



## **MARIN COUNTY TRANSIT DISTRICT BOARD OF DIRECTORS**

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

### **AGENDA**

Monday, May 6, 2019

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

1. Open Time for Public Expression (limited to three minutes per speaker on items not on the Transit District's agenda)
2. Board of Directors' Matters
3. General Manager's Report
  - a. General Manager's Oral Report
  - b. Monthly Monitoring Report for February
4. Consent Calendar
  - a. Minutes for April 1, 2019
  - b. Second Amendment to Agreement with MITTERA Group for printing services for an amount not exceed \$45,000
  - c. Second Amendment to Agreement with Whistlestop for Operation of the Marin Access Travel Navigator Program for an amount not to exceed \$319,957
  - d. Resolution Authorizing the Filing of an Application with the Metropolitan Transportation Commission for Transportation Development Act/State Transit Assistance Funds for Fiscal Year 2019/20
  - e. Marin Transit Legislative Program Activities

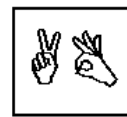
#### **Recommended Action: Approve.**

5. Supplement to Ross Valley Yellow Bus Funding  
**Recommended Action: Approve \$30,000 in additional funding, annually, to support the Ross Valley Yellow Bus program for three years beginning in FY 2019/20.**

(continued)

6. Request to Implement a Countywide Promotional Campaign During the 2019 Marin County Fair  
**Recommended Action: Authorize staff to develop and implement a Countywide promotional campaign to offer increased service and free fares during the 2019 Marin County Fair at an estimated cost of \$49,500.**
7. Marin County Transit District Draft Operating and Capital Budget for FY 2019/20  
**Recommended Action: Review draft FY 2019/20 budget and provide comments.**
8. Muir Woods Shuttle Evaluation Report for the 2018 Season  
**Recommended Action: Accept report.**

### **Adjourn**



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

<http://www.marintransit.org>

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

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

<http://www.marintransit.org>

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



711 grand ave, #110  
san rafael, ca 94901

ph: 415.226.0855  
fax: 415.226.0856  
[marintransit.org](http://marintransit.org)

May 6, 2019

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

**SUBJECT: General Manager Report – Monthly Report: February 2019**

**board of directors**

Dear Board Members:

damon connolly  
president  
supervisor district 1

**RECOMMENDATION:** This is a recurring information item.

dennis rodoni  
vice president  
supervisor district 4

**SUMMARY:** The attached monthly report provides an overview of Marin Transit operations for the monthly period ending February 28, 2019. The monthly reports summarize statistics on the performance of Marin Transit services and customer comments.

kate colin  
2nd vice president  
city of san rafael

Overall ridership in February 2019 decreased by 10.4 percent compared to February 2018. Ridership on fixed-route services decreased by 11.0% compared to the same month last year. Ridership on Marin Access services increased by 2.9 percent, and ridership on yellow bus services decreased by 12.7 percent.

judy arnold  
director  
supervisor district 5

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 <http://marintransit.org/monitoringreports.html>.

stephanie moulton-peters  
director  
city of mill valley

**FISCAL/STAFFING IMPACT:** None associated with this report.

katie rice  
director  
supervisor district 2

Respectfully submitted,

Nancy Whelan  
General Manager

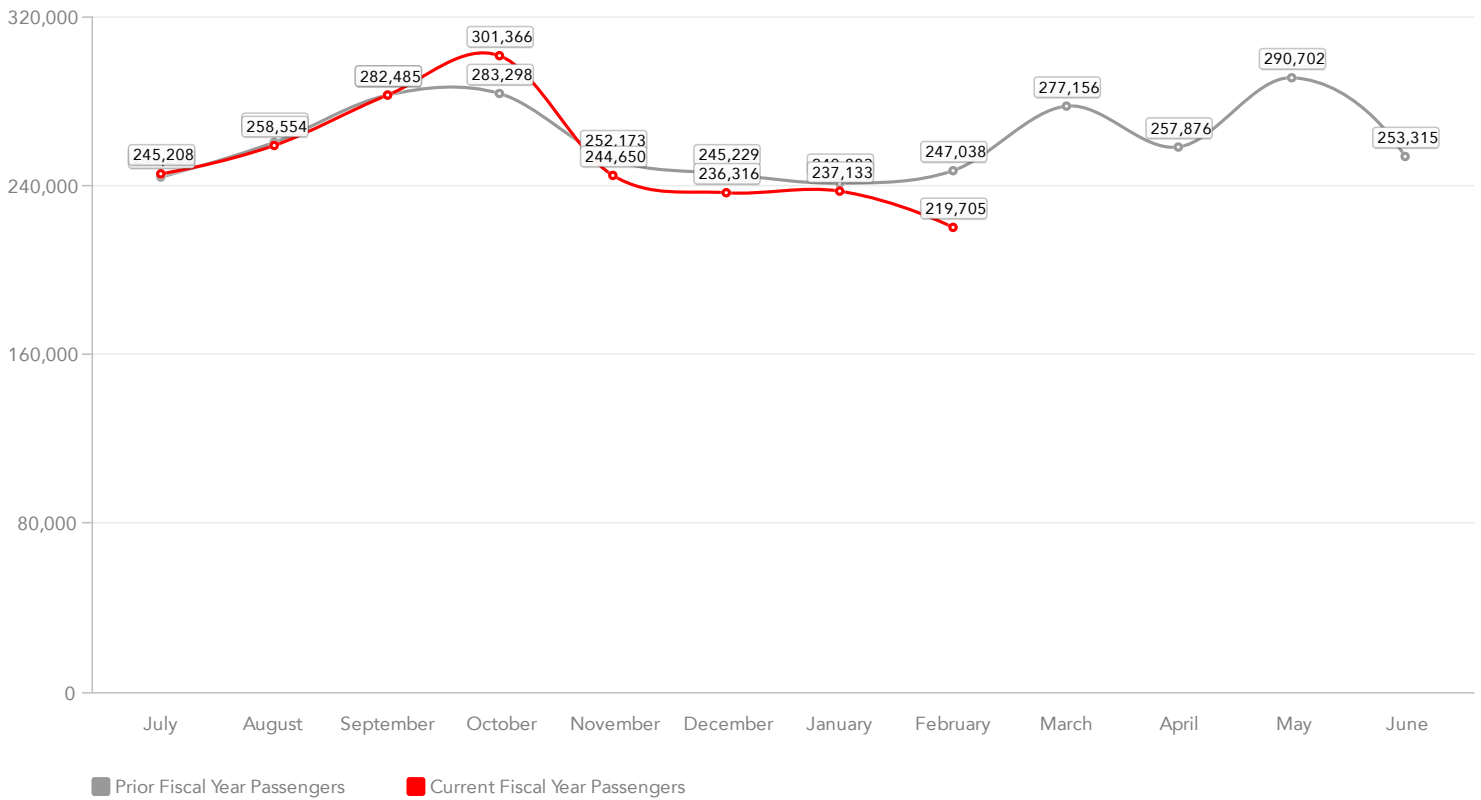
kathrin sears  
director  
supervisor district 3

Attachments

eric lucan  
alternate  
city of novato

## Year-to-Date Ridership Trends

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



Demand Response Passengers by Month

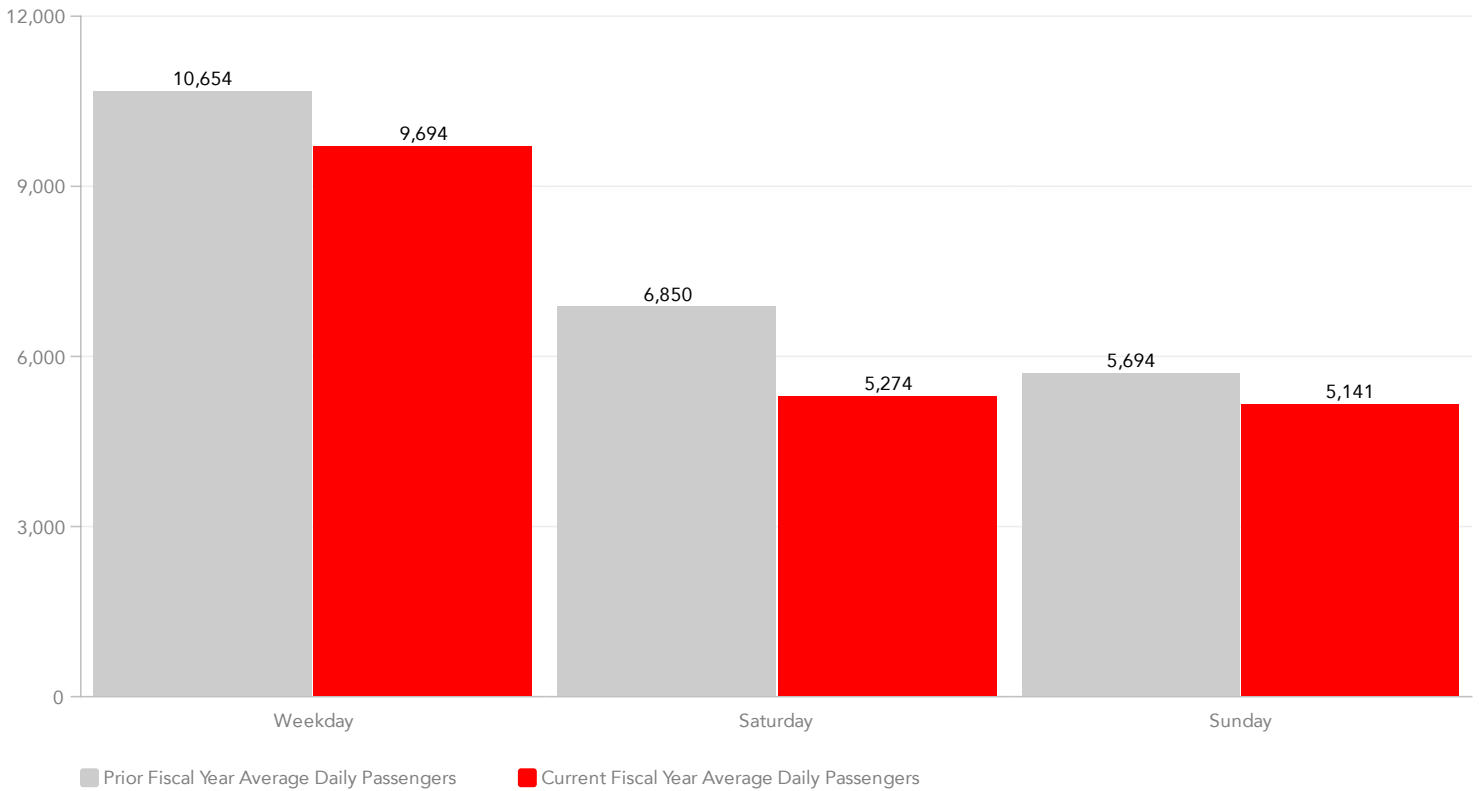




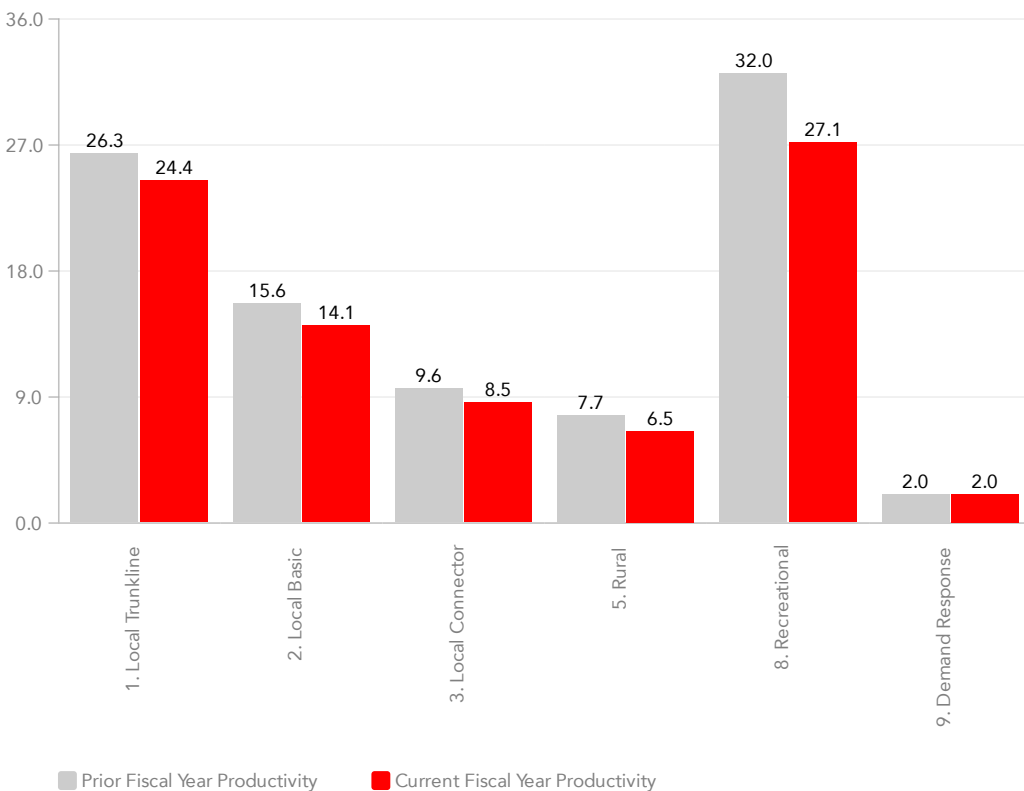
# Monthly Statistics

MONTH 3  
 February

Average Systemwide Daily Passengers



Productivity (pax/hr) by Typology



### Route Typologies

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



Month: February 2019		Program							Total
Category	Fixed-Route Local	Fixed-Route Shuttle	Stagecoach & Muir Woods	Supplemental & Yellow Bus	Demand Response	Mobility Management	Systemwide		
<b>Commendation</b>	2	0	0	0	0	0	0	2	
<b>Service Delivery Complaint</b>	19	5	5	0	4	0	1	34	
Accessibility	0	0	0	0	0	0	0	0	
Driver Conduct Complaint	7	2	5	0	3	0	1	18	
Driving Complaint	6	0	0	0	0	0	0	6	
Early Trip	1	0	0	0	0	0	0	1	
Equipment Issue	0	0	0	0	0	0	0	0	
Farebox	0	0	0	0	0	0	0	0	
Late Trip	0	0	0	0	0	0	0	0	
Missed Connection	0	0	0	0	0	0	0	0	
Missed Trip	0	0	0	0	0	0	0	0	
No-Show	0	1	0	0	1	0	0	2	
Off-Route	1	0	0	0	0	0	0	1	
Pass-Up Complaint	4	2	0	0	0	0	0	6	
<b>Service Structure Complaint</b>	0	0	1	0	1	1	1	4	
Bus Stop Improvement Request	0	0	1	0	0	0	0	1	
Fares	0	0	0	0	1	0	0	1	
Other Complaint	0	0	0	0	0	0	1	1	
Scheduling Complaint	0	0	0	0	0	1	0	1	
Service Improvement Suggestion	0	0	0	0	0	0	0	0	
<b>Safety Complaint</b>	0	0	0	0	0	0	0	0	
<b>Total Service Hours</b>	8,258	3,238	1,413	792	5,312	-	20,469	20,469	
Commendations per 1,000 Hours	0.2	0.0	0.0	0.0	0.0	-	0.0	0.1	
Complaints per 1,000 Hours	2.3	1.5	4.2	0.0	0.9	-	0.1	1.9	
<b>Total Passengers</b>	151,170	27,510	15,201	25,824	10,482	2244	232,431	232,431	
Commendations per 1,000 Passenger	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Complaints per 1,000 Passengers	0.1	0.2	0.4	0.0	0.5	0.4	0.0	0.2	

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

Held Monday, April 1, 2019 at 10:00 A.M.

### Roll Call

**Present:** President Connolly, Vice President Rodoni, Second Vice President Colin, Director Arnold, Director Moulton-Peters, Director Rice, Director Sears

**Absent:** None

**Director Lucan was in attendance as a non-voting member**

**President Connolly opened the meeting at 10:03 A.M.**

1. [Open Time for Public Expression \(limited to three minutes speaker on its District's agenda\)](#)

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

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

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

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

- a. [General Manager's Oral Report](#)
- b. [Monthly Monitoring Report for January](#)

General Manager Nancy Whelan provided an update on the Joint Exercise of Powers Agreement (JEPA) for Fairfax, San Anselmo, the County and Ross Valley School District. The primary focus of these meetings is to set the service levels and pass prices for drafting a budget for the upcoming school year and fiscal year. Marin Transit anticipates coming back to the Board with the JEPA's advisory input on these topics at the next two Board meetings.

Ms. Whelan noted that an information item is included in the Board packet regarding transit services for schools that are supported by Measure A/AA. The report is organized by school and school districts.

Ms. Whelan reported that staff is coordinating with SMART and the City of San Rafael on a staging plan for transit service at the San Rafael Transit Center due to track work for extending SMART service to Larkspur. Staff are working on the Short-Range Transit Plan (SRTP) update that will include service and potential fare changes.

Director Dennis Rodoni asked why ridership on recreational routes seem to have fallen in January. Ms. Whelan answered that weather and the government shutdown affected ridership.

Director Katie Rice requested that staff include the cost for each service including yellow bus, fixed route, and supplemental service in a future report.

**4.** [Consent Calendar](#)

a. [Minutes for March 4, 2019](#)

b. [Measure A / Measure AA Funded Transportation Services by School](#)

**Recommended Action: Approve.**

M/s: Director Sears - Director Arnold

Ayes: President Connolly, Vice President Rodoni, Second Vice President Colin, Director Arnold, Director Moulton-Peters, Director Rice, Director Sears

Noes: None

Absent: None

**5.** [Fleet Plan Update](#)

[Staff Report](#)

General Manager Nancy Whelan stated that the update will discuss Marin Transit's fleet plan, which will also be included in the upcoming Short-Range Transit Plan. Senior Capital Analyst Anna Penoyar summarized the District's commitment to reducing emissions and using alternative fuels.

Director Kate Sears expressed appreciation and remarked that she hopes that the assumption is incorrect that there will not be a significant infusion of capital funding for infrastructure improvements over the next five years to support on route vehicle-charging or hydrogen-fueling stations.

Ms. Sears asked if Marin Transit is in conversation with PG&E regarding their fleet ready program. Ms. Penoyar answered that Marin Transit is in initial stages of this conversation but that it's challenging to plan without a Marin Transit owned facility. Ms. Sears asked if part of the conversation with PG&E includes creating a charging infrastructure that Marin Transit could take advantage of during the day. Ms. Penoyar answered that the pricing structure for electricity is currently prohibitive for that model of charging. However, because there is so much solar energy production in California, structures are changing so that the middle of the day is also becoming a cost-effective time to charge and so there is a shift if the industry of not only charging overnight but also taking advantage of opportunity charging during the day. Director

Sears asked if PG&E offers commercial electric vehicle charging. Ms. Penoyar answered that PG&E has introduced a commercial vehicle charging rate.

Director Stephanie Moulton-Peters requested that Marin Transit staff provide more information about PG&E, Marin Clean Energy, and hydrogen fuel charging systems as well as their perspectives on the future of zero emission buses.

Director Katie Rice asked about staff assumptions for electric vehicle lifecycles as compared to traditional buses and whether less maintenance requirements could potentially lead to longer lifecycles than traditional buses or new battery technology could lead to earlier replacement of buses. Ms. Penoyar answered that the estimated 12-year lifecycle for battery electric buses is the same as a traditional bus because of wear and tear on the bus itself, but that as the industry gains more experience with the new technology that assumption could change. General Manager Whelan added that Marin Transit anticipates that the buses will fulfill their rated lifecycles. The Federal Transit Administration, as well as the Metropolitan Transportation Commission provide the optimum standard lifecycle. Director Rice asked about how the operating costs compare between hybrid diesel vehicles and battery electric vehicles. General Manager Whelan responded that Marin Transit expects that the cost will be less for electric vehicles compared to hybrid vehicles, however, there is not yet enough data to make this determination.

Director Katie Rice asked to what degree the California Air Resource Board rules are driving manufacturing and innovation for transit vehicles. Ms. Penoyar answered that both BYD Co Ltd and Proterra, Inc have established offices in California. Ms. Penoyar noted that Gillig Corporation will introduce their first all-electric bus this year. Ms. Penoyar stated that more manufacturers are creating battery electric bus models because they know that there is a market with transit agencies. Ms. Rice asked if Marin Transit is collaborating with or learning from other transit agencies. Ms. Whelan answered that in addition to industry conferences where zero emission bus technology is featured, Marin Transit is in contact with other battery electric bus operations at Sonoma Transit, SolTrans, and Stanford University. AC Transit has been working with hydrogen technology, and staff are learning from their experience.

Director Moulton-Peters questioned whether federal agencies need to be lobbied to develop minimum standards for cutaway specific electric vehicles since there is no federally approved model currently. Ms. Whelan answered that there is a federal testing process in place and staff can investigate the influence that transit agencies might have on the process.

Director Rodoni asked about Marin Transit's experience with maintenance and repair of electric vehicles and whether the minimum federal standards for lifecycles are accurate. Ms. Penoyar answered that contractors have done a great job maintaining vehicles and lifecycles have proven accurate. Mr.

Rodoni noted that Marin Transit’s timeline for diesel-powered vehicles extends to 2040 and questioned whether it would be possible to adjust the timeline to be diesel-free by 2033. Ms. Penoyar answered that the timeline is conservative, and that Marin Transit will transition the fleet more quickly as equivalent, high-range zero emission vehicles become available.

**Recommended Action: Information only.**

**6. [Purchase Agreement with Gillig, LLC for Eleven Low Floor Hybrid Diesel-Electric Buses](#)**

[Staff Report](#)

Anna Penoyar, Senior Capital Analyst, requested that the Board authorize the General Manager to complete the purchase of eleven 40-foot hybrid vehicles for local service. The eleven buses are part of a federally-funded project to replace eight articulated buses, and will be purchased off a contract competitively bid by Livermore Amador Valley Transit Authority (LAVTA). President Damon Connolly asked about Marin Transit’s connection to Livermore Amador Valley. Ms. Penoyar responded that procuring buses is a time-intensive process and partnering with a larger agency or a consortium allows for better vehicle pricing and reduces other associated costs, including staff time.

Director Katie Rice requested that staff consider using the term “purchase cost” because the overall cost of the vehicles differs in terms of operating costs. The operating cost does not factor in intangibles regarding carbon emissions and impacts on the planet. Electric vehicles appear to cost more on paper. Potentially they will cost less over time because of an intangible benefit that does not get measured.

**Recommended Action: Authorize General Manager to complete the purchase of eleven (11) 40-foot hybrid vehicles for local service at a cost not to exceed \$9,057,000 and approve budget amendment (19-07) to add the replacement project.**

M/s: Director Arnold - Director Sears

Ayes: President Connolly, Vice President Rodoni, Second Vice President Colin, Director Arnold, Director Moulton-Peters, Director Rice, Director Sears

Noes: None

Absent: None

**7. [Purchase Agreement with Creative Bus Sales, Inc. for Four 29-foot XHF Buses](#)**

[Staff Report](#)

Anna Penoyar, Senior Capital Analyst, requested that the Board authorize the General Manager to complete the purchase of four 29-foot XHF buses for an amount not to exceed \$1,710,000 and approve budget amendment 19-08. The new XHFs will replace four vehicles that are beyond their useful life.

