferry Grant Program NOFO.** The Federal Transit Administration (FTA) published a **NOFO** for \$51 million through the FY24 Passenger Ferry Grant Program (PFG). Of that amount, \$5 million is available only for low or zero-emission ferries or ferries using electric batteries or fuel cell components and the infrastructure to support such ferries. Applications are due June 17<sup>th</sup>.

**FTA Publishes Electric or Low-Emitting Ferry Pilot Program NOFO.** FTA published a **NOFO** for the availability of \$49 million through the FY24 Electric or Low-Emitting Ferry Pilot Program. Grants will help fund projects to assist in the financing of capital projects for the purchase of electric or low-emitting ferry vessels that reduce emissions by using alternative fuels or on-board energy storage systems and related charging infrastructure to reduce emissions or produce zero onboard emissions under normal operation. Applications are due June 17<sup>th</sup>.

**FTA Publishes Ferry Service for Rural Communities Program NOFO.** FTA published a [NOFO](#) for the availability of \$216 million through the FY24 Ferry Service for Rural Communities Program. Grants will help finance capital, planning, and operating assistance for eligible ferry services. Applications due June 17<sup>th</sup>.

**FTA Announces FY 2024 Transit Formula Grant Apportionments.** FTA [announced](#) \$20.5 billion in funding available through several transit formula grant programs. The funding to states, urbanized areas and tribal governments is based on statutory formulas and represents a full year of federal support for transit.

**FTA Announces FY 2023 TOD Planning Grant Awards.** FTA [announced](#) \$17.6 million to 20 projects through the Pilot Program for Transit-Oriented Development (TOD) Planning grants program. The grants will help fund projects that connect communities and improve access to transit and affordable housing. This year, applications with a substantial focus on affordable housing and the House America Initiative received 100 percent federal support.

**FTA Publishes CIG Guidance.** FTA published [proposed policy guidance](#) for the Capital Investment Grants (CIG) program. These revisions are intended to amend FTA's CIG Policy Guidance last published in January 2023 and are a comprehensive update of the CIG Policy Guidance for notice and comment, incorporating feedback FTA received in response to its Request for Information published in the *Federal Register* in July 2021. FTA is also posing questions concerning the CIG New Starts and Small Starts Land Use and Economic Development Project Justification Criteria. Comments are due June 4<sup>th</sup>.

**FTA Publishes Rural Areas Formula Grant Programs Guidance.** FTA published [proposed policy guidance](#) to assist recipients in their implementation of the Rural Areas Formula Program and the rural component of the Buses and Bus Facilities Program. The purpose of these proposed updates is to provide recipients of FTA financial assistance with updated guidance on program administration. The proposed revisions to these circulars are a result of changes in the law since the last updates to both the Rural Areas and Buses and Bus Facilities circulars. Comments are due June 3<sup>rd</sup>.

**Joint Office Publishes Communities Taking Charge Accelerator NOFO.** The Joint Office of Energy and Transportation (Joint Office) issued a [NOFO](#) for \$54 million in federal funding for projects that expanding access to electrified mobility options for individuals without home charging; accelerate the transition to electrified fleets; and mature the implementation of managed charging systems to mitigate impacts and optimize usage of the grid. Eligible recipients include academic, nonprofit, for-profit, and government entities (including transit agencies) for planning, demonstration or deployment projects that drive innovation in equitable clean transportation. Before submitting a proposal for this opportunity, applicants must submit a concept paper by May 20<sup>th</sup>, and full applications are due July 16<sup>th</sup>.

## Federal Agency Personnel & Regulatory Announcements

**White House Announces Climate and Trade Task Force.** White House announced the creation of the Climate and Trade Task Force. The Task Force will focus on creating a climate-friendly trading system that prevents pollution and carbon dumping, which is the manufacture of goods with weak environmental regulations for trade elsewhere.

**OMB Releases AI Guidance.** The Office of Management and Budget (OMB) [released](#) new guidance on federal government use of artificial intelligence (AI). The guidelines will require agencies to verify that AI tools do not harm the rights and safety of citizens and will require annual publication of AI systems used, including risk assessments of those systems. Each agency will also be required to appoint a chief AI officer to oversee technology development.

**CISA Releases CIRCIA Reporting Requirements NPRM.** The Cybersecurity and Infrastructure Security Agency (CISA) released a [notice of proposed rulemaking](#) (NPRM) for Cyber Incident Reporting for Critical Infrastructure Act (CIRCIA) Reporting Requirements. CISA is requesting comments on timeframes for covered entities to report cyber incidents, ransom payments made in response to a ransomware attack, and any substantial new or different information discovered related to a previously submitted report. Comments are due June 3<sup>rd</sup>.

**DOE Launches Alternative Fuels Data Center.** DOE launched an [Alternative Fuels Data Center](#) website. The website provides information and resources to consumers, fleet owners, dealerships, and manufacturers on how to register and take advantage of time-of-sale tax credits for qualifying clean fuel and alternative fuel vehicles.

**DOE Publishes Clean Hydrogen FAQ.** DOE's Office of Hydrogen released a [frequently asked questions](#) (FAQ) for clean hydrogen. It focuses on enabling dialogue on hydrogen with answers about pollution and water usage for electrolysis.

**DOE Updates Guidance on Destruction and Disposal of Perfluoroalkyl and Polyfluoroalkyl Substances and Materials Containing Perfluoroalkyl and Polyfluoroalkyl Substances.** The updated guidance provides information that managers of PFAS waste can use to evaluate the most appropriate destruction, disposal, or storage method among those currently available. The guidance also recommends that decision-makers prioritize the use of technologies with the lowest potential for environmental release.

**EPA Releases GHG Standards for Heavy-Duty Vehicles Final Rule.** EPA released a [final rule](#) titled "Greenhouse Gas Emissions Standards for Heavy-Duty Vehicles – Phase 3." The new standards will phase in starting with model year 2027 vehicles and will apply to all model years beginning 2032. The rule is effective on June 21<sup>st</sup>.

**EPA Announces EJ Online Clearinghouse.** EPA announced the [Environmental Justice Clearinghouse](#), an online collection of environmental justice (EJ) resources. EPA is [accepting feedback](#) and the Clearinghouse will be updated on a rolling basis.

**EPA Launches Permit Transparency Website.** EPA launched a [new website](#) focused on providing transparency in the environmental permitting process. The new website provides centralized information about EPA permitting programs, public facing reports and resources, Fixing America's Surface Transportation Act Title 41 (FAST-41) information, and Inflation Reduction Act funding information related to streamlining the permitting process.

**FEMA Seeks National Advisory Council Applicants.** FEMA is [accepting applications](#) for nine discipline-specific positions and two Administrator selections to serve on the National Advisory Council (NAC). NAC advises the FEMA Administrator on all aspects of emergency management, incorporating input from and ensuring coordination with tribal, state, territorial and local governments, and non-governmental and private stakeholders. Applications are due May 12<sup>th</sup>.

**FTA Publishes Final National Safety Plan.** FTA published the final [National Public Transportation Safety Plan](#) (National Safety Plan) intended to guide the national effort to manage safety risk in our nation's public transportation systems. The updated National Safety Plan establishes performance measures for Public Transportation Agency Safety Plans (PTASP), including measures for safety risk reduction programs, to improve the safety of public transportation systems that receive FTA Federal financial assistance. Transit agencies will set performance targets based on the measures in order to monitor and assess the safety performance of their public transportation systems. The applicable date of the National Safety Plan is April 10<sup>th</sup>.

**FTA Publishes PTASP Final Rule.** FTA published a [final rule](#) for Public Transportation Agency Safety Plans (PTASP). This final rule includes requirements for Agency Safety Plans (ASP), Safety Committees, cooperation with frontline transit worker representatives in the development of ASPs, safety risk reduction programs, safety performance targets, de-escalation training for certain transit workers, and addressing infectious diseases through the Safety Management System (SMS) process. This final rule also finalizes revisions to the regulation to coordinate and align with other FTA programs and safety rulemakings. The rule is effective on May 13<sup>th</sup>.

**FTA Publishes Assessment of GHG From Transit Projects.** FTA published a [programmatic assessment](#) which (1) reports on whether certain types of proposed transit projects merit detailed analysis of their greenhouse gas (GHG) emissions at the project level and (2) serve as a source of data and analysis for FTA and its grantees to reference in future environmental documents for projects in which detailed, project-level GHG analysis is not vital.

**IRS Updates Clean Vehicle Tax Credit FAQ.** The Internal Revenue Service (IRS) released an [updated FAQ](#) on clean vehicle tax credits. The FAQ provides information on qualifying new, previously owned, and commercial clean vehicles.

**NOAA Announces HeatRisk Tool.** NOAA announced a new map-based tool called [HeatRisk](#) to forecast the risk of heat-related impacts in specific locations over a 24-hour period.

**Joint Office Publishes Public EV Charging Infrastructure Playbook.** The Joint Office published the [Public Electric Vehicle \(EV\) Charging Infrastructure Playbook](#). The playbook offers interactive resources for communities, planning organizations, local and state governments, Tribal Nations, and other decision makers to help navigate important considerations when planning and deploying EV charging infrastructure. Modules can be followed in order or used as standalone resources to meet a community's unique needs.

## ## ##



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**Fred Casissa**  
Alternate  
Town of Corte Madera

May 6, 2024

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

**Subject: General Manager Contract Awards**

Dear Board Members:

**Recommendation**

Information only.

**Summary**

On February 5, 2024, the Marin Transit Board of Directors approved a recommendation modifying the procurement policy to increase the General Manager's approval authority to contracts valued at or less than \$150,000. Staff will provide routine information to the Board and the public on its website whenever the General Manager approves contracts within their authority.

**Contracts Awarded between \$50,000 and \$150,000**

**April 2024**

**\$85,000 – Purchase of Property Management services:** On April 24, 2024, the General Manager approved a three-year contract with Eugene Burger Management Corporation for property management services for a 2.5-acre site with an 11,000 square foot office building at 600 Rush Landing Rd, Novato, CA, and a 0.71-acre site with a 10,000 square foot building at 3000 Kerner Blvd, San Rafael, CA.

**Fiscal/Staffing Impact**

Information Only

Respectfully Submitted,

Adam Elsibai  
Senior Procurement & Contracts Analyst



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May 6, 2024

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

### **Subject: Authorize Youth Ride Free summer promotion on fixed route buses in summer 2024**

Dear Board Members:

#### **Recommendation**

Authorize Marin Transit to offer free fares to youth during the summer of 2024 from June to August.

#### **Background**

Marin Transit has offered free fares to youth for the past two summers. In 2022, it was offered as a pilot program. The pilot evaluation that was presented to the Board in January of 2023 found that the pilot offered a benefit to the community, did not have a significant operational or cost impact, and could be repeated. The Board authorized a second free fares for youth summer program for summer of 2023.<sup>1</sup> The second summer was also successful and did not create significant operational or cost impact. Overcrowding has not been a problem during the last two summers because school is out of session, so the routes that experience crowding during the school year do not risk further impacts due to additional riders.

#### **Discussion**

This program offers a benefit to the community and creates goodwill among riders and the community. As such, staff recommend continuing this promotion for a third year during the summer of 2024.

Ultimately, staff would like to make the Youth Ride Free Summer a permanent program that is offered each summer from June to August. However, converting this from a promotion to a permanent program represents a fare change and requires a Title VI analysis. Thus, staff recommends a third promotion this summer and will complete a Title VI analysis before spring 2025. Staff will bring the results of the Title VI analysis and the summer 2024 promotion results with a recommendation to the Board for consideration next spring.

<sup>1</sup> Board Meeting January 2023: [https://marin.granicus.com/GeneratedAgendaViewer.php?view\\_id=31&clip\\_id=11668](https://marin.granicus.com/GeneratedAgendaViewer.php?view_id=31&clip_id=11668)



### **Fiscal/Staffing Impact**

Approval of the Youth Ride Free during summer 2024 is estimated to decrease fixed route fare revenue by approximately \$20,000-\$30,000. If approved, the fare revenue will be adjusted accordingly in the FY 2024/25 budget.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Cathleen Sullivan".

Cathleen Sullivan

Director of Planning



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Town of Corte Madera

May 6, 2024

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

### **Subject: Authorize General Manager to submit a comment letter on the Draft GGBHTD Strategic Plan**

Dear Board Members:

#### **Recommendation**

Authorize the General Manager to submit the attached comment letter to the Golden Gate Bridge Highway Transportation District (GGBHTD) Strategic Plan.

#### **Discussion**

In 2023, the GGBHTD's Board of Directors launched a strategic planning process to create a path forward regarding GGBHTD's future activities and finances. In the summer of 2023, GGBHTD solicited comments from the public on four broad topics: Transportation (including Bridge); Environment and Climate Change Mitigation/Adaptation; Finances (Revenue and Expenditure); and Labor/Employee Relations. Marin Transit submitted a comment letter in June of 2023 requesting better coordination with our agency and highlighting some key priorities for their strategic planning process.

In response to this, and other letters from North Bay partner agencies, GGBHTD convened a transit and funding partner meeting in September to discuss their Strategic Plan and other topics of mutual interest. This workshop kickstarted an ongoing coordination process that continues through 2024, consisting of a service planning project called the Marin-Sonoma Coordinated Transit Service (MASCOTS) Plan, a regular marketing coordination meeting, and a monthly meeting of General Managers and Executive Directors. Participating agencies are Marin Transit, GGBHTD, SMART, Santa Rosa CityBus, Petaluma Transit, Sonoma County Transit, Transportation Authority of Marin (TAM), Sonoma County Transportation Authority (SCTA), and the Metropolitan Transportation Commission (MTC).

The GGBHTD Board Strategic Planning Advisory Committee presented the Draft Final 2024 Strategic Plan to the Board of Directors at its March 22, 2024, meeting and is now accepting comments on the Draft Plan.

More information and the Draft Plan itself can be found here:



<https://www.goldengate.org/district-projects/draft-strategic-plan-2024/>

Marin Transit's comment letter is shown in Attachment A.

**Fiscal/Staffing Impact**

None.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Cathleen".

Cathleen Sullivan

Director of Planning

**Attachment A:** Marin Transit comment letter on Golden Gate Draft Final Strategic Plan



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May 6, 2024

Golden Gate Bridge, Highway and Transportation District (GGBHTD)  
Attn: District Secretary – Draft Final 2024 Strategic Plan  
P.O. Box 29000, Presidio Station  
San Francisco, CA 94129-9000

Re: Draft Final 2024 Strategic Plan

Dear Golden Gate Bridge, Highway and Transportation District Board of Directors and General Manager Mulligan,

We appreciate the opportunity to provide comments on the Draft Final 2024 Strategic Plan (Draft Plan) and hope these comments can be addressed before adoption by the Board. As stated in your Board letter, this document is broader than a traditional strategic plan and targets “diverse purposes” and includes “far-ranging initiatives;” the letter further acknowledges that approval of this Strategic Plan does not constitute approval of any of the specific initiatives contained therein. It appears that many of the 40 ideas in the plan will undergo more vetting and evaluation before determining whether they are beneficial to implement, and we hope to be engaged in that process as GGBHTD moves toward implementation.

That said, we do have concerns with some strategies and respectfully request some changes. Most importantly: revise Strategies #5 and #18 to optimize use of resources to best serve transit riders and the communities we jointly serve, and explicitly state that service planning Strategies #3, #5, and #24 depend on the outcomes of our coordinated MASCOTS service planning effort, described in Strategy #8. These comments are further described below with specific requested changes underlined.

**Background**

As background, we provided comments in June 2023 that identified three key areas of focus for your strategic planning process (enclosed). The points made therein are summarized below; these remain the key issues that we believe are critical for the GGBHTD to address the changes in post-pandemic commute and work patterns and your associated new fiscal realities:

1. *Strategic and Coordinated Service Planning:* Clearly identify Golden Gate Transit’s role in the region’s transit network and how it will design and deliver services that: a) complement and do not duplicate other services in the North Bay, b) are responsive to realities of post-pandemic travel patterns, and c) are based on strategic service growth benchmarks to guide restoration of historic service and/or expansion into new markets. Identify how GGBHTD will coordinate service and schedule changes with other regional and local transit agency partners.



2. *Financial Realities*: Identify and quantify a target amount of bridge toll revenue that will be used to support ferry and transit service; identify other structural financial challenges that GGBHTD faces and identify strategies to address each.
3. *Use of Critical Real Estate Assets*: Develop a plan for GGBHTD's underutilized real estate assets to best serve the financial interests of GGBHTD, North Bay transit riders, and the public at large. Marin Transit continues to be interested in purchasing, or entering into a long-term lease for, some of GGBHTD's un-used or underutilized property to maximize the use of public investments to fulfil our commitment to serve the public and be good stewards of public funds.

We are pleased to see that some of these have been addressed and that GGBHTD has engaged in good faith in coordinated planning and strategy efforts requested in our letter. In late 2023 and early 2024, we jointly embarked on a series of coordinated efforts in partnership with transit and funding partners in Marin and Sonoma Counties, including a regular monthly meeting between the General Managers and Executive Directors of these agencies.<sup>1</sup> Strategies #8 and #12 also reflect efforts which are already underway: a coordinated service planning effort called the Marin-Sonoma Coordinated Transit Service Planning Project, a.k.a. MASCOTS (#8), and a joint agency marketing group (#12). We are glad to see that the Draft Plan also includes other ongoing coordination efforts which are critical to both our agencies, e.g. planning for the San Rafael Transit Center (Strategy #6).

### **Requested Changes to Strategic Plan Document**

Strategy #8 is particularly important and should drive other strategies that relate to service planning. The goal of MASCOTS (#8) is to comprehensively evaluate service in the 101 corridor and identify the most effective service plan for bus and rail services to meet the needs of current riders and unmet market demands. Many other initiatives will be directly informed by the results of MASCOTS. There are three service-planning related strategies which we would like to see removed or revised to indicate that they will be informed by outcomes of Strategy #8:

- **Strategy #5**: We wholeheartedly support centering equity in service planning; however it is important that Golden Gate Transit (GGT) services complement, and do not duplicate Marin Transit services. This strategy currently states that GGT should provide service *within* Equity Priority Communities (EPCs). Providing local service within Marin County communities, equity or non, has historically been Marin Transit's role. Rather than duplicating Marin Transit services within EPCs, GGT should focus on coordinated fare policy and schedule coordination (coordinated transfers) to ensure these populations have access to good regional connections. We are hopeful that the MASCOTS effort (#8) can clearly spell out these principles and roles. In the meantime, we request that this strategy remove the geographic reference to service *within* Equity Priority Communities. We suggest the strategy should simply reference serving low-income and minority populations pending outcomes of Strategy #8.
  - To provide a specific example, GGT's recent change to extend the 130 into the Canal District – an EPC in Marin County - has largely been duplicative of Marin Transit's existing services. Most riders on the 130 are boarding in the Canal and getting off at the San Rafael Transit

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<sup>1</sup> Agencies include: Marin Transit, GGBHTD, SMART, Santa Rosa CityBus, Petaluma Transit, Sonoma County Transit, Transportation Authority of Marin (TAM), Sonoma County Transportation Authority (SCTA), and the Metropolitan Transportation Commission (MTC).



Center. This change was implemented without prior coordination with Marin Transit and we do not want to see this be a model for future service planning at GGT.

- **Strategy #3:** This is also going to be directly informed by the MASCOTS effort (#8) which is exploring customer demand. We request that this strategy be revised to directly reference that the outcomes of Strategy #8 will inform bus service levels that respond to post-pandemic travel patterns and customer demand.
- **Strategy #24:** This is one of several service models that may make sense in the Highway 101 corridor. The MASCOTS effort (#8) will consider bus to ferry connections as one of the potential service models. We request that this strategy be merged with Strategy #8, or that it be revised to directly reference that the outcomes of Strategy #8 will recommend a strategic service structure for the 101 corridor and that the bus to ferry service structure is one of several potential models that will be considered in #8.
- **New Strategy:** We would like to see a Strategy added to address transit priority treatments include transit signal priority. Signal priority has an opportunity to reduce ongoing operating costs.

Organizationally, it would be helpful if these strategies were grouped together or if #3, #5, and #24 were nested under Strategy #8. Also, to the degree any of these service planning strategies reduce costs or create efficiencies, we would like to see these savings go back into supporting regional transit service in the North Bay.

There are a few other strategies where we would like to see changes:

- **Strategy #18** – While housing is an important regional priority, we strongly believe that the highest priority use for GGBHTD underutilized property should be for transit uses including meeting transit partner needs to best serve our riders and the communities we serve. As stated in our original comment letter, Marin Transit faces an acute need for an operation and maintenance facility in Marin County and we continue to be interested in purchasing or entering into a long-term lease for some of GGBHTD’s un-used or underutilized property; GGBHTD has turned Marin Transit down multiple times in our offers to purchase land that would provide income to GGBHTD and reduce ongoing maintenance costs. As much of this land was originally acquired using taxpayer dollars for the intention to support and provide transit services in Marin County, we feel GGBHTD should identify surplus property assets and work with Marin Transit to sell or transfer these assets for transit purposes.

Strategy #19, in contrast, which supports Transit Oriented Development, is a great way to address housing in the Strategic Plan.

We request that Strategy #18 be revised to reference transit uses as a first priority. Further, to address that this falls under the category of “Sustainability and Climate Responsibility,” we recommend referencing the need for transit agencies to transition to zero-emission fleets in this Strategy and the need to use property to facilitate this transition. Until existing acute unmet transit property needs in Marin County are met, transit properties should not be used for any other use.

- **Financial Strategies** – We are pleased to see a variety of strategies to address GGBHTD financial challenges in both the financial and operational excellence sections. Building on the request in our June 2023 letter, we would like to see the Strategic Plan better connect strategies to the



specific structural financial challenges that the District faces, more clearly elucidate how the fiscal impact of each strategy was calculated, and indicate how the changes in revenue or costs will affect service levels and GGBHTD's fiscal cliff.

- **Strategy #20** – We support this strategy, but request that it be expanded to explicitly identify and quantify a target amount of bridge toll revenue that will be used to support transit and ferry service.
- **Strategy #22** – This appears directly counter to the GGBHTD mission to relieve congestion in the 101 corridor. We would encourage this strategy to be removed.

In summary, we respectfully request the above edits, in particular the changes requested to Strategies #5 and #18. Again, we commend you for undertaking this effort, for engaging with Marin Transit in ongoing coordinated planning efforts, and for the opportunity to provide comments. We look forward to continuing our work together to ensure we deliver the best possible transit services to our riders and communities.

Sincerely,

Nancy Whelan  
General Manager

Enclosures: June 2023 Marin Transit Comment Letter on GGBHTD Strategic Plan



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Alternate  
 Town of Corte Madera

June 30, 2023

Golden Gate Bridge, Highway and Transportation District  
 Attn: District Secretary – Strategic Plan  
 P.O. Box 29000, Presidio Station  
 San Francisco, CA 94129-9000  
[StrategicPlan2023@goldengate.org](mailto:StrategicPlan2023@goldengate.org)

### **Subject: 2023 Strategic Plan**

Dear Golden Gate Bridge, Highway and Transportation District Board of Directors:

Marin Transit and Golden Gate Bridge, Highway and Transportation District (GGBHTD) share a long history of providing public transit services in Marin County. As a close transportation partner of GGBHTD, Marin Transit has a strong interest in your Strategic Plan process and welcomes the opportunity to submit comments.

This strategic planning process allows for a critical re-examination of the vision, goals, and purpose of the Bridge District and the services it provides. We appreciate the challenges GGBHTD faces with dramatic changes in commute and work patterns. This is a timely process that will need to consider the changed travel and financial realities the region faces, as well as structural and operational realities that pre-dated the pandemic. The process should catalog assets and liabilities and define concrete strategies and actions that GGBHTD will take to stabilize, thrive and be a strong regional leader and partner.

Relationships with partner agencies are critical in this effort and in meeting GGBHTD's goals. The pandemic has spurred a new era of regional transit coordination and good faith, honest transparent decision-making is a critical part of a good partnership. For Marin Transit in particular, our services and agencies exist in close relationship with one another and, like any relationship, require respect; regular, honest, open communication; and close coordination in transit capital and service planning. As a key partner agency, we would welcome an explicit opportunity to provide input into this critical strategic planning process. In the absence of that invitation, we are submitting these comments as part of your public input process. Our comments are primarily related to Topic #1. Transportation and Topic #3. Finances.

This letter contains three primary requests for the Strategic Plan, enumerated here; more detail on each is provided below.

1. *Strategic and Coordinated Service Planning:* We request that the GGBHTD Strategic Plan clearly identify Golden Gate Transit's role in the region's



transit network and how it will design and deliver services that: a) complement and do not duplicate other services in the North Bay, b) are responsive to realities of post-pandemic travel patterns, and c) are based on strategic service growth benchmarks to guide restoration of historic service and/or expansion into new markets. We further request that the Strategic Plan identify specifically how GGBHTD will coordinate future service and schedule changes with other regional and local transit agency partners during the planning phase to optimize coordination efforts.

2. *Financial Realities*: The Strategic Plan should identify and quantify a target amount of bridge toll revenue that will be used to support ferry and transit service; it should also identify other structural financial challenges that GGBHTD faces and identify strategies to address each.
3. *Use of Critical Real Estate Assets*: The Strategic Plan should include a plan for GGBHTD's underutilized real estate assets to best serve the financial interests of GGBHTD, North Bay transit riders, and the public at large. Marin Transit continues to be interested in purchasing or entering into a long-term lease for some of GGBHTD's un-used or underutilized property to maximize the use of public investments to fulfil our commitment to serve the public and be good stewards of public funds.

### **Strategic and Coordinated Service Planning**

Historically, Golden Gate Transit was the primary transit service provider in the North Bay, connecting Sonoma, Marin and even Napa County job centers in San Francisco. However, Golden Gate Transit's bus and ferry services have changed significantly over the last 20 years, and even more so due to the pandemic. In 2003, GGBHTD operated 225 buses in service every day and carried over 680,000 bus passenger trips per month. In 2019, there were 125 daily buses serving 256,000 bus passenger trips per month, and today, fewer than 50 daily buses are in service and monthly ridership averages just above 100,000 bus passenger trips. During the last two decades, "new" operators have emerged in the north bay including Marin Transit and Sonoma Marin Area Rail Transit (SMART) here in Marin County. Today, our agency alone operates more daily buses and carries over twice as many bus passengers as GGBHTD. We encourage the Strategic Plan to not only address post-pandemic changes, but also to acknowledge longer-term changes in the operating environment and address how GGBHTD is adapting their service planning to these new realities.

GGBHTD's regional bus service is unique in the region, it not only offers connections to San Francisco, but also operates open door throughout four counties, allowing passengers to get on and off along the route. While this service enhances mobility for the North Bay riders, it puts additional pressure on the need to coordinate with local operators to ensure services and transit resources complement each other and do not compete. We request that the GGBHTD Strategic Plan clearly identify Golden Gate Transit's role in the region's transit network and how it will design and deliver services that complement and do not duplicate other services in the North Bay. We further request that the Strategic Plan identify how the District will coordinate future service and schedule changes with other regional and local transit agency partners during the planning phase.

Specifically, we encourage the Strategic Planning process to outline factors that will guide future service growth into new markets and/or restoration of existing services and define specific benchmarks that will need to be met to advance these services. It would benefit all transit partners to understand if future service growth will be focused on service restoration or new service expansion. As an example, service growth on Golden Gate Transit since the pandemic has been concentrated on a new Angel Island



Ferry service and extension of regional bus service into the Canal area of San Rafael. These are both markets that were not serviced by GGBHTD pre-pandemic and demonstrate that available resources in the future may not necessarily go into restoring core Highway 101 service and historic commute routes. Meanwhile, Marin Transit already provides robust service in the Canal area (more service than in any other part of our service area) and we have more than doubled service along the Highway 101 corridor in Marin in response to reductions in service on Golden Gate Route 70/150.

Finally, we encourage this effort to be grounded in the reality of post-pandemic travel patterns. Some large Bay Area agencies, like BART, have acknowledged that we have stabilized into a new “post-pandemic” world and have accepted as a fact that dramatic ongoing shifts in travel behavior are unlikely in the near-term and have made structural adjustments in their service in response. In April, they unveiled “a reimagined service plan that is responsive to post-pandemic commute patterns and ridership growth opportunities.”<sup>1</sup> Golden Gate’s Strategic Plan should also ground itself in acceptance of a post-pandemic travel landscape and be clear-eyed about ridership growth potential that builds on strong local services and does not replicate them.

### **Financial Realities**

GGBHTD acknowledges that it faces serious financial challenges – the “fiscal cliff” as it has come to be known – and cannot respond by continuing to cut service. This strategy will continue the “death spiral” where ongoing transit service cuts further reduce ridership and revenue until only a skeleton remains. We anticipate that the Strategic Plan will outline how Golden Gate is responding to the financial challenges created by travel changes and identify specific actions the District will take to adapt to the changed circumstances and stabilize the revenue picture.