**Recommended Action: Authorize General Manager to complete the purchase of four 29-foot XHF buses for an amount not to exceed \$1,721,000.**

M/s: Director Arnold - Director Sears

Ayes: President Connolly, Vice President Rodoni, Second Vice President Colin, Director Arnold, Director Moulton-Peters, Director Rice, Director Sears

Noes: None

Absent: None

**8.** [Authorize Funding Swap for Metropolitan Transportation Commission Cycle 5 Lifeline Program](#)

[Staff Report](#)

Lauren Gradia, Director of Finance & Capital Programs, requested that the Board provide approval to the Transportation Authority of Marin (TAM) to reduce Measure AA sales tax in Strategy 4: Local Bus funds by \$248,000 in exchange for an allocation of \$248,000 in State Transit Assistance (STA) funds.

The Transportation Authority of Marin (TAM) has requested that Marin Transit accept a reduction of Measure AA sales tax funds in exchange for an additional allocation of STA funds. TAM requests this funding exchange to enable their agency to implement their Cycle 5 Lifeline Transportation Program. Staff expects this will be the last of these types of exchanges due to the change in distribution of the STA population-based funding. Director Colin emphasized the importance of noting that this exchange will be the last going forward.

Director Moulton-Peters asked how Marin Transit is planning to incorporate TAM's San Rafael Community-Based Transportation Plan and the capital improvement projects it identifies into Marin Transit's SRTP. Ms. Gradia answered that Marin Transit is taking the initiative to integrate these projects and investigate funding sources.

**Recommended Action: Provide approval to the Transportation Authority of Marin (TAM) to reduce Measure AA sales tax in Strategy 4: Local Bus funds by \$248,000 in exchange for an allocation of \$248,000 in State Transit Assistance funds.**

M/s: Director Moulton-Peters - Director Colin

Ayes: President Connolly, Vice President Rodoni, Second Vice President Colin, Director Arnold, Director Moulton-Peters, Director Rice, Director Sears

Noes: None

Absent: None

9. [Marin County Transit District Service Credit Replacement Plan](#)

[Staff Report](#)

General Manager Nancy Whelan requested that the Board adopt the Marin County Transit District Service Credit Replacement Plan.

The Plan will provide replacement retirement benefits for six Local Government Services employees assigned to the Marin County Transit District under contract for the period May 2010 through October 2013.

**Recommended Action: Adopt the Marin County Transit District Service Credit Replacement Plan.**

M/s: Director Arnold - Director Sears

Ayes: President Connolly, Vice President Rodoni, Second Vice President Colin, Director Arnold, Director Moulton-Peters, Director Rice, Director Sears

Noes: None

Absent: None

[Adjourn](#) President Connolly adjourned the meeting at 11:04 A.M.

SINE DIE

\_\_\_\_\_  
PRESIDENT

ATTEST:

\_\_\_\_\_  
CLERK





711 grand ave, #110  
san rafael, ca 94901

ph: 415.226.0855  
fax: 415.226.0856  
[marintransit.org](http://marintransit.org)

May 6, 2019

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

**SUBJECT: Second Amendment to Agreement with MITTERA Group for printing services for an amount not exceed \$45,000**

**board of directors**

Dear Board Members:

damon connolly  
president  
supervisor district 1

**RECOMMENDATION:** Authorize General Manager to execute an amendment to the agreement (#161749) with MITTERA Group for Rider Guide printing services to exercise the second option year and extend the contract through June 30, 2020.

dennis rodoni  
vice president  
supervisor district 4

**SUMMARY:**

In June 2016, Marin Transit began distributing a Rider Guide that includes schedules and maps for local Marin County bus routes. The Rider Guide is printed quarterly to align with schedule changes and distributed to passengers on the bus, at the Customer Service Center, and at over 100 additional locations throughout the county. and adjusts the scope and fees to increase per the contract attachment: Exhibits "A" and "B".

kate colin  
2nd vice president  
city of san rafael

judy arnold  
director  
supervisor district 5

Marin Transit posted a Request for Quote in early 2017 and asked vendors to provide pricing over the term of the contract, including option years, for varying quantities.

stephanie moulton-peters  
director  
city of mill valley

On April 17, 2017, your Board authorized the General Manager to execute an agreement with MITTERA Group for one year with the option for up to three additional years at an annual cost not to exceed \$45,000. On August 6, 2018, your Board authorized an amendment to exercise the first option year through June 30, 2019.

katie rice  
director  
supervisor district 2

The District asked the MITTERA Group to provide pricing for varying quantities for the second option year to account for expected annual cost increases. MITTERA Group's offered pricing remains within the maximum annual cost increase, as set in Exhibit "B" of the current printing agreement. Staff recommends that your Board authorize this second amendment to extend the agreement through June 30, 2020.

kathrin sears  
director  
supervisor district 3

eric lucan  
alternate  
city of novato

**FISCAL/STAFFING IMPACT:** The total annual cost of the agreement will not exceed \$45,000 and will be funded from local and rural transit marketing budgets. This amount is within the anticipated budget for FY 2019/20.

Respectfully submitted,

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

Aida Banihashemi  
Planning Manager

Attachment

## 2nd AMENDMENT TO AGREEMENT

BY AND BETWEEN THE  
MARIN COUNTY TRANSIT DISTRICT AND MITTERA WISCONSIN, LLC. DATED APRIL 17, 2017

THIS AMENDMENT is made and entered into this 6<sup>th</sup> day of May 2019 by and between the MARIN COUNTY TRANSIT DISTRICT, a political subdivision of the State of California (hereinafter referred to as "District") and MITTERA Wisconsin, LLC (hereinafter referred to as "Contractor")

### RECITALS

WHEREAS, the District and the Contractor entered into an agreement (#161749) for conducting the printing services of the District's Rider Guide, dated April 17, 2017 ("Agreement"); and

WHEREAS, Section 1 to the agreement obligated Contractor to provide all the services set forth in Exhibit "A" of the agreement; and

WHEREAS, the parties desire to amend the contract to extend the time of agreement, and recognize the new fees for furnishing services under this agreement as described in Exhibit "B"

NOW, THEREFORE, the parties agree to modify Section 5 and Exhibit "B" 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.  Updated Certificate of Insurance(s) attached hereto.
3. Section 5 is hereby amended to read as follows:

SECTION 5. TIME OF AGREEMENT: This Agreement shall commence on the date of execution and shall terminate on June 30, 2020. The parties may consider an additional one-year extension beyond the current year term. 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 contract.

4. Exhibit "A" is replaced with the attached Exhibit "A".
5. Exhibit "B" is replaced with the attached Exhibit "B".

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

CONTRACTOR:

MARIN COUNTY TRANSIT DISTRICT:

By \_\_\_\_\_

\_\_\_\_\_

APPROVED AS TO FORM: (if changes to the Contract form language have been made)

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

## EXHIBIT "A" SCOPE OF SERVICES

### SCOPE OF WORK

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Marin Transit distributes a Rider Guide that includes schedules and maps of the District’s bus routes. The Rider Guide will need to be printed four times (every three months) during the first year of the contract. The total quantity for each quarterly printing request may vary from 20,000 to 25,000. Printing during subsequent years of the contract is expected to occur two to four times per year, and quantities may range from 20,000 to 50,000. A proof must be approved by the District prior to the press run. A hard-copy color proof will be required for the first printing request. Either digital or hard-copy proofs may be provided for subsequent printing requests, unless specified by the District. Guides are to be bundled in small groups (about 5 to 10), packed in boxes of 100 each, and delivered to the following five locations:

Location Name	Address	Est. Quantity*
Marin Transit	711 Grand Ave, Suite 110, San Rafael, CA 94901	2,000
Golden Gate Transit	1011 Andersen Drive, San Rafael, CA 94901	10,000
Marin Airporter	8 Lovell Ave, San Rafael, CA 94901	5,000
MV Transportation	600 Rush Landing Rd, Novato, CA 94945	3,000
The Dot Direct	1801 S. Standard Ave, Santa Ana, CA 92707	5,000

*\* Actual quantities may vary based on order size. Estimate based on order of 25,000.*

Deliveries must be received a maximum of fifteen (15) business days after the date of the District’s submission of artwork.

### TECHNICAL SPECIFICATIONS

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Trim size: 16" x 8.5"

Folded and Saddle-stitched to 8" x 8.5" booklet, then folded in half to 4" x 8.5" brochure.

**Outer section of booklet:**

12-page booklet for 44-pages rider guides, and 8-page booklet for 40-pages rider guides

Colors: 4/4 CMYK, full bleed

70# gloss text (or approved equivalent)

**Inner section of booklet:**

32-page booklet

Colors: 4/4 CMYK, full bleed

35# 80 bright text (or approved equivalent)

Prior to the first printing request, printer should provide folded and saddle-stitched mockups on recommended papers.

**EXHIBIT “B”  
FEES AND PAYMENT SCHEDULE (required)**

Pricing provided in the tables below is **per order**, and includes all applicable materials, taxes, delivery, overhead, profit, labor, insurance, and all other costs that may be incurred by the Contractor. Tables below include separate pricing for 44-pages rider guide, and 40-pages rider guide. Pricing for quantities within the ranges provided will adhere to the per piece cost estimates provided.

<b>44-Pages Rider Guide</b>					
<b>Print Cycles per Year</b>	4 cycles/year	2 cycles /year		Reprint	
<b>Prints per Order</b>	20,000	30,000	50,000	5,000	10,000
<b>Total Annual Prints</b>	80,000	60,000	100,000	--	--
<b>Order Cost</b>	\$10,294	\$13,700	\$19,629	\$6,590	\$7,906

<b>40-Pages Rider Guide</b>					
<b>Print Cycles per Year</b>	4 cycles/year	2 cycles /year		Reprint	
<b>Prints per Order</b>	20,000	30,000	50,000	5,000	10,000
<b>Total Annual Prints</b>	80,000	60,000	100,000	--	--
<b>Order Cost</b>	\$9,759	\$12,794	\$18,282	\$6,017	\$7,332

If the parties consider an additional one-year extension beyond the term of this agreement, a maximum of 6% increase to the above fees will be applied for the pricing of the additional year.

Maximum turnaround time from receipt of final artwork to completion of delivery: fifteen (15) business days. Contractor’s ability to meet delivery schedule will be a determining factor in the decision to award contract option years.

**Corrections and revisions:**

First round corrections included in base price per run. Corrections must be made at time of or prior to first proof. Second proof supplied for final sign-off prior to production. Additional production time required contingent upon time utilized in proofing process.

**Quality Assurance:**

Contractor shall maintain quality assurance for printing and material quality, processing, assembly, packaging and shipping in accordance with its usual policies and practices, and pursuant to any additional requirements set forth in this agreement. Any additional costs incurred to the District due to failure in quality assurance, shall be the responsibility of the contractor.



711 grand ave, #110  
san rafael, ca 94901

ph: 415.226.0855  
fax: 415.226.0856  
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May 6, 2019

Honorable Board of Directors  
Marin County Transit District  
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San Rafael, CA 94903

**SUBJECT: Second Amendment to Agreement with Whistlestop for Operation of the Marin Access Travel Navigator Program for an amount not to exceed \$319,957**

**board of directors**

Dear Board Members:

damon connolly  
president  
supervisor district 1

**RECOMMENDATION:** Authorize General Manager to execute an amendment to the contract with Whistlestop to exercise the second option year for operation of the Marin Access Travel Navigator program through June 30, 2020.

dennis rodoni  
vice president  
supervisor district 4

**SUMMARY:** The Travel Navigators provide information, eligibility, trip planning, referrals, and outreach for Marin Access ADA Paratransit, Volunteer Driver and Catch-A-Ride programs. On June 4, 2018, your Board approved an amendment to the contract with Whistlestop for operation of the Marin Access Travel Navigator program to exercise the first option year. Since that time, the District has assessed long-term options and developed a better understanding of Whistlestop's resource allocation for the Marin Transit Connect pilot program. This assessment is ongoing, and staff will bring a thorough analysis and set of recommendations to your Board later this year.

kate colin  
2nd vice president  
city of san rafael

judy arnold  
director  
supervisor district 5

The District's contract with Whistlestop for the Marin Access Travel Navigator program expires on June 30, 2019. Staff requests that your Board authorize the General Manager to execute the second amendment to the contract to exercise the second option year through June 30, 2020.

stephanie moulton-peters  
director  
city of mill valley

katie rice  
director  
supervisor district 2

**FISCAL/STAFFING IMPACT:** Whistlestop's original proposal included pricing for the contract option years. This second amendment will consist of a fixed cost of \$319,957 for FY 2019/20, or \$26,663 per month, and includes staffing and associated expenses. This amount is a 7.4% increase in fixed costs compared to the previous year. The cost of this second option year is anticipated in the draft FY2019/20 budget. Other additional direct costs related to the contract include postage and materials for mailings, volunteer mileage reimbursements, and costs related to the paratransit low-income fare assistance program.

kathrin sears  
director  
supervisor district 3

eric lucan  
alternate  
city of novato

Marin Transit has a three-year Federal Section 5310 grant to staff the Mobility Management program that provides \$100,000 per year to cover Marin Transit and Travel Navigator staffing costs. Measure B vehicle license fee funds and contributions for Golden Gate Bridge Highway and Transportation District (GGBH&TD) are used to pay remaining costs associated with these services. The District assigns contract costs associated with certifying paratransit eligibility to the Local and Regional Paratransit budget. Under its paratransit agreement with Marin Transit GGBHTD pays a share of Local Paratransit costs and all certification costs related to provision of Regional Paratransit.

Respectfully submitted,

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

Robert Betts  
Director of Operations and Planning

**Attachment:** Second Amendment to Travel Navigator Agreement #15678



## 2nd AMENDMENT TO AGREEMENT

BY AND BETWEEN THE  
MARIN COUNTY TRANSIT DISTRICT AND WHISTLESTOP TRANSPORTATION DATED MAY 16,  
2016

**THIS AMENDMENT is made and entered into this 6<sup>th</sup> day of May 2019, by and between the MARIN COUNTY TRANSIT DISTRICT, a political subdivision of the State of California (hereinafter referred to as "District") and Whistlestop Transportation (hereinafter referred to as "Contractor")**

### RECITALS

WHEREAS, the District and the Contractor entered into an agreement for operating the Marin Access Travel Navigator program (#151678) dated May 16, 2016 ("Agreement"); and

WHEREAS, the parties desire to extend the Agreement for one additional year as allowed under Exhibit B of the agreement; and

WHEREAS, the parties desire to increase the total maximum cost by \$319,957 to the District to reflect the additional year of operations;

NOW, THEREFORE, the parties agree to modify Section 4 and 5 as set forth below.

### AGREEMENT

1. Except as otherwise provided herein all terms and conditions of the agreement and any prior amendments to the agreement shall remain in full force and effect.
2.  Updated Certificate of Insurance(s) attached hereto.
3. Section 4: Maximum Cost to District: is hereby amended to read as follows:

In no event will the cost to District for the services to be provided herein exceed the maximum sum of \$1,187,900.00 including direct non-salary expenses. Table 1 shows contract maximums by fiscal year.

Table 1: Contract Maximums by Fiscal Year

<b>Fiscal Year</b>	<b>Contract Maximum</b>
FY16/17*	\$ 280,806.00
FY17/18*	\$ 289,230.00
FY18/19*	\$ 297,907.00
FY19/20*	\$ 319,957.00

\*Contingent on budget approval and funding availability.

4. Section 5 is amended to read as follows:

This Agreement shall commence on July 1, 2019 and shall terminate on June 30, 2020. 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. It is expressly agreed that extension of this agreement beyond fiscal year 2019/20 is contingent upon the District approving the required funding during its annual budget process. The District may award up to two additional options at the price stated in Exhibit "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: (if changes to the Contract form language have been made)

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

Page 1 of 1



711 grand ave, #110  
san rafael, ca 94901

ph: 415.226.0855  
fax: 415.226.0856  
[marintransit.org](http://marintransit.org)

May 6, 2019

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

**SUBJECT: Resolution Authorizing the Filing of an Application with the Metropolitan Transportation Commission for Transportation Development Act/State Transit Assistance Funds for Fiscal Year 2019/20**

**board of directors**

Dear Board Members:

damon connolly  
president  
supervisor district 1

**RECOMMENDATION:** Authorize the Marin Transit Board President to sign resolution 19-02 authorizing the filing of an application with the Metropolitan Transportation Commission for Transportation Development Act/State Transit Assistance Funds for Fiscal Year 2019/20.

dennis rodoni  
vice president  
supervisor district 4

**SUMMARY:**

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

kate colin  
2nd vice president  
city of san rafael

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.

judy arnold  
director  
supervisor district 5

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

stephanie moulton-peters  
director  
city of mill valley

- 1. *Revenue Based* - Based on the amount of local revenue that a transit operator generates; and
- 2. *Population Based* – Based on the county’s population.

katie rice  
director  
supervisor district 2

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. With the passage of new state legislation for transportation funding (SB1), MTC has revised the regional policy. The three eligible transit operators in Marin County—Marin Transit, Golden Gate Bridge Highway and Transportation District, and SMART—

kathrin sears  
director  
supervisor district 3

eric lucan  
alternate  
city of novato

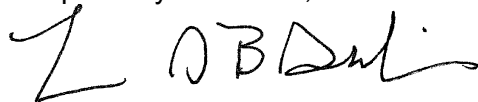
signed an agreement in FY 2017/18 to split population funds based on ridership and service provided to address MTC’s new STA Population-Based Policy (MTC Resolution 4321). With increased funding available, all Marin County transit operators are receiving increased revenues for operations. Transit operators may be eligible for additional STA population-based funding through the regional lifeline grant program.

**FISCAL/STAFFING IMPACT:** MTC approval of Marin Transit’s funding application will provide approximately \$5.1 million in TDA revenue and \$2.2 million in STA funding to support the District’s operations and vehicle purchases. The expected revenue is included in the FY2019/20 Marin Transit Budget and summarized in Table 1.

**Table 1: Marin Transit’s Anticipated FY2020 TDA and STA Claims**

Revenue	Marin Transit FY2020 Anticipated Claim	Notes
Transportation Development Act (TDA)	\$5,836,446	Marin County allocation shared with GGBHTD based on proportions of revenue hours and passengers with GGBHTD
State Transit Assistance (STA- Revenue Based)	\$650,000	The total annual allocation for FY2020 is estimated to be \$1.5 M; excess funds will be carried over for future allocation
State Transit Assistance (State of Good Repair Revenue Based)	\$216,827	The State of Good Repair Program was established through SB 1 in April 2017 to support capital projects
State Transit Assistance (Population Based) – Marin County Block Grant	\$1,274,541	Marin County allocation from MTC is shared with GGBHTD and SMART based on proportions of revenue hours and passengers
State Transit Assistance (STA -Population Based) Paratransit	\$60,000	Marin County allocation from MTC is shared 50/50 with GGBHTD
State Transit Assistance (STA Population Based) – Lifeline	\$391,151	A share of STA transit funding is reserved for a regional grant program in each County

Respectfully submitted,



Lauren Gradia  
Director Finance and Capital Programs

Attachment: Resolution No. 2019-02 Authorizing the Filing of an Application with the Metropolitan Transportation Commission for Transportation Development Act 4.0/State Transit Assistance Funds for Fiscal Year 2019/20

**RESOLUTION NO. 2019-02**

**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 2019/20**

**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 2019/2020 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 2019/20 on behalf of the Marin County Transit District.

**APPROVED AND PASSED** this 6th day of May 2019.

\_\_\_\_\_  
Damon Connolly, President

ATTEST:

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



711 grand ave, #110  
san rafael, ca 94901

ph: 415.226.0855  
fax: 415.226.0856  
[marintransit.org](http://marintransit.org)

May 6, 2019

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

**SUBJECT:** Marin Transit Legislative Program Activities

Dear Board Members:

**board of directors**

**RECOMMENDATION:** Information only.

damon connolly  
president  
supervisor district 1

**SUMMARY:**

Marin Transit has sent support letters for two proposed bills that are under consideration in the State Legislature’s Spring session. Staff will continue to follow the progress of these bills and provide additional comments as appropriate. This report summarizes the two bills and identifies the corresponding Marin Transit legislative priority.

dennis rodoni  
vice president  
supervisor district 4

Staff have also been following the early implementation of the 2018 TNC Access for All Act. Marin Transit supported this Act as proposed in 2018’s Assembly Bill 1376. This report briefly summarizes the Act and the California Public Utilities Commission (CPUC) requirements for stakeholder input. Marin Transit has submitted a detailed response to the CPUC request for input, and a copy of this response is provided as an attachment.

kate colin  
2nd vice president  
city of san rafael

**Assembly Constitutional Amendment (ACA) 1**

ACA 1 would lower the voter approval threshold to 55 percent for a city, county, or special district to impose a special tax to fund critical public infrastructure or affordable housing projects. These measures include approvals for issuing general obligation bonds and increases to sales, use, transaction, or parcel taxes up to the statutory limit.

judy arnold  
director  
supervisor district 5

*Marin Transit legislative priority:*

Pursue actions that lead to increased funding levels for transit operating and capital assistance.

stephanie moulton-peters  
director  
city of mill valley

**Assembly Bill (AB) 784**

If enacted, this bill will exempt zero-emission transit buses (ZEBs) from the state portion of the sales tax until January 1, 2024. The California Air Resources Board adopted the Innovative Clean Transit Rule in December 2018. Under the rule, Marin Transit is required to

katie rice  
director  
supervisor district 2

kathrin sears  
director  
supervisor district 3

eric lucan  
alternate  
city of novato

purchase ZEBs for at least a quarter of its bus procurements starting in 2026. The ARB has set aggressive targets to advance zero-emission technologies and achieve clean air goals. AB 784 is an important step towards lowering the relative costs of ZEBs compared to conventionally-fueled technologies.

*Marin Transit legislative priority:*

Pursue legislation and regulations that support Marin Transit's interests in operating an energy-efficient and environmentally-conscious transit system.

**Marin Transit Input on Proposed Regulation for the 2018 TNC Access for All Act**

In September 2018, the Governor signed into state law Senate Bill (SB) 1376 TNC Access for All Act. Per SB 1376, the CPUC is statutorily obligated to establish a program related to accessibility for persons with disabilities, including wheelchair users who need a wheelchair accessible vehicle (WAV) for Transportation Network Company (TNC) trips. The program will be funded through a TNC Access for All Fund.

Beginning July 1, 2019, the CPUC will require TNCs such as Lyft and Uber to pay into the Access Fund. These payments will be based on the number of completed trips that originate in a designated geographic area, using their online-enabled application or platform. The CPUC has the authority to adjust the fee in each geographic area based on the cost of providing adequate WAV service. TNCs may be exempted from the fee in a geographic area if the TNC meets the level of WAV service that the CPUC designates for that area.

The CPUC has held two workshops on SB 1376 requirements to determine community (WAV) demand and supply for wheelchair-accessible vehicles and to develop recommendations on establishing geographic areas, criteria for Access Fund expenditures, and educational outreach objectives for on-demand services and partnerships.

Per the Act, the CPUC must work with stakeholders on the following elements:

Vehicle specifications, subsidies for wheelchair pickups, maintenance and fuel costs, designated pickup locations for drivers in locations where door-to-door service is not feasible, standards for trip requests, response times, and rider-initiated cancellation, limiting of stranded users, integration of service into city and county transportation plans, or any necessary training or additional incentives for WAV drivers that results in a measurable impact on service availability, efficiency, and efficacy.

Following the workshops, the CPUC began the official rulemaking process by issuing an Order Instituting Rulemaking (OIR) in March and setting a 30-day public comment period. On April 2, 2019, staff submitted detailed responses to the various issues presented in the OIR and has provided a copy as an attachment to this letter. Staff will continue to participate in the CPUC process and provide comment as appropriate.

**FISCAL/STAFFING IMPACT:** None

Respectfully submitted,

Handwritten signature of Joanna Huitt in black ink.

Joanna Huitt  
Mobility Planner

Handwritten signature of Amy Van Doren in black ink.

Amy Van Doren  
Director of Policy and Legislative Programs

Attachments: Support Letters for ACA 1 and AB 784  
Marin Transit Comments to the CPUC regarding the TNC Access for All Act





711 grand ave, #110  
san rafael, ca 94901

ph: 415.226.0855  
fax: 415.226.0856  
[marintransit.org](http://marintransit.org)

April 16, 2019

The Honorable Lorena Gonzalez, Chair  
Assembly Appropriations Committee  
State Capitol, Room 2114  
Sacramento, CA 95814

**RE: ACA 1 (Aguiar-Curry) Local Government Financing:  
Affordable Housing and Public Infrastructure – SUPPORT**

Dear Chair Gonzalez:

**board of directors**

damon connolly  
president  
supervisor district 1

dennis rodoni  
vice president  
supervisor district 4

kate colin  
2nd vice president  
city of san rafael

judy arnold  
director  
supervisor district 5

stephanie moulton-peters  
director  
city of mill valley

katie rice  
director  
supervisor district 2

kathrin sears  
director  
supervisor district 3

eric lucan  
alternate  
city of novato

On behalf of the Marin Transit Board of Directors, I express our SUPPORT for ACA 1 (Aguiar-Curry) and urge your “AYE” vote when it is heard in the Assembly Appropriations Committee. The proposed constitutional amendment will lower the current two-thirds voter approval threshold that is required for a city, county, or special district to impose a special tax. If approved, ACA 1 will lower the voter-threshold to 55 percent for the imposition, extension, or increase of a special tax by local government to fund critical public infrastructure or affordable housing projects. These measures include voter approval for issuing general obligation bonds and increases to sales, use, transaction, or parcel taxes up to the statutory limit.

Marin Transit supports this constitutional amendment that will improve the ability of local jurisdictions to finance local projects and support state infrastructure and housing investments. ACA 1 is written to ensure funding is spent appropriately and includes specific requirements for voter protection, public notice, and financial accountability.

Please feel free to contact General Manager Nancy Whelan at (415) 226-0855, if you have any questions or comments. Thank you for your consideration of this important and needed change to the State’s constitution.

Sincerely,

Supervisor Damon Connolly  
President, Marin Transit Board of Directors

cc: The Honorable Cecilia Aguilar-Curry, State Assembly  
The Honorable Mike McGuire, California State Senate, 2nd District  
The Honorable Marc Levine, California State Assembly, 10th District



711 grand ave, #110  
san rafael, ca 94901

ph: 415.226.0855  
fax: 415.226.0856  
[marintransit.org](http://marintransit.org)

April 15, 2019

The Honorable Autumn Burke, Chair  
Assembly Revenue and Taxation Committee  
1020 N Street, Room 167A  
Sacramento, CA 95814

**RE: AB 784 (Mullin) California Hybrid and Zero-Emission Truck and Bus Voucher Incentive Project - SUPPORT**

Dear Chair Burke:

**board of directors**

damon connolly  
president  
supervisor district 1

dennis rodoni  
vice president  
supervisor district 4

kate colin  
2nd vice president  
city of san rafael

judy arnold  
director  
supervisor district 5

stephanie moulton-peters  
director  
city of mill valley

katie rice  
director  
supervisor district 2

kathrin sears  
director  
supervisor district 3

eric lucan  
alternate  
city of novato

On behalf of the Marin Transit Board of Directors, I express our SUPPORT for AB 784 (Mullin) and urge your "AYE" vote when it is heard in the Assembly Revenue and Taxation Committee. If enacted, this bill will exempt zero-emission transit buses (ZEBs) from the state portion of the sales tax until January 1, 2024.

The California Air Resources Board adopted the Innovative Clean Transit Rule in December 2018. Under the rule, Marin Transit is required to purchase ZEBs for at least a quarter of its bus procurements starting in 2026. The same requirement begins in 2023 for larger transit agencies. Under the ICT, California public transit agencies are expected to purchase only ZEBs beginning in 2029. The ARB has set these aggressive targets to advance zero-emission technologies and achieve clean air goals.

AB 784 is an important step towards lowering the relative costs of ZEBs compared to conventionally-fueled technologies. ZEBs require a significant upfront investment in new infrastructure to charge and maintain them. On average, a battery-electric bus costs \$775,000 and a hydrogen fuel cell bus costs \$1,235,000. With the exemption, AB 784 will save transit agencies \$35,000 and \$55,575 in state sales taxes per bus.

Finally, AB 784 sets performance criteria to evaluate whether the sales tax exemption meets the intended goals.

Please feel free to contact General Manager Nancy Whelan at (415) 226-0855, if you have any questions or comments. Thank you for your consideration of this important bill.

Sincerely,

Supervisor Damon Connolly  
President, Marin Transit Board of Directors

cc: The Honorable Kevin Mullin, California State Assembly  
Members, Assembly Revenue and Taxation Committee  
The Honorable Mike McGuire, California State Senate, 2nd District  
The Honorable Marc Levine, California State Assembly, 10th District

**BEFORE THE PUBLIC UTILITIES COMMISSION  
OF THE STATE OF CALIFORNIA**

Order Instituting Rulemaking to  
Implement Senate Bill 1376 Requiring  
Transportation Network Companies to  
Provide Access for Persons with  
Disabilities, Including Wheelchair Users  
who need a Wheelchair Accessible  
Vehicle.

Rulemaking 19-02-012  
Filed February 21, 2019

**OPENING COMMENTS OF MARIN TRANSIT TO ORDER  
INSTITUTING RULEMAKING 19-02-012**

Nancy Whelan  
General Manager  
Marin Transit  
711 Grand Avenue, Suite 110  
San Rafael, CA  
Tel: 415-226-0855

April 2, 2019

E-mail: [nwhelan@marintransit.org](mailto:nwhelan@marintransit.org)

**BEFORE THE PUBLIC UTILITIES COMMISSION  
OF THE STATE OF CALIFORNIA**

Order Instituting Rulemaking to Implement Senate Bill 1376 Requiring Transportation Network Companies to Provide Access for Persons with Disabilities, Including Wheelchair Users who need a Wheelchair Accessible Vehicle.



Rulemaking 19-02-012  
February 21, 2019

**OPENING COMMENTS OF MARIN TRANSIT TO ORDER  
INSTITUTING RULEMAKING 19-02-012**

**I. Introduction**

In accordance with Rule 6.2 of the California Public Utilities Commission (“Commission”) Rules of Practice and Procedure (“Rules”), Marin Transit submits comments to the Order Instituting Rulemaking 19-02-012 (“Rulemaking”).

**II. Comments**

Marin Transit supports the thoughtful and measured implementation of Senate Bill (SB) 1376 (Hill, 2018). We recognize that this Rulemaking requires consensus building with many interested parties and understand that all of our responses may not be incorporated into the final rules. We have developed responses to each question posed in Section 2.1 of the Order, below, and appreciate this opportunity to provide our input.

**2.1 Issues for Comment**

**1. Establishment of Access Fund**

- a. Amount
  - i. The appropriate per trip fee amount(s) to be collected using the TNC’s online-enabled application or platform should be a percentage of the total

trip cost (for all trips: occurring in the peak, non-peak, prime time, and / or surge hours) with a minimum of \$0.50 per trip. Collection of the fee should establish management of an Access Fund that can distribute money in adequate amounts to result in measurable improvements in access/equity.

- ii. The Commission should initially authorize a minimum fee; this will be a fee that is added to the cost of the trip in the same way as other fees that are charged for TNC trips.
- iii. The fee should be collected for all types of passenger charter-party carrier service trips available on TNC apps.
- iv. The fee should be presented to customers as an “Equal Access Fee.”
- v. The Commission should not consider different program requirements, or fee levels, for TNCs according to the number of trips they provide. The requirements should be the same across programs.
- vi. The quarterly fees should be collected from TNCs and deposited into the Access Fund on dates that are consistent with the July 1 – June 30 fiscal year calendar. Disbursement of these funds should be on an annual basis.
- vii. We support and look forward to further discussions with the Commission regarding the steps to implement the fee no later than July 1, 2019.

b. Geographic Area

- i. Per trip fees should be charged to all customers in all geographic areas of the State. Geographic areas should be differentiated between urbanized or non-urbanized areas and should not be divided by County. These will be consistent with census designations. While many trips may cross County lines, this designation will support a more appropriate return to service for funds collected.
- ii. All geographic areas should be included in the on-demand transportation programs or partnerships funded by the Access Fund.
- iii. Data to determine WAV supply and demand in specific geographic areas could include: Census and American Community Survey data and

performance data from public transit agencies and/or paratransit providers. Data available from TNC providers, especially those offering WAV supply in other markets, may prove to be the best estimate of demand. Additionally, TNCs should be required to provide detailed data regarding requests for those requiring WAVs and passengers that do not. At minimum, this includes:

1. Trip origin and time of day for those requesting WAV and all other trips;
2. Number of trips requested for WAVs and all other trips;
3. Number of trips completed for those requesting a WAV and all other trips; and
4. Response times for those who request a WAV and for all other trips.

As part of their funding applications, programs and partnerships should be required to track and submit data regarding supply and demand.

## **2. Offsets or Exemptions from Remittances to Access Fund**

### **a. Offsets**

- i. The Commission should not develop rules regarding provision of offsets until at least one year of baseline data is collected and reviewed. The process should be transparent, with input from the public. Baseline data is required to establish and monitor achievement of benchmarks.
- ii. For the purpose of offsetting the amounts due to the Access Fund, TNC investments that the Commission counts should be related to providing service for those passengers that request a WAV.
- iii. Offsets should be deferred until July 1, 2020, at the earliest.
- iv. Offset requests should be presented to the Commission and parties to the Rulemaking in the form of a letter available to the public and parties to the Rulemaking, along with an action plan demonstrating how the offset amount was spent and its impact on improving service to those requiring WAVs.

b. Exemptions

- i. The purpose of WAV service level requirements is to ensure that TNCs provide equivalent response times for those passengers that request a WAV and those who do not. Wait times should not be averaged.
  1. TNCs currently report their typical response times to the Commission, and these can be used to establish benchmarks. The benchmarks will need to be scaled up according to a specific timeline to incentivize continued improvement. Benchmarks should be clear so that both the TNCs and WAV riders know what to expect.
- ii. The Commission should establish benchmarks for response times after at least one year of baseline data is collected.
- iii. Response times should be appropriate to each geographic area. Geographic areas should be differentiated as urbanized or non-urbanized to establish response times.
- iv. To receive exemption from payment of fees, TNCs should be required to meet all WAV service level requirements for a specific amount of time. We recommend that the timeframe be a full year to adequately demonstrate their sustained commitment to provide equivalent service. Additionally, TNCs should demonstrate that they have an action plan to continue to meet and/or exceed service level requirements.
- v. TNCs should be required to meet the WAV service level requirement for a certain period of time before receiving any exemption. Additionally, TNCs should demonstrate that they have an action plan to continue to meet and/or exceed service level requirements and provide comparable service to WAV passengers.
- vi. TNCs should submit public reports detailing their performance compared to the service level standard over designated periods of time. Commission staff should review and verify the TNC applicant data before granting any exemptions.



### 3. Disbursement of Access Fund

#### a. Funding Eligibility

- i. On-demand programs or partnership applications from public agencies, non-profits, and private organizations should be considered. In rural areas with fixed route transit service, the paratransit provider may be an appropriate recipient. Applicants that have a financial relationship with a TNC should be ineligible for these funds. In such cases, a service provider may have a contract with a TNC company to provide WAV service on the TNC's behalf. The Commission should require that a successful applicant not establish a financial relationship with a TNC during the period of performance for the grant.
- ii. The types of services that should be funded include alternatives to TNCs or supplemental service to TNCs.
- iii. The distribution of Access Funding should encourage new programs or fund existing programs, as start-up funding and/or supplemental program funding.
- iv. The Commission should not require access providers that receive Access Fund monies to be available for chartering through TNC apps. The Commission should however require that TNCs develop and support updates to their platforms that would allow riders to have access to WAV service from other providers; this could either be in the form of a pop-up announcement with contact information for other local WAV providers and/or platform integration that would shift trips off to other providers.
- v. The Commission should not require that access providers who receive funding from the Access Fund be transportation carriers regulated by the Commission.
- vi. The Commission should prioritize applications that focus on WAV needs.
- vii. Access providers that receive funding from the Access Fund should be subject to additional requirements, including insurance coverage and

training. It is in the interest of the rider that access providers adhere to a higher standard than may be required of TNC-contracted employees.

- viii. Applicants should be required to report all streams of revenue to enable the Commission to prioritize Access funding to areas that need it most. This will ensure that there are no conflicts of interest for those applicants that may have relationships with TNCs.
- ix. Applications should be submitted online and should be publicly available.

b. **Criteria for Selection**

- i. The Commission should prioritize funding recipients based on need. Applications from non-urbanized areas should be prioritized. Recipients should demonstrate that they have a specific action plan to use the funding and identify measurable outcomes.
- ii. There should be no minimum threshold amount. The Commission should not set a maximum threshold amount for funding without understanding the revenues that will accrue from the per trip fee.
- iii. The Commission should include all the considerations listed in the OIR under this question and factor them into the decision to approve an application for Access Fund monies.

**4. Intervenor Compensation**

- a. The Commission should calculate intervenor compensation through a public review process.
- b. The phrase “existing funds collected from TNCs pursuant to [Pub. Util. Code] Section 421” does not require further clarification.
- c. The Commission should identify who is excluded from receiving intervenor compensation. Compensation should only be available for advocates that have no other source of dedicated funding for the purposes of this advocacy work.
- d. Collection of the 2% intervenor compensation fund should begin July 1, 2019, and compensation disbursement should be delayed until at least July 1, 2020 after the first year of fee collection.

## 5. Reporting Requirements

- a. Reporting requirements for TNCs should commence on July 1, 2019. This will allow the Commission to collect baseline data. At a minimum, the TNC data reports should include:
  1. Locational data for requests for WAV service and all other requests;
  2. Response times of fulfilled requests for WAV service and all other requests; and
  3. Number of denied requests for WAV and number of denied requests for all other trips.

The reports will enable the Commission to develop a baseline data set and establish annual benchmarks for provision of comparable service. The TNC reports should be made publicly available on the Commission's website.

- b. At a minimum, quarterly reports should include:
  1. Locational data for requests for WAV service and all other requests;
  2. Response times of fulfilled requests for WAV service and all other requests; and
  3. Number of denied requests for WAV and number of denied requests for all other trips.
- c. All data should be made publicly available on the Commission's website.
- d. The Commission should not set benchmarks until it has collected a year of verifiable baseline data. The reports should be in a format that is suitable for stakeholders to conduct analysis of the data, such as in a spreadsheet, and all reports should be public.
- e. Commission reports to the Legislature should demonstrate that each Access Fund recipient is providing an equivalent level of service that is either supplemental or an alternative to TNCs.

## 6. Additional TNC Accessibility Issues

- a. The Commission should ensure that TNCs comply with all statutes of the Americans with Disabilities Act (ADA).

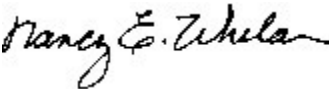
- b. If necessary, the Commission should require changes to TNC apps to improve service for persons with disabilities consistent with current practice under Section 508 of the federal Rehabilitation Act of 1973. These changes should not be eligible for TNC Investment Offsets.
- c. The Commission should consider adopting rules that require TNCs to accept transportation fare subsidies in the form of substitutes for legal tender that are issued by governmental entities.

**III. Conclusion**

Marin Transit’s participation in this proceeding will not prejudice any party and will not delay the schedule or broaden the scope of the issues in the proceeding. For the reasons stated above, Marin Transit respectfully requests that the CPUC grant this Motion for Party Status filing.

Dated: April 2, 2019

Respectfully submitted,



Nancy Whelan  
 General Manager  
 Marin Transit  
 Tel: 415-226-0855  
 E-mail: [nwhelan@marintransit.org](mailto:nwhelan@marintransit.org)



711 grand ave, #110  
san rafael, ca 94901

ph: 415.226.0855  
fax: 415.226.0856  
[marintransit.org](http://marintransit.org)

May 6, 2019

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

**SUBJECT: Supplement to Ross Valley Yellow Bus Funding**

Dear Board Members:

**board of directors**

damon connolly  
president  
supervisor district 1

dennis rodoni  
vice president  
supervisor district 4

kate colin  
2nd vice president  
city of san rafael

judy arnold  
director  
supervisor district 5

stephanie moulton-peters  
director  
city of mill valley

katie rice  
director  
supervisor district 2

kathrin sears  
director  
supervisor district 3

eric lucan  
alternate  
city of novato

**RECOMMENDATION:** Approve \$30,000 in additional funding, annually, to support the Ross Valley Yellow Bus program for three years beginning in FY 2019/20.

**SUMMARY:**

Staff recommends that your Board allocate additional funding to the Ross Valley yellow school bus program to ensure a reasonable increase in the pass price and maintain a high level of participation in the program.

Marin Transit has a long history of supporting student transportation in the Ross Valley area. In late 2018, Marin voters passed Measure AA and your Board approved a yellow bus funding formula to distribute \$600,000 to yellow bus programs throughout Marin County. Under the new formula allocation, the Ross Valley yellow school bus program will receive less funding from Marin Transit than in previous years. In addition to reduced revenue under the new formula, the County of Marin has lowered its contribution to the Ross Valley program. Without additional funding support from Marin Transit, balancing the program budget will require an exceptionally steep increase in the projected price of a one-way pass for FY 2019/20.

**BACKGROUND:**

*Service History*

Marin Transit's role in providing transportation to Ross Valley School District, and particularly White Hill Middle School, began in the 2005/06 school year. Prior to this, Ross Valley School District (RVSD) contracted directly with Golden Gate Transit (GGT) to provide service on Routes 123 (San Anselmo to White Hill) and 127 (Sleepy Hollow to White Hill). In the 2004/2005 school year, RVSD paid GGT \$79,777 to provide service on these two routes. In 2005, GGT determined that all local public transit services should originate with Marin Transit. This included the three routes that GGT provided

under direct contract with school districts – the two RVSD routes and one route for Larkspur School District. Marin Transit agreed to integrate the three routes into its supplemental school services and eliminated less productive school service to make room in the budget. With the transition of service to Marin Transit, RVSD no longer provided financial support for the services.

Although Marin Transit took on responsibility for the RVSD service in the 2005/06 school year, GGT continued to operate the service under contract with Marin Transit for ten years. Just prior to the 2015/16 school year, GGT and Marin Transit signed a new intergovernmental agreement that removed supplemental school service from the agreement including service to White Hill Middle School.

Prior to signing the 2015 agreement, GGT operated 2,160 revenue hours of supplemental school service to the Ross Valley School District on behalf of Marin Transit. The service was focused primarily on White Hill Middle School. Staff estimated the Measure A funding for this service to be \$175,000 per year. The RVSD service required 12 dedicated buses to meet the peak demand in the afternoon. On average, students took 542 trips per day on these routes. Marin Transit, however, determined that the RVSD service did not meet the requirements for federally-funded public transit service due to the use of dedicated equipment and routes.

Concurrently, Marin Transit, TAM, and the Marin County Office of Education co-sponsored a Coordinated Countywide School Transportation Study that found yellow buses to be best suited for K – 8 students. Marin Transit then sought a traditional “yellow bus” contract for the Ross Valley service.

In 2015, Marin Transit awarded a one-year contract to Michael’s Transportation with two option years to provide yellow bus service to RVSD serving White Hill Middle School and Hidden Valley Elementary. Marin Transit exercised the additional two option years for service through June 2018. In January 2018, Marin Transit issued a new Request for Proposals for yellow bus contractors to provide the service. Michael’s Transportation was the sole respondent and Marin Transit awarded the operator with a second three-year contract with two option years. This contract began on July 1, 2018.

In the 2018/19 academic year, Marin Transit’s contract with Michael’s Transportation provided six yellow buses operating 19 morning and afternoon routes. These routes transport over 500 students to/from White Hill Middle School, Hidden Valley Elementary, and Ross Valley Charter.

#### *Funding History*

In FY 2015/16, Marin Transit shifted its \$175,000 annual operating subsidy from the supplemental school service program to yellow bus service. Each year Marin Transit spent \$175,000 of its Measure A local transit funds to operate the program through FY 2018/19. The County of Marin contributed \$125,000 to the program beginning in FY 2015/16. The towns of Fairfax and San Anselmo began contributing \$10,000 each in FY 2016/17. Marin Transit subsequently requested these contributions each year to keep the bus pass prices stable.

Bus pass revenues paid for just over 50 percent of the program costs. The pass price has increased incrementally each year since FY 2015/16. Students eligible for the free and reduced lunch program were able to purchase discounted bus passes. See Attachment A for an analysis of historical bus pass prices and sales.

At the direction of your Board, an ad hoc committee on school transportation was formed in May 2016 to evaluate and plan for Marin Transit's role in school transportation. The ad hoc committee met 13 times during the past two years with attendance from various stakeholders of yellow bus programs in Marin County. The ad hoc committee provided guidance for advancing the Coordinated Countywide School Transportation Study recommendations and gave direction to Marin Transit staff on the use of Measure AA funding to support home to school yellow bus programs. The ad hoc committee suggested that Marin Transit provide a rationale for distributing funding using a formula-based approach. Based on this guidance, staff recommended at your January 2019 Board meeting that Marin Transit distribute \$600,000 to support the operations of existing home to school yellow bus programs.

The Marin Transit Board approved the "Yellow Bus Funding Allocation" on January 7, 2019. In FY 2019/20, the total amount that will be distributed according to the formula is \$568,441. This leaves \$31,559 of approved funding unallocated. Under the formula, the Ross Valley program will receive \$132,956 in FY 2019/20 compared to \$175,000 in Measure A funding it received in each of the four previous years.