It is standard practice for bridge toll revenue to support transit services throughout the region. The GGBHTD bridge is unique compared to the other bridges because it is not managed by the State. GGBHTD has historically used bridge toll funds for transit that supports travel in the Golden Gate Corridor. However, currently it isn’t clear if any bridge toll revenue is assumed for transit operations when GGBHTD presents numbers for the transit division deficits. The Strategic Plan should identify and quantify the target amount of bridge toll revenue that will be used to support transit service.

The Strategic Plan should also acknowledge structural financial challenges that the District faces that pre-dated the pandemic and must be solved for the long-term financial stability of the District. For example, Golden Gate Transit bus service carries one of the highest operating costs in the country. Bus service run at nearly \$350 per service hour, more than double many operators in the region, is unsustainable. The Strategic Plan should be clear about the various sources of financial challenge and develop strategies and actions to control costs and address revenues that specifically respond to the drivers behind each type of challenge and chart a course to financial stability and sustainability.

### **Use of Critical Real Estate Assets**

Marin Transit continues to have strong interest in purchasing or entering into a long-term lease of some of GGBHTD’s un-used or underutilized property to meet acute facilities needs that our agency faces, while simultaneously providing revenue to and reducing maintenance costs for GGBHTD.

---

<sup>1</sup> 04.27.23, BART unveils reimagined schedule starting in September aimed at increasing ridership:

<https://www.bart.gov/news/articles/2023/news20230427#:~:text=The%20Yellow%20line%20will%20now,instead%20of%20every%2015%20minutes>.



Due to the dramatic drop in Golden Gate Transit ridership and service reductions, a large portion of the Golden Gate Transit fleet is currently unused. Over the past 50 years, GGBHTD has acquired over 35 acres of property to support bus operations, including 24 acres in Marin County. Of the 24 acres in Marin, the Novato yard (6.5 acres) has been closed for over two years and used to simply park inactive buses. Another 3.25 acres of the San Rafael yard is currently being leased to others and not needed to support GGBHTD operations. In the meantime, Marin Transit has continued to operate pre-pandemic service levels and has been unable to purchase any property for a much-needed facility to store our vehicles and support electrification of our fleet to meet state mandates. Marin Transit and GGBHTD operate a shared paratransit service and we acknowledge and appreciate that GGBHTD provides 1-2 acres of parking for the paratransit fleet at no charge to Marin Transit.

GGBHTD has turned Marin Transit down multiple times in our offers to purchase land that would provide income to GGBHTD and reduce ongoing maintenance costs. As much of this land was originally acquired using taxpayer dollars for the intention to support and provide transit services in Marin County, we feel GGBHTD should identify surplus property assets and work with Marin Transit to sell or transfer these assets. Public agencies have a responsibility to work together to maximize the use of public investments to fulfil our commitment to serve the public and be good stewards of public funds. To allow these critical properties to continue to sit unused for years to come while a close partner of GGBHTD continues to search for facilities that are critical to our ongoing operations is in bad faith and a disservice to the public we jointly serve.

We applaud GGBHTD's leadership in embarking on a Strategic Planning process to address the challenges the District faces with changes in commute and work patterns and the associated new fiscal realities. We look forward to additional opportunities to provide input on the Strategic Plan as it is drafted and continuing our partnership with GGBHTD.

Respectfully Submitted,

A handwritten signature in black ink that reads "Nancy E. Whelan".

Nancy Whelan  
General Manager

CC: Andrew Fremier, Metropolitan Transportation Commission  
Alix Bockelman, Metropolitan Transportation Commission  
Anne Richman, Transportation Authority of Marin  
Suzanne Smith, Sonoma Co. Transportation Authority/Regional Climate Protection Authority  
Eddy Cummins, Sonoma Marin Area Rail Transit  
Bryan Albee, Sonoma County Transit  
Rachel Ede, Santa Rosa CityBus  
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**Maribeth Bushey**

Director  
City of San Rafael

**Fred Casissa**

Alternate  
Town of Corte Madera

May 6, 2024

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

**Subject: Metropolitan Transportation Commission Resolution for Transportation Development Act and State Transit Assistance Funds FY 2024/25**

Dear Board Members:

**Recommendation**

Authorize the Marin Transit Board President to sign Resolution 2024-02 authorizing the filing of an application with the Metropolitan Transportation Commission for Transportation Development Act/State Transit Assistance Funds for Fiscal Year 2024/25.

**Summary**

Marin Transit staff is preparing an application to the Metropolitan Transportation Commission (MTC) for Transportation Development Act funds (TDA) and State Transit Assistance funds (STA). This application requires that your Board approve the attached resolution.

TDA funding is generated from a statewide quarter-cent sales tax. Marin Transit and Golden Gate Bridge Highway and Transportation District (GGBHTD) share these funds in Marin County based on a formula determined in our local service agreement. The formula is defined as 50 percent based on the proportion of revenue hours each operates and 50 percent on the proportion of passengers.

The State apportions STA funding to transit operators in two ways:

Revenue based - Based on the amount of local revenue that a transit operator generates; and

Population based - Based on the county's population.

The State Controller directly apportions revenue-based STA to all eligible transit operators, including Marin Transit. MTC allocates the STA population-based funds to transit operators based on a regional policy. MTC revised the regional policy due to the passage of new state legislation for transportation funding (SB1). The three eligible transit operators in Marin County—Marin Transit, Golden Gate Bridge Highway and Transportation District, and SMART—signed an agreement in FY 2017/18 to split population funds based on ridership



and the amount of service provided to address MTC’s new STA Population-Based Policy (MTC Resolution 4321).

**Fiscal/Staffing Impact**

MTC approval of Marin Transit’s funding application will provide approximately \$11.4 million in TDA revenue and \$5.7 million in STA funding to support the District’s operations. The expected revenue is included in the FY2024/25 Marin Transit Budget and summarized in Table 1.

**Table 1: Marin Transit’s Anticipated FY2024/25 TDA and STA Claims**

Revenue	Marin Transit FY2025 Anticipated Claim	Notes
Transportation Development Act (TDA)	\$11,412,830	Marin Transit shares Marin County’s allocation with GGBHTD based on proportions of revenue hours and passengers. District’s share of County funding for TDA decreased slightly to 57% from 60% in prior year as GGBHTD has slowly recovered ridership. Allocation increases by 45% from prior year due to significant carryforward funds.
State Transit Assistance (STA – Revenue Based)	\$2,500,000	District’s annual allocation is \$1.9 million and the District has a \$2.4 million prior year balance. Request based on funds needed in FY2024/25 and the District will have a remaining balance of \$1.8 million after this allocation.
State Transit Assistance (Population Based) – Marin County Block Grant	\$3,164,253	Marin Transit shares MTC’s allocation to Marin County with GGBHTD and SMART based on proportions of revenue hours and passengers. District’s share slightly decreased to 54% from 58% in prior year. Allocation is increased by \$547k due to increase in carry forward funding.
State Transit Assistance (STA - Population Based) Paratransit	\$60,000	This is funding from the above allocation pool to support paratransit service.

Respectfully Submitted,

Grisel Martinez Brennan  
Senior Accounting Analyst



**Attachment A:** Resolution No. 2024-02 Authorizing the Filing of an Application with the Metropolitan Transportation Commission for Transportation Development Act 4.0/State Transit Assistance Funds for Fiscal Year 2024/25

**RESOLUTION NO. 2024-02**

**RESOLUTION OF THE MARIN COUNTY TRANSIT DISTRICT BOARD OF DIRECTORS  
AUTHORIZING THE FILING OF AN APPLICATION WITH THE METROPOLITAN  
TRANSPORTATION COMMISSION FOR TRANSPORTATION DEVELOPMENT ACT 4.0/STATE  
TRANSIT ASSISTANCE FUNDS FOR FISCAL YEAR 2024/25**

**WHEREAS**, the Transportation Development Act (TDA), Pub Util. Code 99200 et. seq. provides for the disbursement of funds from the Local Transportation Funds of the County of Marin for use by eligible claimants for the purpose of providing local public transit service; and

**WHEREAS**, pursuant to the provisions of the TDA, and pursuant to the applicable rules and regulations thereunder (21 Cal Adm. Code 660 et. seq.), a prospective claimant wishing to receive an allocation from the Local Transportation Funds shall file its claim with the Metropolitan Transportation Commission; and

**WHEREAS**, the State Transit Assistance (STA) fund is created pursuant to Public Utilities Code 99310 et seq., and

**WHEREAS**, the STA fund makes funds available pursuant to Public Utilities Code Section 99313 and 99314 for allocation to eligible applicants to support approved transit projects; and

**WHEREAS**, TDA and STA funds from the Local Transportation Fund of Marin County funds will be required by Marin County Transit District in Fiscal Year 2024/25 for providing public transportation; and

**WHEREAS**, the Marin County Transit District is an eligible claimant for TDA/STA funds pursuant to Public Utilities Code §99260;

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Directors of the Marin County Transit District, that the General Manager, or designee, is authorized to file an appropriate TDA/STA application together with all necessary supporting documents with the Metropolitan Transportation Commission for an allocation of TDA/STA funds in Fiscal Year 2024/25 on behalf of the Marin County Transit District.

**APPROVED AND PASSED** this 6th day of May 2024.

\_\_\_\_\_  
Brian Colbert, President

ATTEST:

\_\_\_\_\_  
Nancy Whelan, General Manager



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**Maribeth Bushey**

Director  
City of San Rafael

**Fred Casissa**

Alternate  
Town of Corte Madera

May 6, 2024

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

**Subject: Marin County Transit District Draft Operating and Capital Budget for FY 2024/25**

Dear Board Members:

**Recommendation**

Review draft FY 2024/25 budget and provide comments.

**Summary**

Marin Transit's draft budget for July 1, 2024 to June 30, 2025 reflects the priorities and financial projections in the District's Board-adopted Short Range Transit Plan. The District's Board adopted the most recent full SRTP on February 3, 2020 and a "mini" SRTP update on December 5, 2022. The District is just starting next full SRTP process which will include updated 10-year financial projections.

The FY 2024/25 expenditure budget for operations and capital projects is \$55.0 million (Table 1). The expenditure budget allows for a fully funded Emergency Reserve of two months operating expenses, a Contingency Reserve of four months of operating expenses, and a Capital Reserve of \$22.6 million. The District is still experiencing revenue fluctuations in major revenue sources, and the budget includes significant expenditure of carryforward revenue from Measure AA and state sources that were both (a) projected to have revenue losses that did not occur and (b) were underspent due to the availability of federal relief funding. Current Marin County sales tax growth has slowed after strong growth throughout the pandemic. Sales tax revenue from Measure AA is projected to have no growth in FY2024/25 and projections for State revenue from sales tax include a 2% projected growth that may be too optimistic.

The operating expense budget of \$45.3 million is a three percent increase over the FY 2023/24 budget. This increase is comparable to inflation and is mostly a reflection of increased purchased transportation and staffing expenses. Fixed route service levels reflect service adjustments implemented in June 2023 which reduced peak-hour resource needs, minimized missed trips and improved service quality.



Marin Transit retained and recovered ridership during the pandemic at a higher rate than peer agencies. Currently, fixed route ridership is over 90% of pre-COVID levels. Ridership on ADA Paratransit and other Marin Access programs has recovered more slowly, and based on current demand the budget provides for demand response hours that are about 50% of pre-pandemic hours.

The budget includes increasing staff salary bands by CPI, 2.4%, in accordance with District’s adopted employment framework. In addition, the budget increases the Directors’ salary band an additional 7.7% to incorporate the adjustment recommended in the 2023 Salary Survey Report to meet market rates. The budget also adds one grant funded FTE to the capital team to manager the Fixed Route Electric Vehicle Charging and Maintenance Facility project.

Table 1: Budget Summary

	FY2022/23 Actual	FY2023/24 Revised Budget	FY 2023/24 Estimated Actual	FY 2024/25 Draft Budget
<b>Revenue</b>				
Operations	37,990,774	43,865,464	46,358,777	49,283,402
Capital	7,325,565	16,303,572	8,763,005	9,751,108
<b>Total Revenue</b>	<b>\$45,316,339</b>	<b>\$60,169,036</b>	<b>\$55,121,782</b>	<b>\$59,034,510</b>
<b>Expenditures</b>				
Operations	37,287,174	43,789,813	41,386,978	45,290,112
Capital	7,347,763	18,795,570	8,763,005	9,751,108
<b>Total Expenditures</b>	<b>\$44,634,937</b>	<b>\$62,585,383</b>	<b>\$50,149,983</b>	<b>\$55,041,220</b>
Net Change in Fund Balance	\$681,402	-\$2,416,347	\$4,971,799	\$3,993,290
Emergency Reserve	6,742,000	7,298,302	7,298,302	7,548,352
Contingency Reserve	13,484,000	14,596,604	14,596,604	15,096,704
Capital Reserve	16,035,158	11,949,905	19,338,051	22,581,191
Fund Balance (total reserve)	\$36,261,158	\$33,844,811	\$41,232,957	\$45,226,247
Expenditure of Capital Reserve	22,198	2,491,998	0	0

The attached budget document provides additional information and trends for the operations budget for each of the programs: Administration, Local Service, Yellow Bus Service, Rural Service, and Marin Access. Budget control occurs at the program level.

Marin Transit’s capital expenditure budget is \$9.8 million to fund transit vehicle replacements, bus stop improvements, and facility improvement projects. Marin Transit is actively working on facility projects to improve existing facilities and purchase additional right of way needed for parking and maintenance of electric buses and yellow buses. The FY 2024/25 Capital Budget includes \$4.2 million in facility projects. Two projects are anticipated to be in construction in FY 2024/25, the District’s ADA bus stop project, and the 3010/3020 Kerner vehicle parking with electric vehicle charging and solar power



generation. The District will also be completing the Environmental phase of the fixed route electric vehicle facility project.

**FISCAL IMPACT**

None associated with this report. Staff will present a final budget for your Board's consideration at the June 3, 2024 meeting.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "L Gradia".

Lauren Gradia  
Director of Finance and Capital Programs

**Attachment A:** Marin County Transit District Draft Operating and Capital Budget for FY 2024/25

**Attachment B:** FY 2024/25 Budget PowerPoint Presentation



# MARIN TRANSIT BUDGET FY 2024/25

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## Marin Transit Budget Overview

The Marin County Transit District (Marin Transit) provides local transit service within Marin County. Marin Transit provides 2.8 million unlinked passenger trips per year and provides over 225,000 revenue hours of service with a fleet of 79 buses. The FY 2024/25 expenditure budget for operations and capital projects is \$55.0 million (Table 1). The FY 2024/25 budget allows for a fully funded Emergency Reserve of two months of operating expenses, a Contingency Reserve of four months of operating expenses, and a Capital Reserve of \$22.6 million. The District is still experiencing revenue fluctuations in major revenue sources, and the budget includes significant expenditure of carryforward revenue from Measure AA and state sources that were both (a) projected to have revenue losses that did not occur and (b) were underspent due to the availability of federal relief funding.

Marin Transit retained and recovered ridership during the pandemic at a higher rate than peer agencies. Currently, fixed route ridership is over 90% of pre-COVID levels. Ridership on ADA Paratransit and other Marin Access programs has recovered more slowly, and based on current demand the budget provides for demand response hours that are about 50% of pre-pandemic hours. The budget maintains existing fixed route services and allows for some innovative program growth and changes focused on adjusting to post-COVID needs. Marin Transit's capital expenditure budget is \$9.8 million to fund transit vehicle replacements, bus stop improvements, and facility improvement projects. Marin Transit is actively working on facility projects to improve existing facilities and purchase additional right of way needed for parking and maintenance of electric buses and yellow buses. Two projects are anticipated to be in construction in FY2024/25, the District's ADA bus stop project, and the 3010/3020 Kerner vehicle parking with electric vehicle charging and solar power generation. The District will also be completing the Environmental phase of the fixed route electric vehicle facility project

Table 1: Budget Summary

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Expenditure of Capital Reserve	22,198	2,491,998	0	0

Marin Transit delivers services through contract operators, including Golden Gate Bridge, Highway & Transportation District (GGBHTD); Marin Airporter; Bauer’s Intelligent Transportation, and Transdev. Marin Transit’s Short Range Transit Plan (SRTP) is the primary service and financial planning document for the District and includes ten years of financial projections for operations and capital programs. The FY2024/25 Budget is developed from adopted SRTP service and financial projections. The District’s Board adopted the most recent full SRTP on February 3, 2020 and a “mini” SRTP update on December 5, 2022.

### ***Budget Process and Timeline***

The budget process begins in late February with a review of District- and program-level goals and objectives with finance, operations, and planning staff. Staff then held internal meetings focused on each program area. The Director of Finance compiled all the program data and developed a draft budget for presentation to the Board of Directors’ May meeting. If needed, staff will make changes to the draft budget based on public comments and Board input, and the Board will consider adoption of the final budget at their June meeting.

The following is the timeline for fiscal year July 1, 2024 to June 30, 2025 (FY2024/25) budget development:

- February 6, 2024 – Budget kick-off meeting
- February-April 2024 – Program level budget meetings
- May 6, 2024 – Draft budget presented to Board of Directors
- June 3, 2024 – Adoption of Final budget

## **Relevant Financial Policies**

This section details financial policies relevant to the District’s annual budget and budget process. The Board has adopted these policies as part of the FN-01 policy document.

### ***Basis of Accounting***

Marin Transit’s resources are allocated and accounted for in the financial statements as an enterprise fund. Enterprise funds are accounted for on a flow of economic resources measurement focus. Marin Transit also uses the accrual basis of accounting, recording revenues when earned, and recording expenses at the time the liability is incurred. Grant revenue is recognized when program expenditures are incurred in accordance with program guidelines. As a proprietary funds, the audited financial statements further distinguish operating revenues and expenses from non-operating revenues and expenses. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund’s principal ongoing operations.

When both restricted and unrestricted revenues are available for use, it is Marin Transit’s policy to use restricted revenues first then unrestricted revenues as they are needed.

### ***Annual Budget Adoption***

The Marin Transit Board of Directors adopts an annual budget for Marin Transit’s fiscal year starting July 1 and ending June 30. Under the direction of the Director of Finance, staff develops a balanced budget for

the Board of Directors that provides sufficient and sustainable funding for local transit service needs using the following guidelines:

- Maintain adopted reserve level.
- Preserve a balance of revenues and expenditures over a ten-year horizon.
- Provide for Short Range Transit Plan (S RTP)-adopted service levels.
- Allow for innovative growth.

The Board adopts the annual budget for the coming fiscal year no later than the June Board of Directors meeting.

### ***Budget Amendment***

Budget control occurs at the program level. Program budgets are: Administration, Local, Yellow bus, Rural, Marin Access, and Capital. Deviations from budgeted line-item amounts are acceptable if the total expenses at the Program Budget level area do not exceed the budget authority.

Mid-year budget transfers between program budgets require General Manager approval and must be made such that total budget expenditures are not exceeded.

If overall expenditures are anticipated to exceed the approved annual budget authority, Board of Directors' approval is required prior to incurring the expense. Requests for budget amendments must include adequate supporting documentation and identification of available revenue to support the expenditure. If circumstances require immediate action, the General Manager may act in place of the Board of Directors and must present the expenditure to the Board of Directors at the next possible opportunity.

All budget amendments are reported to the Board quarterly, as part of the quarterly financial reports.

### ***Reserve Policy***

Marin Transit maintains an unrestricted reserve consisting primarily of property tax revenues. The District is dependent on many diverse funding sources for the operation of its services that are subject to state and federal funding availability and administrative processes. The reserve balance is essential to mitigate current and future risk of revenue shortfalls and unanticipated expenditures. The following reserve balance policy provides parameters on desired levels and uses of unrestricted reserve funds. The reserve balance levels are defined to minimize disruptions to the District's services due to fluctuations in funding or expenditures and in accordance with the Government Finance Officers Association (GFOA) recommendations.

The District shall strive to maintain a reserve balance equivalent to a minimum of two months and up to a maximum of six months' operating expenses based on the adopted budget.

**Emergency Reserve:** Any reserve balance equal to but not exceeding two months' operating expenditures is defined as the emergency reserve. The emergency reserve will be available for use during prolonged revenue shortages to sustain District operations until service reductions, program cuts, or fare increases are made to reestablish a balanced budget and restore the emergency reserve.

**Contingency Reserve:** Any reserve balance greater than two months of operating expenditures, but less than four months of operating expenditures, is defined as the contingency reserve. The contingency

reserve is available to maintain current service levels during short-term periods of declining revenue or slower than anticipated revenue growth.

Capital Reserve: When the emergency reserve is fully funded and the contingency reserve is funded with the equivalent of at least two months of operations funds, the District may fund a capital reserve through the budgeting process. The capital reserve is available to provide resources for high priority capital projects or grant matching funds. The reserve is designed to reduce the District's future needs for borrowing or bonding for large capital projects. With Board approval, capital reserve funds can be transferred to the contingency reserve or the emergency reserve if these funds fall below the target levels.

If, for a prolonged period, the total reserve balance held in emergency and contingency reserves exceeds six months of operating expenditures, Marin Transit will consider options such as, but not limited to, expanding transit service or decreasing fares in an effort to provide the optimal level of transit service and benefits to Marin County.

### **Indirect Costs**

To provide for the reasonable and consistent allocation or distribution of costs to its various grants and funding programs, Marin Transit develops an Indirect Cost Rate Proposal (ICRP) annually. The ICRP is designed in accordance with Federal Title 2 CFR 200 and is approved by the Federal Transit Administration (FTA).

## **District Fund Balance**

Marin Transit's fund balance represents the total unrestricted net position made up of local property tax funding. Each year, the fund balance increases or decreases by the net difference between total revenue and total expenses for the year. 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 of operating expenses. Marin Transit staff and Board Members review 10-year projections of revenues and expenses in the SRTP to ensure long term financial stability while maximizing mobility for local transit riders.

Marin Transit was in a strong financial position before the COVID-19 pandemic and had the resources to maintain services throughout the pandemic even when future revenue sources were uncertain. Federal relief funds allowed Marin Transit to continue to have a balanced budget during the COVID-19 pandemic and to back fill for drops in fare revenue, and state operations revenue. Marin Transit's largest challenge is ownership of sufficient property to allow for the future charging and maintenance of electric vehicles required under the District's Zero Emission Bus Rollout Plan, in accordance with state mandates. The lack of a parking and maintenance facility also impacts the ability of the District to attract contractors and negotiate cost competitive contracts with service providers, posing a risk of ongoing increases in contract costs. Marin Transit was awarded a competitive federal Bus and Bus Facilities grant in 2023 for \$31.5 million for the purchase of a site and development of a Zero Emission Bus Facility. The District is actively completing environmental review of possible locations.

With healthy reserves and stable property tax and sales tax revenues, Marin Transit continues to be in a stable financial position for the next five years. There are larger financial uncertainties in the 10-year projections. The District will review this outlook in the upcoming SRTP process to update projected revenue and expenses, evaluate the sustainability of current service levels, look at opportunities for growth

and understand the significant capital needs to convert to a zero emission fleet and purchase and construct a fixed route maintenance facility.

## Local Sales Tax – Measure A and Measure AA

On November 6, 2018, Marin County voters passed Measure AA, a renewal to the county’s ½-cent transportation sales tax and new expenditure plan. The first ½-cent sales transportation sales tax (Measure A) was a 20-year measure passed in 2004 and FY2024/25 would have been the last year of the sales tax. The renewal measure (Measure AA) is a 30- year extension effective April 2019. Local sales tax funding provides approximately 39% of Marin Transit’s operating revenues. The sales tax also provides a share of capital funds needed to match federal and state grants for vehicles.

The Measure AA expenditure plan reflects the needs of Marin County and projects that were completed under Measure A and to prioritize local transit with 55% of allocated sales tax revenues going to local transit. The Measure AA expenditure plan changed the sub-strategies and their allocations within the overall transit strategy compared to Measure A, including committing funding to school transportation and ferry access and reducing funding for Bus Transit Facilities. TAM allocates funds to Marin Transit by five sub-strategies specified in the overall transit strategy in the expenditure plan: Capital investment, Special Needs, Rural Transit, School Transportation, and Local Transit.

The Transportation Authority of Marin (TAM) programs Measure A/AA funding to the District based on sales tax projections and adjusts future year balances to account for actual sales tax receipts. Based on the programmed amounts, Marin Transit requests annual allocations of funds from TAM. Figure 1 shows Marin Transit’s share of Measure A and Measure AA projected revenues compared to actual receipts. TAM established a reserve fund under Measure A to account for potential economic declines that could adversely impact sales tax collections. TAM is releasing Measure A reserves as it establishes a new Measure AA reserve fund over five years.

Marin County saw strong sales tax returns during the pandemic due to the combination of strong sales and the Wayfair decision<sup>1</sup> that increased the collection of sales tax for purchases made online. Following the pandemic economic growth in Marin has slowed but not declined. TAM is projecting no growth in sales tax for the current year (FY2023/24) and almost no growth (0.2%) for FY2024/25. The minimal growth plus a timing shift in final collection of reserves, caused a drop in Measure A/AA projections for FY2024/25 (Figure 1).

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<sup>1</sup> California Assembly Bill No. (AB) 147 (April 25, 2019) required retailers located outside of California to register with the California Department of Tax and Fee Administration (CDTFA) and collect California use tax. Source: <https://www.cdtfa.ca.gov/industry/wayfair.htm>

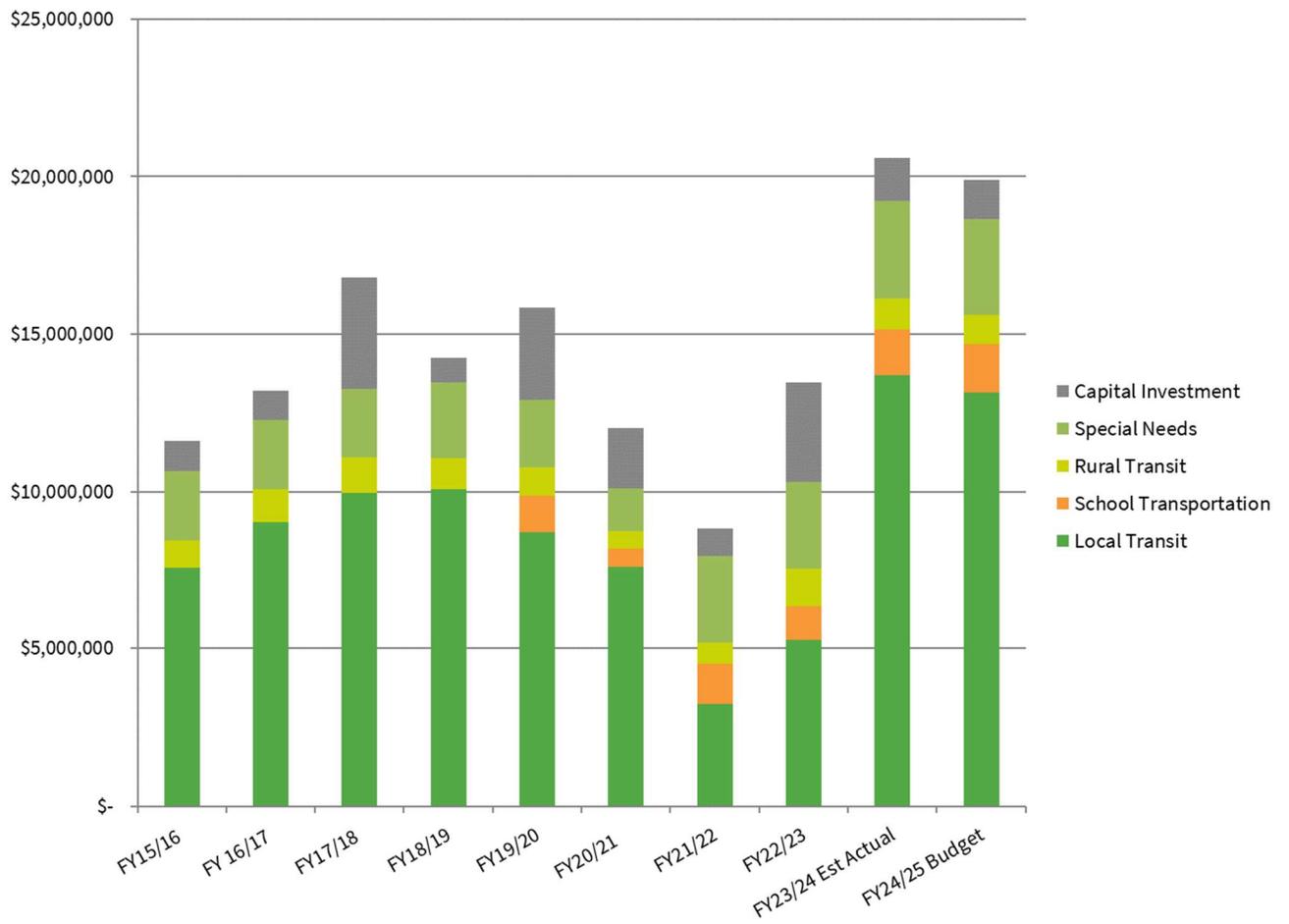
Figure 1: Ten-Year Measure A/AA Transit Funds by Fiscal Year (TAM Projection & Actual Receipts)



The District’s actual expenditure of Measure A/AA revenue varies due to capital replacement cycles and the availability of other grant funds in a particular year (Figure 2). During the pandemic, Marin Transit needed less sales tax funding for operations due to the availability of federal relief funds for operations. Starting in FY2023/24, federal relief funds were fully expended and the expenditure of Measure AA funds increased to a level consistent with the historic trend line (Figure 2).