#### **DISCUSSION:**

School transportation in the Ross Valley has been a flagship for traffic congestion relief in Marin County. Without the bus service to White Hill Middle school, staff estimates that more than 2,000 auto trips would be added to the heavily congested Sir Francis Drake corridor. The Ross Valley service is one of the longest running school transportation programs in Marin and the most successful in attracting and maintaining student ridership. In the past several years, up to 73 percent of White Hill Middle School students have purchased an annual bus pass to ride the bus to or from school.

The Ross Valley yellow bus program is unique among the yellow bus programs with which Marin Transit is involved in that Marin Transit is fully responsible for the program. In this role, Marin Transit:

- Holds the contract
- Provides all staff support
- Identifies and pays for bus parking
- Sets pass prices and manages pass sales
- Determines if free or reduced passes are available for families in need
- Finds funding partners and coordinates funds
- Provides Measure AA funding
- Covers any unfunded costs

Marin Transit has contracts to manage yellow bus service on behalf of the Tiburon Peninsula Traffic Relief Joint Powers Agency (JPA) and Mill Valley School District. In these contracts, many of the responsibilities listed above are borne by or shared with the contracting entity. Staff believes this model is more likely to succeed over time as it does not place the financial or staff burden of the service on a single entity.

#### *Ross Valley Yellow Bus Transportation Services Joint Exercise of Powers Agreement*

Using the Tiburon Peninsula JPA as a model, staff worked with Ross Valley yellow bus program stakeholders to develop a formal coordinated group to oversee the program. As a result, the group developed the Ross Valley Yellow Bus Transportation Services Joint Exercise of Powers Agreement (JEPA) that went into effect on January 1, 2019. The members of the JEPA formed a joint committee that includes the Town of San Anselmo, Town of Fairfax, County of Marin, and

RVSD. The joint committee provides enhanced public oversight and transparency for the program and policy guidance to Marin Transit.

The joint committee meetings are open to the public and parents are encouraged to attend. Three meetings have been held this year. The focus of the meetings has been to educate the joint committee members on the program's history, structure, and ridership. The meetings provided Marin Transit staff with guidance on expected funding contributions and pass prices in order to develop the FY 2019/20 program budget.

*Local Funding Contributions and Program Budget Impacts*

The Measure AA Expenditure Plan acknowledges the importance of school transportation in Marin County. The plan requires Marin Transit to commit five percent of the sales tax revenue to school transportation. Under the Measure, school transportation and other congestion relief measures are eligible for local roads formula funds. While the extension of the sales tax measure did not increase available funding, it provided increased flexibility for local jurisdictions.

In FY 2019/20, the County of Marin will also begin to support yellow bus programs on a formula basis. Under its formula, the Ross Valley program will receive \$100,000 and this is \$25,000 less than the County of Marin contributed in prior years. Similarly, Marin Transit's formula for distributing Measure AA funding will provide \$132,956 each year. This is approximately \$42,000 less than Marin Transit budgeted in the past. See Attachment B for a comparison of program contribution formula impacts to existing yellow bus programs in Marin County.

In contrast, the towns of San Anselmo and Fairfax will increase their annual contributions three-fold to \$30,500 each. RVSD does not provide any direct financial contribution to the program. However, school district staff are instrumental in distributing bus passes, marketing the program, and managing student bus loading in the afternoon.

To determine the price of the one-way pass, staff estimated the expected program costs and funding contributions. Staff assumed that service levels and pass sales will remain static year to year. To balance the program budget, the price for a one-way bus pass will be \$520 which is equivalent to \$2.89 per day. The cost of transportation to and from school will be \$1,040. This is a 32 percent increase from the pass prices for the current academic year. The draft budget is included as Attachment C.

Based on the projected budget, staff is concerned that pass sales may decline due to the steep price required to compensate for the decline in funding. If pass sales decline, Marin Transit will bear the burden of covering the costs of a potential program deficit.



**RECOMMENDED FUNDING DISTRIBUTION:**

In January 2019, your Board approved the formula distribution of \$568,441. Marin Transit has a total of \$600,000 in Measure AA funds available to support yellow bus program operations in FY 2019/20. The approved funding formula will remain in place for three years and will increase annually to reflect any proportional increase in Measure AA revenue.

FY 2017/18 Base Year Data		Mill Valley	Reed Union & Cove	Ross Valley	San Rafael	Dixie	Total	Calculation
One Way Pass Price	(a)	\$337.50	\$295.00	\$375.00	\$237.50	\$199.50		annual price, 50% of round trip
Subsidy per pass	(b)	\$118.13	\$103.25	\$131.25	\$83.13	\$69.83		35% of one-way pass price [0.35 x (a)]
One Way Passes Distributed	(c)	214	1,316	1,013	2,792	605	<b>5,940</b>	School year 2017-2018 source data
<i>Funding<sup>1</sup> for FY 2019/20 allocation</i>		\$25,279	\$135,877	\$132,956	\$232,085	\$42,244	<b>\$568,441</b>	35% of pass price for every pass distributed [(b) x (c)]

After distributing the \$568,441 under the formula, \$31,559 remains unallocated. Marin Transit staff is requesting approval to distribute \$30,000 of unallocated Measure AA funding to the Ross Valley yellow bus program annually for three years. In FY 2019/20, this will result in an annual one-way pass price of \$485. This price is equivalent to \$2.69 per day and represents a 23 percent increase over the current pass price. The revised draft budget is included with Attachment C.

Staff has conducted a survey of current bus pass holders. The survey asked parents which option they would prefer: 1. Maintain current service levels with a 25 percent pass price increase; or 2. Pay five percent more for a bus pass next year and reduce service levels. More than half of respondents expressed a willingness to pay an additional 25 percent to maintain current service levels. The overall survey response rate was 48 percent of yellow bus pass holders and indicates that a 25 percent increase may not lead to a decline in bus pass sales. Attachment D summarizes the results from the complete survey.

This additional allocation of school transportation funding will help to maintain pass sales levels for a thriving yellow bus program that provides important congestion relief at peak times along the Sir Francis Drake Blvd corridor.

The Ross Valley JEPA Joint Committee discussed the revised draft budget and resulting pass price at their April 22, 2019 meeting. The Joint Committee accepted the draft budget and acknowledged that the supplemental funding from Measure AA is subject to your Board's approval. Brian Colbert, Town of San Anselmo Councilmember and Chairperson of the Ross Valley JEPA Joint Committee has sent a letter in support of the supplemental allocation (Attachment E).

**FISCAL/STAFFING IMPACT:**

Staff requests the Board's approval of supplemental funding from Measure AA school transportation funds for the Ross Valley yellow bus program. If approved, staff will include \$30,000 in annual supplemental funds for three years in the Ross Valley yellow bus program

funding agreement. Staff will update the Marin Transit FY 2019/20 operating budget to reflect the allocation of the full \$600,000 in Measure AA school transportation program funding. There is no staffing impact associated with this item.

Respectfully submitted,



Nancy Whelan  
General Manager

Attachments:

- A. Ross Valley Yellow Bus Program Historical Pass Price and Sales Analysis (WHMS Only)
- B. Net Effect of Formulas on Ross Valley Yellow Bus Program Funding
- C. Ross Valley Yellow Bus Program Draft Budgets
- D. Survey Results of Both Current and Non-Bus Pass Holders (Ross Valley)
- E. Letter from Brian Colbert, Town of San Anselmo Councilmember and Chairperson of the Ross Valley JEPA Joint Committee

**Attachment A: Ross Valley Yellow Bus Program Historical Pass Price and Sales Analysis (WHMS only)**

	2015/16	2016/17	% Δ	2017/18	% Δ	2018/19	% Δ
Annual One-way Pass Price	\$300.00*	\$350.00*	17%	\$375.00	7%	\$395.00	5%
Annual Reduced-Price One-way Pass	\$50.00	\$100.00	100%	\$175.00	75%	\$197.50	13%
Full Price Passes Sold	922***	875	n/a	879	0%	822	-6%
Reduced Price Passes Sold	Data not available	53	n/a	39	-26%	31	-21%
Total One-way Pass Sales	922	928	1%	918	-1%	853	-7%
WHMS Enrollment**	799	781	-2%	813	4%	749	-8%

\*One-way pass is calculated as half of the cost of a round-trip

\*\*2015/16 data from California Department of Education. All other enrollment data supplied by WHMS Principal.

\*\*\*Includes reduced price passes

**Key Findings:**

- Enrollment and full price pass sales were relatively stable for the first three years of the program. From 2017/18 to 2018/19, a decrease in school enrollment correlated with a decrease in full price sales.
- Sales of reduced price passes significantly decreased year over year.

**Attachment B: Net Effect of Formulas on Ross Valley Yellow Bus Program Funding**

Program	Marin Transit Meas A/AA			County of Marin			Total
	FY 18/19	FY 19/20	Difference	FY 18/19	FY 19/20	Difference	Difference
Mill Valley School Dist	\$ -	\$ 25,279	\$ 25,279	\$ 55,000	\$ 50,000	\$ (5,000)	\$ 20,279
Tiburon JPA (Reed)	\$ -	\$ 135,877	\$ 135,877	\$ 50,000	\$ 70,000	\$ 20,000	\$ 155,877
Ross Valley School Dist	\$ 175,000	\$ 132,956	\$ (42,044)	\$ 125,000	\$ 100,000	\$ (25,000)	\$ (67,044)
San Rafael Elementary	\$ -	\$ 232,085	\$ 232,085	\$ -	\$ -	\$ -	\$ 232,085
Dixie School District	\$ -	\$ 42,244	\$ 42,244	\$ -	\$ -	\$ -	\$ 42,244
<b>Total</b>	<b>\$ 175,000</b>	<b>\$ 568,441</b>	<b>\$ 393,441</b>	<b>\$ 230,000</b>	<b>\$ 220,000</b>	<b>\$ (10,000)</b>	<b>\$ 383,441</b>

Attachment C. Ross Valley Yellow Bus Program 2019/20 Draft Budget Scenarios

Scenarios	1	2
	Draft Budget	Revised Draft Budget- Add'l \$30k Measure AA
<b>Pass Sales</b>		
<b>Full Price</b>		
<i>Charter one way passes</i>	24	24
<i>White Hill one way passes</i>	822	822
<i>Hidden Valley one way passes</i>	49	49
<i>Wade Thomas one way passes</i>	0	0
<i>Total # of one way Passes Sold - Full Price</i>	895	895
<b>Reduced 50% - Income Qualified</b>		
<i>Charter one way passes</i>	1	1
<i>White Hill one way passes</i>	31	31
<i>Hidden Valley one way passes</i>	7	7
<i>Wade Thomas one way passes</i>	0	0
<i>Total # of one way Passes Sold - Reduced 50%</i>	39	39
<b><i>Total of All Passes Sold</i></b>	<b>934</b>	<b>934</b>
<b>Bus Pass Prices</b>		
<i>Full price one-way pass price</i>	\$ 520.00	\$ 485.00
<i>Reduced price pass</i>	\$ 260.00	\$ 242.50
<b>Revenue</b>		
<i>Bus Pass Revenue</i>	\$ 475,540.00	\$ 443,532.50
<i>Per month processing fee - \$4.00 x passes sold x 10</i>	\$ 12,600.00	\$ 12,600.00
<i>Refund/Cancellations</i>	\$ (24,807.69)	\$ (23,711.34)
<i>Single use pass sales</i>	\$ 700.00	\$ 700.00
<i>Measure AA Formula Funds</i>	\$ 132,956.00	\$ 132,956.00
<i>Additional Measure AA</i>	\$ -	\$ 30,000.00
<i>County of Marin</i>	\$ 100,000.00	\$ 100,000.00
<i>Town of San Anselmo</i>	\$ 30,500.00	\$ 30,500.00
<i>Town of Fairfax</i>	\$ 30,500.00	\$ 30,500.00
<i>Ross Valley School District</i>	\$ -	\$ -
<i>Ross Valley Charter</i>	\$ -	\$ -
<b><i>Total Revenue</i></b>	<b>\$ 757,988.31</b>	<b>\$ 757,077.16</b>
<b>Expenses</b>		
<i>Contractor Expense (RVSD)</i>	\$ 642,600.00	\$ 642,600.00
<i>Fare Processing Charges</i>	\$ 19,021.60	\$ 17,741.30
<i>Marketing</i>	\$ 500.00	\$ 500.00
<i>AVL- Operating Costs</i>	\$ 6,705.00	\$ 6,705.00
<i>AVL-Data</i>	\$ 3,870.00	\$ 3,870.00
<i>Equipment (GPS)</i>	\$ 1,500.00	\$ 1,500.00
<i>Bus Parking in Marin County</i>	\$ 11,400.00	\$ 11,400.00
<i>Marin Transit Operations Oversight and Customer Service</i>	\$ 71,940.00	\$ 71,940.00
<b><i>Total Expenses</i></b>	<b>\$ 757,536.60</b>	<b>\$ 756,256.30</b>
<b>Surplus/Defecit</b>	\$ 451.71	\$ 820.86
<b>20% Local Match Requirement</b>	<b>21%</b>	<b>21%</b>



# **Attachment D. Survey Results of Both Current and Non-Bus Pass Holders for the Ross Valley Yellow Bus Program**

**May 6, 2019**

- Surveyed families to understand bus pass price sensitivity and overall value of the program.
- Three separate surveys deployed:
  - Current bus pass holders
  - Non-bus pass holders at WHMS
  - 5<sup>th</sup> Grade parents at all RVSD schools (non-bus pass holder)

# **SURVEY: CURRENT BUS PASS HOLDERS**



- Sent via email to current bus pass holders
  - 460 invitations
  - 221 responses
  - Rate of response: 48%
- Open from 3/22 – 3/29
  - 1<sup>st</sup> notification on 3/22
  - Reminder sent on 3/27
  - Final notification sent morning of 3/29

# Questions: Current Bus Pass Holder Survey



52

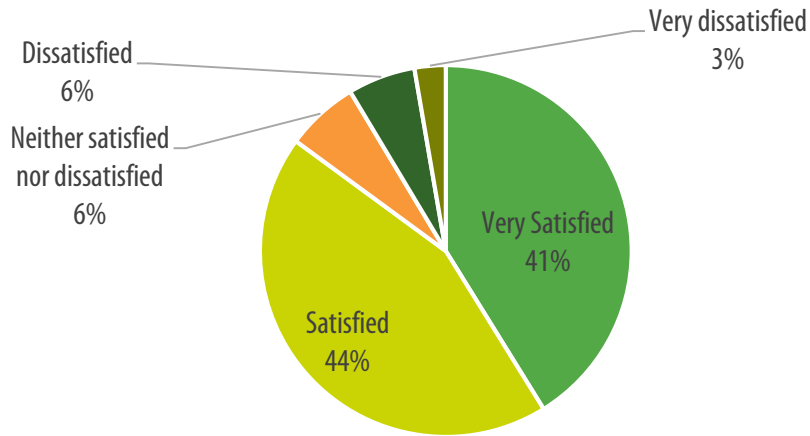
1. How satisfied are you with yellow bus service this year?
2. How satisfied are you with on-time performance this year?
3. How satisfied are you with driver performance this year?
4. How satisfied are you with communication about and from the program?
5. Do you know how the yellow bus program is funded?
6. Today, program funding is explained on the [rossvalleyschoolbus.com](http://rossvalleyschoolbus.com) website on the FAQs page. How would you prefer to learn more about program funding?
7. Would you rather...
  - Pay 25% more next year for a bus pass and keep the same number of buses and routes
  - Pay 5% more for a bus pass next year and reduce service levels resulting in longer ride times for students on the bus and longer wait times in the afternoon to get on a bus
8. What other information would you like to share about the service and operations of the yellow bus program?

Item 5

# Results: Current Bus Pass Holder Survey (1 of 2)

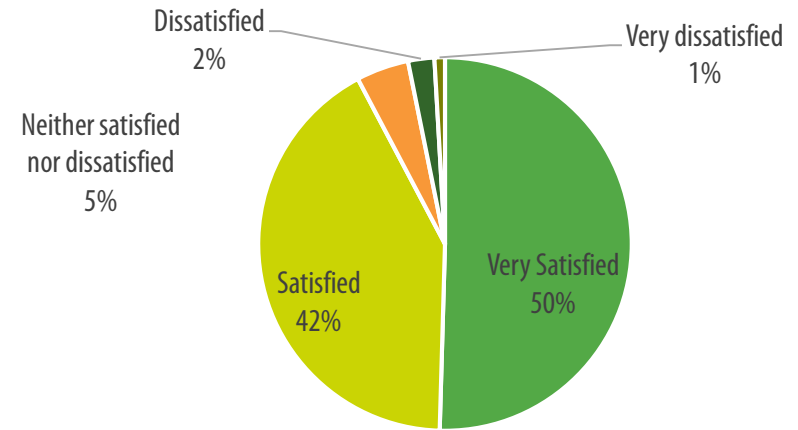


## Q1: Overall Satisfaction



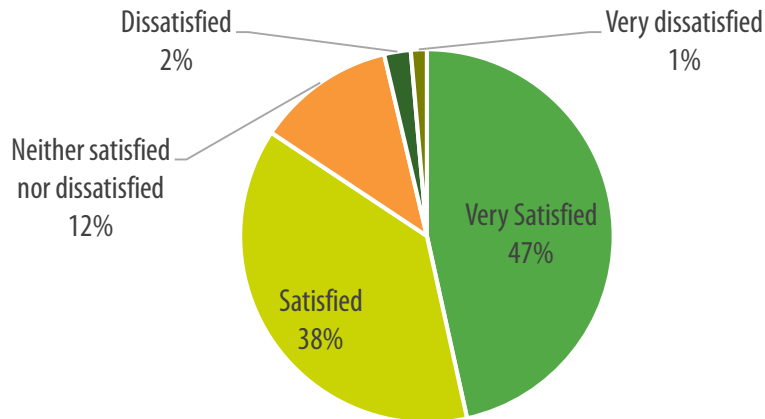
85% of respondents are v. satisfied or satisfied

## Q2: On-time Performance



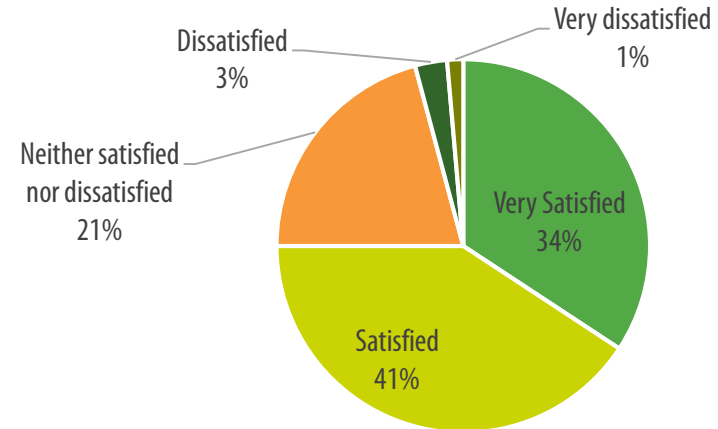
92% of respondents are v. satisfied or satisfied

## Q3: Driver Performance



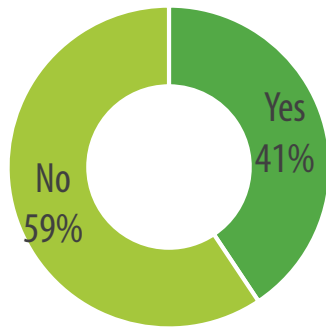
84% of respondents are v. satisfied or satisfied

## Q4: Communication

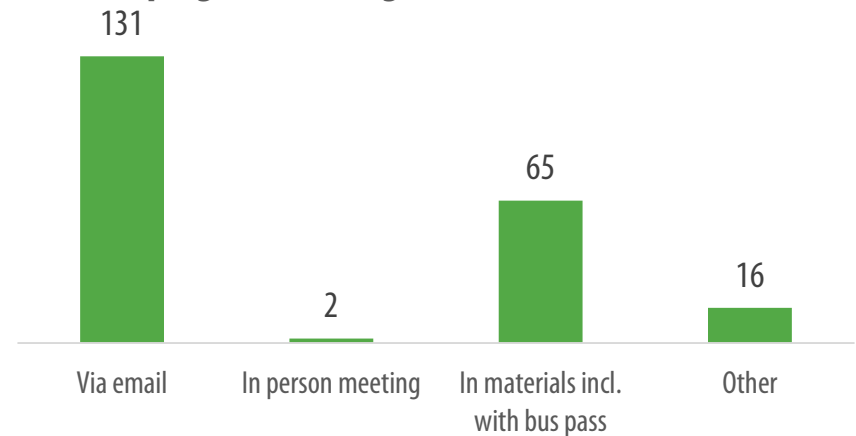


75% of respondents are v. satisfied or satisfied

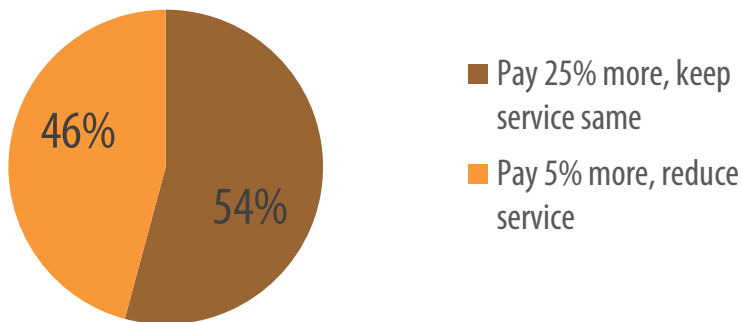
## Q5: Do you know how the YB program is funded?



## Q6: How would you prefer to learn more about program funding (other than website)?



## Q7: Would you rather...



More than half of respondents would pay more to maintain current service levels

## Q8: Comments Summary-

- Majority of parent comments indicated a belief that program is funded through bus pass sales alone or don't understand why they have to pay at all.
- It is too expensive
- Would like more buses and more flexibility in the afternoon
- The program is important/essential for many families

- Parents are generally happy with the program (day to day operations and drivers)
- While many families believe it is already expensive, it is necessary for many families to have transportation to get their students to and from school each day.
- It appears unlikely that sales of full price passes would drop dramatically if there was a pass price increase.

# Thank You Page: Current Bus Pass Holder Survey



56

All survey respondents saw this message before clicking "Done" and submitting the survey:

Marin Transit is working with the recently created Ross Valley Yellow Bus Transportation Services Joint Committee to finalize the program specifics for the 2019/20 school year. If you would like to learn more about how bus pass prices are determined, please join us at the next meeting on April 2nd at 7:00pm at the San Anselmo Town Hall. More information is available online at <https://rossvalleyschoolbus.com/pages/joint-exercise-of-powers-agreement>

Don't forget to click "Done" below to submit your answers. Thank you for completing this survey!