In any given year, unclaimed Measure A/AA revenue is available for TAM to allocate to Marin Transit in future years. With this budget and based on TAM revenue estimates, the District’s Measure AA carryover will be \$9.1 million in Local Service subcategory, \$1.4 million in Schools subcategory, and \$1.3 million in Special Needs (Marin Access). TAM holds these unallocated funds, and they are not included in Marin Transit’s Emergency or Contingency Reserve funds. Instead, Marin Transit programs these funds in the ten-year operation and capital financial forecasts in the adopted SRTP.

Figure 2: Local Sales Tax Expenditures by Fiscal Year (Measure A/AA)



# Operations Budget

Marin Transit’s FY2024/25 operations budget provides for operation of the following services:

Service	Revenue Hours
Local Basic and Local Trunkline	143,000 revenue hours
Local Connector (Community Shuttles)	24,000 revenue hours
Supplemental School and Partnership	1,725 revenue hours
Muir Woods Shuttle	4,200 revenue hours
Yellow School Bus Service	4 buses
West Marin Stagecoach Service	16,500 revenue hours
Marin Access Shuttle	2,500 revenue hours
Local Paratransit Service	30,000 revenue hours
Regional Paratransit Service	5,000 revenue hours
Catch-A-Ride	16,000 trips
Volunteer Driver	10,000 trips

The operating expense budget (Table 2) of \$45.3 million is a three percent increase over the FY2023/24 budget and provides for a similar level of fixed route service, increased Marin Access shuttles and lower levels of Paratransit service reflect demand (Figure 3).

Figure 3: Fixed Route Service Hours by Fiscal Year

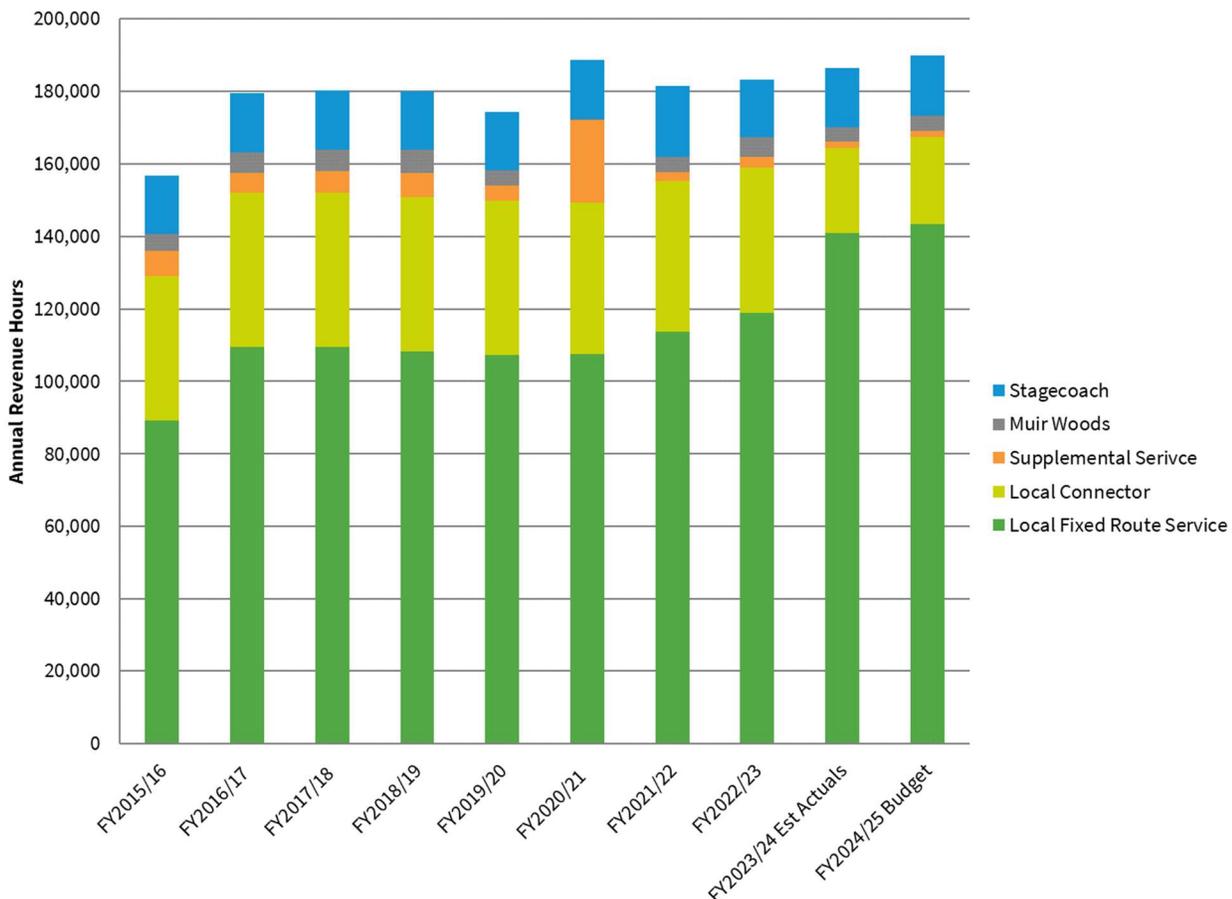


Table 2: Operations Budget (Admin, Local, Yellow Bus, Rural, &amp; Marin Access)

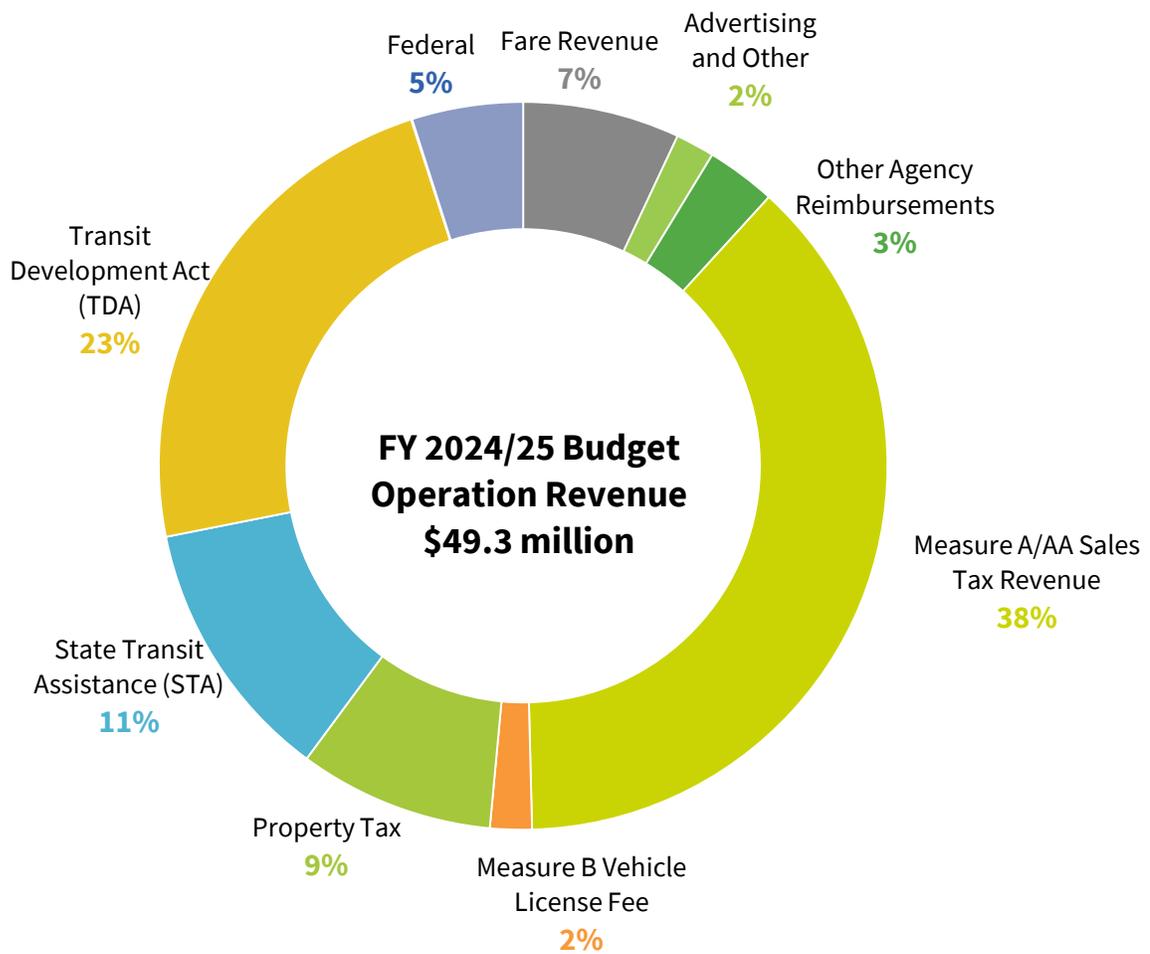
	FY2022/23 Actual	FY2023/24 Revised Budget	FY 2023/24 Estimated Actual	FY 2024/25 Draft Budget	% Δ From FY2024 Budget
<b>Revenue</b>					
Fare Revenue	3,359,930	3,367,118	3,367,382	3,434,005	2%
Advertising & Other Revenue	235,790	60,000	48,324	50,000	-17%
Reimbursements (GGBHTD)	1,336,976	1,441,552	1,450,871	1,521,924	6%
Interest	285,133	90,700	873,374	800,700	783%
Measure A/AA	10,304,270	18,646,585	19,241,834	18,642,700	0%
Measure B	825,310	895,000	650,006	913,000	2%
Property Taxes	5,615,424	5,682,781	5,910,851	6,166,642	9%
Development Fees	90,392	67,500	73,344	84,000	24%
State Transit Assistance (STA)	3,021,660	5,158,794	5,236,693	5,784,253	12%
Transportation Development Act (TDA)	10,909,658	7,881,923	7,881,923	11,412,830	45%
Other State	25,419	32,300	17,105	22,300	-31%
FTA Funds	5,421,507	1,681,360	1,546,990	1,773,055	5%
National Park Service	521,983	655,985	705,653	658,047	0%
Transfers to Capital Budget	(3,962,680)	(1,796,134)	(645,573)	(1,980,054)	10%
<b>Total Revenue</b>	<b>37,990,772</b>	<b>43,865,464</b>	<b>46,358,777</b>	<b>49,283,402</b>	<b>12%</b>
<b>Expenses</b>					
Salaries and Benefits	3,015,440	3,523,449	3,278,292	3,833,506	9%
Professional Service	369,148	654,585	556,867	692,088	6%
Professional Service- Legal	35,708	150,000	7,601	154,500	3%
Security and Maintenance	236,725	272,628	194,361	260,783	-4%
Customer Service	126,842	0	0	0	-
Mobility Management Programs	3,873	63,113	5,842	63,506	1%
Grants to Other Agencies	514,606	758,571	734,466	768,388	1%
Materials and Supplies	342,750	398,997	351,595	405,102	2%
COVID Cleaning and Supplies	3,709	0	0	0	-
General Insurance	104,159	122,000	123,396	162,000	33%
Purchased Transportation	29,349,517	33,551,974	32,724,662	35,065,755	5%
Membership & Prof Development	68,339	88,065	78,686	91,000	3%
Mileage and Travel	16,094	25,750	20,772	26,500	3%
Marketing	127,998	167,483	62,283	169,486	1%
Communication	189,448	255,623	191,593	268,648	5%
Fuel	2,902,027	3,662,108	3,000,218	3,563,954	-3%
Utilities (Facility)	55,362	68,032	50,077	70,072	3%
Vehicle and Vehicle Parking Leases	26,210	32,556	27,130	27,944	-14%
Office - Rental and Overhead	182,960	189,479	186,838	192,000	1%
Transfers to Capital Budget	(383,741)	(194,600)	(207,701)	(525,121)	170%
<b>Total Expenses</b>	<b>37,287,174</b>	<b>43,789,813</b>	<b>41,386,978</b>	<b>45,290,111</b>	<b>3%</b>
<b>Net Revenue Over Expenditures</b>	<b>703,598</b>	<b>75,651</b>	<b>4,971,799</b>	<b>3,993,291</b>	<b>3%</b>

## District Operations Revenue

Marin Transit derives its revenues from multiple sources (Figure 4), with no single revenue source providing the majority of the District’s operating funds. The primary revenue sources for Marin Transit operations are:

- Measure A /Measure AA sales tax operating funds;
- Transportation Development Act (TDA) funds;
- State Transit Assistance (STA) funds;
- Passenger fares; and
- Property taxes.

Figure 4: Revenue Sources for FY 2024/25 Budget



To develop revenue projections for the FY 2024/25 budget, staff referred to Metropolitan Transportation Commission (MTC) revenue projections for STA and TDA, used TAM’s allocation numbers for Measure AA,

and reviewed recent economic indicators. Both Measure AA and state Transportation Development Act funds (TDA) are generated from Marin County sales tax. Sales tax numbers have not been growing and TAM projects no growth for FY2024/25. The state revenues based on sales tax include more optimistic projections.

### **Revenue Variances**

All budgeted revenues that have changed more than \$100,000 and more than 10% compared to the prior year's budget are listed in Table 3 and are described below.

*Table 3: Revenue Variances in Operations Budget (>\$100,000 and >10% compared to prior year budget)*

Revenue Category	FY 2024/25 Budget	Variance from Prior Year Budget		Notes
		Amount (\$)	%	
Interest	\$800,700	\$710,000	783%	Significant increase in investment earnings of the fund balance held by County of Marin due to market conditions.
State Transit Assistance (STA)	\$5,784,253	\$625,459	12%	Increased availability of funds primarily due to pandemic volatility creating carryforward funds.
Transportation Development Act (TDA)	\$11,412,830	\$3,530,907	45%	Increased availability of funds primarily due to pandemic volatility creating carryforward funds.

Interest revenue has been higher than in prior years due to a significant increase in investment earnings on the District's fund balance held by the County of Marin due to market conditions. These are anticipated to continue and the budget for interest revenue is 783% of the FY2023/24 budget and 81% of the current year's estimated actual.

State Transit Assistance Funds (STA) funds are allocated in accordance with state statute where 50% is based on (a) locally generated revenue expended on transit operations (revenue-based) and 50% is based on (b) the population of the County (population-based). The three eligible transit operators in Marin County – Marin Transit, GGBHTD, and SMART – signed an agreement in FY 2017/18 to split population funds based on ridership and service provided to address MTC's new STA Population-Based Policy (MTC Resolution 4321). Marin Transit's share of population-based funds has increased post-pandemic due to the higher retention of passengers and service during the pandemic than other operators. For FY2023/24 the District's share is 54%, compared to 40% pre-pandemic. The budget includes the expenditure of \$2.5 million of revenue-based STA funds based on operations needs and will have a reserve of \$1.8 million in revenue-based funds.

Transportation Development Act (TDA) funding is generated from sales tax which has had receipts significantly over the County Auditor's FY2023/24 projections. This creates significant roll forward funds that can be claimed in FY2024/25. The County Auditor is also projecting 2% growth in FY2024/25 over the updated FY2023/24 projection. The District's share of TDA drops slightly from 60.72% to 57.7% as Golden Gate Transit has slowly recovered ridership.

## District Operations Expenses

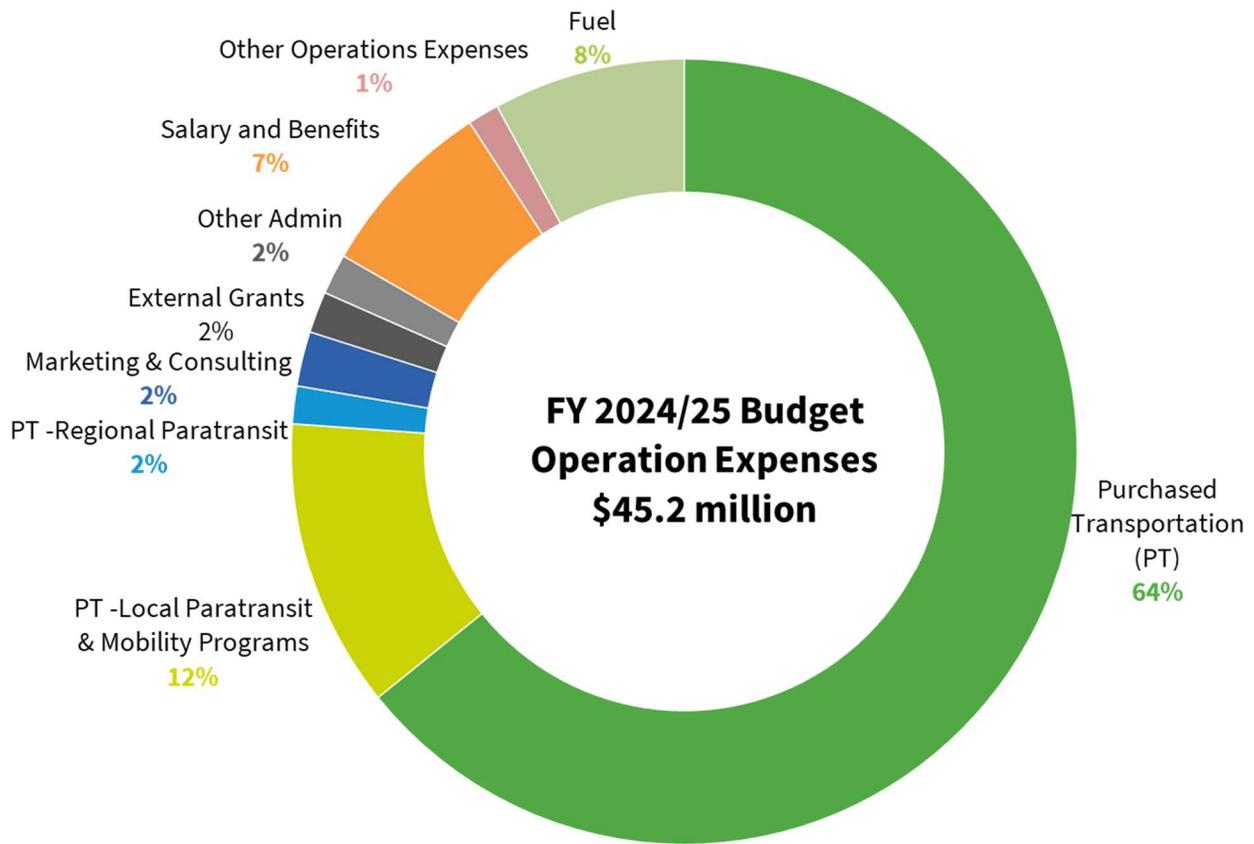
Marin Transit provides local transit service through purchased transportation contracts. Under this structure, the majority of district operations expenses (Figure 5) are for contract service operation (78%) and associated fuel (8%) and other operations expenses (1%). The contract service operations budget includes local paratransit, regional paratransit and fixed route purchased transportation.

The following sections discuss information and trends on general agency costs including staffing, consulting, fuel, and marketing. More detailed operations and service costs are discussed in later sections that correspond to the District's program areas: Local Service, Yellow Bus, Rural Service, and Marin Access. The District's operations budget is 3% higher than the FY2023/24 budget which is comparable to inflation and includes budget for program growth in areas like the Marin Access shuttle program. Specific budget categories with variances greater than \$100,000 and more than 5% are summarized in Table 4.

Table 4: Expense Variances in Operations Budget (>\$100,000 and >5% compared to prior year budget)

Expense Category	FY 2024/25 Budget	Variance from Prior Year Budget		Notes
		Amount (\$)	%	
Salaries and Benefits	\$3,833,506	\$310,057	9%	Additional grant funded position, additional operations position plus increase for merit-based salary increases and promotions
Purchased Transportation	\$35,065,755	\$1,513,781	5%	Contract cost escalations
Transfers to Capital Budget	(\$525,121)	(\$330,521)	170%	Significant increase in staff time budgeted to capital projects including the new grant funded facilities position.

Figure 5: Operations Expenses for FY 2024/25 Budget



### Staffing

Marin Transit directly employs all District staff. Benefits for regular employees include medical benefits coordinated through the County of Marin and an employer-funded defined contribution retirement program.

The FY2024/25 budget increases the staffing level of 21.4 Full Time Equivalents (Table 5 and Figure 6)) with an estimated 10% vacancy rate to account for vacant positions. This includes an additional operations position added in FY2023/24, a new Facility Development Project Manager that is primarily grant funded, and an increase in hours for the Muir Woods Shuttle Greeter part time position.

Based on the District’s employment framework, the top and bottom of the salary band for each classification can be increased by the consumer price index (CPI)<sup>2</sup> as of February of each year. After two years of significant inflation, CPI increased more modestly by 2.4% in February and salary bands will be increased accordingly. The Directors’ salary band was increased an additional 7.7% to incorporate the adjustment to meet the market rate recommended in the 2023 Salary Survey Report. Marin Transit has a

<sup>2</sup> Bay Area CPI February 2024– 2.4%, bls.gov

merit-based salary framework and there is no guaranteed cost of living increases. The budget includes the capacity to account for inflation and for merit-based adjustments and promotions.

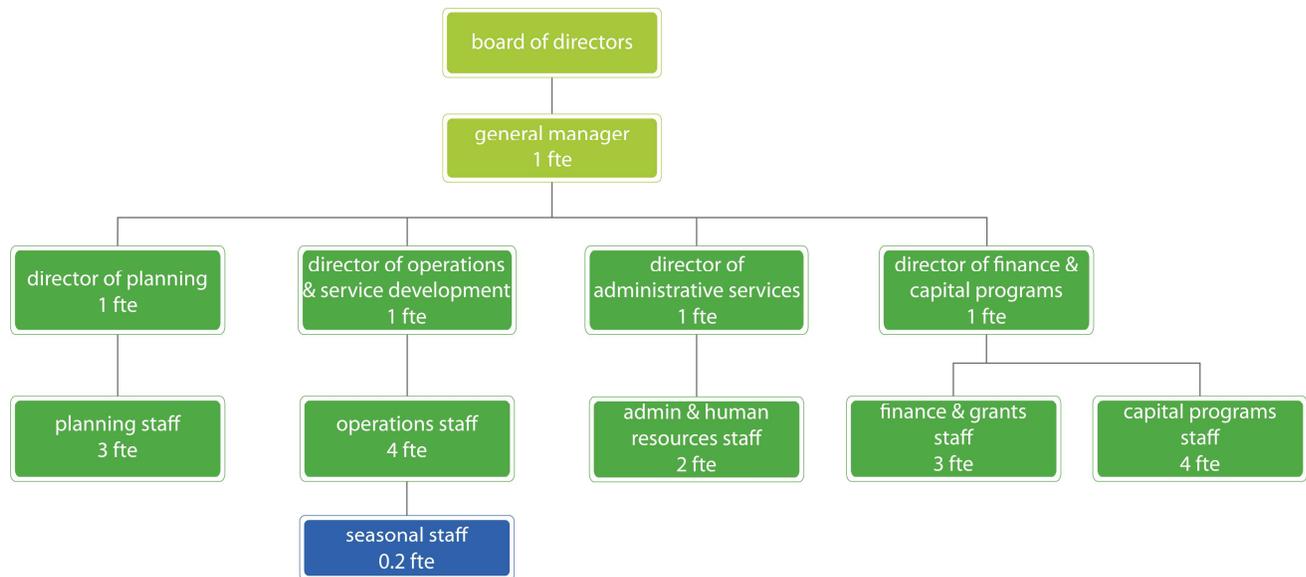
Benefit costs have been rising faster than inflation due to both the increase in health care rates (16% in 2024) and increased usage of sick leave. The budget for benefits in FY2024/25 is 5% higher than the prior year. Health care premiums are set on a calendar year and there is some capacity in the budget to accommodate benefit rate adjustments in January 2025.

Accounting for merit-based salary increases and the increased benefit costs and usage, the FY2024/25 salary and benefits budget increases 9% compared to the prior year budget.

Table 5: Personnel Counts (FTE)

	FY 2022/23	FY 2023/24 (revised)	FY 2024/25
Budget	19.2	20.2	21.3
Actual	16.9	17.35 (estimate)	-

Figure 6: Marin Transit FY 2024/25 Organization Structure



**Fuel**

Marin Transit pays directly for fuel used in all purchased transportation contracts except for the Muir Woods shuttle and yellow bus contracts. This structure shifts the risks for fuel price fluctuations to the District. In exchange, the contractors provide lower hourly contract rates as they do not need to hedge against potential fuel price increases.

Fuel prices are known to be volatile and Marin Transit’s budget includes capacity for price fluctuations. After diesel prices increased 80% in FY2021/22, prices started declining again in July 2022. Current prices

have come down from the peak and there are signs the market is normalizing but prices remain high. The total budget for fuel is 3% lower than the prior year and 19% more than the FY2023/24 estimated actual. The decline from the prior year budget reflects lower post-pandemic service levels and removing direct payment for fuel from the Muir Woods contract.

The budget also includes electric power costs for the District's electric buses. Marin Transit owns six electric vehicles. Two are charged at the GGBHTD Anderson Drive facility and four are charged at Marin Transit's Rush Landing yard. The budget includes \$3,000 per month for electrical power to charge each vehicle.

## Administration Budget

Expenses in the administration budget include: staff salaries and benefits, audit fees, insurance, travel costs, professional development expenses, office rental, and other associated costs. The administration budget (Table 6) includes revenues and expenses shared by all program areas. While these items are budgeted and recorded under administration, 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 the full cost of programs.

For FY2024/25, there is an overall increase of 9% in expenses in the administration budget before program transfers. The Salaries budget increased 11% while the Benefits budget increased 5% (see staffing, page 15). The Postage budget was increased to accommodate paratransit voucher mailings and the budget for Insurance also increased 33% to accommodate anticipated increases in rates.

Table 6: Administration Budget

GL Code	GL Description	FY 2022/23 Actual	FY2023/24 Budget- Revised	FY2023/24 Estimated Actuals	FY2024/25 Draft Budget	% Δ From FY2023/24 Budget
<b>Revenue</b>						
4070400	Interest	285,133	90,700	873,374	800,700	783%
4079950	Development Fees	38,459	27,500	47,225	49,000	78%
4079954	Residual ABX 126	51,933	40,000	26,119	35,000	-13%
4080101	PropTax-CurrntSecured	4,861,117	5,006,731	5,207,715	5,468,100	9%
4080102	County Fee-Admin Basic Tax	(62,795)	(66,950)	(59,604)	(68,959)	3%
4080103	Property Tax-Unitary	49,892	45,000	53,600	50,000	11%
4080104	PropTax-CurrntUnSecur	88,184	85,000	108,969	90,000	6%
4080105	Educ Rev Augm Fund-Redist	489,524	500,000	510,057	513,500	3%
4080106	PropTax-Supp CY SECR	174,652	100,000	78,163	100,000	0%
4080107	PropTax-Supp Unsecured	5,711	4,000	6,279	5,000	25%
4080108	PropTax-Redemption	4,284	3,500	681	3,500	0%
4080109	Property Tax-Prior Unsecured	4,855	5,500	4,991	5,500	0%
4119940	Other	84,839	450	383	300	-33%
<b>Subtotal Revenue</b>		<b>6,075,788</b>	<b>5,841,431</b>	<b>6,857,952</b>	<b>7,051,641</b>	<b>21%</b>
4700001	Property Tax Transfer	(5,060,645)	(4,137,308)	(2,136,470)	(2,535,380)	-39%
<b>Net Revenue</b>		<b>1,015,143</b>	<b>1,704,123</b>	<b>4,721,482</b>	<b>4,516,261</b>	<b>165%</b>
<b>Expense</b>						
5010200	Salaries	1,828,834	2,133,390	2,039,194	2,376,983	11%
5020000	Benefits	1,186,605	1,390,059	1,239,098	1,456,523	5%
5030301	Consultant Services	135,533	220,000	164,558	240,400	9%
5030304	Prof Svcs - Legal	33,143	150,000	7,601	154,500	3%
5030305	Prof Svcs - Audit	31,682	37,000	35,000	38,500	4%
5030701	Security Services	1,328	5,000	1,548	3,000	-40%
5049901	Office Supplies	6,193	14,200	7,883	14,626	3%
5049902	Small Furn/Equip	2,115	10,000	11,769	10,300	3%
5049903	Software Maintenance	93,803	95,000	94,397	97,850	3%
5049904	Copier Suppl & Srvc	7,836	10,000	8,102	10,300	3%
5049905	Postage	1,033	3,500	7,912	9,000	157%
5049906	Computers	22,223	23,000	12,000	23,690	3%
5050201	Communication - Phone	29,752	36,350	32,964	37,500	3%
5060301	Insurance	104,159	122,000	123,396	162,000	33%
5090101	Memberships & Prof Dev.	68,339	88,065	78,686	91,000	3%
5090202	Mileage and Travel	16,094	25,750	20,772	26,500	3%
5090801	Marketing	6,522	14,420	13,951	15,000	4%
5121200	Office Rental	182,960	189,479	186,838	192,000	1%
<b>Subtotal Expense</b>		<b>3,758,154</b>	<b>4,567,213</b>	<b>4,085,669</b>	<b>4,959,672</b>	<b>9%</b>
5100100	Salary/Benefit Transfers	(2,800,830)	(3,117,902)	(3,471,386)	(3,773,191)	21%
5100101	Transfer Overhead	(636,698)	(592,663)	(721,322)	(658,490)	11%
<b>Net Expense</b>		<b>320,626</b>	<b>856,648</b>	<b>(107,039)</b>	<b>527,991</b>	<b>-38%</b>

## Local Fixed Route Service

The local service budget (Table 8) includes all revenues and expenses related to the provision of fixed route service, excluding rural service. Major programs in the local service budget include local fixed route, Community Shuttle service, supplemental school, and Muir Woods seasonal shuttle. Other major expenses in the local service budget include consultant services for stop-level ride checks, service contract audits and reviews, communications, marketing, and staff time for contract oversight. This budget also includes costs and revenues for special projects such as the youth pass and Homeward Bound tickets.