# **SURVEY: NON-PASS HOLDERS (WHMS ONLY)**

# Overview: Non-Pass Holder (WHMS only) Survey



58

- Shared with WHMS parents via BlackBoard by RVSD staff
  - 65 responses
- Open from 3/25 – 3/29
- First question asked parents whether they already had a student riding the yellow bus...
  - If yes, parent was taken to a page directing them to their email for survey of bus pass holders
  - If no, parent continued with non-pass holder survey



# Questions: Non-Pass Holder (WHMS only) Survey



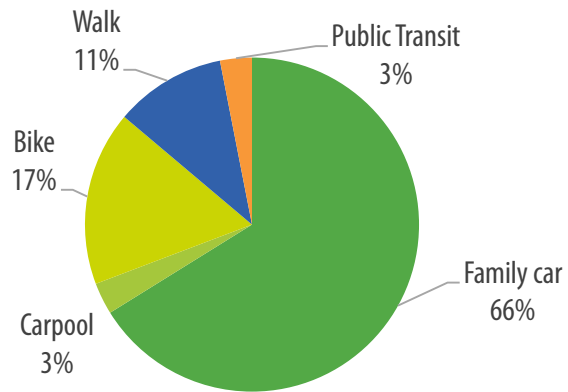
59

1. Do you have a student who currently rides the yellow bus to/from school at White Hill Middle School?
2. What is the primary mode your student uses to get to school today?
3. What is your primary reason for not riding the bus?
4. What is the nearest cross street/intersection to your home?
5. What other information would you like to share with us about changes that could lead to your family choosing to ride the bus?

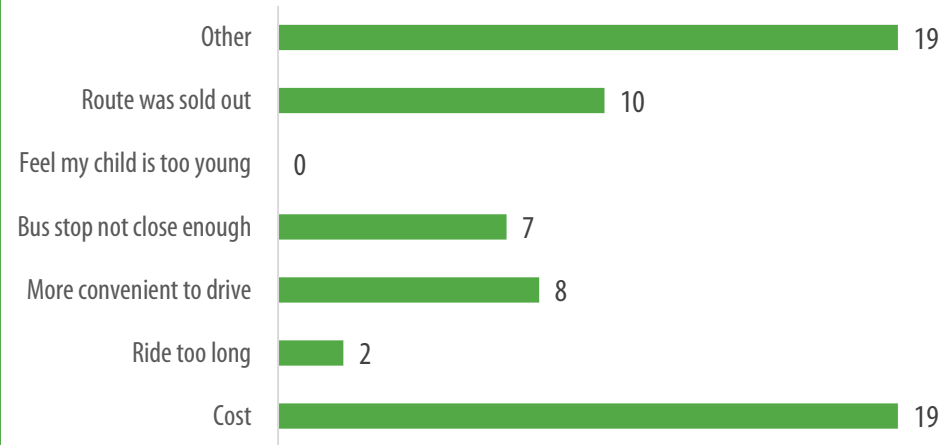
# Results: Non-Pass Holder (WHMS only) Survey



## What is the primary mode your student uses to get to school today?



## What is your primary reason for not riding the bus?



### Most common comments:

- Live too close to school to need the bus
- Live west of WHMS where there is no yellow bus service
- Desired route was sold out
- Too expensive

**Take-away:** Cost and location of home relative to bus service area/school are the most common factors influencing parents when deciding whether to buy a pass or not. Unlikely to capture significantly more pass sales if price reduced.

# **SURVEY: 5<sup>TH</sup> GRADE PARENTS**

# Overview: 5<sup>th</sup> Grade Parent Survey



62

- Shared with 5th grade parents via BlackBoard by RVSD staff
  - 145 responses
- Open from 3/25 – 3/29
- First question asked parents whether they already had a student riding the yellow bus...
  - If yes, parent was taken to a page directing them to their email for survey of bus pass holders
  - If no, parent continued with non-bus pass holder survey for parents of 5<sup>th</sup> graders

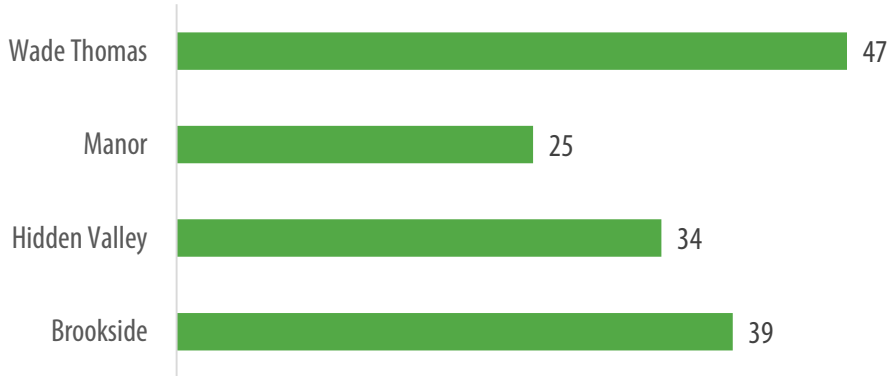
# Questions: 5<sup>th</sup> Grade Parent Survey



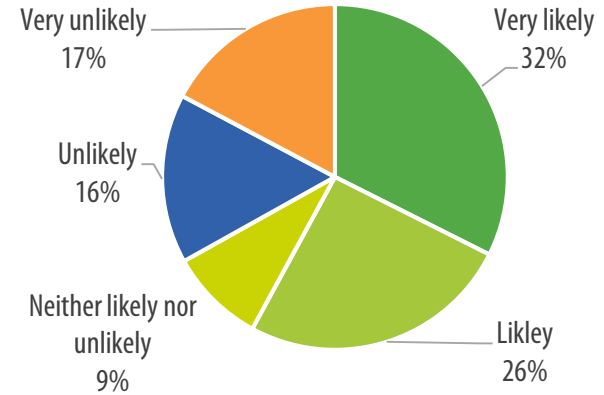
63

1. Do you have a student who currently rides the yellow bus to/from school at White Hill Middle School?
2. What school does your 5<sup>th</sup> grade student attend today?
3. How likely would you be to buy a yellow bus pass to/from White Hill next year for \$980 (round trip) which is \$5.44 per day?
4. If the price was reduced to \$840 (round trip), equivalent to \$4.67 per day, would this change your decision to buy a pass?

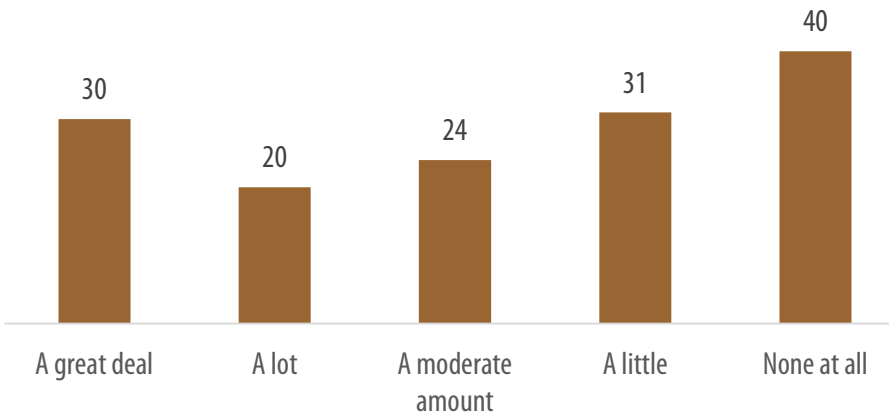
## What school does your 5<sup>th</sup> grade student attend today?



## How likely are you to buy a YB pass round trip for WHMS next year at \$980?



## If the price was reduced to \$840 round trip, would this change your decision to buy a pass?



### Take-aways:

- More than half of respondents would pay for a round trip bus pass priced at \$980 next year
- Reducing the price by \$140 would not affect most parents' likeliness to purchase a bus pass.



TOWN OF  
**SAN ANSELMO**  
EST. 1907

April 30, 2019

Marin Transit District  
Attn: Board of Directors  
3501 Civic Center Dr.  
San Rafael, CA 94903

Dear Board Members,

My name is Brian Colbert and I sit on the San Anselmo Town Council and am the Chairperson for the newly created Ross Valley Yellow Bus Program Joint Exercise of Powers Agreement Joint Committee. I am writing today in full support of the proposed allocation from the Marin Transit District of \$30,000 to help fund the FY 2019/20 towards the Ross Valley Yellow Bus program.

This program removes hundreds of vehicles from Sir Francis Drake Blvd. in the Ross Valley during morning commute hours, enjoys a high rate of participation, and has been very successful and well-managed over the years.

The budget for this program is in transition due to changes in the allocation formulas for Yellow Bus program funding at both the County of Marin and at the Transportation Authority of Marin (TAM). These changes have resulted in a year-over-year increase of bus pass rates of close to 20% with round trip costs to families approaching \$1,000 per student. At some point, the cost of the program will cause families to drop out of the program and drive their children to and from school. Without dedicated funding from the County, Measure AA, and from the Towns of Fairfax and San Anselmo, this program would cost families over \$1,600 per child per school year.

A long-term solution to school transportation in Marin County needs to be developed but until that time, these local yellow bus programs needs to remain viable. I thank you for your consideration in this important matter.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Brian Colbert', with a long, sweeping horizontal line extending to the right across the page.

Brian Colbert, Town Council Member  
Town of San Anselmo  
525 San Anselmo Avenue  
San Anselmo, CA 94960



711 grand ave, #110  
san rafael, ca 94901

ph: 415.226.0855  
fax: 415.226.0856  
[marintransit.org](http://marintransit.org)

May 6, 2019

Honorable Board of Directors  
Marin County Transit District  
711 Grand Avenue, Suite 110  
San Rafael, CA 94901

**SUBJECT: Request to Implement a Countywide Promotional Campaign During the 2019 Marin County Fair**

Dear Board Members:

**board of directors**

damon connolly  
president  
supervisor district 1

dennis rodoni  
vice president  
supervisor district 4

kate colin  
2nd vice president  
city of san rafael

judy arnold  
director  
supervisor district 5

stephanie moulton-peters  
director  
city of mill valley

katie rice  
director  
supervisor district 2

kathrin sears  
director  
supervisor district 3

eric lucan  
alternate  
city of novato

**RECOMMENDATION:** Authorize staff to develop and implement a Countywide promotional campaign to offer increased service and free fares during the 2019 Marin County Fair at an estimated cost of \$49,500.

**SUMMARY:** Staff have identified the Marin County Fair as a unique opportunity to promote local transit service. Fair parking prices have increased in recent years, and traffic congestion continues to be the top complaint from fairgoers. Additional local transit access will improve the experience for fairgoers and reduce their overall cost for attending the event.

As part of the promotional campaign, staff is proposing to add service and offer free fares on all fixed route and Connect services during the five-day period between July 3 and July 7, 2019. Paratransit, Catch-A-Ride, and Muir Woods would be exempt from the free fare offerings. The added service will be focused on routes serving the County Fairgrounds and on the evening hours when the highest number of attendees leave the event and local transit service levels are typically lower. Along with more evening service, Marin Transit Connect will operate daily during the five days to provide an on-demand service for the adjacent neighborhoods to access the fair.

Staff is proposing systemwide free fares during the County Fair to:

- Provide an additional financial incentive to take transit, especially for larger families;
- Eliminate a potential barrier to trying transit from the need to navigate fare payment;
- Test the impact of free fares on ridership; and
- Reward those riders who select Marin Transit local fixed route service or Connect as their transportation choice.



Staff have met to discuss the proposal with Marin County Cultural Services staff, gauge interest, and identify opportunities to cross-promote the campaign. Cultural Services staff are interested and support the concept of cross-promotion of the Fair and Marin Transit service. If approved by your Board, Marin Transit will work closely with its On-Call Outreach and Marketing Consultant to develop a detailed strategy and timeline to implement the campaign. Performance metrics for the campaign will include ridership during the five-day period compared to ridership in 2018 and observed traffic congestion levels from Fair staff.

**FISCAL/STAFFING IMPACT:** Staff estimates that the promotional campaign will cost the District \$49,500. This amount includes the cost of added service, the anticipated loss in fare revenue, and administrative support. The table below shows the estimated cost for each element of the campaign.

Item	Estimated Cost
Operations Costs (added service on Route 49 and MT Connect)	\$5,300
Fuel	\$1,200
Fare Revenue loss	\$29,000
Consulting Support and Direct Costs	\$12,000
Staff Time	\$2,000
<b>Total</b>	<b>\$49,500</b>

Respectfully submitted,



Robert Betts  
Director of Operations and Planning



711 grand ave, #110  
san rafael, ca 94901

ph: 415.226.0855  
fax: 415.226.0856  
[marintransit.org](http://marintransit.org)

May 6, 2019

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 2019/20**

**board of directors**

Dear Board Members:

damon connolly  
president  
supervisor district 1

**RECOMMENDATION:** Review draft FY 2019/20 budget and provide comments.

dennis rodoni  
vice president  
supervisor district 4

**SUMMARY:** Marin Transit's draft budget for July 1, 2019 to June 30, 2020 reflects the priorities and financial projections in the FY2018-FY2027 Short Range Transit Plan (SRTP).

kate colin  
2nd vice president  
city of san rafael

The FY 2019/20 Expenditure Budget for Operations and Capital Projects of \$55.9 million is balanced without the use of reserve funding (Table 1). The expenditure budget allows for a fully funding the Emergency Reserve (two months operating expenses), a Contingency Reserve (four months of operating expenses), and a Capital Reserve of \$10.9 million. The capital reserve is designed to reduce the District's future needs for borrowing or bonding for large capital projects.

judy arnold  
director  
supervisor district 5

The FY 2019/20 draft budget includes spending \$3 million of property tax funds (Capital Reserves) on an operation and maintenance facility. Additional Capital Reserves are available for construction for the operations and maintenance facility and for local match funds for the upcoming vehicle replacements.

stephanie moulton-peters  
director  
city of mill valley

katie rice  
director  
supervisor district 2

The operating expense budget of \$33.6 million is a three percent increase over the FY 2018/19 budget and provides for a similar level of fixed route and a seven percent increase in local paratransit service hours. The primary cost increases in the Operations Budget are from annual increases in contract operations rates and increased fuel costs due to rising fuel prices.

kathrin sears  
director  
supervisor district 3

eric lucan  
alternate  
city of novato

**Table 1: Budget Summary**

	<i>FY 2017/18 Actual</i>	<i>FY 2018/19 Final Budget</i>	<i>FY 2018/19 Estimated Actual</i>	<i>FY 2019/20 Draft Budget</i>
<b>Revenue</b>				
<i>Capital</i>	11,485,678	13,041,596	4,394,116	18,583,692
<i>Operations</i>	32,344,147	35,558,675	34,645,929	37,301,521
<b>Total Revenue</b>	<b>\$43,829,825</b>	<b>\$48,600,271</b>	<b>\$39,040,045</b>	<b>\$55,885,213</b>
<b>Expenditures</b>				
<i>Capital</i>	11,517,302	16,041,596	4,394,116	21,583,692
<i>Operations</i>	28,610,278	32,471,027	30,849,749	33,597,353
<b>Total Expenditures</b>	<b>\$40,127,580</b>	<b>\$48,512,623</b>	<b>\$35,243,865</b>	<b>\$55,181,045</b>
<i>Net Change in Fund Balance</i>	\$3,702,245	\$87,648	\$3,796,180	\$704,168
<i>Emergency Reserve</i>	4,992,037	5,411,838	5,411,838	5,599,559
<i>Contingency Reserve</i>	9,984,074	10,823,676	10,823,676	11,199,118
<i>Capital Reserve</i>	8,160,238	6,988,485	10,697,017	10,838,022
<i>Fund Balance (total reserve)</i>	\$23,136,349	\$23,223,997	\$26,932,529	\$27,636,697
<i>Expenditure of Restricted Fund Balance</i>	31,624	0	0	0
<i>Expenditure of Capital Reserve</i>	0	3,000,000	0	3,000,000

The operating revenue budget of \$37.3 million is a five percent increase over the FY 2018/19 budget. Increased property tax receipts and State Transit Assistance (STA) funds from Senate Bill 1 and Transportation Development Act (TDA) help offset the rising contract operations and fuel costs. The draft budget includes current Metropolitan Transportation Commission (MTC) revenue projections for STA and TDA funds, Measure A/AA estimates from the Transportation Authority of Marin (TAM), and County of Marin estimates for property tax revenue.

The passage of Measure AA, a renewal Marin County's 1/2-cent transportation sales tax, on November 6, 2018 has a significant impact in stabilizing Marin Transit's long-term financial outlook. Local sales tax funding is 39% of Marin Transit's operations budget. The new expenditure plan retains transit as a key strategy with 55% of programmed sales tax revenues going to transit related sub-strategies. The Transportation Authority of Marin (TAM) is still working to develop the strategic plan that will determine the policies related to administration, reserves and prior commitments that will affect the final dollar amounts allocated to transit. Initial information for TAM staff indicated the Measure AA annual programming to Marin Transit will be \$2.0 million less (15% less) per year than Measure A.

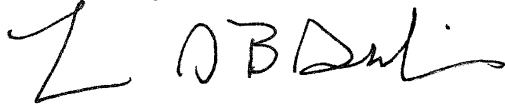
The budget document attached to this report provides additional information and trends for the operations budget for Administration, Local Service, Yellow Bus Service, Rural Service, and Marin Access.

Marin Transit's capital expenditure budget is \$21.6 million. Over half of the budget is for purchasing replacement vehicles. The budget includes funds to replace fifteen vehicles and purchase a site for an operations and maintenance facility. Sixty-seven percent of the proposed FY 2019/20 capital budget is funded by state and federal grants.

**FISCAL IMPACT:** None associated with the report. Staff will present a final budget for your Board's consideration at the June 3, 2019 meeting.

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Respectfully submitted,

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

Lauren Gradia  
Director of Finance and Capital Projects

Attachments: Marin County Transit District Draft Operating and Capital Budget for FY 2019/20  
MCTD FY2019/20 Budget Power Point Presentation



# MARIN TRANSIT BUDGET FY 2019/20



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# Marin Transit Budget Overview

The Marin County Transit District (Marin Transit) is responsible for local transit service within Marin County, and provides over 3.2 million unlinked passenger trips per year and over 260,000 revenue hours of service. Marin Transit delivers services through contract operators. These include: Golden Gate Bridge Highway & Transportation District (GGBHTD), Marin Airporter, MV Transportation, Marin Senior Coordinating Council (Whistlestop), and Michael's Transportation. 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 District's Board adopted the most recent SRTP on December 18, 2017.

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

The budget process begins in late February as a review of District and program level goals and objectives with finance and operations staff. In March, budget meetings focus on each program area. The Director of Finance compiles all the program data and develops a draft budget to present to the Board of Directors at their April meeting. The final budget incorporates any changes from the draft version, and the Board adopts the budget at its May or June meeting.

The following is the timeline for fiscal year July 1, 2019 to June 30, 2020 (FY 2019/20) budget development:

February 25, 2019	Budget kick-off meeting
March-April 2019	Program level budget meetings
May 6, 2019	Draft budget presented to Board of Directors
June 3, 2019	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 to and accounted for in the financial statements as an enterprise fund type of the proprietary fund group. 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. Proprietary funds further distinguish operating revenues and expenses from non-operating items. 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 (SRTP) 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 total program level (administration, local, yellow bus, rural, Marin Access, capital). Deviations from budgeted line item amounts are acceptable if the total program expenses do not exceed the budget authority.

Budget authority transfers between programs require General Manager approval and must be made such that total budget expenditures are not exceeded.

In the event that 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 finance 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 fluctuation in funding and in accordance to 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 six months operating expenses based on the adopted budget.

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.

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.

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***

In order 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).

### **Budget Summary**

The FY 2019/20 expenditure budget for operations and capital projects is \$55.9 million. The expenditure budget allows for a fully funded Emergency Reserve (two months operating expenses), a Contingency Reserve of four months of operating expenses, and a Capital Reserve of \$10.9 million. The proposed budget continues existing service levels with existing operations contracts and modestly increasing fuel prices. Capital expenditures are comparable with continued investments in the revenue service vehicles, bus stop improvements, operations facilities. The Capital budget include the expenditure of \$3.00 million in capital reserve to purchase a yellow bus parking facility.

Table 1: Budget Summary

	FY 2017/18 Actual	FY 2018/19 Final Budget	FY 2018/19 Estimated Actual	FY 2019/20 Draft Budget
<b>Revenue</b>				
Capital	11,485,678	13,041,596	4,394,116	18,583,692
Operations	32,344,147	35,558,675	34,645,929	37,301,521
<b>Total Revenue</b>	<b>\$43,829,825</b>	<b>\$48,600,271</b>	<b>\$39,040,045</b>	<b>\$55,885,213</b>
<b>Expenditures</b>				
Capital	11,517,302	16,041,596	4,394,116	21,583,692
Operations	28,610,278	32,471,027	30,849,749	33,597,353
<b>Total Expenditures</b>	<b>\$40,127,580</b>	<b>\$48,512,623</b>	<b>\$35,243,865</b>	<b>\$55,181,045</b>
Net Change in Fund Balance	\$3,702,245	\$87,648	\$3,796,180	\$704,168
Emergency Reserve	4,992,037	5,411,838	5,411,838	5,599,559
Contingency Reserve	9,984,074	10,823,676	10,823,676	11,199,118
Capital Reserve	8,160,238	6,988,485	10,697,017	10,838,022
Fund Balance (total reserve)	\$23,136,349	\$23,223,997	\$26,932,529	\$27,636,697
Expenditure of Restricted Fund Balance	31,624	0	0	0
Expenditure of Capital Reserve	0	3,000,000	0	3,000,000

### 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.

For the last four years, Marin Transit has been able to rebuild the District's fund balance based on strategic efforts to lower service contract rates and control administrative costs. In addition, increasing revenues from a strong economy have helped fully fund the emergency and contingency reserves and create a capital reserve. The next step in financial stability for the District is transitioning from leased operations and maintenance facilities to a District-owned location. Marin Transit has a \$6.6 million capital project planned for the purchase of right of way for a bus facility and a \$3.0 million project planned for the purchase of yellow bus parking facility. In accordance with the District's SRTP, the FY2019/20 Budget programs \$3.0 million of capital reserves for the purchase of a bus facility.

With the Emergency and Contingency Reserves continuing to be fully funded with the equivalent of six months of operations funds, the Capital Reserve is reduced by \$640,000. The remaining Capital Reserve will be needed for the upcoming vehicle replacements and additional facility costs.

## 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 FY 2024/25 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 40% of Marin Transit's operating revenues. The sales tax also provides a share of capital funds needed to match federal and state grant funding for vehicles. As shown in the District's 2017 Short Range Transit Plan, without the sales tax funding Marin Transit would need to cut service levels significantly and end programs like the community shuttles, West Marin Stagecoach, Muir Woods Shuttle and school bus service.

The new expenditure plan was updated to reflect the needs of Marin County and projects that were completed under Measure A. Measure AA continues to prioritize local transit and the voter approved expenditure plan indicates that 55% of allocated sales tax revenues will go to local. The expenditure plan for Measure AA does make changes to the sub-strategies and their allocations within the transit strategy and there are changes to the amount of funding that is taken "off the top" before the allocations are made. Table 2 compares the allocations under Measure A to Measure AA. The largest difference is the addition of the School Service sub-strategy. Funds were spent on supplemental school, the youth bus pass program and yellow bus under the Local Service sub-strategy in Measure A. Additional funds are committed to school transportation in Measure AA.