The local service budget for FY2024/25 is \$32.6 million (Table 8). It represents a 5% increase over the prior year revised budget. Fixed route ridership is projected at 97% of pre-COVID levels. Marin Transit implemented service adjustments in June 2023 to reflect ridership changes from the pandemic and reduced peak-hour resource needs to minimize missed trips and improve service quality. This change reduced the number of dedicated supplemental school trips and embedded school services in the local routes.

Services are operated under contract to Marin Airporter (Local Basic, Community Connector and Supplemental School). Local Basic and Trunkline services are also operated through an inter-agency agreement with GGBHTD. A new simplified agreement went into effect October 1, 2022. The purchased transportation contract hourly rates for services are shown in Table 7.

Table 7: Local Budget Service Levels

Service Type	FY 2024/25 Budgeted Service (Rev Hrs)	Effective Contract Cost Per Hour (without fuel)	Notes
Fixed Route - Operated by GGBHTD	77,400	\$162.78	Contract rate increases 2.9%; contract includes customer service costs
Fixed Route – Operated by Marin Airporter	90,000	\$135.56	Fixed and variable contract, effective hourly rate increases 7.3%
Supplemental School – Operated by Marin Airporter	1,725	\$135.56	Fixed and variable contract, effective hourly rate increases 7.3%
Muir Woods Shuttle	4,200	\$212.39	Includes fuel, billed by vehicle per day

Local service is funded with a combination of fare revenue, advertising revenue, Measure A/AA local sales tax funds, Transportation Development Act (TDA), State Transit Assistance (STA), and federal grants. Measure AA sales tax funds in the local budget include both sub-strategy 4.1 - *Local Bus* funding and sub-strategy 4.4 - *School Service* funds for providing supplemental school service to middle and high schools. Total Measure AA local sales tax revenues budgeted for local service are \$13.9 million and include expenditure of \$2.6 million in carryforward funds. Measure AA funding is critical for maintaining operations and is 42% of budgeted revenues for local service.

As discussed in prior sections, due to under and over projections of prior year funds combined with the end of federal relief funds there continue to be large swings in operations revenue sources. Transportation Development Act (TDA) funds were 31% lower last fiscal year and are 45% higher this fiscal year.

Fare revenues are budgeted based on ridership and average fare per passenger. FY2024/25 ridership is expected to be 97% of pre-pandemic levels. Marin Transit provides fare subsidy programs that reduce fare revenue. These include the youth pass program which provides free fixed route transit to low-income youth, Homeward Bound that provides free fixed route transit to people participating in County programs, and the regional Clipper Start program that provides fare discounts to low income passengers. Marin Transit also maintains a low base fare and deeply discounted pass products to help ensure transit is affordable for all passengers. The low-income youth fare program is budgeted to distribute \$500,000 in free fares and Measure B funds up to \$80,000 in free fares through the Homeward Bound program.

Figure 7: Local Passenger Trips by Program

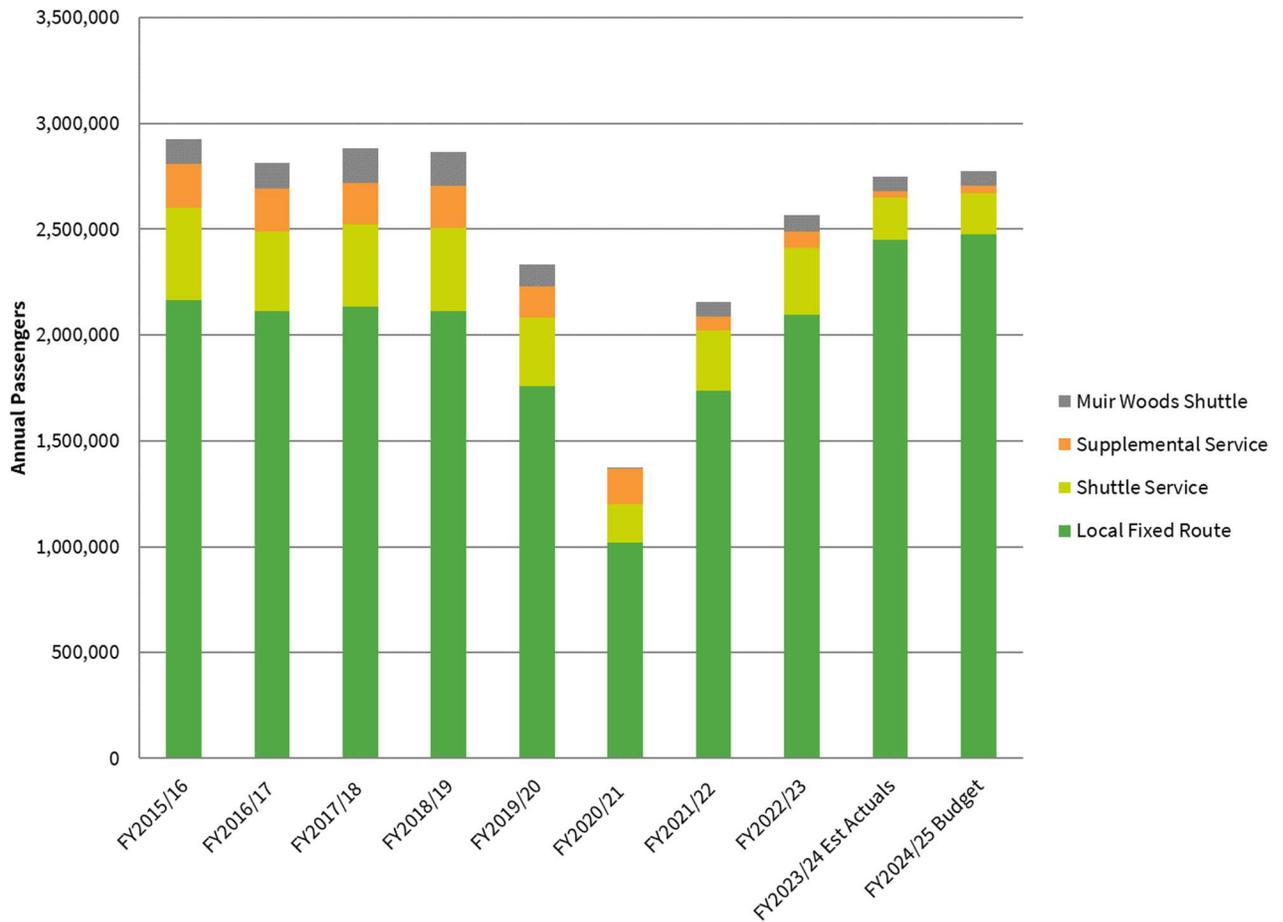


Table 8: Local Service Budget

GL Code	GL Description	FY 2022/23 Actual	FY2023/24 Budget-Revised	FY2023/24 Estimated Actuals	FY2024/25 Draft Budget	% Δ From FY2023/24 Budget
<b>Revenue</b>						
4060301	Advertising Revenue	142,601	60,000	48,324	50,000	-17%
4070301	Lease of Property	93,189	0	0	0	-
4090101	Local Government Payments	20,000	0	0	0	-
4092001	Measure A Sales Tax	680,000	712,006	712,000	61,039	-91%
4092005	Measure AA Sales Tax	4,938,072	12,768,830	13,382,356	13,500,000	6%
4110101	State Transit Assistance (STA)	2,961,660	5,098,794	5,176,693	4,224,253	-17%
4110102	Transit Development Act (TDA)	10,909,658	7,881,923	7,881,923	11,412,830	45%
4119911	State SREC Credits	6,915	16,000	5,705	6,000	-63%
4139912	Fed- FTA 5307	239,570	40,400	284,002	0	-100%
4139912	Fed-FTA 5307 Relief Funds	3,589,664	0	0	0	-
4139951	National Park Service	521,982	655,835	705,653	658,047	0%
4140100	Fare Revenue	2,117,981	2,081,000	2,186,521	2,213,000	6%
4020000	Fares - Paid by Ext Agency	497,295	566,783	339,853	350,000	-38%
<b>Subtotal Revenue</b>		<b>26,718,587</b>	<b>29,881,571</b>	<b>30,723,030</b>	<b>32,475,169</b>	<b>9%</b>
4700001	Property Tax Transfer	435,988	320,000	72,763	100,000	-69%
4700002	Program Revenue Transfer	72,367	80,000	102,098	100,000	25%
<b>Total Revenue</b>		<b>27,226,942</b>	<b>30,281,571</b>	<b>30,897,891</b>	<b>32,675,169</b>	<b>8%</b>
<b>Expense</b>						
5030301	Consultant Services	204,507	260,000	290,675	267,800	3%
5030603	Services (Facility)	132,001	81,490	67,782	74,483	-9%
5030310	Fare Processing Charges	25,579	22,660	34,915	23,340	3%
5030320	Customer Service	126,842	0	0	0	-
5030501	Bus Stop Maintenance	0	160,000	101,195	160,000	0%
5040101	Fuel	2,104,339	2,525,811	2,155,841	2,471,839	-2%
5040160	Electrical Power	59,541	216,300	80,983	222,789	3%
5040180	Utilities (facility)	42,814	37,132	36,972	38,245	3%
5049902	Small Equipment	13,935	10,300	3,556	10,609	3%
5049904	Software	62,570	60,000	50,660	65,000	8%
5049911	COVID-19 Supplies and Cleaning	131	0	0	0	-
5050205	Communication	109,580	157,887	106,552	157,430	0%
5080101	Purchased Transportation	21,793,060	23,798,817	24,721,534	25,987,128	9%
5090801	Marketing	100,822	95,295	32,110	95,000	0%
<b>Subtotal Expense</b>		<b>24,775,721</b>	<b>27,425,692</b>	<b>27,682,775</b>	<b>29,573,663</b>	<b>8%</b>
5100100	Salary/Benefit Transfers	2,015,664	2,325,271	2,696,765	2,664,770	<b>15%</b>
5100101	Overhead Transfer	435,988	375,989	561,467	436,817	16%
<b>Total Expense</b>		<b>27,227,373</b>	<b>30,126,952</b>	<b>30,941,007</b>	<b>32,675,250</b>	<b>8%</b>

## Yellow Bus Service

Marin Transit strives to provide fixed route service to high schools in the urbanized areas of Marin County, but recognizes that school transportation for younger students, and in rural areas, is often more appropriate for yellow school bus service. Measure AA designated local sales tax resources to help fund yellow bus services. The FY2024/25 budget (Table 9) includes revenue and expenses associated with the operations of the following components to support yellow bus service:

- (A) Operation of the Ross Valley yellow bus program with four buses;
- (B) Distribution of Measure AA funding to existing eligible Marin County Yellow Bus Programs; and
- (C) General staffing support for the development of yellow bus services in Marin County.

(A) Management of the Ross Valley yellow bus program - In FY 2024/25 Marin Transit will continue to manage operations, service contracts, and pass sales for four yellow buses serving Ross Valley schools. Annually, Marin Transit makes several assumptions to develop the budget and price the passes for the upcoming school year and presents a draft and final budget to the Ross Valley Yellow School Bus program Joint Exercise of Powers Agreement (JEPA) Joint Committee for its review and approval. These assumptions may need to be adjusted as additional information on service levels, pass prices and contributions from other local agency partners such as the County of Marin, the Town of San Anselmo, and the Town of Fairfax are finalized.

(B) Distribution of Measure AA funding to existing Marin County yellow bus programs - With the passage of Measure AA, a new sub-strategy for school transportation was established. After an initial three-year distribution program, the Marin Transit Board adopted guidelines for a second three-year program at the April 2022 board meeting and the FY2024/25 distribution amounts will be approved at the May 2024 meeting. The FY2024/25 distribution of \$1.1 million is a 4.64% increase in the base funding assuming a 2% growth in sales tax allocations in FY2024/25. The allocations will be made to following school districts:

- Reed Union/Cove
- Ross Valley
- San Rafael School District
- Miller Creek
- Sausalito/Marin City

(C) General staffing support for the development of yellow bus service in Marin County- Marin Transit will continue to document need, facilitate and provide planning support for new service, and help develop and sustain yellow bus service in Marin County. For FY2024/25 this includes reimbursements from the Tiburon Peninsula Traffic Relief JPA for yellow bus parking and associated costs to support the Reed Union School District bus program, shown as Local Government Payment.

Table 9: Yellow School Bus Service Budget

GL Code	GL Description	FY2022/23 Actual	FY2023/24 Budget- Revised	FY2023/24 Estimated Actuals	FY2024/25 Draft Budget	% Δ From FY2023/24 Budget
<b>Revenue</b>						
4030000	Fares- Paid By Other Agency	171,000	171,000	171,000	177,840	4%
4090101	Local Gov. Payments	23,526	18,416	14,045	18,969	3%
4092005	Measure AA Sales Tax	739,750	1,073,171	1,054,897	1,108,348	<b>3%</b>
4140105	Fare Revenue - Yellow Bus	298,871	297,460	402,508	422,665	42%
<b>Subtotal Revenue</b>		<b>1,233,147</b>	<b>1,560,047</b>	<b>1,642,450</b>	<b>1,727,822</b>	<b>11%</b>
<b>Expense</b>						
5030301	Consultant Services	11,799	4,000	10,182	5,000	25%
5030310	Fare Processing Charges	10,533	9,143	14,821	13,803	51%
5030602	Custodial Service	1,885	2,138	480	0	-100%
5049903	Software	848	1,000	1,196	0	-100%
5080103	Yellow Bus School Service	603,356	753,840	666,592	791,280	5%
5090801	Marketing	0	500	0	500	0%
5098050	Grants to Yellow Bus Programs	514,606	758,571	734,466	768,388	1%
5120401	Leases and Rentals	26,210	32,556	27,130	27,944	-14%
<b>Subtotal Expense</b>		<b>1,169,237</b>	<b>1,561,748</b>	<b>1,454,867</b>	<b>1,606,915</b>	<b>3%</b>
5100100	Salary/Benefit Transfers	44,723	27,599	101,330	80,283	191%
5100101	Transfer Overhead	9,674	8,176	21,097	23,585	188%
<b>Total Expenses</b>		<b>1,223,634</b>	<b>1,597,523</b>	<b>1,577,294</b>	<b>1,710,783</b>	<b>7%</b>

## Rural Service

Rural service is operated as the West Marin Stagecoach (Stagecoach) and includes northern Route 68 and southern Route 61. The West Marin Stagecoach, Routes 68 and 61, has been operated by Marin Airporter since July 1, 2023. Other West Marin services are provided with demand response shuttles included in the Marin Access budget.

Since Rural service provides lifeline connections to rural communities, these services continued to operate throughout the COVID-19 pandemic. Marin Transit temporarily added 1,050 service hours to Route 61 to address overcrowding due to capacity limits in FY2021/22. Service levels are now back to the pre-COVID level of 16,500 revenue hours per year (Table 10, Figure 8). Ridership on the rural service has not recovered as quickly at the more urbanized service and is 87% of pre-COVID ridership (Figure 9).

Figure 8: Rural Service Annual Revenue Hours

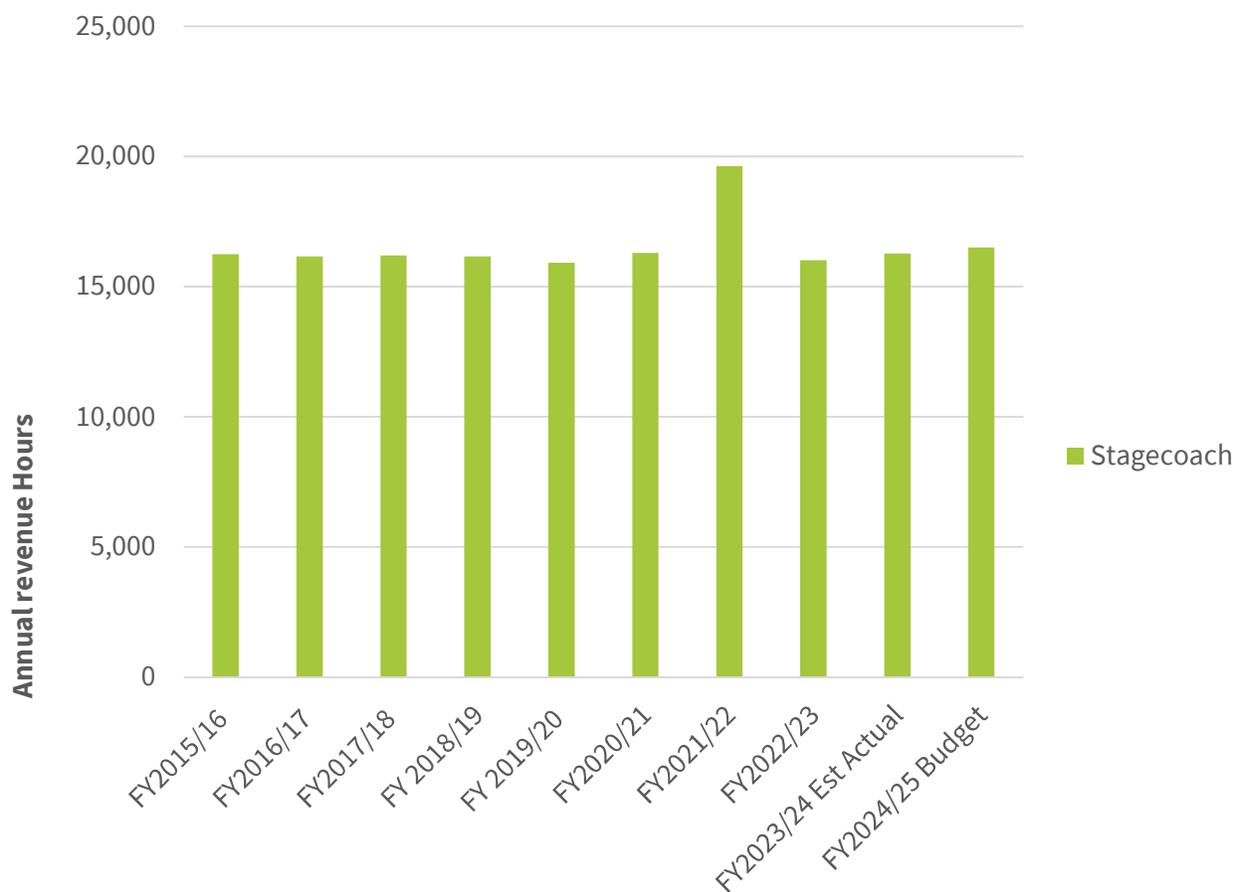


Figure 9: Rural Service Annual Ridership Trends

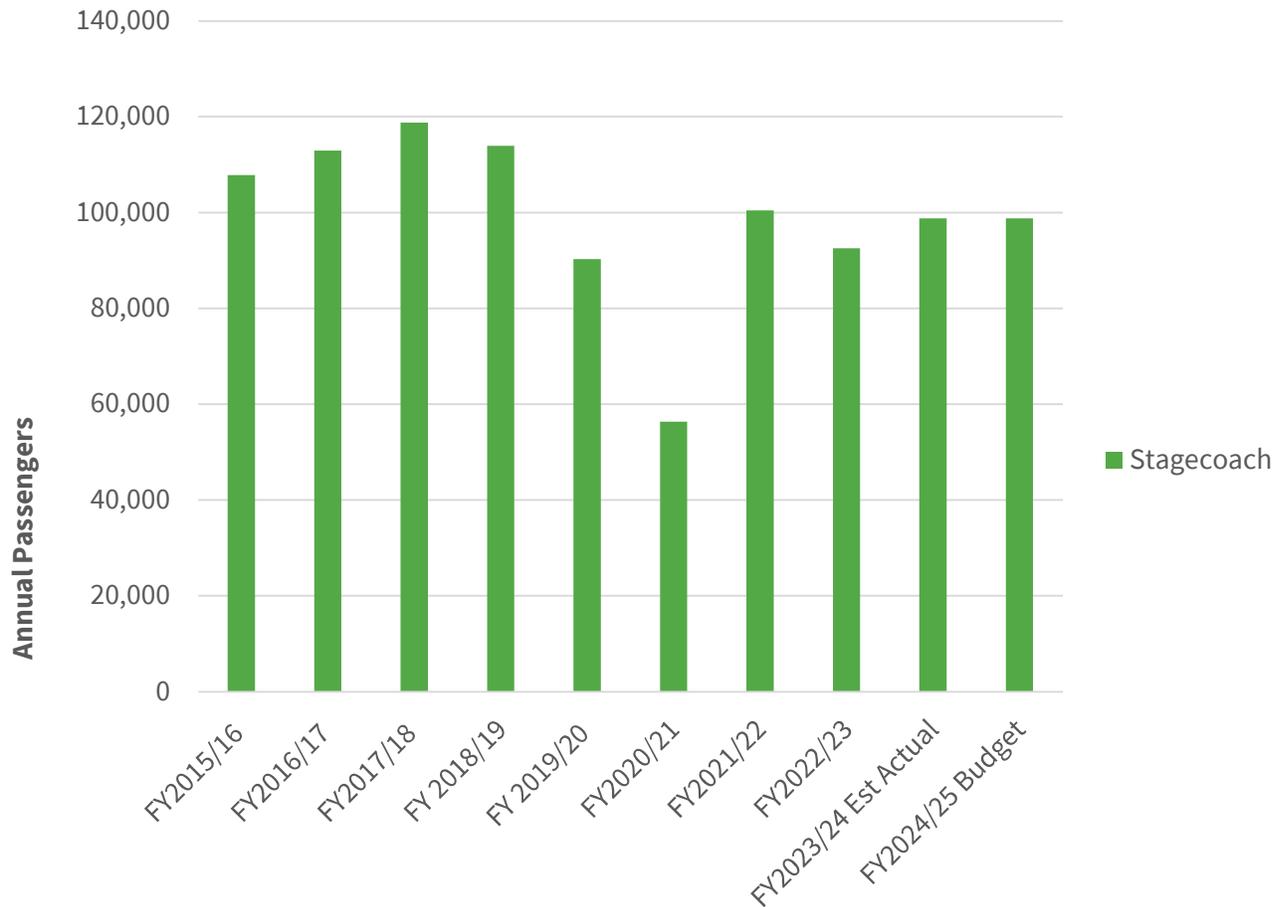


Table 10: Rural Budget Service Levels

Service Type	Service Level (Revenue Hours)	Contract Cost Per Hour (without fuel)	Notes
West Marin Stagecoach	16,500	\$135.42	No changes to service level.

The rural service budget (Table 11) includes contract service operations, marketing, fuel, communications, and Marin Transit staff expenses. Rural service has historically been funded with a combination of local sales tax funds and Federal Transit Administration (FTA) Section 5311 rural funding. Marin Transit receives 3% of the County Measure AA local sales tax funds for Rural service and all funding is program to the service. Based discussion with Caltrans, the District anticipates that no FTA Section 5311 funds will be available until the District has a new Caltrans approved fixed route contract in July 1, 2025. STA revenue based funds are budgeted to fund the rural service for the first time. These roll-over funds from prior years will help fund the program until the Section 5311 funds are restored.

Table 11: Rural Service Budget

GL Code	GL Description	FY2022/23 Actual	FY2023/24 Budget- Revised	FY2023/24 Estimated Actuals	FY2024/25 Draft Budget	% Δ From FY2023/24 Budget
<b>Revenue</b>						
4092001	Measure A Sales Tax	55,080	57,672	57,672	4,944	-91%
4092005	Measure AA Sales Tax	1,131,141	926,812	926,812	933,109	1%
4110101	State Transit Assistance (STA)	0	0	0	1,500,000	-
4139920	Fed-FTA 5311 Rural	297,303	303,249	0	0	-100%
4139951	Fed-FTA 5311 Relief Funds	246,000	0	0	0	-
4140100	Fare Revenue	71,688	80,000	66,720	70,000	-13%
<b>Subtotal Revenue</b>		<b>1,801,212</b>	<b>1,367,733</b>	<b>1,051,204</b>	<b>2,508,053</b>	<b>83%</b>
4700001	Property Tax Transfer	598,419	1,318,000	1,418,134	255,326	-81%
<b>Total Revenue</b>		<b>2,399,631</b>	<b>2,685,733</b>	<b>2,469,338</b>	<b>2,763,379</b>	<b>3%</b>
<b>Expense</b>						
5030301	Consultant Services	23,180	16,000	0	16,480	3%
5040101	Fuel	296,310	322,568	315,436	338,697	5%
5040180	Utilities (Facility)	60	0	0	0	-
5049902	Small Equipment	0	5,000	0	5,000	0%
5050205	Communication-AVL	11,824	15,000	6,767	19,868	32%
5080101	Purchased Transportation	1,907,873	2,057,149	2,069,411	2,207,290	7%
5090801	Marketing	11,229	21,218	7,800	21,855	3%
<b>Subtotal Expense</b>		<b>2,250,476</b>	<b>2,436,935</b>	<b>2,399,414</b>	<b>2,609,190</b>	<b>7%</b>
5100100	Salary/Benefit Transfers	122,629	140,938	131,999	140,495	0%
5100101	Transfer Overhead	26,525	41,751	27,482	41,273	-1%
<b>Total Expenses</b>		<b>2,399,630</b>	<b>2,619,624</b>	<b>2,558,895</b>	<b>2,790,958</b>	<b>7%</b>

## Marin Access (Paratransit and Mobility Management)

The Marin Access budget includes Marin Access paratransit services for both local and regional trips and associated costs for fuel, customer service, scheduling and dispatch software, and marketing. The Marin Access budget also includes Marin Transit's Mobility Management programs and services. The purpose of the Mobility Management program is to increase mobility for the County's older adults and those with disabilities in need of transportation services and provide cost effective and improved alternatives to paratransit. The program goes beyond the legal requirements of the Americans with Disabilities Act (ADA) using funding from local Measure B and Measure AA. Demand for and usage of Marin Access is lower following the pandemic and Marin Transit staff is making service changes and improvements to respond to the change in conditions.

The FY 2024/25 budget for Marin Access (Table 14) is \$7.6 million, a 2% decrease compared to the prior year's budget. The decrease in budget is primarily due to lowering the estimated level of service for paratransit. Marin Access demand has leveled off at around 50% of pre-COVID levels and the service hour budget is lower than the prior year, but allows for modest growth from the actual service demand in FY2023/24 (Figure 9). Passengers by program are shown in Figure 10.

Current programs are described below and shown in Table 12:

Marin Access **paratransit service** provides demand-response trips to passengers certified as unable to use the fixed route system either all or some of the time. This includes trips mandated under the federal Americans with Disabilities Act (ADA) as well as trips that go beyond the ADA requirements. This service, and a regional paratransit service managed on behalf of GGBHTD, are operated under a single contract to Transdev. Service is budgeted at 36,000 hours. GGBHTD pays a share of mandated local paratransit based on their share of transit in Marin County (currently 13.95%). The method of calculation was changed in FY2023 with the new GGBHTD service contract and the GGBHTD share was reduced by about 5%. As of FY2015/16, GGBHTD directly reports the ridership, fares, and costs associated with their share of paratransit to the National Transit Database (NTD) and the State Controller's Office.

Marin Transit's **volunteer driver programs** allow Marin County residents that are 65+ or ADA-eligible to identify trusted drivers and provide mileage reimbursements for up to 100 miles per month in urbanized Marin (STAR program) or 400 miles in West Marin (TRIP program). The program has \$138,000 budget and is projected to carry 10,000 passengers per year.

**Catch-A-Ride** is a subsidized voucher program for Marin County residents that are 65+ or ADA eligible. The program was expanded in FY2024/25 and riders can take up to 30 trips per quarter at a subsidy of up to \$20 per trip after paying a base fare of \$5. Riders eligible for the Marin Access Fare Assistance program are eligible for additional subsidy and trips due to demonstrated income barriers. Catch-A-Ride trips are scheduled, dispatched, and provided directly North Bay Taxi and Uber. This program is budgeted at \$500,242 per year and funded with FTA Section 5310 funds (Table 13).

**Marin Access Shuttles** are a new program as of July 1, 2024 operated by Transdev and include components that were previously operated as Rural Dial-A-Ride. In FY2024/25 the program will pilot the new west Marin coastal shuttle authorized by the Board in April 2024. The budget

includes capacity for additional shuttles. FTA Section 5310 funds (Table 13) and Measure B funds are available for the program.

**Regional paratransit** is fully funded by GGBHTD. The FY 2024/25 budget includes 5,000 revenue hours for regional paratransit service.

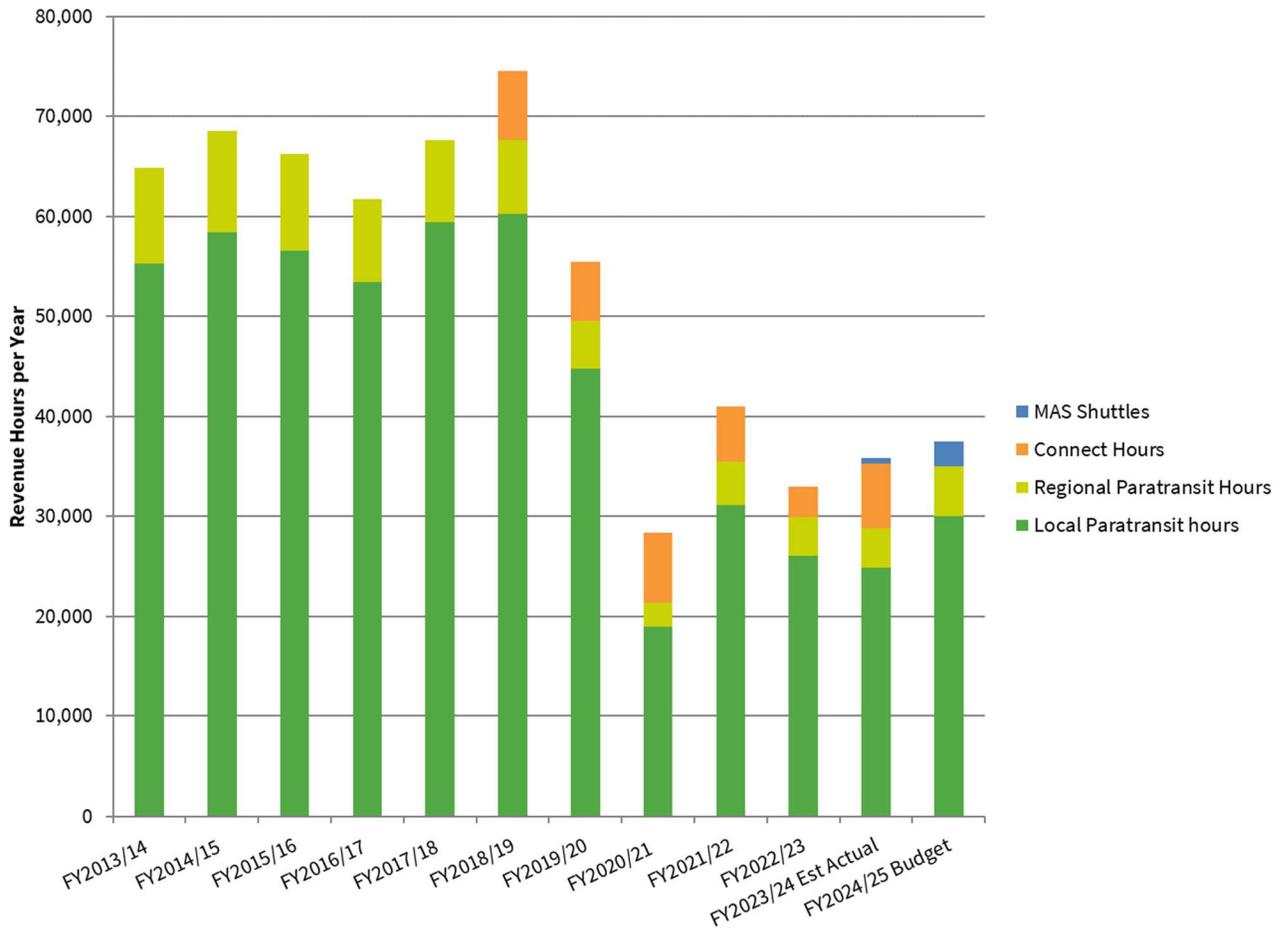
## Mobility Management

Marin Transit established the Mobility Management Office in 2009, with initial funding from a Federal New Freedom Grant. The program has continued to receive Federal Section 5310 grants to fund staffing costs (Table 13). Marin Transit established the Marin Access Travel Navigator program in 2010, as a one-stop-shop for information and eligibility on all Marin Access programs. The Mobility Management Office serves as an umbrella for the suite of Marin Access programs including paratransit, volunteer driver, Catch-A-Ride, and travel training. Travel training activities include local informational presentations and individualized travel training. There is currently one full-time Travel Navigator and one full-time Travel Navigator Coordinator.

Table 12: Marin Access Budget Service and Program Levels

Service Type	Service Level (Revenue Hours)	Contract Cost Per Hour (without fuel)	Notes
Local Paratransit	30,000	\$145	Budgeted hours are 20% over prior year estimated actual and 17% below prior year budget; projected at 50% of pre-COVID service demand. 14% of service is allocated to GGBHTD.
Regional Paratransit	5,000	\$140	Fully funded by GGBHTD
Marin Access Shuttle	2,500	\$125	Shuttle program in West Marin
Program	Service Level (Projected Ridership)	Funding Level	Notes
Catch A Ride	16,000	\$500,242	Taxi and Uber voucher program, funded with FTA Section 5310 grant and Measure B.
Volunteer Driver	10,000	\$138,000	Fully funded by Measure B.
Innovation Incubator / Gap Grants	NA	\$50,000	Opportunities to support to external agencies for innovation projects.
Low Income Fare Assistance Program	NA	\$90,000	Provides fare assistance for low-income riders. Fare assistance is funded with Measure B.

Figure 10: Marin Access Revenue Hours by Program



### Marin Access Revenue

Marin Access programs are primarily funded by local sources including Measure AA, Measure B, and property tax. Marin Access receives 9.5% of Measure AA sales tax revenue. In FY2024/25, Marin Transit has \$3.0 million in Measure AA funding for expenditures includes \$100,000 in carryforward revenues. Marin Transit receives 35% of the county Measure B vehicle license fee to support the mobility management initiatives. Marin Transit is budgeting \$913,000 of Measure B funding in FY 2024/25, which includes an estimated \$148,000 in unspent prior year allocations.

Fare revenue is projected to be 3% of Marin Access revenues. Marin Transit has a low-income fare program to reduce fares for income qualified riders. Marin Access funds are also used to provide free fixed route tickets valued at \$100,000 to Marin County’s Homeward Bound program for participating residents. The cost of this program is represented as a revenue transfer from the Marin Access program to the local program.

In FY 2024/25, Marin Transit expects to expend \$1.96 million in state and federal grant awards for Marin Access (Table 13).

Table 13: Marin Access Grant Funding

Estimated FY2024/25 Expenditure	Total Grant Award	Program	Source
\$1,006,374	\$1,006,374	Paratransit Operations	FTA Section 5307
\$88,750	\$177,500	Mobility Management (Award year 2021)	FTA Section 5310
\$187,500	\$375,000	Operating Assistance – Same day Rural (Award year 2021)	FTA Section 5310
\$298,979	\$597,958	Mobility Management - Travel Navigator Project (Award year 2023)	FTA Section 5310
\$380,270	\$760,539	5310 Operating Assistance – Catch A Ride Voucher Project (Award year 2023)	FTA Section 5310

Figure 11: Marin Access Passengers by Program

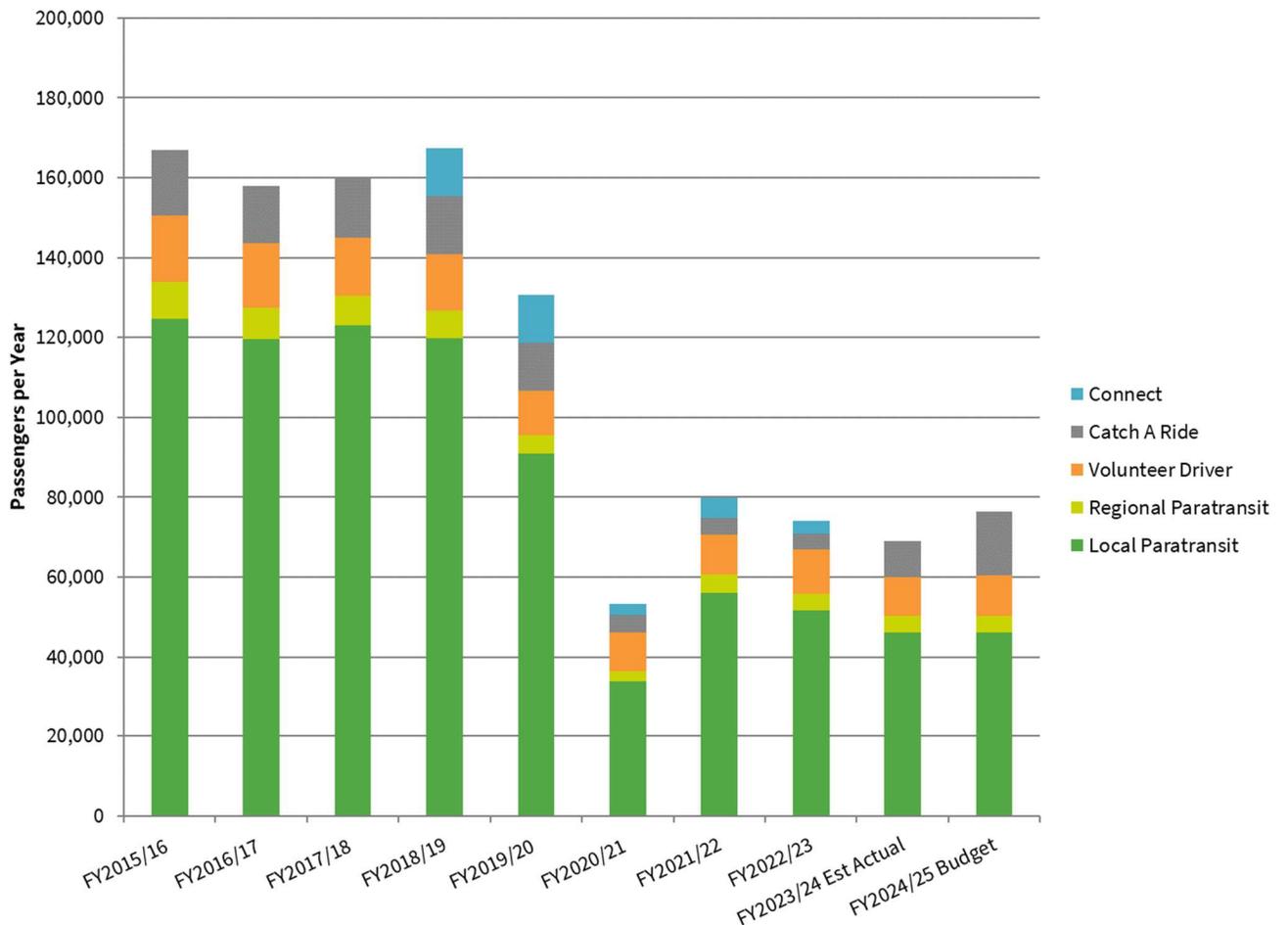


Table 14: Marin Access Budget

GL Code	GL Description	FY2022/23 Actual	FY2023/24 Budget- Revised	FY2023/24 Estimated Actuals	FY2024/25 Draft Budget	% Δ From FY 2023/24 Budget
<b>Revenue</b>						
4092001	Measure A Sales Tax	165,410	173,191	173,194	14,848	-91%
4092005	Measure AA Sales Tax	2,594,817	2,934,903	2,934,903	3,020,411	3%
4099950	Measure B	825,310	895,000	650,006	913,000	2%
4110101	State Transit Assistance	60,000	60,000	60,000	60,000	0%
4119910	State Prop Tx Relief HOPTR	18,298	16,000	11,017	16,000	0%
4139910	Fed-FTA 5307 Urbanized Area Formula	1,039,640	1,061,461	1,061,738	1,006,374	-5%
4139915	Fed-FTA 5310 Mobility	9,330	276,250	201,250	766,681	178%
4140100	Fare Revenue	203,095	170,875	200,781	200,500	17%
4601003	GGBHTD – Local Paratransit Payment	682,849	786,640	655,862	736,916	-6%
4601004	GGBHTD – Regional Paratransit	525,969	636,495	780,964	766,040	20%
<b>Subtotal Revenue</b>		<b>6,124,718</b>	<b>7,010,815</b>	<b>6,729,715</b>	<b>7,500,770</b>	<b>7%</b>
4700001	Property Tax Transfer	63,558	703,174	0	200,000	-72%
4700002	Program Revenue Transfer	(72,367)	(80,000)	(102,098)	(100,000)	25%
<b>Total Revenue</b>		<b>6,115,909</b>	<b>7,633,989</b>	<b>6,627,617</b>	<b>7,600,770</b>	<b>0%</b>
<b>Expense</b>						
5030301	Consultant Services	9,641	85,782	8,948	88,265	3%
5030602	Services - Facility	20,769	24,000	21,124	21,800	-9%
5040101	Fuel	441,837	597,429	447,958	530,629	-11%
5040160	Utilities (Facility)	12,488	30,900	13,105	31,827	3%
5049902	Small Furn/Equip	1,253	10,000	0	10,000	0%
5049903	Software	130,942	156,997	154,121	148,727	-5%
5049911	COVID-Supplies and Cleaning	3,578	0	0	0	-
5050204	Communication-MERA Radio	25,963	27,846	33,742	34,754	25%
5050206	Communication	12,330	18,540	11,567	19,096	3%
5080101	Purchased Transportation - In Report	4,568,889	5,525,452	4,559,569	5,380,048	-3%
5080102	Purchased Transportation - Regional	476,339	566,716	707,556	700,009	24%
5090801	Marketing	9,425	36,050	8,422	37,132	3%
5098001	Misc-Exp Transit User Training	3,873	13,113	5,842	13,506	3%
5098002	Gap Grant	0	50,000	0	50,000	0%
<b>Subtotal</b>		<b>5,717,327</b>	<b>7,142,825</b>	<b>5,971,954</b>	<b>7,065,793</b>	<b>-1%</b>
5100100	Salary/Benefit Transfers	327,701	459,980	368,207	401,414	-13%
5100101	Transfer Overhead	70,882	136,262	76,661	117,923	-13%
<b>Total Expense</b>		<b>6,115,910</b>	<b>7,739,067</b>	<b>6,416,822</b>	<b>7,585,130</b>	<b>-2%</b>

## Capital Budget

Marin Transit's annual capital budget (Table 15) of \$9.75 million provides funding for transit vehicles, bus stop improvements, facilities, and other capital expenditures. Figure 11 provides capital expenditures and budget by project type to show the significant variation in expenditures by year. In FY2024/25 Marin Transit will complete fewer vehicle replacement projects but will have several capital projects in construction. These include the construction of the paratransit parking and electrification project at 3010/3020 Kerner and construction of bus stop improvements throughout the County. The District also anticipates completion of environmental work on the fixed route electric vehicle facility.

The FY2024/25 Capital Budget includes \$4.2 million in facility projects. Marin Transit successfully purchased a two-and-a-half-acre parcel (Rush Landing) in FY2019/20, a paratransit maintenance facility in San Rafael in FY2021/22, and an adjacent property in San Rafael for future parking and charging of small vehicles in FY2022/23. Construction of the parking, a solar canopy and initial electrification is anticipated to be in construction during FY2024/25. Marin Transit is actively purchasing right-of-way for a fixed route electric vehicle parking and maintenance site as part of the awarded FTA 5339 Bus and Bus Facilities grant.

The FY2024/25 budget also includes the construction of the federally funded project for ADA bus stop improvements and corridor improvement project.

Capital expenditures are defined in the District's fixed asset management policy. A "Fixed Asset" includes equipment, supplies and rolling stock with a unit purchase value of at least \$5,000 and a service life of more than one year. All projects that meet the requirements of the District's fixed asset policy are capitalized and depreciated over the defined life of the associated asset type. Expenditures not meeting the District's policy for capitalization will be included as operations expenses on financial statements.

The projects included in the FY2024/25 budget are 64% funded with state and federal grant funds (Table 15). The budget includes the expenditure of \$1.3 million in Measure AA local sales tax funds and \$2.0 million in current year property tax funds. With this budget the District will have a Capital reserve of \$22.6 million that is needed for the local match for the fixed route facility project and available for other capital needs.

Specific capital expenditures are described below by project type and listed with the District's two letter project code.

### Vehicles

Purchase One Electric Paratransit Vehicle (PE) – Marin Transit will purchase one electric paratransit vehicle and associated charging infrastructure. This project is funded with State Low Carbon Transit Operations Program (LCTOP) funding. Vehicles are expected to be delivered in 2025.

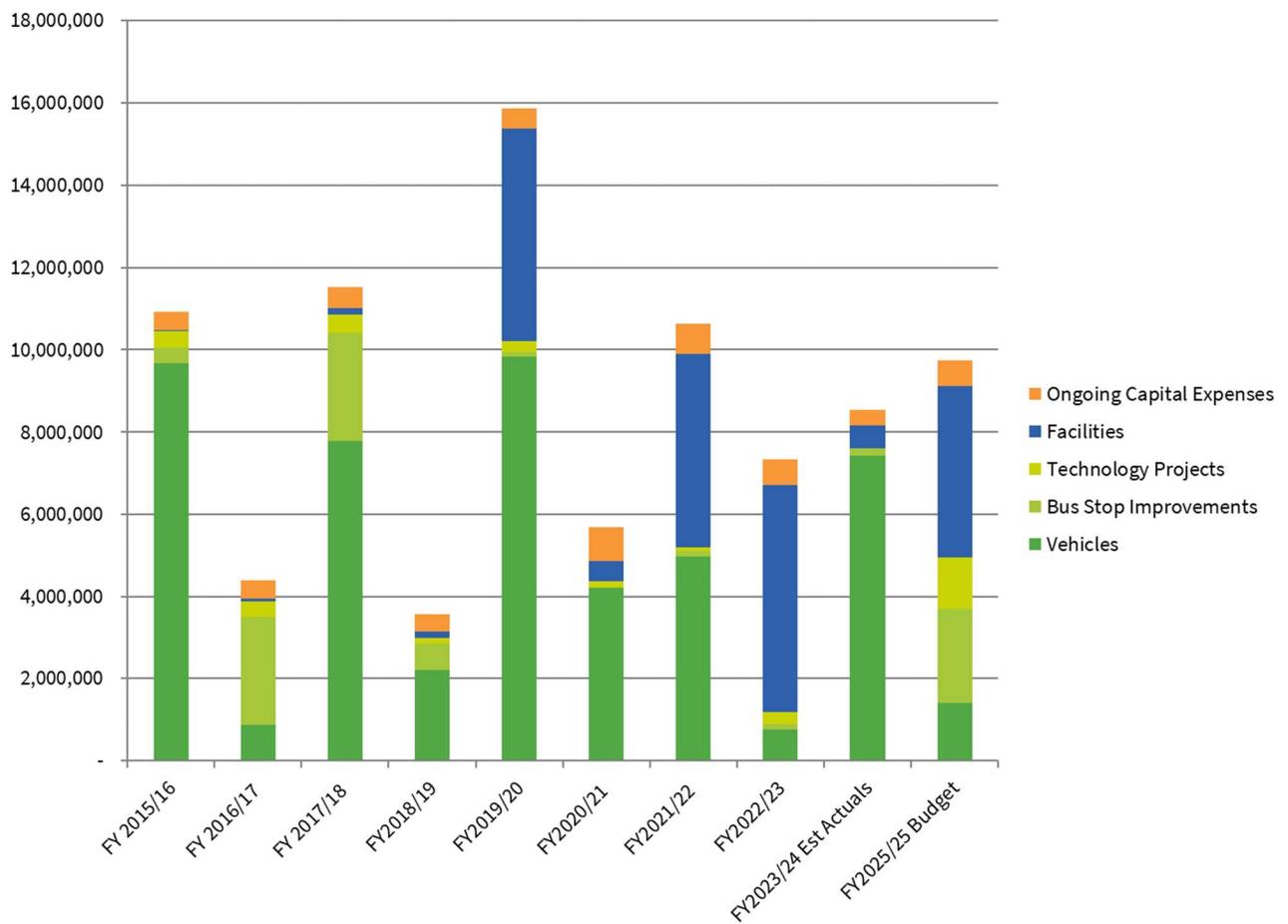
Purchase 12 Paratransit Vans (PG) - Marin Transit will purchase twelve vans as replacement vehicles for operation in the Marin Access program. These vehicles have a 5-year useful life and will provide paratransit and Marin Access shuttle services. The vans replace current cutaway vehicles from multiple fleet years (2016, 2017, and 2021). These replacements were postponed due to the drop in paratransit ridership during and post pandemic, reduced number of vehicles needed and the intensity of usage of the fleet. Grouping the purchases together will reduce staff time for the vehicle procurement. The purchase will be 80% funded with FTA Section 5307 funds with a local match from Measure AA funds. The vehicle order will be

initiated in FY2024/25 once the Federal Section 5307 funds are available, and delivery is anticipated in FY2025/26. Marin Transit participates in a joint procurement for vehicles through CalAct and anticipates purchasing the vehicles through that contract.

Purchase Three Hybrid Vehicles (LF) – Marin Transit will purchase three 35-foot hybrid vehicles to replace one shuttle and narrow XHF vehicles that are no longer available. The budget includes Section 5307 funds for 76% of costs but final funding amount will be established through MTC’s TCP process and maybe higher.

Mid Life Hybrid Battery Refresh (HZ) – Marin Transit will perform the required mid-life hybrid battery refresh on the District’s ten 2017 35ft buses.

Figure 3: Capital Project Expenditures and Budget by Type



## Bus Stop Improvements

Novato Bus Stop Shelters (BN) – Marin Transit will purchase eight shelters to replace advertising shelters that are out of contract in Novato. The new shelters will require lower maintenance with perforated metal walls instead of glass. Regular maintenance of the installed shelters is included in Bus Stop Maintenance. This project is 80% funded with federal funds through the regional Lifeline program and matched with

local Measure AA sales tax funding. The shelters should be delivered in July 2024 and installed in the fall of 2024.

ADA Bus Stop Improvements (BP) – Marin Transit will complete construction of bus stop improvements at up to 20 stops in Marin County. The stops were identified for improvement after a 2017 Bus Stop Conditions assessment and 100% stop-level survey of ridership. They were prioritized by need for accessibility improvements, ridership, and lack of amenities. Improvements will be focused on providing ADA wheelchair landing pads and basic passenger amenities. The construction of this project is 80% funded with Federal funds awarded to Marin Transit through the regional Quick Strike Program.

Capital Corridors Improvements (BQ) – This project will evaluate and make improvements to three high ridership corridors: 4<sup>th</sup> Street, San Rafael, Lincoln Ave, San Rafael, and South Novato Blvd, Novato. The project is 80% funded with federal funding from region’s third One Bag Area Grant (OBAG3) program.

## Administrative and Operations Facilities

Facility Purchase – Fixed Route Electric Vehicle Maintenance Facility (FG) – The District is was awarded a competitive FTA Section 5339 Bus and Bus Facilities grant of \$31.5 million for the purchase and construction of a zero emission fixed route bus facility. Marin Transit is actively working on the environmental clearance phase of the project with anticipated right of way acquisition in FY2025/26. Table 15 shows the project budget by phase.

Table 15: Facility Project Budget by Phase

Project Phase	Federal Share	Budget	Est Prior Expenditures	FY2024/25 Budget	Future Years
Environmental	60%	\$550,000	194,098	\$355,902	
Right of Way	75%	\$19,750,000			\$19,750,000
Design/Engineering	60%	\$2,350,000			\$2,350,000
Construction	60%	\$21,813,000			\$21,813,000
Workforce Development	80%	\$2,215,000		\$50,000	\$2,165,000
<b>Total Project</b>	<b>67%</b>	<b>\$46,678,000</b>	<b>\$194,098</b>	<b>\$405,902</b>	<b>\$46,078,000</b>

Facility Improvements – Kerner (FH) – This project funds facility improvements at the vehicle parking facility. Improvements include demolition of an existing office building, fencing, lighting, a solar canopy and installing initial electric vehicle charging stations. The project is funded with State Low Carbon Transit Operations Program (LCTOP) funding and Federal 5339 Zero Emission Bus (ZEB) funding.

Facility Improvements – Kerner Blvd (FI) – Marin Transit will be making improvements to the Kerner Maintenance Facility to provide drivers with a Break Room area. This project may start in FY2024/25 depending on staff availability. The project is funded with local property tax funds.

Yellow Bus Parking Facility (YF)- The District currently leases a parking lot for 16 yellow buses, but the future of this lease is unknown. This project is for the purchase of a parking site for yellow buses and is funded with \$1.1 Million in Measure A interest and \$1.9 million in capital reserve funding (prior year local property tax).

## Technology Projects

On Board Technology – This project will fund the purchase of equipment needed for the farebox transition establish as part of the 2023 fare analysis study. This includes new passenger counting equipment, replacement fareboxes, and associated advanced vehicle location equipment. The project is 80% funded with FTA Section 5307 funds.

## Other Measure A/AA Capital Expenses

Other capital and infrastructure expenses include the capital contribution to GGBHTD as required under the contract and major vehicle repairs. Infrastructure support costs in project IF, include staff salary to support the capital program and other smaller projects, typically related to repairs and equipment needed at the District’s facilities.