**Table 2: Comparison of Local Transit Programmed Funding in Measure AA to Measure A**

Local Transit Sub-Strategy	Measure A %s <sup>1</sup>	FY 2018/19 Measure A Program <sup>2</sup>	Measure AA %s <sup>3</sup>	FY2019/20 Measure AA (Estimated Program)
Local Bus Service	37%	\$ 9,724,303	33%	\$ 7,392,000
Rural Bus Service	3%	\$ 788,457	3%	\$ 672,000
Special Needs	9%	\$ 2,365,371	9.5%	\$ 2,128,000
Bus Transit Facilities	6%	\$ 1,576,914	4%	\$ 896,000
School Service	0% <sup>4</sup>	\$ -	5%	\$ 1,120,000
<b>Total to Marin Transit</b>	<b>55%</b>	<b>\$ 14,455,045</b>	<b>45.5%</b>	<b>\$ 12,208,000</b>
Ferry Access <sup>5</sup>	0%	\$ -	0.5%	\$ 112,000
<b>Total to Local Transit</b>	<b>55%</b>	<b>\$ 14,455,045</b>	<b>55%</b>	<b>\$ 12,320,000</b>

Notes:

- 1) Percentages are applied to sales tax revenue after a 5% admin fee is taken off the top and percentages from completed highway projects re-distributed all other strategies
- 2) Numbers based on a full year at current sale tax receipts under Measure A, TAM will allocate ¾ of the year based on the Measure A expenditure plan and ¼ of the year based on the Measure AA expenditure plan
- 3) Percentages are applied to sales tax revenue after a 5% admin fee and a \$2.35 million reduction (8.5%) for major roads is taken off the top for the first 14 years; effective percent to transit is 45% for the first 14 years.
- 4) Included in Local Bus
- 5) GGBHTD bus service to the ferry was funded on a discretionary basis from Measure A interest. Under Measure AA, funds are committed annually for this service and will be allocated directly to GGBHTD as outlined in the new Expenditure Plan.

The Transportation of Authority of Marin is still developing the strategic plan that will determine policies related to administration, reserves, and prior commitments that will affect the final dollar amounts allocated to transit. Based on the expenditure plan, Marin Transit expected 55% of the estimated \$27 million in annual sales tax revenue, or around \$14.9 million annually, to be available to the transit sub-strategies. Based on initial discussions with the Transportation Authority of Marin, the level of funding to Marin Transit may be closer to \$12 million annually. This is due to a combination of the following factors:

- (A) Conservative projection of sales tax receipts (TAM is projecting decline in FY 2019/20 of 2.8%)
- (B) Potential reduction of allocated transit funds to cover prior Major Road Commitments carried forward from Measure A (TAM staff advised District staff they expect to take funds “off the top” of the annual Measure AA sales tax receipts)
- (C) 5% reduction of allocated funds to create a reserve (may be offset by the release of the Measure A reserve)
- (D) 5% reduction of allocated funds for administration and programming (consistent with Measure A)

A commitment of funds to roadway projects carried forward from Measure A was included in the expenditure plan at \$2.35 million per year for the first 14 years (Measure AA Expenditure Plan, page 31). It is unclear from the Expenditure Plan if this was intended to be made from the roadway strategies, but depending on the outcome of the Strategic Plan, it may be deducted from all strategies (“off the top”), including transit, for the first 14 years of the plan. This would be an 8% reduction in funding per year or about \$1.2 million reduction per year from the amount Marin Transit had expected for transit. The FY2019/20 Budget includes a conservative projection of Measure AA funds and depending on the adopted Measure AA Strategic Plan, any effective reductions in local sales tax funding to Marin Transit will be included in Marin Transit’s current Short Range Transit Plan update. If the funding for transit is reduced for the existing commitments to major roads, it will not affect the FY2019/20 budget due to the anticipated one-time payment of Measure A reserves and the ability to draw down unspent prior year funds. The two biggest near-term challenges for the District from the funding reduction would be:

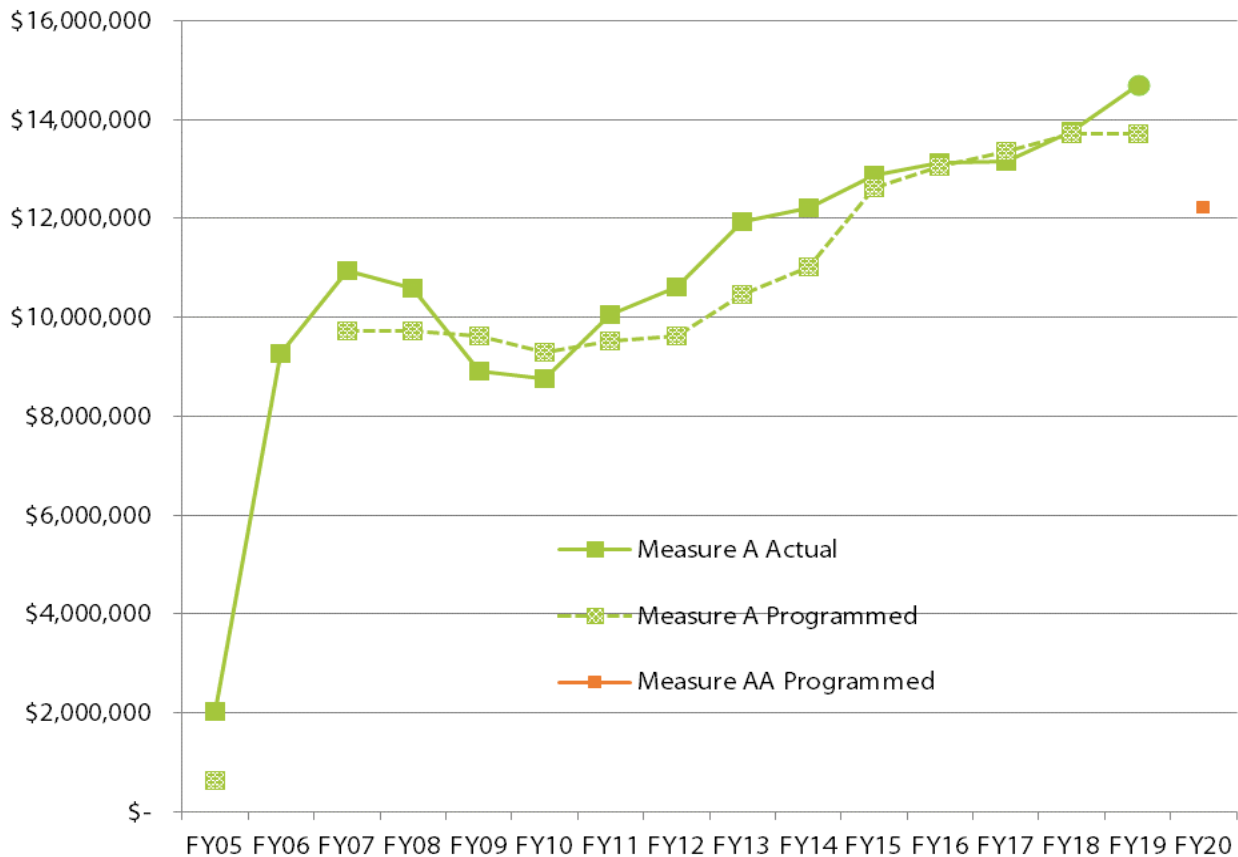
- 1) Lower local matching funds for replacement vehicles. Capital funds (bus transit facilities) were reduced in Measure AA, allowing for a commitment of transit funds for school transportation service. This shift in sub-strategy allocations coupled with the reduction in the overall amount of Measure AA available, will impact whether Marin Transit can match other grants for vehicle replacements in a timely manner.
- 2) Challenges meeting existing commitments for school transportation that were made based on the \$14.9 million local transit strategy funding estimate included in the Measure AA Expenditure Plan. Marin Transit is allocating \$600,000 in Measure AA funds to yellow bus programs in FY2019/20 with the expectation that the allocation would grow by the amount of sales tax revenue growth for the subsequent two years. Allocations for FY2020/21 and beyond may need to be reconsidered depending on the reduction to the fund estimate.

TAM programs Measure A/AA funding to the District based on projections and adjusts future year balances to account for actual 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 and actual

receipts. TAM established a reserve fund under Measure A to account for potential economic declines that could adversely impact sales tax collections. With the termination of the Measure A expenditure plan in 2019, TAM plans to distribute these reserve funds to each of the Measure A categories according to the categories' percentage shares. The FY2019/20 Budget includes an expected distribution of Measure A reserve funds, plus the expenditure of Marin Transit Measure A balances from unspent prior year funds. These one-time funds mitigate the near-term effect of lower Measure AA funding for Marin Transit.

The growth rate of sales tax slowed to 0.2% in FY2016/17 after recovering from the decline in FY2007/08. FY2017/18 show renewed growth (4.8%) and based on initial receipts FY2018/19 shows strong growth (6.3%). TAM is projecting a 2.8% decline in sales tax receipts in FY2019/20 to allow for a potential economic recession. Growth of sales tax in Marin County is typically low due to limited population and job growth that are key drivers of retail sales. The projected Marin County sales tax revenue growth below expected price inflation will slowly impact the District's ability to sustain service.

**Figure 1: Programmed Measure A/AA Transit Funds by Fiscal Year ( TAM Projection vs Actual Receipts)**



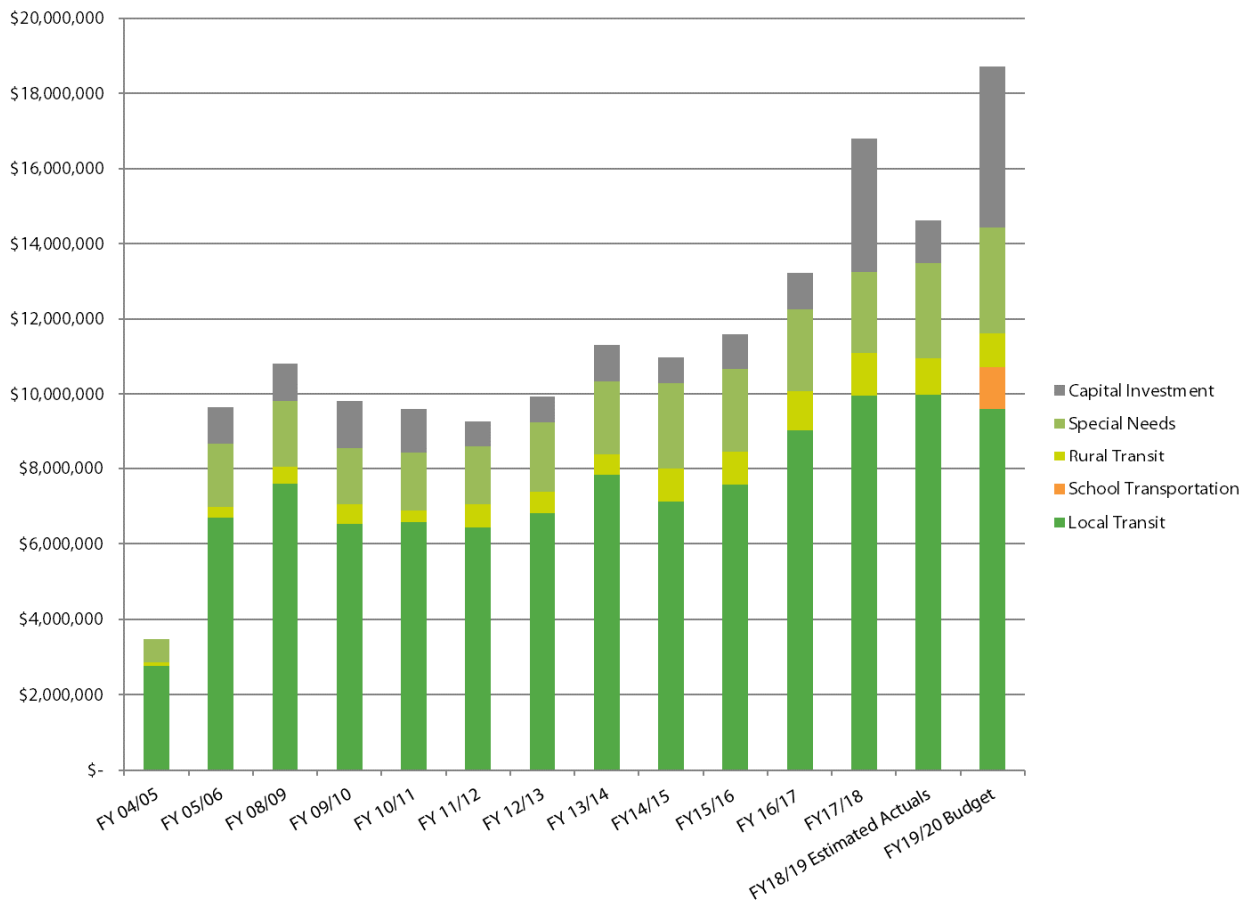
The District's actual expenditure of Measure A/AA revenue varies due to capital replacement cycles and the availability of other grant funds in a particular year (Figure 2). In a given year, any unclaimed Measure A/AA revenue is available for TAM to allocate to Marin Transit in future years.

Based on the following assumptions Marin Transit will have a balance of \$6.1 million in unallocated and carryover Measure A/AA at the end of FY 2019/20:

- FY 2018/19 sales tax receipts at TAM projected level;
- \$3.2 million in Measure A reserves programmed to Marin Transit in FY 2019/20;
- \$12.208 million in Measure AA FY 2019/20 funds programmed to Marin Transit (amount to be determined in TAM’s Measure AA Strategic Plan); and
- Marin Transit expenditures of Measure A and Measure AA as included in the FY 2019/20 draft budget

The estimated unallocated and carryover funds are \$6.125 million and include \$5.0 million in Local Bus funds, \$140,000 in Special Needs, and \$985,000 in Bus Transit Facilities funds. 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 shows the annual expenditure of local sales tax funds by category. Consistent funding availability is critical to maintaining transit service operations.

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





# Operations Budget

Marin Transit's FY 2019/20 operations budget provides for operation of the following services:

Local Basic and Local Trunkline	116,000 revenue hours
Local Connector (Community Shuttles)	43,600 revenue hours
Supplemental School and Partnership	6,850 revenue hours
Muir Woods Shuttle	6,500 revenue hours
Novato Dial-A-Ride	2,400 revenue hours
Yellow School Bus Service	6 buses
West Marin Stagecoach Service	16,400 revenue hours
Rural Dial-A-Ride Service	435 revenue hours
Local Paratransit Service	63,800 revenue hours
Regional Paratransit Service	8,500 revenue hours
Catch-A-Ride	15,400 trips
Volunteer Driver	15,700 trips
Transit Connect (pilot)	8,500 revenue hours

The operating expense budget of \$33.6 million is a 3% increase over the FY 2018/19 budget (Table 3), and provides for a similar level of fixed route service and an increase in paratransit service hours. The largest cost increases are from contract service operations, both for increased service and for increased contract rates. Wage pressure and historically increasing fuel prices are increasing transit operations costs faster than inflation.

Table 3: Operations Budget (Admin, Local, Yellow Bus, Rural, &amp; Marin Access)

	FY 2017/18 Actual	FY 2018/19 Budget Revised	FY 2018/19 Estimated Actuals	FY 2019/20 Draft Budget	% Δ from FY2018/19 Budget
<b>Revenue</b>					
Fare Revenue	4,044,536	4,227,620	4,075,326	4,223,533	0%
Advertising & Other Revenue	424,774	412,206	402,860	408,000	-1%
Reimbursements (GGBHTD, WSW)	1,943,098	2,026,564	1,914,811	2,097,563	4%
Interest	118,552	70,250	190,620	150,700	115%
Measure A	13,255,076	14,046,065	13,385,396	8,563,236	-39%
Measure A Interest	85,000	85,000	85,000	0	-100%
Measure AA	0	0	0	5,927,581	-
Measure B	817,779	1,120,000	886,000	1,245,000	11%
Property Taxes	4,294,379	4,436,683	4,546,554	4,629,004	4%
Development Fees	47,832	58,200	48,235	39,950	-31%
State Transit Assistance (STA)	1,285,220	1,841,702	1,841,702	2,375,692	29%
Transit Development Act (TDA)	4,614,306	5,109,399	5,109,399	5,836,446	14%
Other State	147,950	354,524	389,532	18,800	-95%
FTA Funds	1,151,839	1,351,823	1,368,160	1,334,846	-1%
National Park Service	154,887	458,000	402,334	452,570	-1%
Transfers to Capital Budget	(41,080)	(39,360)	0	(1,400)	-96%
<b>Total Revenue</b>	<b>32,344,148</b>	<b>35,558,676</b>	<b>34,645,929</b>	<b>37,301,521</b>	<b>5%</b>
<b>Expenses</b>					
Salaries and Benefits	2,025,436	2,556,016	2,325,801	2,675,000	5%
Professional Service	555,159	558,531	432,717	572,717	3%
Professional Service- Legal	72,323	150,000	7,870	154,500	3%
Security and Maintenance	261,036	297,548	280,423	303,854	2%
Customer Service	528,266	783,263	604,326	651,950	-17%
Indirect County Overhead	2,009	2,575	0	2,652	3%
Mobility Support Programs	8,363	24,835	12,700	29,800	20%
Grants to Other Agencies	0	0	0	435,485	-
Office Supplies	193,344	223,888	229,953	233,808	4%
General Insurance	27,860	29,870	36,166	40,000	34%
Contract Service Operation	22,693,306	25,119,706	24,313,282	25,631,104	2%
Membership & Prof Development	20,502	61,800	14,845	63,654	3%
Mileage and Travel	15,925	23,690	15,891	24,401	3%
Marketing	98,035	243,881	139,708	246,808	1%
Communication	171,216	198,436	131,192	227,623	15%
Fuel	2,161,544	2,431,546	2,541,009	2,663,294	10%
Vehicle and Vehicle Parking Leases	23,280	23,980	23,980	24,730	3%
Office - Rental and Overhead	98,832	137,000	117,667	141,110	3%
Partner Agency Pass Through	85,000	85,000	85,000	0	-100%
Transfers to Capital Budget	(431,158)	(480,538)	(462,781)	(525,136)	9%
<b>Total Expenses</b>	<b>28,610,278</b>	<b>32,471,027</b>	<b>30,849,749</b>	<b>33,597,354</b>	<b>3%</b>
<b>Net Revenue Over Expenditures</b>	<b>3,733,870</b>	<b>3,087,649</b>	<b>3,796,180</b>	<b>3,704,167</b>	

## District Revenue

Marin Transit derives its revenues from multiple sources (Figure 3), 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.

To develop revenue projections for the FY 2018/19 budget, staff referred to Metropolitan Transportation Commission (MTC) revenue projections for STA and TDA, met with TAM's finance staff regarding Measure A/AA allocations, and discussed estimates for property tax revenue with the County of Marin.

Based on current receipts, Marin County sales tax revenue is expected to increase by 6.3% in FY 2018/19. In addition to the county transportation sales tax revenue, TDA revenue is generated from sales tax. The County Auditor Controller is projecting a 3.6% increase in TDA revenue in FY 2019/20. Marin Transit splits Marin County TDA with the Golden Gate Bridge Highway and Transportation District based on ridership and service provided. Marin Transit will receive 40.06% of Marin County TDA funds in FY 2019/20, which a slight percentage increase over the prior year.

New state legislation (SB1) increased the state gas tax to restore state transit funds back to historic levels. The State Controller follows a statutory allocation method to distribute funds to transit operators. In accordance with the statute, State Transit Assistance funding is split 50% based on (a) locally generated revenue expended on transit operations (revenue based) and 50% based on (b) the population of the County (population based). 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 service provided to address MTC's new STA Population-Based Policy (MTC Resolution 4321). With increased funding available, all Marin County transit operators are seeing increased revenues for operations.

In FY 2019/20 Marin Transit expects an allocation of \$1.3 million in STA population-based funds. This an increase of about \$350,000 over the funding Marin Transit received before SB1 and before MTC Resolution 4321. STA revenue-based funding has also increased significantly. Marin Transit will continue to use these state funds for paratransit operations, fixed route services, and ensuring lifeline transportation needs are met. As authorized by the Marin Transit Board in December 2017, some of the increased STA revenue is being used for the purchase of additional vehicles needed to reduce overcrowding on school routes.

Passenger fare revenue is budgeted based on current program receipts or estimated using a linear projection to account for service level increases or reductions. Muir Woods Shuttle fares are subsidized by the National Park Service (NPS). Since the establishment of a reservation system in January 2017, passengers pay \$3 round trip and NPS contributes \$2 to allow Marin Transit to collect a total of \$5 per round trip fare. This fare is equivalent to the fares collected prior to the reservation system.

The operating revenue budget of \$37.3 million is a 5% increase from the prior year budget (Table 3).

The increase in budgeted operations revenue mirrors an increase in Operations expenses. Marin Transit will use increased state revenues from Senate Bill 1 (SB1) to fund operations. Marin Transit maintains a similar level of expenditure of Measure A/AA local sales tax revenue despite a projected lower level of funding available in FY 2019/20. Lower sales tax projections are offset by 1) the carryover of unspent prior year funds due to sales tax receipts exceeding projections, and 2) the expected release of TAM Measure A reserves due to the transition to the Measure AA expenditure plan.

Six revenue categories have variances greater than \$100,000 between the FY 2019/20 budget and FY 2018/19 budget (Table 4). Measure A/AA combined funding is higher due to new expenditure of sales tax revenue on yellow school bus programs. Measure B expenditures increase temporarily to expend prior year funds and to provide funding to the Transit Connect pilot project that provides on-demand transit service.

**Table 4: Revenue Variances in Operations Budget >\$100,000 over prior year**

Revenue Category	FY 2019/20 Budget	Variance from Prior Year Budget		Notes
		Amount (\$)	%	
Measure A/AA	\$14,324,387	\$278,332	2%	This includes expenditure of prior year unspent Measure A funding and current year Measure AA funds. The total Marin County sales tax budgeted for expenditure increases primarily due to the \$600,000 in funds that will be allocated to existing Marin County yellow school bus services
Measure B	\$1,245,000	\$125,000	11%	Expenditure of unspent prior year funds for same day on demand accessible service (Transit Connect)
Property Tax	\$4,629,004	\$192,321	4%	Continued strong Marin County property tax growth
State Transit Assistance	\$2,375,692	\$533,990	29%	Increased allocations from SB1
Transportation Development Act	\$5,836,446	\$727,047	14%	County Auditor's projection of 3.6% annual increase plus prior year funds due to receipts exceeding projections
Other State	\$18,800	(\$335,724)	-95%	State Cap and Trade funds in the Low Carbon Transit Operations Program (LCTOP) previously used for expanded bus service are programmed to purchase electric vehicles

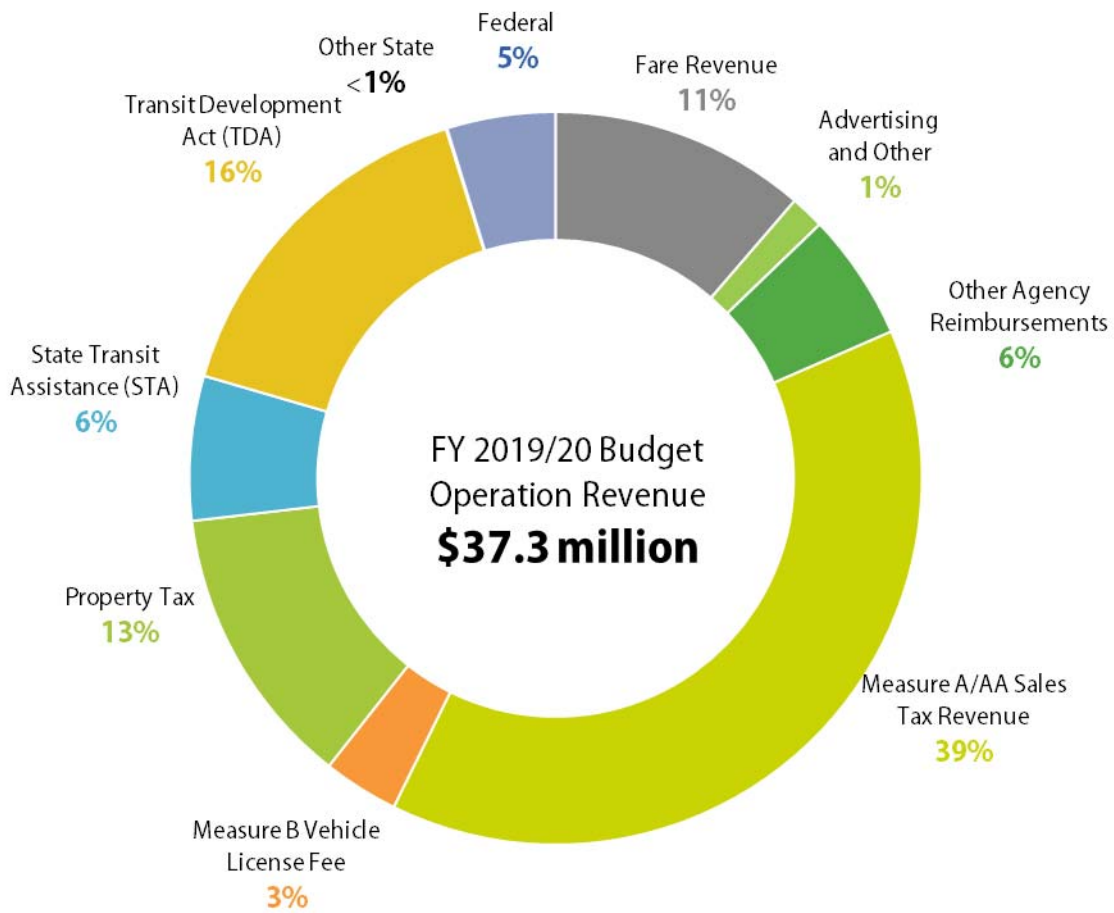
Property tax revenue indicators point to continued revenue growth. The County of Marin forecasts FY 2019/20 property tax receipts will grow another 5% after an expected 5.7% growth in FY 2018/19.

Marin Transit's share of Transit Development Act (TDA) funding is projected to increase 14%. This partially due to the County Auditor's projection of a 3.6% increase over the prior year estimate and a carryforward of prior year funds due to actual receipts that exceed prior year projections. TAM is projecting a downward trend in funds generated from the same source (sales tax). If a recession does occur and TDA funding declines, Marin Transit has sufficient property tax revenue to meet current budget commitments.

Budgeted State Transit Assistance (STA) increases based on increased expenditures of population-based funds available under SB1 and MTC Resolution 4321.

The "Other State Revenues" category drops significantly since the current year allocation of Cap and Trade, Low Carbon Transit Operations Program (LCTOP) revenue is not being expended on transit operations. Marin Transit will expend the LCTOP revenue on the purchase of four electric transit buses.

**Figure 3: Revenue Sources for FY 2019/20 Budget**



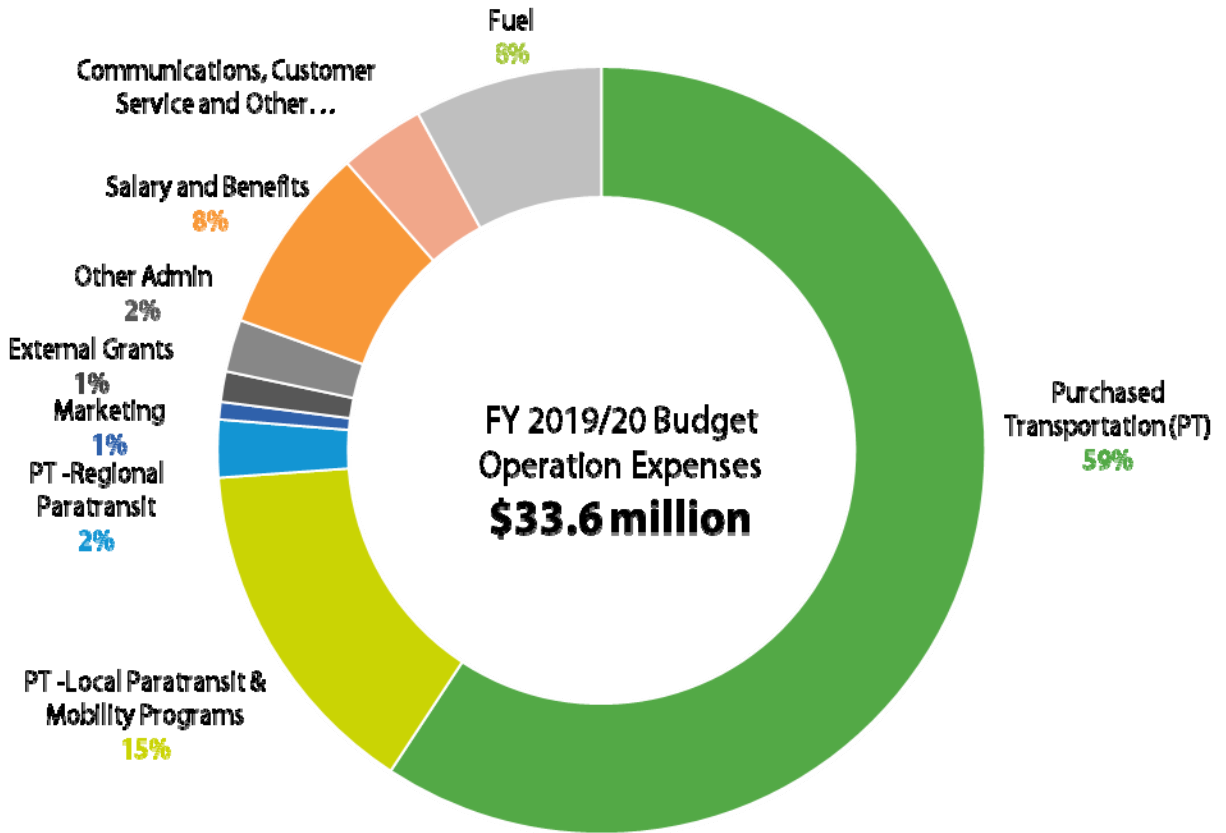
## District Expenses

Marin Transit provides local transit service through purchased transportation contracts. Under this structure, the majority of district operations expenses (Figure 4) are for contract service operation (76%) and associated fuel and other operations expenses (12%). Contract service operations 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. Categories with variances greater than \$100,000 are summarized in Table 5.

**Table 5: Expense Variances in Operations Budget (>\$100,000)**

Expense Category	FY 2019/20 Budget	Variance from Prior Year Budget		Notes
		Amount (\$)	%	
Salaries and Benefits	\$2,675,000	\$118,984	5%	Allows for merit-based salary increases and potential benefit costs increases.
Customer Service	\$651,950	(\$131,313)	-17%	Prior year budget was increased for potential increases in Travel Navigator cost associated with a new contract. A new contract was not awarded and costs did not increase significantly.
Grants to Other Agencies	\$435,485	\$435,486	100%	With the passage of Measure AA, Marin Transit will distribute \$600,000 to support existing yellow bus programs. \$435,485 is to yellow bus programs not operated by Marin Transit.
Contract Service Operation	\$25,631,104	\$511,398	2%	This is small percentage increase that reflects contract rate escalations and changes to budgeted service levels.
Fuel	\$2,663,294	\$231,748	10%	Fuel costs grew significantly in FY2018/19 due to rising fuel prices. FY 2018/19 fuel cost are expected to exceed the FY2018/19 budget amount. The FY 2019/20 budget allows for an additional 5% growth in fuel costs over the FY 2018/19 estimated actuals.

Figure 4: Operations Expenses for FY 2019/20 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 FY 2019/20 budget includes 16.4 regular full-time equivalent positions (Table 6 and Figure 5) and additional seasonal and temporary staff for Muir Woods Shuttle greeters, staff interns, and supplemental staff support. This is the same level of staffing as the prior year.

In FY2018/19, Marin Transit completed a salary study to compare the District’s compensation level to other neighboring agencies and ensure the compensation is appropriate and sufficient to attract and retain staff. As a result of the study, the Marin Transit Board adopted a revised salary framework in December 2018 that increased salary ranges for several position classes to align with comparable agencies. This did not affect individual salaries. Any potential salary increases are subject to the agency review process and will be in accordance with Board-adopted employment policies.

Based on the District’s employment framework, top and bottom of the salary ranges for each classification will increase by the consumer price index (CPI)<sup>1</sup>. This does not affect individual salaries.

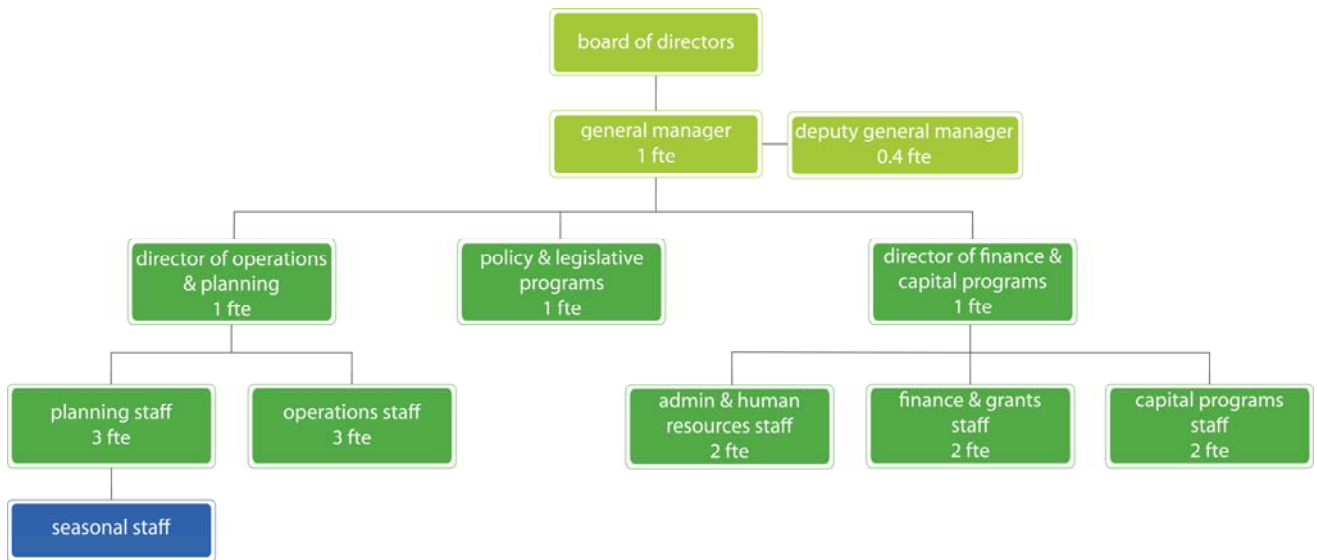
The FY2019/20 budgeted salary and benefits 4.6% or \$118,984, above the prior year budget and 15% over the FY2018/19 Estimated Actual. This includes an allowance for merit-based salary increases and promotions. Benefit costs are on a calendar year and health insurance benefit rates increased 6.4% in 2019. Marin Transit currently has no vacant positions.

**Table 6: Personnel Counts**

	FY 2017/18	FY 2018/19	FY2019/20
Budget	15.6	16.4	16.4
Actual	14.5	16.4	

Notes: 1) Stated in Full Time Equivalents (FTE's)  
 2) Does not include temporary seasonal workers

**Figure 5: Marin Transit FY 2019/20 Organization Structure**



<sup>1</sup> Bay Area CPI February 2019 – 3.5%



## **Fuel**

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

The method for purchasing fuel varies among contracts depending on the volume of service, existing infrastructure, and location of service. GGBHTD maintains its own fuel contract and delivery system. Two contractors fuel their vehicles at the County of Marin facility, and a fourth contractor uses a combination of commercial pumps and onsite delivery. In general, the bulk contract purchases by the County of Marin and GGBHTD provide a lower cost per gallon and result in a delayed market effect. As the District identifies future facility locations, the potential for fuel savings should be considered.

Overall fuel costs are projected to increase by 17% in FY\_2018/19 over FY\_2017/18. This is a slight reduction in the year over year increase between FY 2017/18 and FY 2016/17 which was 19%. Given Marin Transit's minimal service changes over the last year, total cost increases are driven almost exclusively by an increase in cost per gallon of fuel. US Energy Information Administration, projects gasoline prices to remain relatively flat in 2020 and diesel prices to increase modestly. However, given the historic uncertainty in fuel prices and the risk of unanticipated changes in circumstances such as the effect of extreme weather events, this budget includes an overall 10% increase in fuel costs over the prior year budget which is a 5% increase over the FY 2018/19 estimated actual costs for fuel.

Marin Transit received the District's first two electric buses in October FY2018/19. The electric power costs are segmented from GGBHTD's San Rafael maintenance yard based on vehicle charging reports. The budgeted cost for electrical power is \$4,100 per month, based on the current Electric Rate structure under which Golden Gate Transit operates. This is an effective rate of 88 cents per mile for electrical power compared to 63 cents per mile for fuel for the District's diesel fleet. About 75% of the estimated electrical costs are for demand charges incurred when both buses are plugged in at night during off-peak hours. The remaining 25% is for the pull of energy for each bus being operated to 20% battery capacity daily. Since the majority of the electrical costs are from demand charges, that are unrelated to the amount of power used, the cost per mile for electrical power will increase if fewer miles are driven and decrease if more miles are driven.

## **Administration**

The administration budget (Table 7) 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.

Expenses in the administration budget include: staff salaries and benefits, audit fees, insurance, travel costs, professional development expenses, office rental, and other associated costs. Marin Transit's Board authorized a lease extension for expanded office space that began in June 2018 and extends for five years, through June 2023.

Table 7: Administration Budget

		FY 2018 Actual	FY 2019 Budget - Revised	FY 2019 Estimated Actuals	FY2020 Budget	% Δ from FY 2018 Budget
<b>Revenue</b>						
4070400	Interest	118,552	70,250	190,620	150,700	171%
4079950	Development Fees	19,358	18,200	21,253	19,950	17%
4079954	Residual ABX 126	23,474	40,000	26,982	20,000	-33%
4080101	PropTax-CurrntSecured	3,770,414	3,947,211	3,986,455	4,106,048	1%
4080102	County Fee-Admin Basic Tax	(59,624)	(62,681)	(61,406)	(64,562)	-2%
4080103	Property Tax-Unitary	35,759	35,000	35,000	36,050	0%
4080104	PropTax-CurrntUnSecur	75,311	73,000	280	75,000	-100%
4080105	Educ Rev Augm Fund-Redist	374,098	350,000	489,962	380,000	40%
4080106	PropTax-Supp CY SECR	91,626	87,685	88,500	90,000	1%
4080107	PropTax-Supp Unsecured	1,311	1,000	734	1,000	-27%
4080108	PropTax-Redemption	1,516	1,500	2,198	1,500	47%
4080109	Property Tax-Prior Unsecured	3,969	3,968	4,831	3,968	22%
4090101	Other Local	151	-	-	-	-
4119940	Other State	334	300	284	300	-5%
<b>Subtotal Revenue</b>		<b>4,456,249</b>	<b>4,565,433</b>	<b>4,785,693</b>	<b>4,819,954</b>	<b>5%</b>
4700001	Property Tax Transfer	(327,767)	(961,797)	(642,875)	(707,640)	-33%
<b>Net Revenue</b>		<b>4,128,482</b>	<b>3,603,636</b>	<b>4,142,818</b>	<b>4,112,314</b>	<b>15%</b>
<b>Expense</b>						
5010200	Salaries	1,289,452	1,673,909	1,551,213	1,710,720	-7%
5020000	Benefits	735,983	882,107	774,588	964,280	-12%
5030301	Consultant Services	156,324	175,000	206,010	180,250	18%
5030304	Prof Svcs - Legal	72,323	150,000	7,870	154,500	-95%
5030305	Prof Svcs - Audit	31,091	32,561	33,000	34,189	1%
5049901	Office Supplies	7,726	14,000	9,372	13,000	-33%
5049902	Small Furn/Equip	5,494	13,000	5,109	10,000	-61%
5049903	Software Maintenance	57,032	60,000	95,223	61,800	59%
5049904	Copier Suppl & Srvc	8,382	9,167	8,231	9,442	-10%
5049905	Postage	883	3,090	2,024	3,183	-34%
5049906	Computers	23,077	20,000	29,222	20,600	46%
5050201	Communication - Phone	26,028	31,230	23,966	32,167	-23%
5060301	Insurance - Gen Liability	27,860	29,870	36,166	40,000	21%
5090101	Memberships & Prof Dev.	20,502	61,800	14,845	63,654	-76%
5090202	Mileage and Travel	15,925	23,690	15,891	24,401	-33%
5090801	Marketing	7,531	12,731	12,676	13,113	0%
5100401	County Fee - Special District	2,009	2,575	-	2,652	-100%
5121200	Office Rental	98,832	137,000	117,667	141,110	-14%
<b>Subtotal Expense</b>		<b>2,586,454</b>	<b>3,331,730</b>	<b>2,943,073</b>	<b>3,479,061</b>	<b>-12%</b>
5100100	Salary/Benefit Transfers	(1,879,313)	(2,341,936)	(2,193,862)	(2,514,176)	-6%
5100101	Transfer Overhead	(312,530)	(473,809)	(437,917)	(589,463)	-8%
<b>Net Expense</b>		<b>394,611</b>	<b>515,985</b>	<b>311,294</b>	<b>375,422</b>	<b>-40%</b>

**Local Service**

The local service budget (Table 9) includes all revenues and expenses related to the provision of fixed route service and general purpose dial-a-ride, excluding rural service. Major programs in the local service budget include local fixed route, Community Shuttle service, supplemental school, Muir Woods seasonal shuttle, and Novato Dial-A-Ride. In the prior year, revenues and expenses for yellow bus service were included in the local service budget. 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.

*Beginning with FY 2017/18, yellow bus service is shown in a separate budget (page 25).*

The local service budget for FY 2019/20 is \$22.4 million (Table 9) provides for a similar level of service as prior year budget, which is slightly higher than the FY2018/19 estimated actual (Table 8). The Local Service budget has the following significant changes in FY2019/20:

- Muir Woods Shuttle hours reduce slightly to meet National Park funding level and service needs
- Additional electrical costs for the operation of the two new electric buses

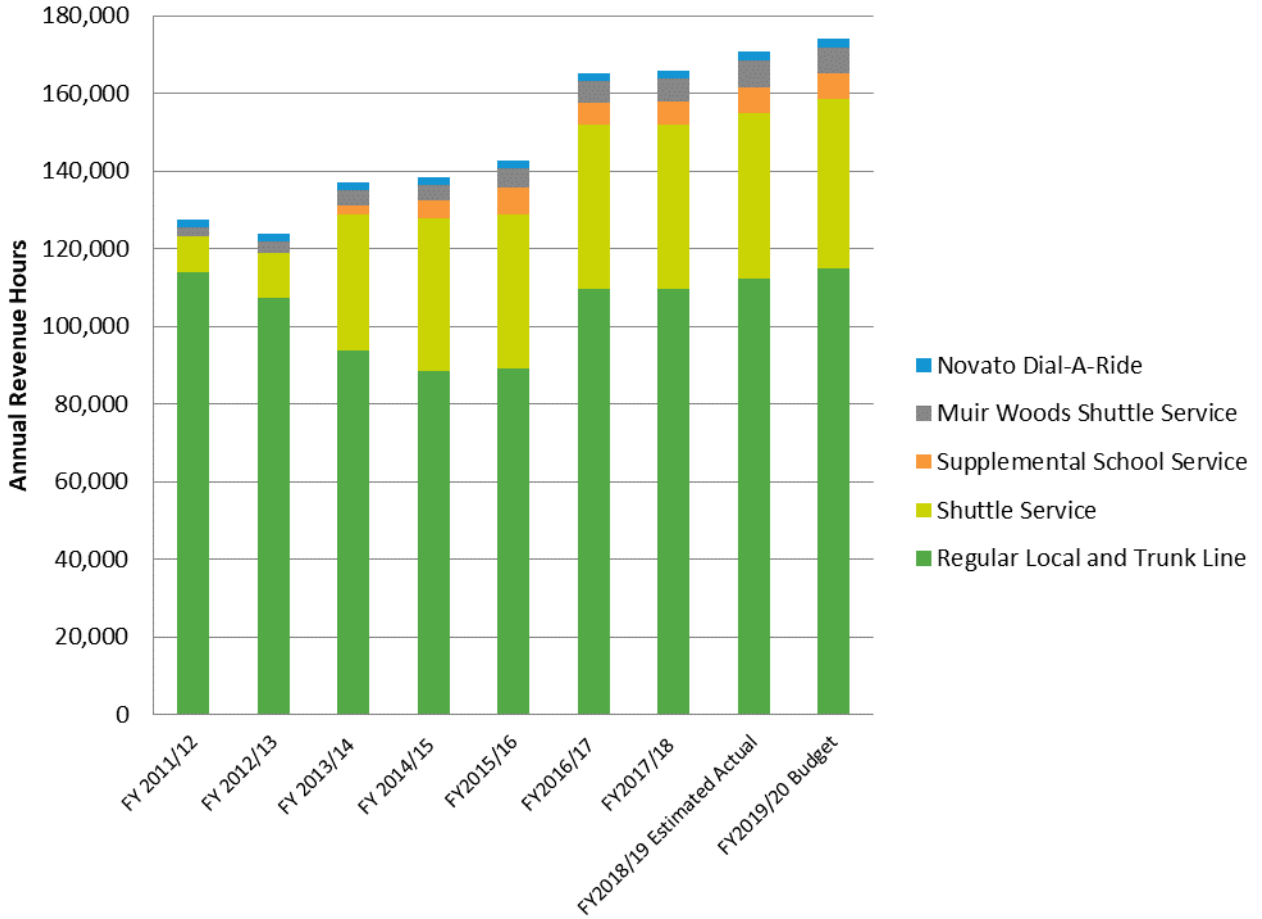
**Table 8: Local Budget Service Levels**

Service Type	FY 2019/20 Budgeted Service (Rev Hrs)	Average Contract Cost Per Hour (without fuel)	Notes
Local Basic and Trunk Line	114,800	\$109.81	Service level similar to prior year; service provide by two contractors, blended contract rate increases 2.5%
Community Shuttles	43,600	\$78.41	Service level similar to prior year, contract rate increases 2.4%
Supplemental School and Partnership	6,850	\$116.30	Service level similar to prior year with additional hours available to reduce over-crowding, contract rate increases 3.5%
Muir Woods Shuttle	6,500	\$127.40	Slightly reduced service, contract rate increases 5.8%
Novato Dial-A-Ride	2,400	\$67.60	Service level similar to prior year, contract rate increases 2.9%

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 1.1 Local Bus funding and sub-strategy 1.5 - School Service funds for providing supplemental school service to middle and high schools. Total local sales tax revenues budgeted for local service are \$10.1 million (\$7.4 Measure A and \$2.7 Measure AA) and 45% of budgeted revenues for local service. This is a similar level to the FY2018/19 budget, but a drop from FY 2017/18 budget. State

operations funding from Transportation Development Act (TDA) and STA are an increasing percentage of the local budget revenues. State funds are 36% of the local budget, up from 33% in the prior year budget. Fare revenues and Special Fares are 14% of the budget with an increase amount of fares paid by other agencies (College of Marin, National Park Service, etc) on behalf of riders. Marin Transit also provides two significant fare subsidy programs that reduce fare revenue. These are the youth pass program for free fixed route transit to low income youth and Homeward Bound that provides free fixed route transit to people participating in County programs.