Table 16: Capital Budget by Project

		Total Project Budget	Prior Expenditures	FY2024/25 Budget	Future Years	Measure AA/Local Funding	State Funding	Federal Funding
PE	Electric Paratransit Vehicle and Charging Infrastructure	677,208	9,295	667,913	0	0%	100%	0%
PG	Purchase 12 Paratransit Replacements	1,308,000	0	5,000	\$1,303,000	20%	0%	80%
LF	Purchase 3 -35ft Hybrid Replacement Vehicles	2,850,000	0	5,000	\$2,845,000	24%	0%	76%
HZ	10 Hybrid Bus Battery Replacements	716,431	0	716,431	0	20%	0%	80%
	<b>Subtotal Vehicles</b>	<b>5,551,639</b>	<b>9,295</b>	<b>1,394,344</b>	<b>\$4,148,000</b>	<b>20%</b>	<b>12%</b>	<b>68%</b>
BN	Novato Bus Stop Shelters	61,115	5,972	55,143	0	20%	0%	80%
BP	ADA Bus Stop Improvements	1,803,000	341,321	1,461,679	0	20%	0%	80%
BQ	Capital Corridors	2,000,000	85,000	800,000	1,115,000	20%	0%	80%
	<b>Subtotal Bus Stop Improvements</b>	<b>3,864,115</b>	<b>432,293</b>	<b>2,316,822</b>	<b>\$1,115,000</b>	<b>20%</b>	<b>0%</b>	<b>80%</b>
FG	Facility - Fixed Route Maintenance Facility	45,678,000	244,098	355,902	45,078,000	33%	0%	67%
FH	Facility -3010/3020 Kerner Improvements	3,535,967	371,927	3,164,040	0	39%	22%	39%
FI	Facility - Kerner Driver Break Room	650,000	0	650,000	0	100%	0%	0%
YF	Yellow Bus Parking Facility	3,000,000	0	0	3,000,000	100%	0%	0%
	<b>Subtotal Facility</b>	<b>52,863,967</b>	<b>616,025</b>	<b>4,169,942</b>	<b>48,078,000</b>	<b>38%</b>	<b>1%</b>	<b>61%</b>
OD	On Board Technology	1,250,000	0	1,250,000	0	20%	0%	80%
	<b>Subtotal Technology Projects</b>	<b>1,250,000</b>	<b>0</b>	<b>1,250,000</b>	<b>0</b>	<b>20%</b>	<b>0%</b>	<b>80%</b>
GG	Golden Gate Capital Costs (GG)	24,000	0	20,000	0	100%	0%	0%
VR	Major Vehicle Repairs (VR)	200,000	0	200,000	0	100%	0%	0%
IF	Infrastructure Support (IF)	400,000	0	400,000	0	100%	0%	0%
	<b>Subtotal Ongoing Capital Expenses</b>	<b>624,000</b>	<b>0</b>	<b>620,000</b>	<b>0</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>
	<b>Total Expenditures</b>	<b>64,153,721</b>	<b>1,057,613</b>	<b>9,751,108</b>	<b>\$53,341,000</b>	<b>37%</b>	<b>2%</b>	<b>61%</b>



# Draft Budget

**JULY 1, 2024- JUNE 30, 2025**



# Agenda

- 01** Overview
- 02** Operations Revenues
- 03** Operations Expenses
- 04** Program Budgets
- 05** Capital Budget

# Overview – Budget Schedule

## Development Schedule

Feb 6, 2024	Budget kick-off meeting
Feb - April 2024	Program level budget meetings
May 6, 2024	Draft Budget presented to Board
June 3, 2024	Board review/adoption of Final Budget



**Goal:** Provide sufficient and sustainable funding for local transit service needs using the following guidelines:

- Maintain adopted reserve level
- Preserve a balance of revenues and expenditures over a 5-year horizon
- Provide for SRTP-adopted service levels
- Allow for innovative growth

# Overview- Draft Budget Summary

## Balanced operations budget with planned expenditures of capital reserves

- Continues fixed route service levels
- Realigns Demand Response service levels and programs
- Revenue fluctuation with signs of stabilizing
- Purchased transportation rates continue to increase
- Continued investment in facilities
- New grant funded position – Facility Development Project Manager

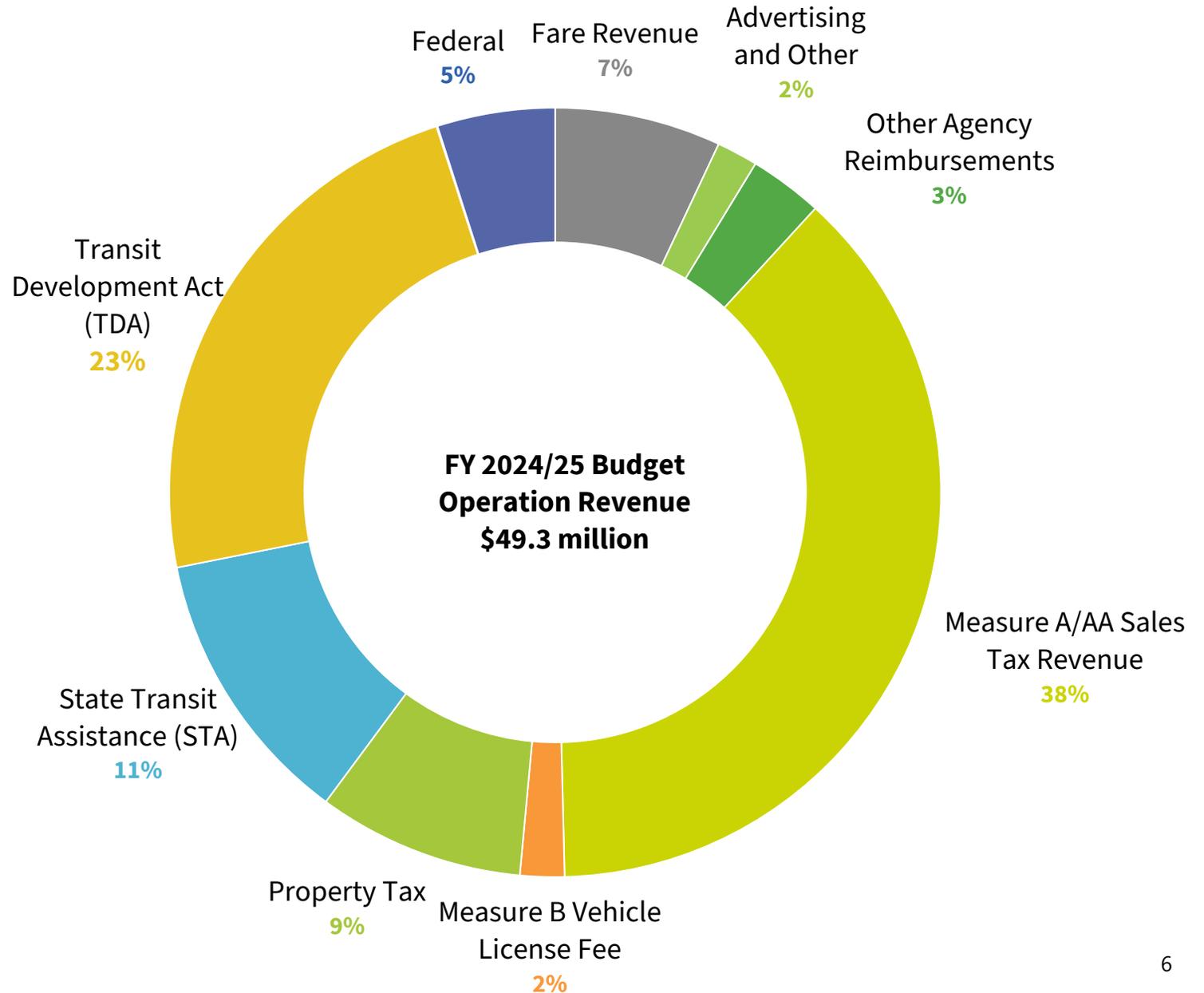
# Overview – Budget Summary

	FY2022/23 Actual	FY2023/24 Revised Budget	FY 2023/24 Estimated Actual	FY 2024/25 Draft Budget
<b>Revenue</b>				
Operations	37,990,774	43,865,464	46,358,777	49,283,402
Capital	7,325,565	16,303,572	8,763,005	9,751,108
<b>Total Revenue</b>	<b>\$45,316,339</b>	<b>\$60,169,036</b>	<b>\$55,121,782</b>	<b>\$59,034,510</b>
<b>Expenditures</b>				
Operations	37,287,174	43,789,813	41,386,978	45,290,112
Capital	7,347,763	18,795,570	8,763,005	9,751,108
<b>Total Expenditures</b>	<b>\$44,634,937</b>	<b>\$62,585,383</b>	<b>\$50,149,983</b>	<b>\$55,041,220</b>
Net Change in Fund Balance	\$681,402	-\$2,416,347	\$4,971,799	\$3,993,290
Emergency Reserve	6,742,000	7,298,302	7,298,302	7,548,352
Contingency Reserve	13,484,000	14,596,604	14,596,604	15,096,704
Capital Reserve	16,035,158	11,949,905	19,338,051	22,581,191
Fund Balance (total reserve)	\$36,261,158	\$33,844,811	\$41,232,957	\$45,226,247

# Operations Revenue

- Primarily Local (Measure A/AA) and State revenue for operations
- Includes expenditure of carryforward funds:
  - \$1.9 million in TDA carryforward revenues
  - \$1.2 million STA population based
  - \$3.8 million in Measure AA

Measure AA balance ~\$11 million

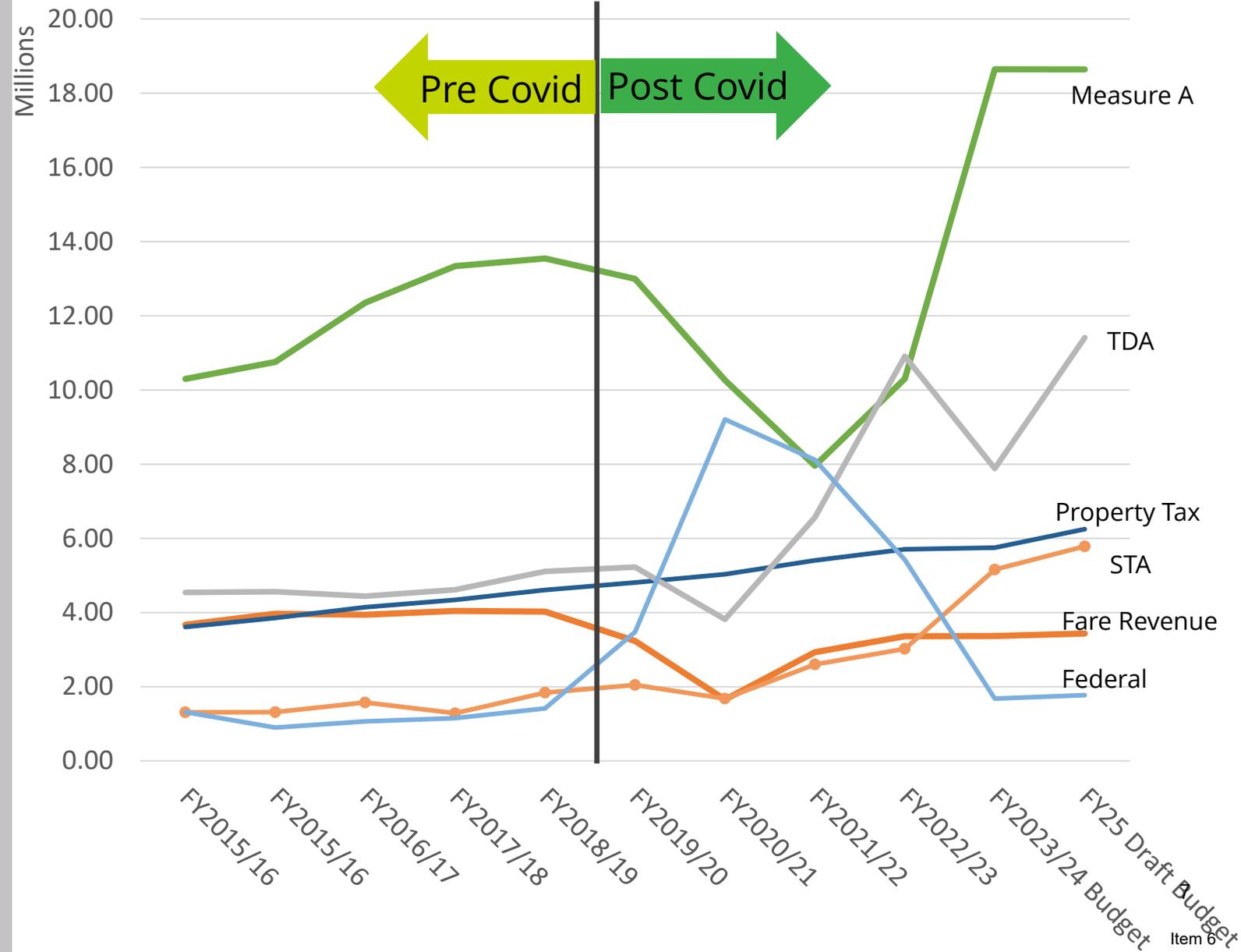


# Operations Revenue

## Post Pandemic Effect – Revenue Fluctuations

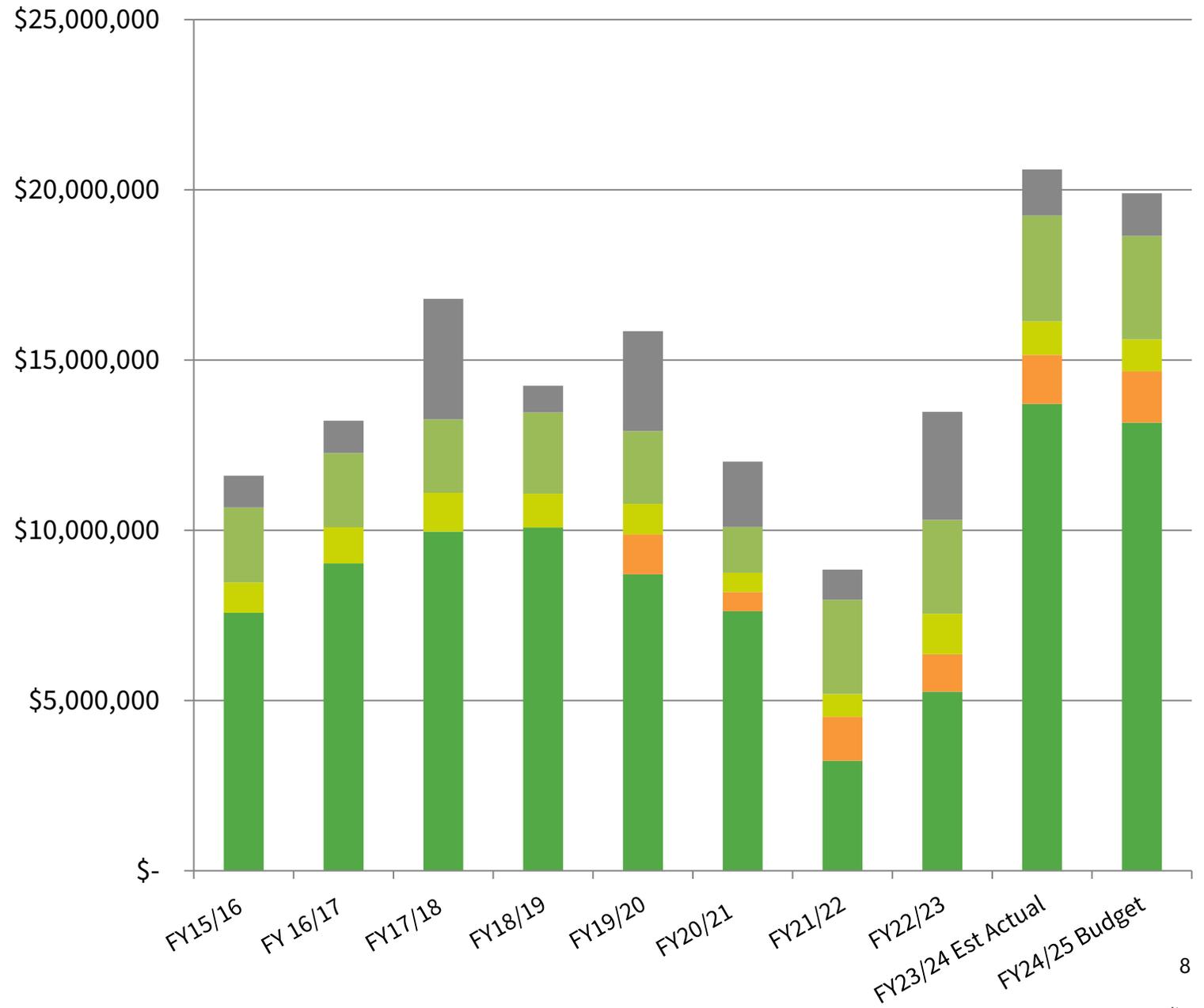
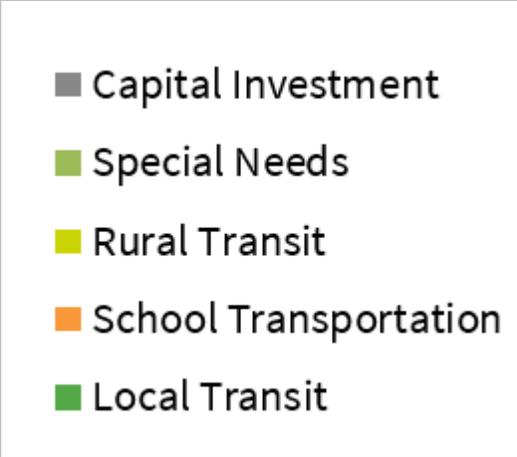
- Major revenues source continue be stable
- Post-COVID revenue expenditures fluctuate significantly due to pandemic ripple effects from:
  - Under projections
  - Carryforward balances
  - Federal relief fund availability

### Marin Transit Revenue Trend Lines



# Attachment B Measure A/AA Expenditures

- Return to pre-pandemic trend level
- Variation in Capital Expenses

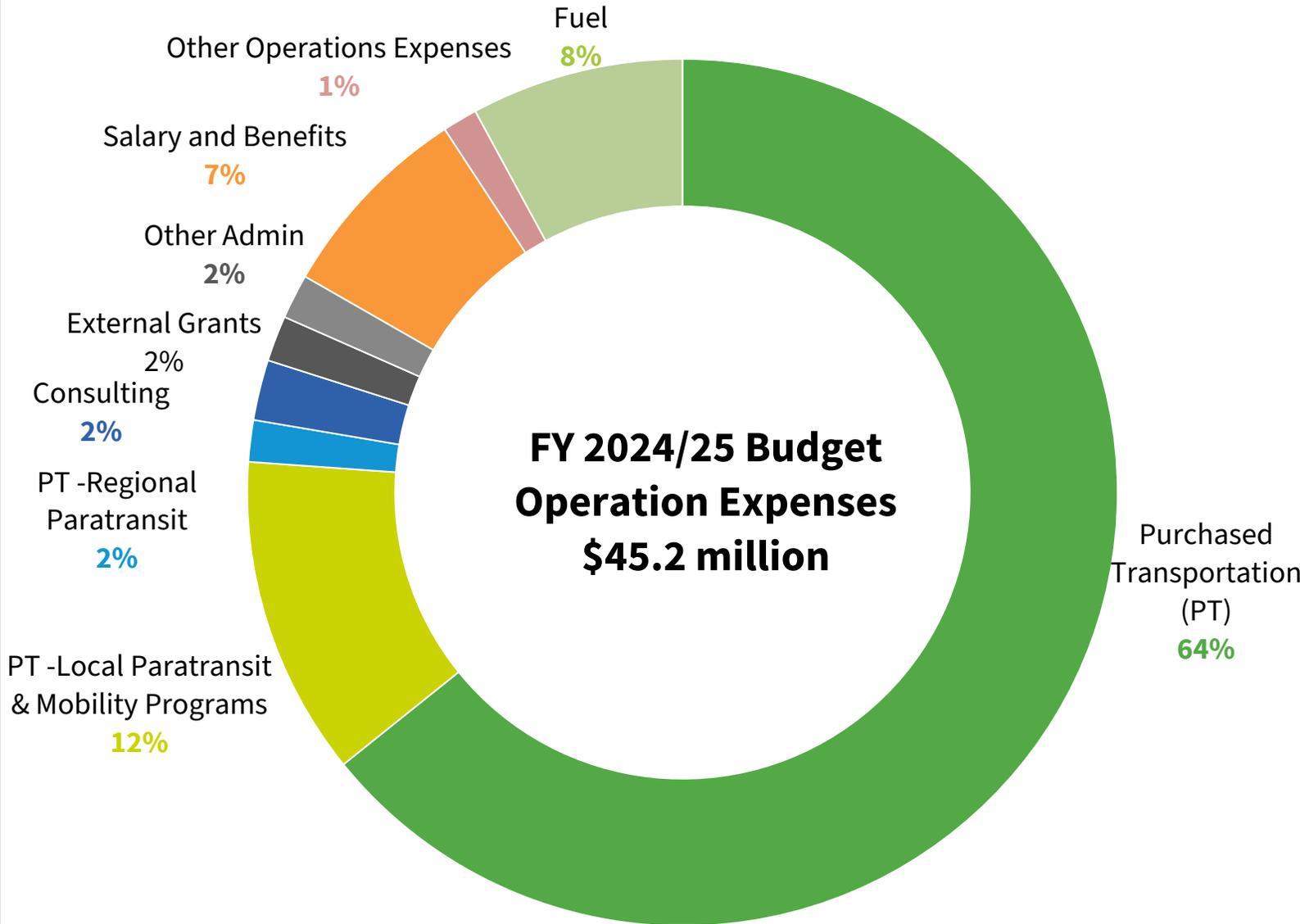


# Operations Expense

- Categories with variances over \$100,000 and >5%
  - Purchase Transportation
  - Salaries and Benefits
  - Transfers to Capital

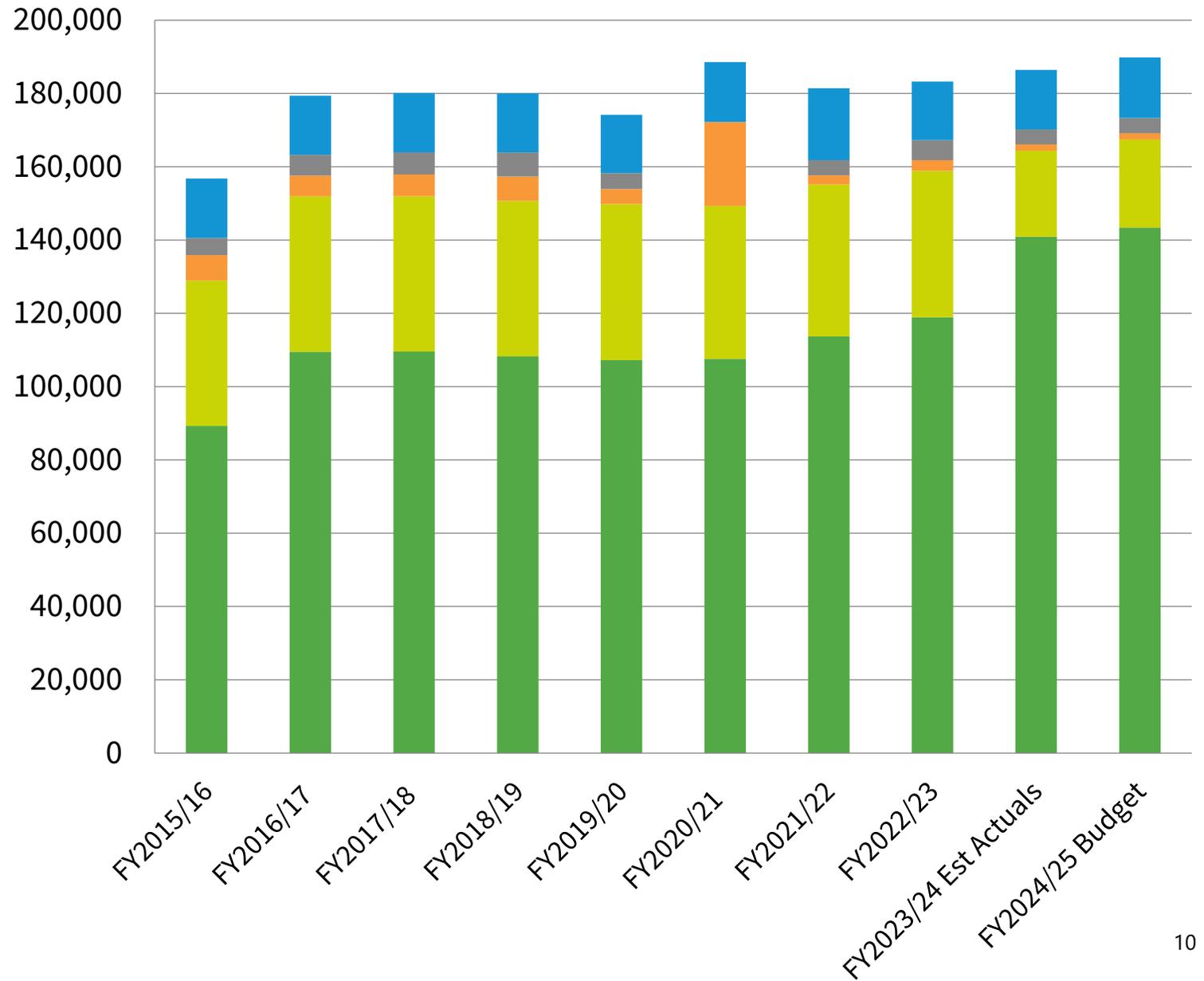
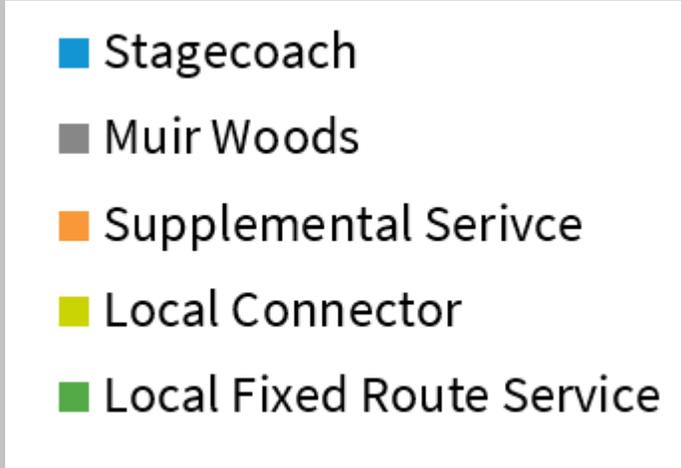
## Program Budgets

- Administration
- Local
- Yellow Bus
- Rural
- Marin Access



# Fixed Route Service Levels

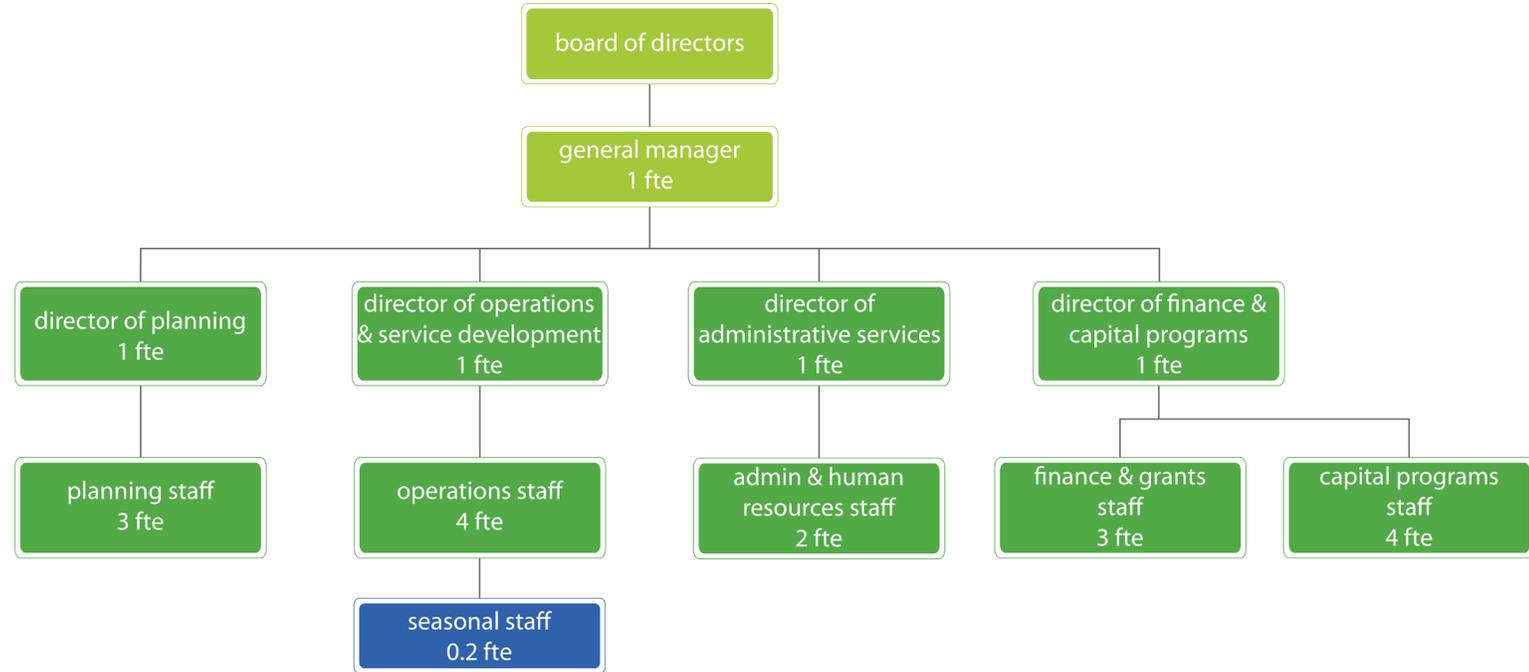
- Steady service levels



# Attachment B Operations

## Administration Budget

- \$5.0 million (before transfer of staff time to programs)
- 9% of Agency costs
- Additional operations position authorized in FY2023/24
- Adds new grant funded Capital Facility Project Manager
- 3 currently vacant position
- 21.3 FTEs



# Attachment B Operations

## Local Service \$32.7 million

- Operated by GGBHTD & Marin Airporter
- 72% of Operations cost
- Includes hours increase in FY2023/24 from GGHTD blocking changes
- 9% increase in Purchase Transportation Costs



Service Type	FY 2024/25 Budgeted Service (Rev Hrs)	Effective Contract Cost Per Hour (without fuel)	Notes
Fixed Route - Operated by GGBHTD	77,400	\$162.78	Contract rate increases 2.9%; contract includes customer service costs
Fixed Route – Operated by Marin Airporter	90,000	\$135.56	Fixed and variable contract, effective hourly rate increases 7.3%
Supplemental School – Operated by Marin Airporter	1,725	\$135.56	Fixed and variable contract, effective hourly rate increases 7.3%
Muir Woods Shuttle	4,200	\$212.39	Includes fuel, billed by vehicle per day

# Attachment B Operations

## Rural Budget \$2.8 million

- Operation by Marin Airporter
- No change to service levels
- Service to West Marin
- 7% increase in Purchase Transportation Costs



# Attachment B Operations

## Marin Access \$7.6 million

- Local and Regional Paratransit
- Services for older adults and people with disabilities
  - Volunteer Driver
  - Catch A Ride
  - Marin Access Fare Assistance
- Budget decreases 2%
- Measure B, Measure AA, & FTA Section 5307 and 5310 funding

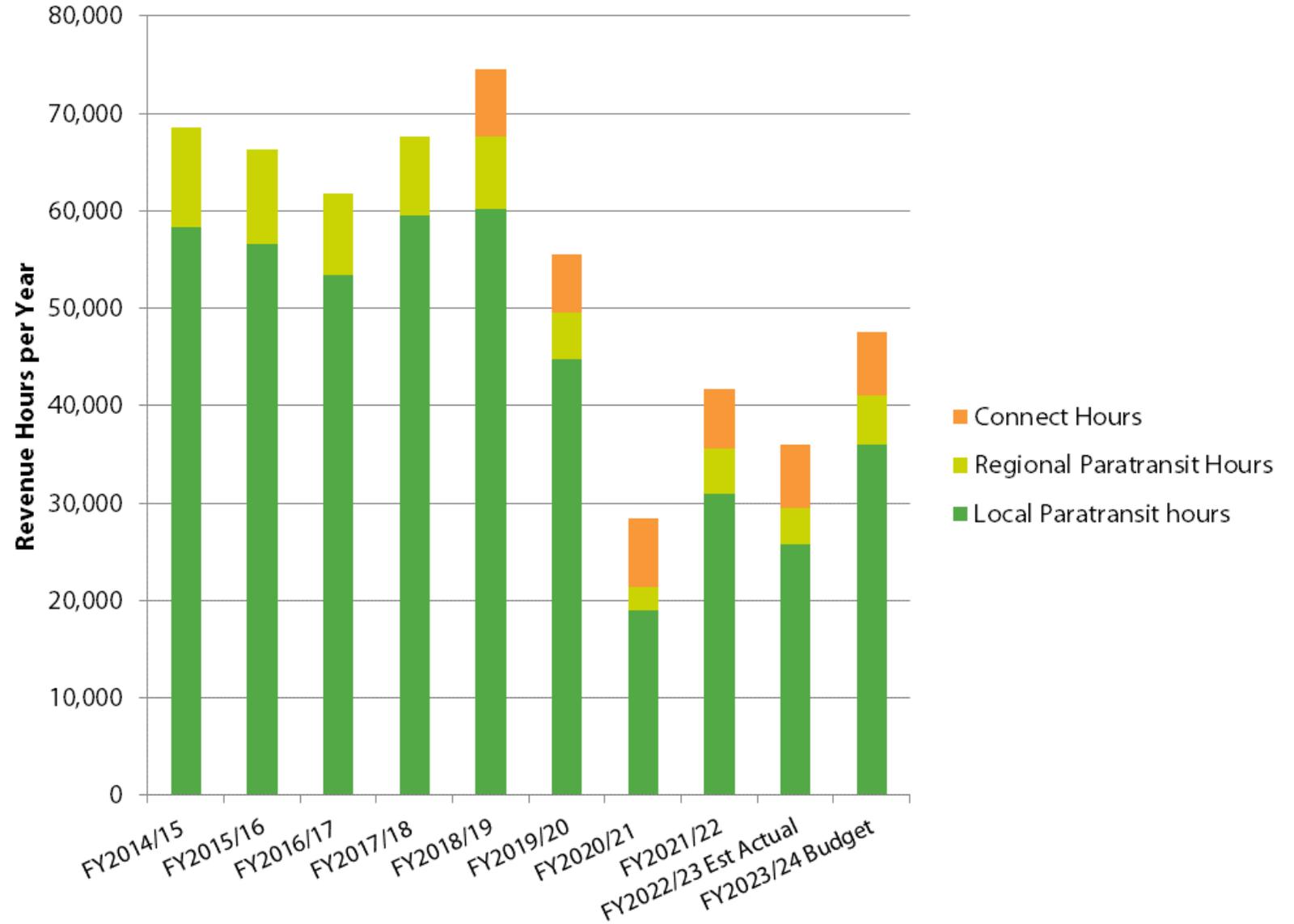


# Attachment B Operations

## Marin Access

### Service Hours

- Budgeted service hours are less than FY2023/24 service hour budget
- Budgeted service hours greater than FY2023/24 estimated actual



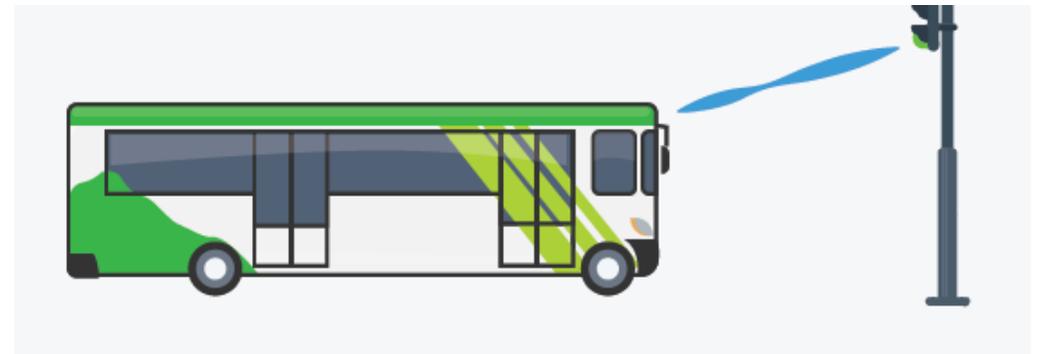
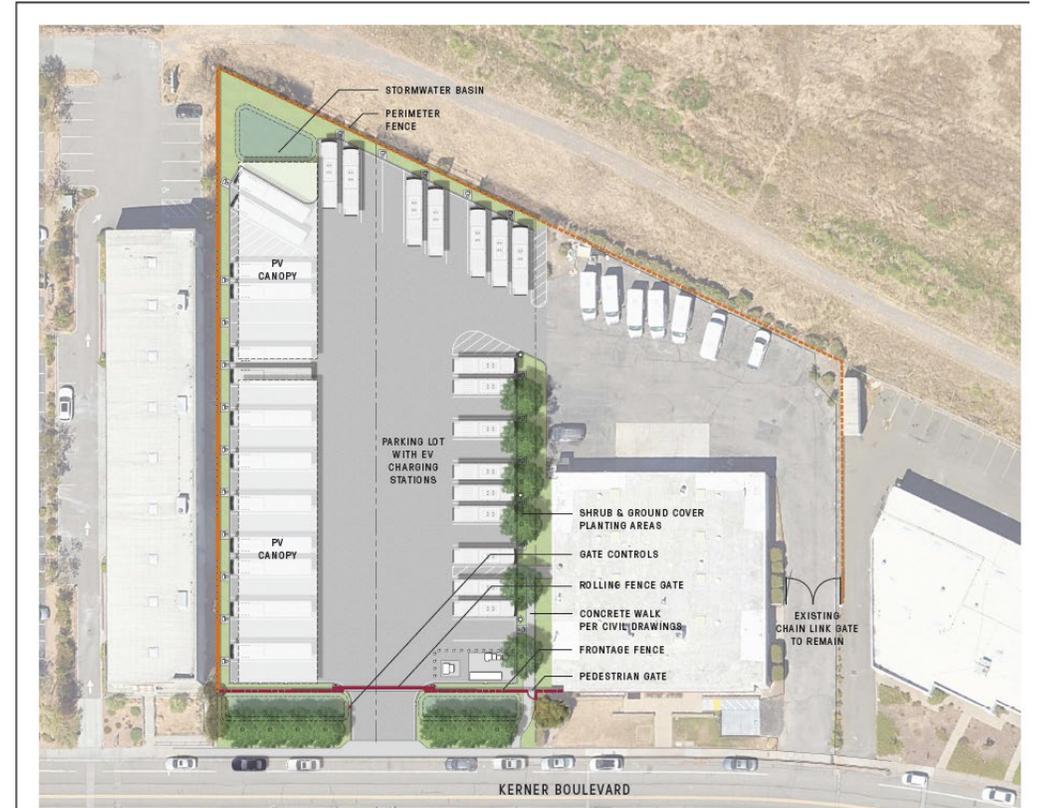
# Attachment B Operations

## Yellow Bus Service

- \$1.6 million Budget
- Operations of Ross Valley Yellow Bus (~\$840,000)
- Service Operated by Bauer Transportation
- \$1.0 million in Measure AA funds to five county yellow bus programs

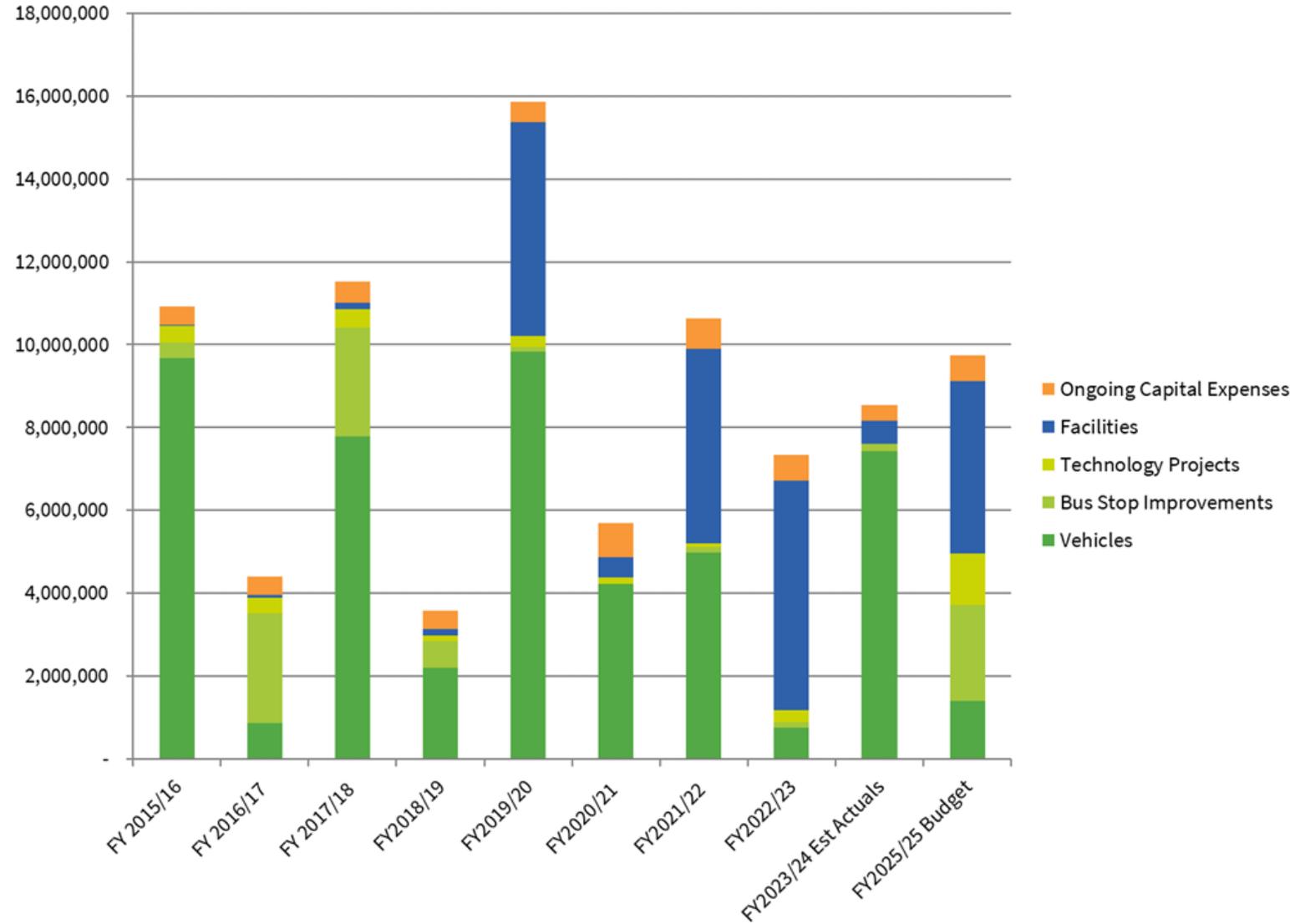


# Capital Budget \$9.8 million



# Capital Budget

- Electric paratransit vehicle
- Construction Phase for:
  - 3010/3020 Kerner Parking and Charging Facility
  - ADA Bus Stop Improvements
- Due diligence for fixed route charging and maintenance facility
- Corridor Improvements Project



# Thank you

**CONTACT**

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Supervisor District 4

#### **Maribeth Bushey**

Director  
City of San Rafael

#### **Fred Casissa**

Alternate  
Town of Corte Madera

May 6, 2024

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

### **Subject: Catch-A-Ride Pilot Program Evaluation and Recommendations**

Dear Board Members:

#### **Recommendation**

- Approve twelve-month extension to Catch-A-Ride pilot program.
- Authorize first amendment to Taxi Voucher Agreement with North Bay Taxi (#1254) for month-to-month extension not to exceed twelve months or \$338,000.
- Authorize first amendment to Vehicle Lease Agreement with North Bay Taxi (#1255) for a month-to-month extension not to exceed twelve months.
- Authorize second amendment to Uber Central and Voucher Agreement with Uber Technologies, Inc. (#1256) for a month-to-month extension not to exceed twelve months or \$70,868.
- Authorize the General Manager to negotiate month-to-month agreements with additional service providers for the Catch-A-Ride Pilot Program.

#### **Summary**

Staff is requesting that your Board approve a twelve-month extension to the Catch-A-Ride pilot program and associated agreements to allow staff to further evaluate opportunities to develop and implement measures to reduce the administrative burden of the program, improve the rider experience, and explore fare policy adjustments to ensure that the pilot program serves those most in need. Additionally, staff requests that your Board authorize the General Manager to negotiate month-to-month agreements with additional service providers for the Catch-A-Ride Pilot Program to increase supply and trip availability.

#### **Background**

The Catch-A-Ride program, launched in 2012, began as a subsidized taxi program that allowed riders to schedule and take trips with local taxi providers through a District sponsored call center. In July 2020, adjustments were made to the program and a base fare was introduced to reflect the premium nature of the service. After the July 2020 changes, riders paid a base fare of \$4 per trip and



100% of the fare beyond \$18 with riders limited to 10 one-way trips per month. The Catch-A-Ride program was successful, but since 2020, staff had identified additional opportunities for improvement.

In May 2023, your board approved a suite of changes to Marin Access programs including a 12-month pilot program to revamp and enhance the Catch-A-Ride program. This changed Catch-A-Ride to a voucher-based program which offers two types of vouchers for use with external providers: 1) paper vouchers for use on North Bay Taxi rides or 2) digital vouchers for rides via the Uber app; riders could also opt get a mix of both voucher types. Riders shifted to scheduling their trips directly with the provider by phone or via the Uber app. The changes took effect on July 1<sup>st</sup>, 2023, and have proven successful.

Staff shared initial findings on pilot program performance based on its first six months in the March 4, 2024 information packet to the Board. Since then, staff have completed additional evaluation of program performance, program administration, provider evaluation, program cost, and completed a rider survey to collect direct input from users of the service. A summary of the findings of each is shown below.

### **Program Performance**

The program has performed well and the pilot has experienced growth throughout the pilot period; Figure 1 shows program enrollment over the last year. As of April 2024, a total of 488 riders have enrolled in the program and received vouchers. Most riders are ambulatory or use a mobility device such as a cane that does not require the use of a wheelchair accessible vehicle. Approximately 44% of riders qualified for the Marin Access Fare Assistance (MAFA) Program; a slightly higher share of MAFA riders used Wheelchair Accessible Vehicles compared to general riders. Figure 2 below shows the split of eligible riders by whether they used a wheelchair accessible vehicle (Accessible) and whether they are enrolled in MAFA.

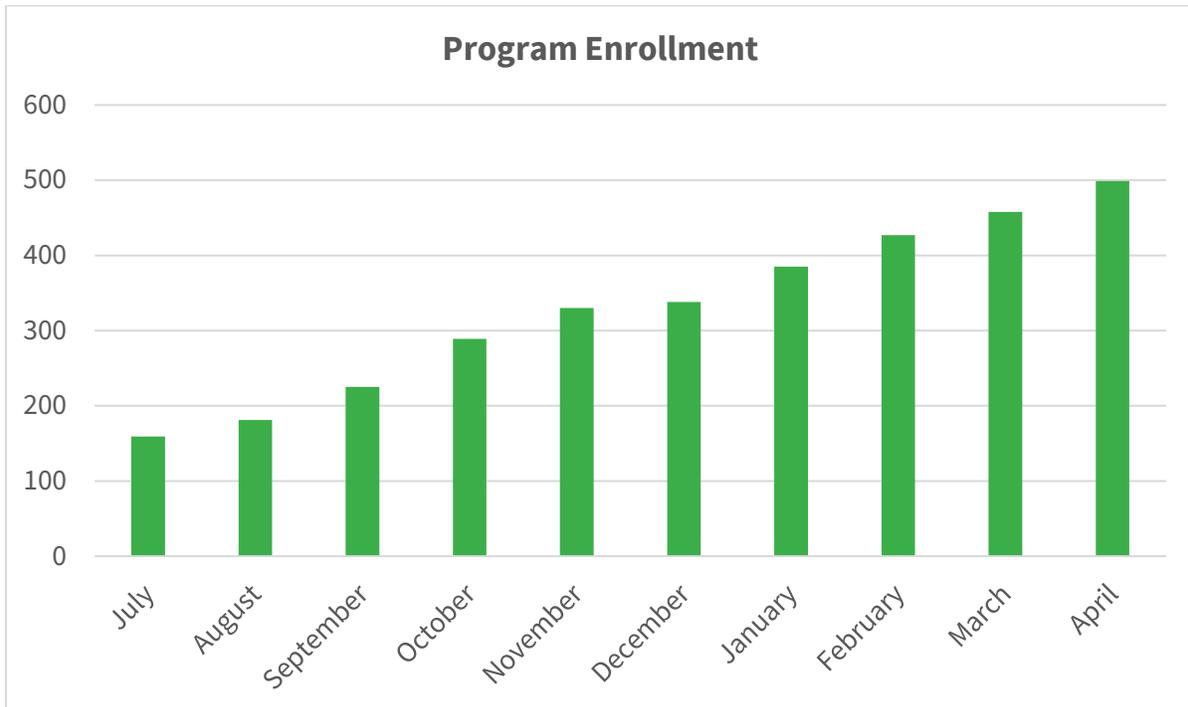


Figure 1: Program Enrollment

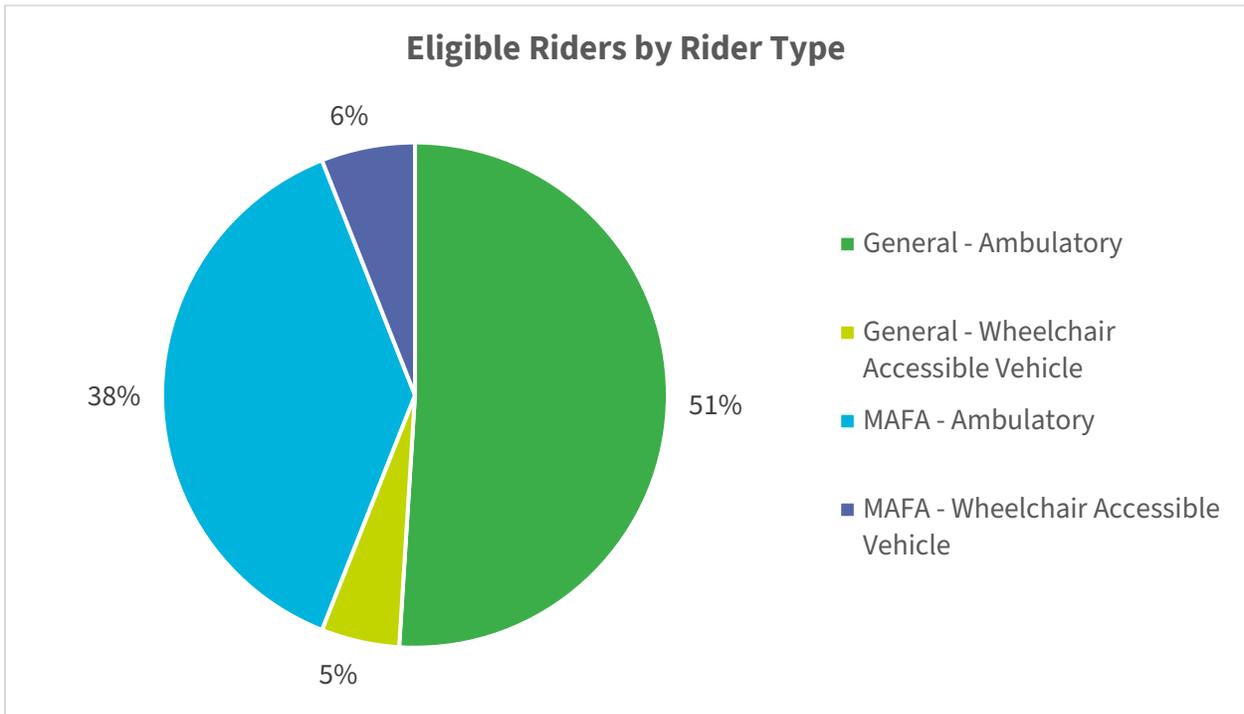


Figure 2: Eligible Riders by Rider Type

Generally, ridership grew month over month with a total of just over 8,000 trips provided through March 2024 (nine months of service) across all voucher types. As shown, Marin Access Fare Assistance riders make up the bulk of trips each month.

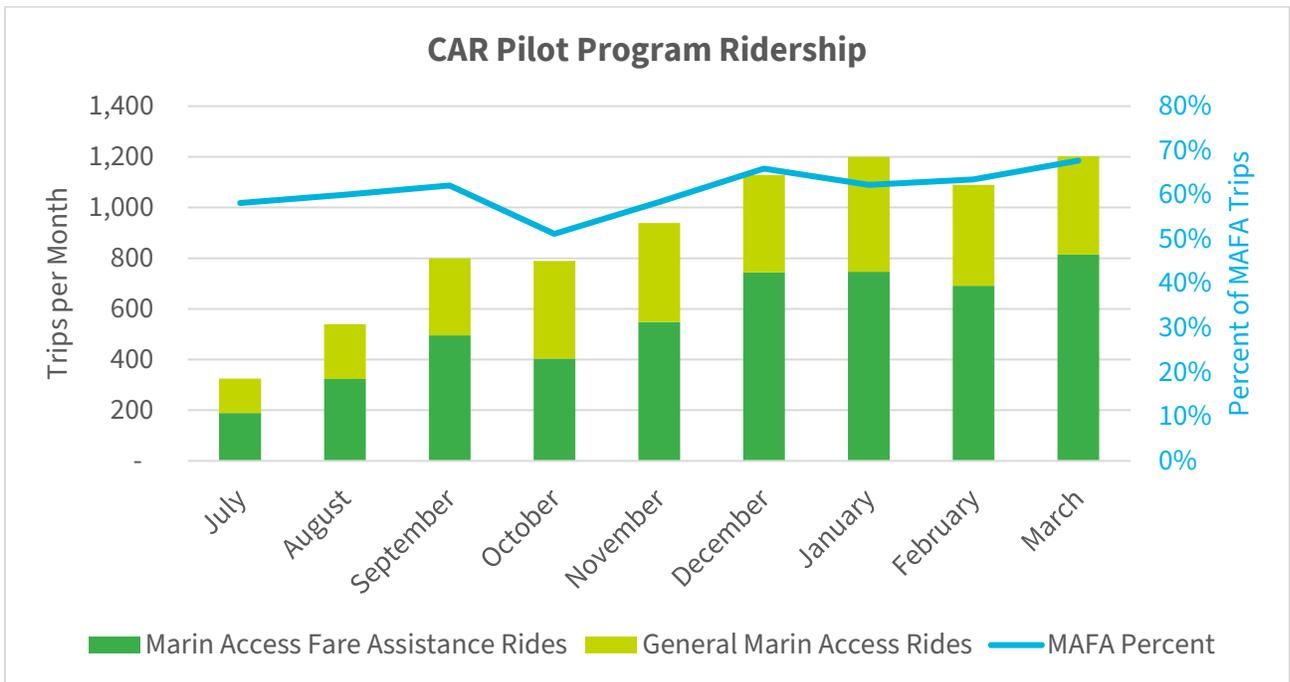


Figure 3: CAR Pilot Program Ridership



Most riders (62%) are choosing paper (taxi) vouchers over digital (Uber) vouchers but the interest in digital vouchers is increasing due to trip availability challenges with the taxi provider. A small number of riders have shifted from paper vouchers to digital as their knowledge and understanding of the program has grown.

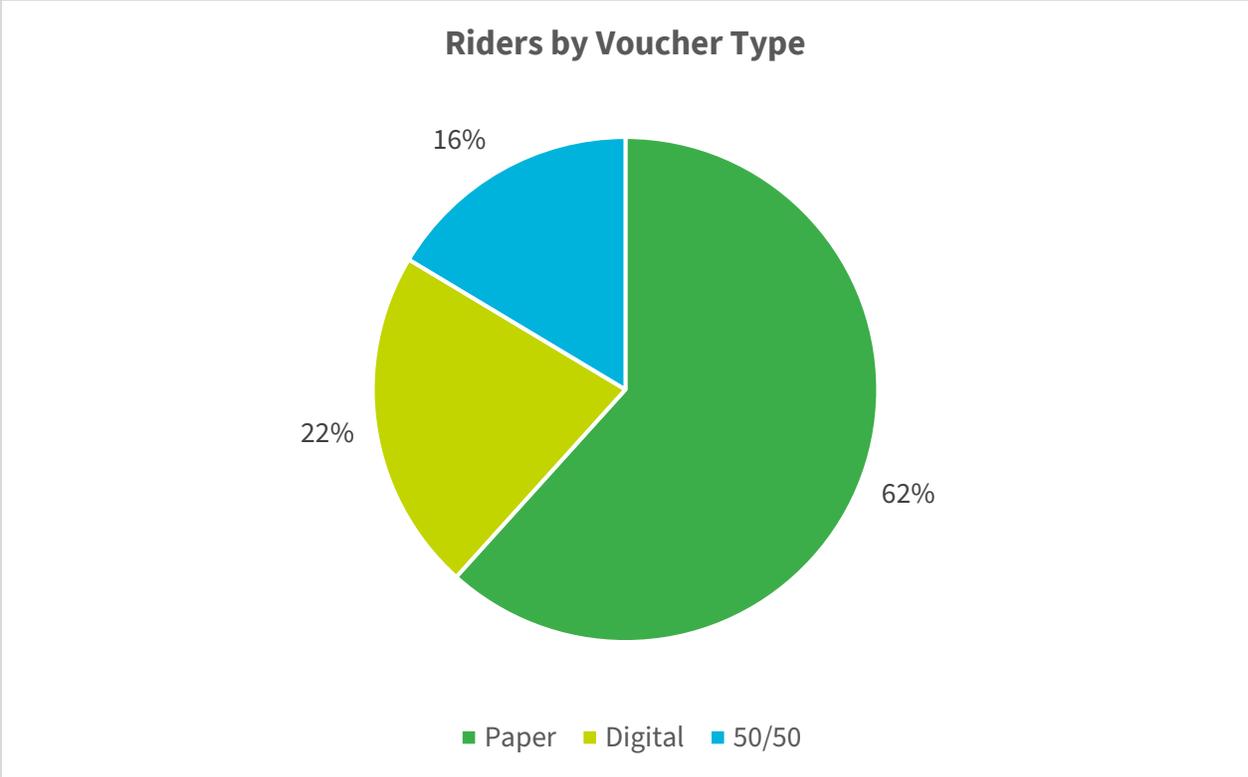


Figure 4: Riders by Voucher Type

Most riders are using less than half of their available vouchers. While there are a small number of riders (less than 20) who consistently max out their rides per quarter (30-40 rides/quarter), most riders (59%) average 4 or fewer rides per month; riders eligible for Marin Access Fare Assistance are taking more trips on average per month. The average trip length is 4.8 miles, with Uber riders averaging 7.6 miles and taxi riders averaging 3.8 miles.

**Rider Survey & Feedback**

In February 2024 staff initiated a web-based survey to solicit feedback about the Catch-A-Ride pilot program from riders. The survey was distributed via email and incentivized by offering vouchers for Catch-A-Ride trips. Overall, staff received 129 responses amounting to a response rate of 30%. Responses were representative of the overall split of riders across the voucher types available (e.g. paper, digital, or half paper/half digital). The survey was designed to collect feedback on major indicators of program success including receipt and activation of vouchers, ease of trip scheduling, trip availability, on time performance, driver courtesy, and cost of trips. Riders were also given the opportunity to rate their overall experience with the program and had the opportunity to share additional feedback in long form. Responses to the survey were largely positive with over 90% of riders reporting their overall experience to be good or excellent. The results are summarized in the table below.



	<b>Paper Voucher User</b> <i>Rated Good or Excellent</i>	<b>Digital Voucher User</b> <i>Rated Good or Excellent</i>
<b>Overall Experience</b>	92%	94%
<b>Receipt of Vouchers</b>	91%	96%
<b>Activation of Vouchers</b>	-	90%
<b>Ease of Trip Scheduling</b>	87%	87%
<b>Trip Availability</b>	84%	92%
<b>On Time Performance</b>	90%	92%
<b>Cost of Trips</b>	84%	86%
<b>Driver Courtesy</b>	96%	96%

Additional survey data indicates that riders primarily use the service for medical appointments and shopping. Riders reported that the top changes that would improve the program include additional vouchers, long-distance vouchers, and the ability to use vouchers with additional service providers.

Anecdotal feedback collected through the survey and general input demonstrated that there are opportunities for improvement around taxi trip scheduling and trip availability, and accessibility for those using digital vouchers (further described in the provider evaluation below). Riders also demonstrated a recognition of the lost value of trips that did not use the full subsidy amount (further described in the cost section below) and desire the ability to use the subsidy amount more flexibly to maximize the value.

**Program Administration**

Program administration is made up of six key activities, including: application intake and voucher type selection, voucher printing and distribution, voucher collection, voucher data entry, voucher reporting, and invoicing.

To gain access to the pilot program, riders first must become eligible for Marin Access mobility programs by completing an application and submitting proof of age and address demonstrating they are age 65 and over and a resident of Marin County or by qualifying for Marin Access ADA Paratransit. Once eligible, riders select their voucher type (e.g. paper, digital, or half and half). The Travel Navigators are responsible for program intake including eligibility determinations. The digital voucher distribution and invoicing process is relatively streamlined with most work automated or quickly accomplished online. The paper vouchers process, in contrast, has proven to be quite burdensome, requiring extensive time by District staff, the Travel Navigator team, and North Bay Taxi staff. Each quarter, personalized paper vouchers are printed and mailed to riders; collected by drivers; sorted and counted for invoicing; delivered back to Marin Transit, counted again, and data-entered. In addition, monthly printing and mailing costs are sizeable. As mentioned above, paper vouchers have proven more popular among riders, but unfortunately represent a much higher administrative burden.

To make this program sustainable, the District is exploring new ways to administer the program in a less burdensome manner.



### ***Provider Evaluation***

Two providers accept the District-provided subsidy for this program, North Bay Taxi (paper voucher) and Uber (digital voucher). District staff receive feedback about the service from both riders and providers; via check-ins with the providers and feedback reported via established feedback channels from riders, e.g. reports to the Travel Navigators, directly to District staff, or to PCC. The Spring 2024 rider survey also provided a deeper understanding of riders' experiences with each provider. While feedback was largely positive, there are opportunities for improvement with both providers.

As ridership increased, it became evident that North Bay Taxi's supply of drivers and vehicles cannot always meet the growing demand of riders. Riders began to report trip denials and challenges reaching scheduling staff to request a ride. While riders are educated that the service is provided on an "as available" basis only, challenges with reliability may lead riders to become dissatisfied with and/or abandon the program. Additional concerns include dispatch staff failing to provide fare estimates and providing inaccurate program information to riders. Staff have advised North Bay Taxi administrative staff of riders' concerns, asked for follow-up, and educated their staff on program rules and rider expectations.

Both providers offer accessible service; North Bay Taxi utilizes an accessible van leased from the District while Uber offers UberWAV (WAV = wheelchair accessible vehicle) to riders for trips in accessible vehicles available on their network. Riders are utilizing the accessible vehicles with both providers and there have been no reports of poor service or service denials based on vehicle type.

Concerns with Uber include provision of service to riders traveling with service animals and language barriers between drivers and riders. Ensuring the program is accessible to all is of utmost importance to the District and District staff have communicated extensively with Uber on this topic. While staff are encouraged by Uber's recent efforts to improve accessibility for those traveling with service animals, including providing a dedicated reporting line for those experiencing a trip denial that a rider suspects was because of their service animal, staff will continue to monitor the program to ensure accessibility for all riders.

There are three areas in which staff are working to address rider concerns about the CAR program: 1) staff continue to work with Uber and any rider that reports a trip denial to understand the nature of the denial and refund the trip and voucher 2) staff is exploring addition of new providers to provide more rider choice (see below), and 3) staff is enhancing our program monitoring framework to ensure equivalency for riders with disabilities, including those who use wheelchairs. For this third area, staff is implementing a monitoring framework that will track that the program as a whole – including all providers – offers equal opportunities to those with disabilities compared to other riders. Staff will use the following seven characteristics for equivalency per FTA's ADA guidance (FTA § 37.77(c)):

1. Response time;
2. Fares;
3. Geographic area of service;
4. Hours and days of service;
5. Restrictions or priorities based on trip purpose;
6. Availability of information and reservations capability; and
7. Any constraints on capacity or service availability



**Program Cost**

Program costs for the FY24 pilot were anticipated to be \$365,000. Staff have monitored costs throughout the pilot program and projections through the end of FY24 are on track; however, growing demand for the program demonstrates that program costs could escalate quickly and exceed available funding.

The cost for the service varies greatly based on provider due to the way the vouchers are set up. For Uber, the District simply pays the cost of the trip. For North Bay Taxi, the District pays the taxi provider the full subsidy amount for each voucher (\$20, \$25, or \$40), regardless of whether the cost of the trip met the full subsidy amount; this payment structure was established due to limitations of paper vouchers and in order to encourage the taxi provider to provide service through the Catch-A-Ride program. As a result, the District is paying far more per North Bay Taxi trip compared to Uber. As noted above, riders are traveling fewer miles with their taxi vouchers due to the dynamic pricing structure for Uber trips and the inclusion of wait time for taxi trips. On average, the District is paying less than one third for each mile traveled on Uber compared to each mile traveled on North Bay Taxi.

Average subsidy per ride and enrolled rider per month through January 2024 are shown in the table below.

	North Bay Taxi	Uber
Average Subsidy Per Ride	\$24.85	\$16.08
Average Subsidy Per Enrolled Rider Per Month	\$72.43	\$49.01
Average Trip Length	3.8 miles	7.6 miles

**Key Takeaways**

Key takeaways are detailed below.

1. The program is highly valued by Marin Access riders; riders enrolled in the fare assistance program make up the bulk of the trips each month.
2. Program administration for the paper vouchers is burdensome, costly, and requires significant staff support at the District and its operational partners at all levels.
3. There are provider challenges that diminish the rider’s experience including accessibility with digital vouchers (particularly in terms of travel with service animals), and capacity limitations with paper vouchers. Additional service monitoring and assessment is needed to ensure that equivalent service is provided to meet ADA regulations.
4. Fare policy and voucher reimbursement adjustments must be explored to ensure the program is viable financially in the long term, with a focus on continuing to serve those with the greatest financial need.
5. Riders desire more flexibility to use the subsidy the District provides, in both the value available for each trip and the availability of additional providers.



## Next Steps

This evaluation demonstrates that this program is providing an important and valuable service to Marin County communities and warrants continuation, but that it is not viable in its current form as a long-term model. As such, staff recommends continuing the current pilot program on a month-to-month basis, for up to an additional year of service while staff determines a new program model that maintains the parts of the program that are working while changing those aspects that are not. Staff has already begun robust research to assess the best ways to address the various identified areas for improvement and will come to the Board with a revamped program model when staff recommendations are ready.

Staff is actively working on the following changes:

- Addition of service providers to increase trip capacity and improve accessibility; this process is underway, and this Board action includes authorizing the General Manager to add new providers;
- Streamlined subsidy distribution process, improving rider choice in terms of provider and use of the subsidy value, and maximizing travel value per dollar of District expenditure;
- New fare policy and voucher reimbursement adjustments to better serve those with income barriers and ensure long term financial viability of the program; and
- Enhanced monitoring of the program to ensure it provides for equivalent service for all per ADA regulations including response time, fares, geographic area of service, hours and days of service, restrictions of priorities based on trip purpose, availability of information and reservations capability, and constraints on capacity or service availability.

## Fiscal/Staffing Impact

The cost to amend the two provider contracts to continue the Catch-A-Ride pilot program for up to one year is detailed below and is accounted for in the FY25 Draft Budget.

FY2024/25 Annual Cost Projections	
Program Administration: Paper Voucher Acceptance & Call Center Support	\$15,600
Paper Voucher Trip Subsidies	\$311,656
Accessible Vehicle: Permit & Insurance	\$9,750
Accessible Vehicle: Fuel	\$7,106
Digital Voucher Trip Subsidies	\$70,868
Program Administration: Eligibility, Voucher Distribution, & Paper Voucher Reporting	\$69,327
<b>Total</b>	<b>\$484,307</b>



Respectfully Submitted,

*Joanna Huitt*

Joanna Huitt  
Senior Mobility Planner

**Attachment A:** Catch-A-Ride Evaluation and Recommendations Presentation

**Attachment B:** First Amendment to Taxi Voucher Agreement with North Bay Taxi

**Attachment C:** First Amendment Vehicle Lease Agreement with North Bay Taxi

**Attachment D:** Second Amendment to Uber Central and Voucher Agreement with Uber Technologies, Inc.



# **Catch-A-Ride Pilot Program Evaluation and Recommendations**

# Background

- **2012**

- Catch-A-Ride program launch
- Subsidized taxi program offers additional mobility options to those 65+ and not eligible for ADA paratransit

- **July 2020**

- Program adjustments made to reflect premium nature of service
- Base fare of \$4 added
- Addition of Marin Access Fare Assistance

- **July 2023**

- 12-month pilot program to revamp and enhance the Catch-A-Ride (CAR)
- Elimination of call center
- Addition of Uber as a provider

# Catch-A-Ride Pilot Program

## Paper voucher program Agreement with North Bay Taxi

Marin Transit leases North Bay Taxi an accessible vehicle to ensure accessible vehicle is available



## Digital voucher program Agreement with Uber

Joanna, the GEN-AMB-FY24Q4 voucher has been added to your account

Your voucher will be live between Apr 01, 2024 12:00 AM till Jun 30, 2024 11:30 PM, and will automatically be applied to your next eligible ride.

- ★ You pay first \$5.00, Up to \$20.00 off each trip 30 trips total



### GEN-AMB-FY24Q4

Issuer  
Marin Transit

Value  
You pay first \$5.00, Up to \$20.00 off each trip  
30 trips remaining (30 trips total)

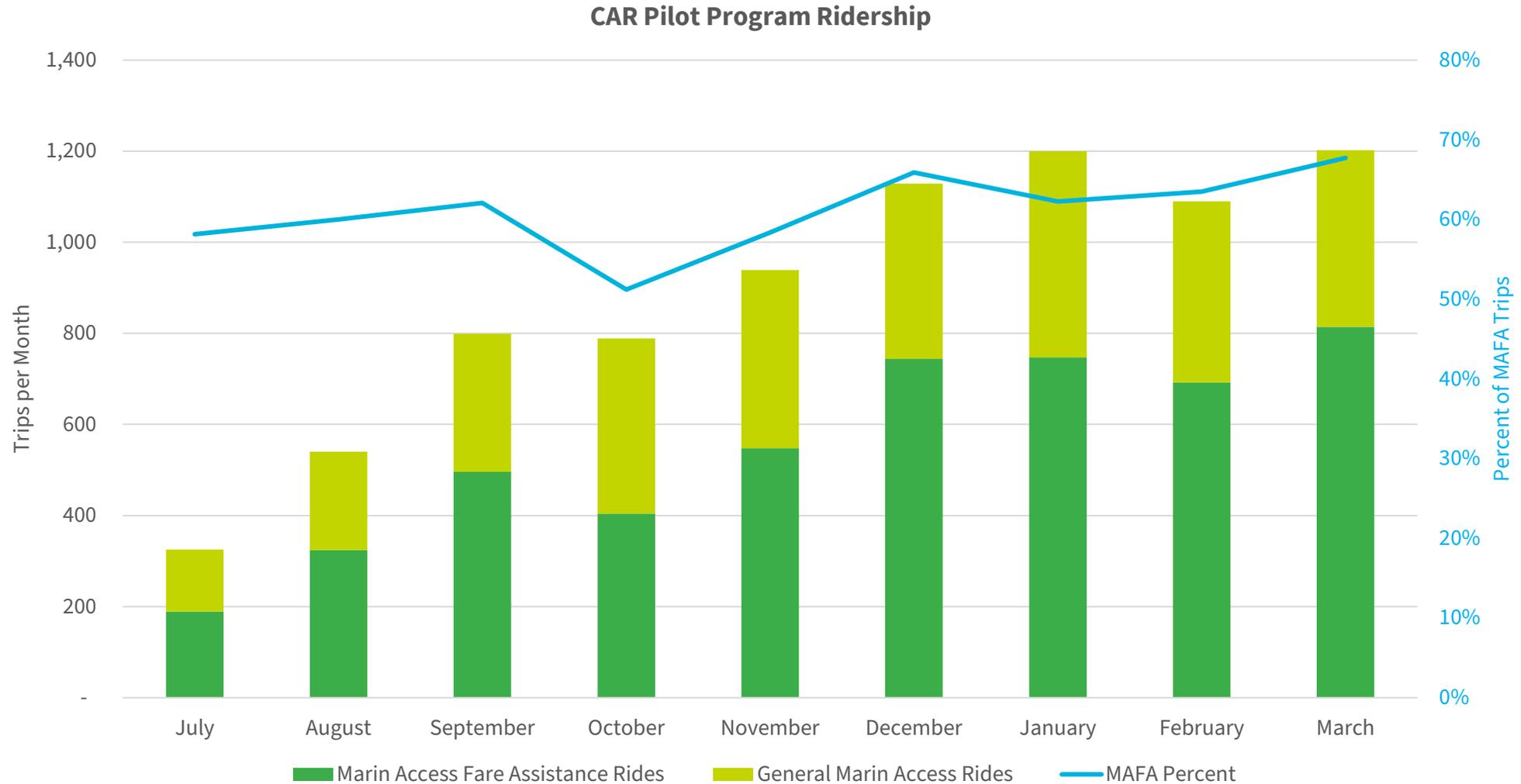
Starts  
April 1, 2024 at 00:00

Expires  
June 30, 2024 at 23:30

Valid vehicle types  
assist, uberx, uberx share, wav

Location restrictions  
Pickup and drop-off locations  
[View details](#)

# Evaluation – Program Performance

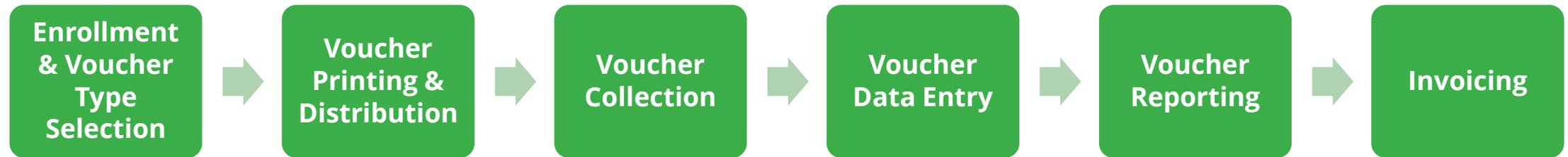


# Evaluation - Rider Feedback

	Paper Voucher User	Digital Voucher User
<b>Receipt of Vouchers</b>	91%	96%
<b>Activation of Vouchers</b>	-	90%
<b>Ease of Trip Scheduling</b>	87%	87%
<b>Trip Availability</b>	84%	92%
<b>On Time Performance</b>	90%	92%
<b>Cost of Trips</b>	84%	86%
<b>Driver Courtesy</b>	96%	96%
<b>Overall Experience</b>	<b>92%</b>	<b>94%</b>

# Evaluation – Program Administration

**Program administration for paper vouchers is time consuming and costly**



# Evaluation – Providers

- Largely positive feedback from riders, but issues do exist with both providers
- North Bay Taxi
  - Capacity / driver availability
  - Dispatch and customer service training
- Uber
  - Language barriers between drivers & riders
  - Accessibility for those traveling with service animals

# Evaluation – Subsidies

	North Bay Taxi	Uber
<b>Average Subsidy Per Ride</b>	\$24.85	\$16.08
<b>Average Subsidy Per Enrolled Rider Per Month</b>	\$72.43	\$49.01
<b>Average Trip Length</b>	3.8 miles	7.6 miles

# Summary

The program expands mobility for Marin Access riders, particularly those with income barriers

## Key Areas for Improvement

1. Program administration for paper vouchers is burdensome and costly
2. There are some provider challenges that diminish the rider's experience
3. It is unclear whether the program will be financially viable long term in current form
4. Riders desire more flexible options to use the subsidy provided by the District

# Recommendation & Next Steps

## **Staff recommends that your Board:**

- Authorize month-to-month extension to Catch-A-Ride pilot program, for up to a year of service
- Amend current contracts for month-to-month extension with existing providers (North Bay Taxi & Uber)
- Authorize General Manager to negotiate month-to-month agreements with additional service providers

## **During the continued pilot period, staff will:**

- Streamline the voucher distribution process & improve rider choice
- Make adjustments to fare policy and voucher reimbursements to better serve those with income barriers and ensure long term financial viability
- Enhance monitoring of the program to ensure it provides for equivalent service for all per ADA regulations

# Thank you

**CONTACT**

**Joanna Huitt**

**Senior Mobility Planner**

**[jhuitt@marintransit.org](mailto:jhuitt@marintransit.org)**

**FIRST AMENDMENT TO AGREEMENT**  
**BY AND BETWEEN THE**  
**MARIN COUNTY TRANSIT DISTRICT AND NORTH BAY TAXI Inc. DATED July 1, 2023**

THIS AMENDMENT is made and entered into this 6<sup>th</sup> day of May, 2024 by and between the MARIN COUNTY TRANSIT DISTRICT, (hereinafter referred to as "Marin Transit" or "District") and North Bay Taxi Inc. (hereinafter referred to as "Contractor").

RECITALS

WHEREAS, the District and the Contractor entered into an agreement (#1200); and

WHEREAS, the parties wish to amend the agreement to extend the contract on a month-to-month basis through June 30, 2025; and

NOW, THEREFORE, the parties hereby agree to the following amendments as set forth below:

AGREEMENT

- 1) Except as otherwise provided herein all terms and conditions of the agreement shall remain in full force and effect.
- 2) Section 4 of the Agreement with the Contractor is amended to read as follows:  

**4. MAXIMUM COST TO DISTRICT:** In no event will the cost to District for the services to be provided herein exceed the maximum sum of \$572,00 including direct non-salary expenses. As set forth in section 14 of this Contract, should the funding source for this Contract be reduced, Contractor agrees that this maximum cost to District may be amended by written notice from District to reflect that reduction.
- 3) Section 5 of the Agreement with the Contractor is amended to read as follows:  

**TIME OF CONTRACT:** This Contract shall commence on July 1, 2024 and shall terminate on June 30, 2025. This amendment is awarded on a month-to-month basis and the contract is extended to no later than June 30, 2025. 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 Contractor. The final invoice must be submitted within 30 days of completion of the stated scope of services.
- 4) **Exhibit B: Fees and Payment Schedule** of the Agreement with the Contractor is replaced in its entirety with the attached Attachment B.

IN WITNESS WHEREOF, the parties hereto have executed this Addendum on the day first

written above.

CONTRACTOR:

MARIN COUNTY TRANSIT DISTRICT:

By \_\_\_\_\_

\_\_\_\_\_



APPROVED AS TO FORM:

County Counsel

\_\_\_\_\_

DRAFT

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

DISTRICT shall pay CONTRACTOR as follows:

- (1) DIRECT VOUCHER REIMBURSEMENT. DISTRICT shall pay CONTRACTOR per trip based on the voucher amount shown in table "Catch-A-Ride User Subsidy per Trip" below not to exceed \$515,656 during the term of the contract.

**Catch-A-Ride User Subsidy per Trip**

<b>Voucher Type<sup>1</sup></b>	<b>Per Trip Amount<sup>2</sup></b>
Fare Assistance Eligible – Ambulatory	\$25
Fare Assistance Eligible – WAV*	\$25
Fare Assistance Eligible – Ambulatory – Long Distance	\$40
Fare Assistance Eligible – WAV* - Long Distance	\$40
General Rider – Ambulatory	\$20, rider pays \$5 base fare at boarding
General Rider – WAV*	\$20, rider pays \$5 base fare at boarding
Emergency Voucher	\$25
No Shows	\$10 per trip
Boarding Time – WAV	\$10 per trip

1. Marin Transit reserves the right to change, add, or update voucher types at any time. 2. Only one ride subsidy may be applied per ride regardless of the number of eligible passengers. Marin Transit reserves the right to change the per trip subsidy amount at any time.

- (2) MONTHLY PROGRAM ADMINISTRATION. DISTRICT shall pay CONTRACTOR a monthly program administration fee based on total trips provided per month as shown in the Program Administration table below.

**Program Administration**

<b>Trips per Month</b>	<b>Monthly Fee</b>
0 – 25 trips per month	\$100
25 – 100 trips per month	\$250
> 100 trips per month	\$500

- (3) CALL CENTER SUPPORT. DISTRICT shall pay CONTRACTOR for call center support in accordance with the Call Center Support table below, not to exceed \$800 per month.

**Call Center Support**

<b>Trips per Month</b>	<b>Monthly Fee</b>
0 – 25 trips per month	\$100
25 – 100 trips per month	\$250
> 100 trips per month	\$500
Ability to take pre-scheduled rides (at least 24 hours in advance and up to 7 days in advance)	\$100
Ability to provide fare estimates at time of booking	\$100
Ability to support trip booking & customer service in Spanish and other languages	\$100

- (4) ACCESSIBLE VEHICLE ALLOWANCE. DISTRICT shall pay CONTRACTOR an allowance for operation of an accessible vehicle as specified in Accessible Vehicle Allowance Table.

**Accessible Vehicle Allowance**

<b>WAV Costs</b>	<b>Annual or One-Time Fee</b>
Registration / Permit Cost	\$750 <i>annual fee</i>
Insurance Support	\$9,000 <i>annual fee</i>

Attachment B

- (5) AUTHORIZATION REQUIRED. Services performed by CONTRACTOR and not authorized in this Contract shall not be paid for DISTRICT. Payment for additional services shall be made to CONTRACTOR by DISTRICT if, and only if, this Contract is amended by both parties in advance of performing additional services.
- (6) INVOICES. CONTRACTOR shall submit requests for payment with backup documentation via invoice to DISTRICT by the 15<sup>th</sup> of each month (or first business day following the 15<sup>th</sup>) that includes the following:
  - All individual vouchers collected.
  - Monthly and Daily summary sheet
  - Documentation demonstrating that an accessible vehicle was in service for all hours of operation.
  - Documentation related to any additional costs associated with allowable expenditures.

The invoice packet should be sent to contract manager and [ap@marintransit.org](mailto:ap@marintransit.org). A sample invoice is shown in Exhibit I.

- (7) MAXIMUM CONTRACT AMOUNT. The maximum term of this Contract is 24 months. The maximum amount payable to Contractor under this Contract for this period shall not exceed \$572,006

	Monthly Maximum	One Time	Annual Not to Exceed
<b>FY24</b>			
User Subsidy	NA		\$204,000
Program Administration	\$500		\$6,000
Call Center Support	\$800		\$9,600
Accessible Vehicle Allowance		\$14,750	\$14,750
<b>FY25</b>			
User Subsidy	NA		\$311,656
Program Administration	\$500		\$6,000
Call Center Support	\$800		\$9,600
Accessible Vehicle Allowance		\$9,750	\$9,750
<b>Total</b>			<b>\$572,006</b>

**FIRST AMENDMENT TO AGREEMENT**  
**BY AND BETWEEN THE**  
**MARIN COUNTY TRANSIT DISTRICT AND NORTH BAY TAXI Inc. DATED June 13, 2023**

THIS AMENDMENT is made and entered into this 6<sup>th</sup> day of May, 2024 by and between the MARIN COUNTY TRANSIT DISTRICT, (hereinafter referred to as "Marin Transit" or "District") and North Bay Taxi, Inc. (hereinafter referred to as "Contractor").

RECITALS

WHEREAS, the District and the Contractor entered into an agreement (#1199); and

WHEREAS, the parties wish to amend the agreement to extend the contract on a month-to-month basis through June 30, 2025;

NOW, THEREFORE, the parties hereby agree to the following amendments as set forth below:

AGREEMENT

- 1) Except as otherwise provided herein all terms and conditions of the agreement shall remain in full force and effect.
- 2) Termination of Agreement Section of the Agreement with the Contractor is amended to read as follows:

**d) TIME OF CONTRACT:** This Contract shall commence on July 1, 2024 and shall terminate on June 30, 2025. This amendment is awarded on a month-to-month basis and the contract is extended to no later than June 30, 2025.

IN WITNESS WHEREOF, the parties hereto have executed this Addendum on the day first written above.

CONTRACTOR:

MARIN COUNTY TRANSIT DISTRICT:

By \_\_\_\_\_

\_\_\_\_\_

APPROVED AS TO FORM:

County Counsel  
\_\_\_\_\_

**SECOND AMENDMENT TO AGREEMENT**  
**BY AND BETWEEN THE**  
**MARIN COUNTY TRANSIT DISTRICT AND UBER TECHNOLOGIES, INC. DATED NOVEMBER 1, 2020**

THIS AMENDMENT is made and entered into this 6<sup>th</sup> day of May 2024 by and between the MARIN COUNTY TRANSIT DISTRICT, (hereinafter referred to as "Marin Transit" or "District") and UBER TECHNOLOGIES, INC. (hereinafter referred to as "Contractor").

RECITALS

WHEREAS, the District and the Contractor entered into an agreement (#192054); and

WHEREAS, the parties amended the agreement for an additional year through June 30, 2024 (#1115); and

WHEREAS, the parties wish to amend the agreement to extend the contract on a month-to-month basis through June 30, 2025;

NOW, THEREFORE, the parties hereby agree to the following amendments as set forth below:

AGREEMENT

- 1) Except as otherwise provided herein all terms and conditions of the agreement shall remain in full force and effect.
- 2) **Exhibit 1: Scope of Work** of the Agreement with the Contractor is replaced in its entirety with the attached Exhibit 1.
- 3) **Exhibit 3: Budget** of the Agreement with the Contractor is replaced in its entirety with the attached Exhibit 3.

IN WITNESS WHEREOF, the parties hereto have executed this Addendum on the day first written above.

CONTRACTOR:

MARIN COUNTY TRANSIT DISTRICT:

By \_\_\_\_\_

\_\_\_\_\_

APPROVED AS TO FORM:

County Counsel  
\_\_\_\_\_

## EXHIBIT 1

<b>Scope of Work</b>	
<b>Name of program</b>	Marin Access Catch-A-Ride Digital Voucher
<b>Location of services</b>	Marin County
<b>Background / Purpose</b>	Offer Senior/ADA riders a per trip voucher for rides to, from or within Marin County.
<b>Scope / Objective</b>	Allow eligible riders to independently book travel on the following Uber services and receive a per trip voucher: Uber X, UberX Share, Uber Assist, Uber WAV. Three voucher types would be created and assigned to individual riders based on their income status reviewed by the District.
<b>Program budget</b>	Not to exceed <b>\$266,868</b> as set forth in Exhibit 3
<b>Deliverables</b>	
<b>Program start date</b>	5/15/2023
<b>Period of performance</b>	One year with up to three - one year extensions
<b>Products</b>	<input type="checkbox"/> Uber Profiles <input checked="" type="checkbox"/> Uber Vouchers <input checked="" type="checkbox"/> Uber Central
<b>Vehicles</b>	<input type="checkbox"/> Agency vehicles
<b>Geographic restrictions</b> <i>Please note for all geographic restrictions the agency should be prepared to provide Uber with a shapefile in KML or GeoJSON format.</i>	The trip must start or end in the County of Marin
<b>Days of operation</b>	<i>All Days (Sunday-Saturday)</i>

Attachment D

<b>Hours of operation</b>	No restrictions
<b>Subsidy level per trip</b>	Voucher Type #1: \$20.00 per trip after rider pays \$5.00 Voucher Type #2: \$25.00 per trip, no base fare Voucher Type #3: \$40.00 per trip, no base fare
<b>Agency Fare</b>	If the rider should be responsible for an upfront fare, please define that fare here <u>\$5.00</u> (only applicable to Type 1 voucher)
<b>Subsidy allowance per person</b>	Up to 30 trips over a three month period. Trips start on the 1 <sup>st</sup> day of the quarter. Quarters are based on the fiscal year and are as follows: Q1 is July 1 – September 30, Q2 is October 1 – December 31, Q3 is January 1 – March 31, Q4 is April 1 – June 30
<b>Program distribution</b>	<input type="checkbox"/> Email from agency <input type="checkbox"/> Email from Uber <input type="checkbox"/> Agency website or blog post <input type="checkbox"/> Uber website or blog post <input type="checkbox"/> Agency print media at eligible transit stops <input type="checkbox"/> Physical mailer <input checked="" type="checkbox"/> Special Eligibility Requirements (go to next section) <input type="checkbox"/> Other: _____
<b>Reporting</b>	

**Exhibit 3**

**Budget**

Rider Type	Estimated Number of Annual Trips	Max Subsidy Per Trip	Estimated Annual Subsidy
FY24			

Attachment D

Type 1	3,000	\$20.00	\$60,000
Type 2	2,500	\$25.00	\$62,500
Type 3	1,050	\$40.00	\$42,000
FY25			
Type 1	1,000	\$20.00	\$20,000
Type 2	1,500	\$25.00	\$37,500
Type 3	300	\$40.00	\$12,000
Contingency			\$16,868
Total			\$266,868

1. Contingency funds will be used to cover any costs associated with rides booked through Uber Central or any cost overruns on the Voucher program