**Figure 6: Local Revenue Service Hours by Program**



In FY 2019/20, Marin Transit expects to expend the following state and federal grant awards for local service:

<u>Amount</u>	<u>Program</u>	<u>Source</u>
\$391,151	Route 36 Service to Canal and Marin City	State Transit Assistance (Lifeline Swap in lieu of Measure AA)
\$75,171	School Service in Novato (Lifeline Project)	Measure AA funds

Table 9: Local Service Budget

		FY 2018 Actual	FY2019 Budget- Revised	FY 2019 Estimated Actuals	FY 2020 Draft Budget	% Δ from FY19 Budget
<b>Revenue</b>						
4060301	Advertising Revenue	280,788	245,552	253,370	258,000	5%
4070301	Lease of Property	143,986	166,654	149,490	150,000	-10%
4090101	Other Gov Agency Payments	5,000	0	0	0	-
4070500	Donations	1,679	0	1,725	0	-
4092001	Measure A Sales Tax	9,759,362	10,173,000	9,612,978	7,409,659	-27%
4092005	Measure AA Sales Tax	0	0	0	2,710,341	-
4092003	Measure A Sales tax - Interest	85,000	85,000	85,000	0	-100%
4110101	State Transit Assistance (STA)	1,224,816	1,744,814	1,744,814	1,924,541	10%
4110102	Transit Development Act (TDA)	4,614,306	5,109,399	5,109,399	5,836,446	14%
4110103	STA - Lifeline	0	0	0	391,151	-
4119904	State - LCTOP	128,676	335,724	371,248	0	-100%
4139910	Fed-FTA 5307- JARC	222,210	0	0	0	-
4139951	National Park Service	154,736	458,000	402,334	452,570	-1%
4139961	Fed-FTA 5304 State Planning	20,000	0	0	0	-
4140100	Fare Revenue	2,661,614	2,773,337	2,444,999	2,439,800	-12%
4020000	Special Fares - Paid by Agency	452,559	416,387	705,542	701,250	68%
<b>Subtotal Revenue</b>		<b>19,754,732</b>	<b>21,507,867</b>	<b>20,880,899</b>	<b>22,273,758</b>	<b>4%</b>
4700001	Property Tax Transfer	23,281	378,760	154,942	68,950	-82%
4700002	Program Revenue Transfer	85,151	80,000	80,000	80,000	0%
<b>Total Revenue</b>		<b>19,863,164</b>	<b>21,966,627</b>	<b>21,115,841</b>	<b>22,422,708</b>	<b>2%</b>
<b>Expense</b>						
5030301	Consultant Services	233,346	206,000	95,876	210,000	2%
5030310	Fare Processing Charges	31,948	14,653	15,918	17,000	16%
5030320	Customer Service	267,781	301,393	296,054	300,000	0%
5030602	Custodial Service	15,943	21,315	11,047	21,954	3%
5030701	Security Services	243,313	273,389	267,904	280,000	2%
5040101	Fuel	1,488,446	1,670,743	1,716,221	1,737,000	4%
5040160	Electrical Power	0	25,000	21,549	49,200	97%
5049902	Small Equipment	321	6,044	4,758	5,000	-17%
5049904	Software	20,750	22,660	100	30,000	32%
5050205	Communication-AVL	69,257	91,592	39,977	109,115	19%
5050206	Communication-Data	2,311	2,925	1,980	3,012	3%
5080101	Purchased Transportation	16,119,070	17,539,220	17,009,101	17,812,316	2%
5090801	Marketing	61,053	101,065	83,160	95,707	-5%
5100404	Expense Transfer - GGT Wave	85,000	85,000	85,000	0	-100%
<b>Subtotal Expense</b>		<b>18,638,539</b>	<b>20,360,999</b>	<b>19,648,645</b>	<b>20,670,304</b>	<b>2%</b>
5100100	Salary/Benefit Transfers	1,050,010	1,417,739	1,252,369	1,477,231	4%
5100101	Overhead Transfer	174,617	187,889	250,170	275,172	46%
<b>Total Expense</b>		<b>19,863,166</b>	<b>21,966,627</b>	<b>21,151,184</b>	<b>22,422,707</b>	<b>2.1%</b>

## Yellow Bus Service

Revenues and expenses associated with yellow bus service (Table 11) are recorded in a separate fund in the District's accounting system. The program is constrained by available funding, the lack of adequate parking and maintenance facilities, and the ability to attract and retain qualified drivers. The program includes the following components:

- (A) Management of the Ross Valley yellow bus program
- (B) Operations oversight for Reed Union and Mill Valley School Districts
- (C) Distribution of Measure AA funding to existing Marin County Yellow Bus Programs (new in FY 2019/20)
- (D) General staffing support for the development of yellow bus services in Marin County

(A) Management of the Ross Valley yellow bus program - In FY 2019/20 Marin Transit will continue to manage operations, service contracts, and pass sales for six 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. These assumptions include pass sales and contributions from other local agency partners such as the County of Marin, the Town of San Anselmo, and the Town of Fairfax. Since Marin Transit holds the contract with the service provider, the District bears the risk should any of these assumptions fall short of expectation.

(B) Operations oversight for Reed Union and Mill Valley School Districts - Marin Transit will continue to provide operations oversight for the Reed Union and Mill Valley School Districts, which pay Marin Transit directly for services and staff time to help manage their yellow bus services. Services included in the budget are shown in Table 10.

(C) 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. Marin Transit is not receiving new funding, but funding that was previously in the Local Transit and Capital Funding sub-strategies now make up the new sub-strategy. Marin Transit has always spent Measure A sales tax on school transportation, including supplemental school service, the youth pass program and bus service to Ross Valley schools. With the increase in other State transportation funding through Senate Bill 1, Marin Transit identified that additional sales tax funds were available for distribution to yellow bus programs.

An ad hoc school transportation committee of the Marin Transit Board was established in 2016 and subsequently met 13 times in two years to discuss school transportation needs and Marin Transit's role in providing home to school bus service. Guidance from this task force ultimately resulted in Board approval of the distribution of \$600,000 of Measure AA funds to five existing regular home to school yellow bus programs in Marin County. Programs were selected based on threshold criteria. The distribution of funds in FY 2019/20 was determined based on a formula that takes a percentage subsidy of a program's one-way pass price and multiplies it by the number of one-way passes it distributed in FY 2017/18. This amount will be the base amount and remain set for three years beginning in FY 2019/20. The base amount will be adjusted annually for Marin County sales tax growth. The base amount may also be adjusted if a program's service level is reduced by more than 20 percent.

Table 10: Yellow School Bus FY 2019/20 Budgeted Program

	Ross Valley School District	Mill Valley School District	Reed Union School District	San Rafael Elementary School District	Dixie School District
<b>Program Structure</b>					
<b>Does Marin Transit directly contract with a yellow bus operator?</b>	Yes	No	No	No	No
<b>Contract Type</b>	Marin Transit owns contract with service provider	Marin Transit provides Operational Support	Marin Transit provides Operational Support	None	None
<b>Service Provider</b>	Michael's Transportation	Michael's Transportation	First Student	First Student	Self-performs
<b>FY 2017/18 Program Data</b>					
<b>Number of Buses</b>	6	2	7	12	6
<b>Number of Schools Served</b>	3	3	3	8	4
<b>One-way Passes</b>	1,013	214	1,316	2,792	605
<b>FY 2019/20 Measure AA Distribution</b>					
<b>Formula Results</b>	\$132,956	\$25,279	\$135,877	\$232,085	\$42,244

(D) 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.

Table 11: Yellow School Bus Service Budget

		FY 2018 Actual	FY 2019 Budget - Revised	FY 2019 Estimated Actuals	FY 2020 Budget	% Δ from FY 2020 Budget
<b>Revenue</b>						
4030000	Yellow Bus Fares- Paid By Other	145,000	145,000	145,000	151,000	4%
4090101	Local Government Payments	121,485	109,910	109,381	106,550	-3%
4092001	Measure A Sales Tax	201,490	227,000	0	0	-
4092002	Measure AA Sales Tax	0	0	357,539	600,000	100%
4140105	Fare Revenue - Yellow Bus	372,485	402,740	858,936	471,937	15%
<b>Subtotal Revenue</b>		<b>840,460</b>	<b>884,650</b>	<b>1,470,856</b>	<b>1,329,487</b>	
4700001	Property Tax Transfer	0	0	0	31,326	
<b>Total Revenue</b>		<b>840,460</b>	<b>884,650</b>	<b>1,470,856</b>	<b>1,360,813</b>	<b>35%</b>
<b>Expense</b>						
5030301	Consultant Services	5,485	3,000	0	0	-100%
5030310	Fare Processing Charges	12,215	15,521	12,559	18,107	17%
5030602	Custodial Service	1,459	1,800	1,472	1,900	6%
5049902	Small Furn/Equip	0	1,800	705	4,750	164%
5049903	Software	690	0	436	0	-
5050205	Communication-AVL	13,180	12,825	6,094	15,390	20%
5050206	Communication-Data	8,311	9,270	6,735	9,500	2%
5080103	Yellow Bus School Service	616,786	624,240	624,240	642,967	3%
5090801	Marketing	2,343	0	169	4,000	-
5098050	Grants to Yellow Bus Programs	0	0	0	435,485	-
5120401	Leases and Rentals - Passenger Vehicles	23,280	23,980	23,980	24,730	3%
<b>Subtotal Expense</b>		<b>683,749</b>	<b>692,436</b>	<b>676,390</b>	<b>1,156,829</b>	<b>67%</b>
5100100	Salary/Benefit Transfers	134,366	147,462	129,366	156,840	6%
5100101	Transfer Overhead	22,345	44,753	25,834	47,144	5%
<b>Total Expenses</b>		<b>840,460</b>	<b>884,651</b>	<b>831,590</b>	<b>1,360,813</b>	<b>54%</b>



## Rural Service

Rural service is operated as the West Marin Stagecoach, and includes northern Route 68, southern Route 61, and the rural Dial-A-Ride program. No changes are planned to the rural service levels (Table 12). The rural service budget (Table 13) includes contract service operations, marketing, fuel, communications, and Marin Transit staff expenses.

**Table 12: Rural Budget Service Levels**

Service Type	Service Level (Revenue Hours)	Contract Cost Per Hour (without fuel)	Notes
West Marin Stagecoach	16,400	\$88.92	Service level similar to prior year
Rural Dial-A-Ride	400	\$61.34	Similar level of service with service twice a month between Point Reyes and Novato

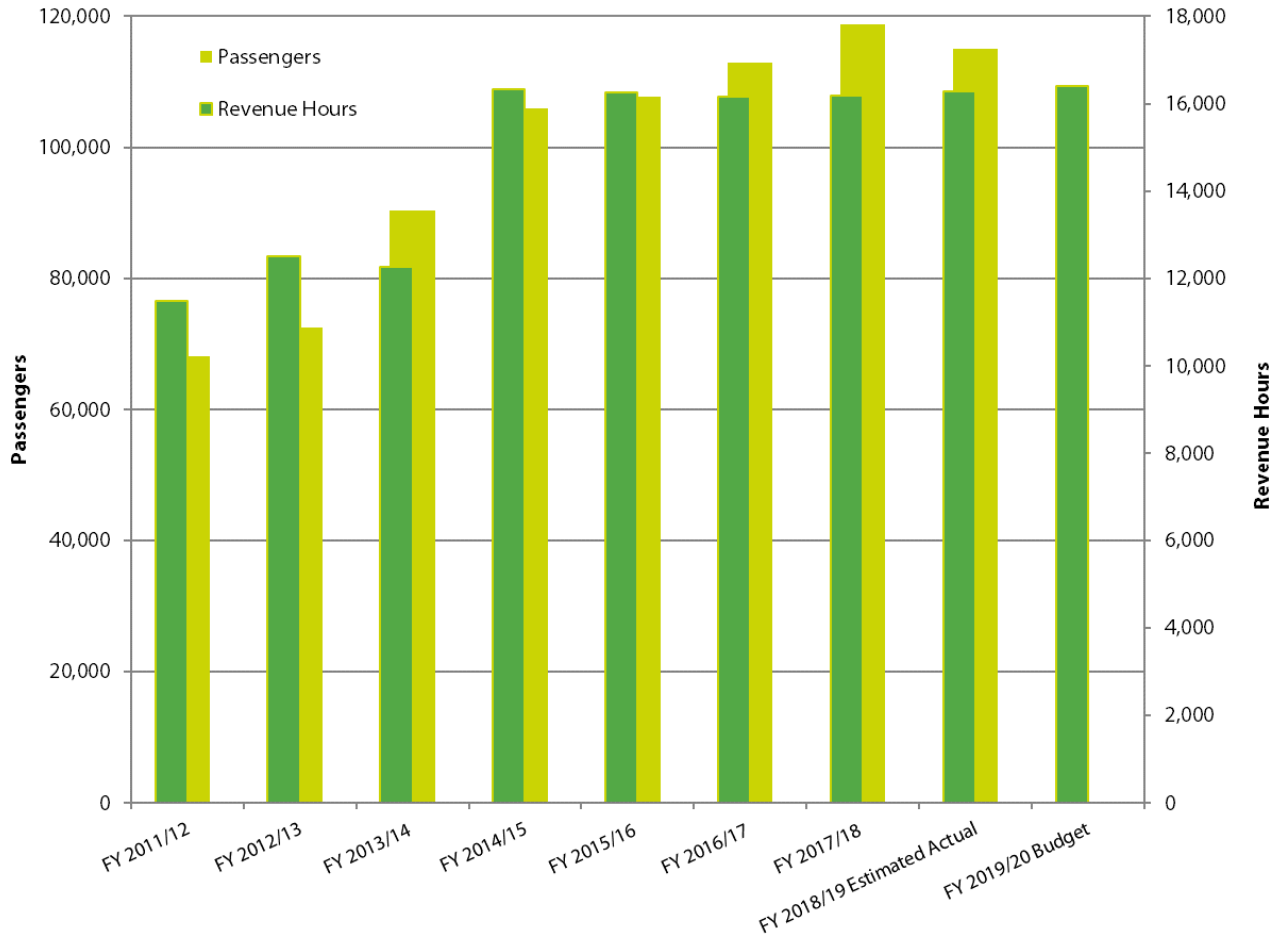
The West Marin Stagecoach, Routes 68 and 61, is operated under contract with MV Transportation. FY 2019/20 will be the second year of a competitively bid contract that was effective July 1, 2018. The fixed fees on the contract increased and as a result the contract rate increased 34% in FY2018/19. While the increase is substantial, the contract reset provided increased wages and the prior rate was artificially low due to an older contract. The contract escalated around 3% per year depending on the level of service operated.

The rural Dial-A-Ride service is operated by Marin Transit's paratransit contractor, Whistlestop.

The FY 2019/20 rural budget will fund a similar level of Stagecoach service as the prior year and includes 16,400 fixed route revenue hours. The solid green bar in Figure 7 shows that this is the sixth (6<sup>th</sup>) year of expanded service on Stagecoach. Ridership has grown with the expanded service and may have leveled out now that the service has been in place for several years.

The Dial-A-Ride includes one round trip per week from Tomales and Dillon Beach to Petaluma and two round trips per month from Point Reyes to Novato.

Figure 7: Rural Service Level and Ridership Trends



Rural service is funded with a combination of local sales tax funds and Federal Transit Administration (FTA) Section 5311 rural funding. Marin Transit will receive the same 3% annual allocation of local sales tax funds under Measure AA as Measure A. Depending on the sales tax strategic plan the actual amount of funds available may be a lower than in previous years to additional “off the top” reductions discussed on page 7. For example, the estimated FY 2019/20 Measure AA allocation for rural service is \$672,000, while the allocation in FY 2018/19 was \$802,484. This reduction does not affect the FY2019/20 budget since Marin Transit is able to use unspent prior year funds and the one-time release of Measure A reserves. The budget includes total of \$962,666 of local sales tax funding (\$290,666 of Measure A and \$672,000 of Measure AA).

Unlike prior years, this budget year, Marin Transit did not plan for an expenditure of unspent local sales tax in this category. However, it is anticipated that \$290,600 in prior year Measure A funds will be available due to a planned release of reserve funds and sales tax receipts that exceeded TAM’s projection. Marin Transit is using the expenditure of local property tax funding to maintain the current level of service.

Caltrans and MTC program FTA Section 5311 funding based on rural population and service hours. After slowly declining revenues this funding source has stabilized in the last three years.

**Table 13: Rural Service Budget**

		FY 2018 Actual	FY 2019 Budget - Revised	FY 2019 Estimated Actuals	FY 2020 Budget	% Δ from FY 2019 Budget
<b>Revenue</b>						
4092001	Measure AA Sales Tax	1,139,691	988,648	990,000	290,666	-71%
4092005	Measure A Sales Tax	0	0	0	672,000	-
4139920	Fed-FTA 5311 Rural	208,393	198,750	215,087	213,885	8%
4139951	National Park Service	0	0	0	0	NA
4140100	Fare Revenue	119,005	121,794	111,700	121,794	0%
<b>Subtotal Revenue</b>		<b>1,467,089</b>	<b>1,309,192</b>	<b>1,316,787</b>	<b>1,298,345</b>	<b>-1%</b>
4700001	Property Tax Transfer	0	543,677	487,933	638,690	17%
<b>Total Revenue</b>		<b>1,467,089</b>	<b>1,852,869</b>	<b>1,804,720</b>	<b>1,937,035</b>	<b>5%</b>
<b>Expense</b>						
5030301	Consultant Services	21,754	16,883	3,909	15,000	-11%
5040101	Fuel	192,010	203,676	218,020	230,000	13%
5049902	Small Equipment	0	1,352	0	0	
5050205	Communication-AVL	15,936	15,931	15,145	16,409	3%
5050206	Communication-Data	831	1,030	831	1,061	3%
5080101	Purchased Transportation	1,146,382	1,453,681	1,428,078	1,482,772	2%
5090801	Marketing	11,960	32,173	8,614	33,138	3%
<b>Subtotal Expense</b>		<b>1,388,873</b>	<b>1,724,726</b>	<b>1,674,597</b>	<b>1,778,380</b>	<b>3%</b>
5100100	Salary/Benefit Transfers	67,062	98,308	108,462	121,987	24%
5100101	Transfer Overhead	11,152	29,835	21,660	36,667	23%
<b>Total Expenses</b>		<b>1,467,087</b>	<b>1,852,869</b>	<b>1,804,719</b>	<b>1,937,034</b>	<b>5%</b>

## Marin Access (Paratransit and Mobility Management)

The Marin Access budget (Table 14) includes Marin Access paratransit services for both local and regional trips (intra- and inter-county) and associated costs for fuel, communications, and marketing. The Marin Access budget also includes Marin Transit's Mobility Management services. The purpose of the Mobility Management efforts are to increase mobility for the County's senior, disabled, and low-income residents and to help manage the increasing demand for paratransit services. The Mobility Management services include the Catch-A-Ride subsidized taxi program, a volunteer driver reimbursement program, the new "Marin Transit Connect" on demand service, Travel Navigators, and travel training.

The FY 2019/20 budget for Marin Access (Table 13) is \$7.5 million, which funds the service and programs shown in Table 13 and is a 3.5% increase over the prior year budget. The budget provides for paratransit service levels that are 7% above current year estimated actuals. The budget also includes the Marin Transit Connect pilot program that is testing on demand, accessible transit service.

Riders with disabilities and those who are aging have a diverse set of mobility needs and not all riders require paratransit to travel. Marin Transit recognizes this and instead of offering paratransit as the only alternative to fixed route the District has been successful in implementing a mobility management approach that matches riders with the most efficient and attractive option for both the rider and provider. As Marin Transit expands the mobility management program, staff are looking to provide lower cost options to riders that also provide more flexibility to a diverse population. Moving forward, the District recognizes the mobility management program as an opportunity to test new partnerships and incorporate additional non-profit or private transportation providers to increase mobility and contain costs.

### ***Paratransit***

The local component of 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 Americans with Disabilities Act (ADA) federal law as well as trips that go beyond the ADA requirements. Demand for paratransit in Marin County has historically grown year-over-year as Marin County ages; however in FY 2015/16 and FY 2016/17, ridership declined (Figure 8). Since paratransit revenue service hours are directly tied to demand, revenue service hours also declined in FY 2015/16 and FY2016/17. Following this two-year decline, ridership grew in FY 2017/18 but has remained flat in FY 2018/19 (Figure 8). To allow for potential growth in the budget year, the FY 2019/20 paratransit service levels are budgeted at 2% allow for a 7% increase over FY2018/19 estimated actuals.

Staff will continue to evaluate and monitor paratransit trends, including the potential for ridership shifts due to the availability of new or expanded services that also fill the needs of paratransit riders. These services include:

- Non-Emergency Medical Transportation services arranged by managed care organizations;
- Private transportation providers hired under contract to institutions typically served by paratransit, such as adult day care centers;
- Trips taken on Uber or Lyft; and
- Volunteer transportation services that Marin Transit may support that carry riders that are not reported in the District's performance statistics.

Regional paratransit continues to experience a decline in requests for mandated trips in FY 2018/19. GGBHTD determines regional paratransit service levels and the FY 2019/20 budget includes 8,500 revenue hours for regional paratransit service.

**Table 14: Marin Access Budget Service and Program Levels**

Service Type	Service Level (Revenue Hours)	Contract Cost Per Hour (without fuel)	Notes
Local Paratransit	63,800	\$61.30 <sup>1</sup>	Allows for 7% growth over FY 2018/19 estimated actuals, FY2018/19 service demand was flat.
Regional Paratransit	8,500	\$95.90 <sup>2</sup>	Budgeted hours are reduced to reflect current service level
Transit Connect (Pilot)	8,500	\$59.10	Same day accessible service with limited service area in Northern San Rafael

Service/Program	Service Level (Projected Ridership)	Funding Level	Notes
Catch A Ride	15,000	\$350,000	Funded with Measure B
Volunteer Driver	14,800	\$130,000	Program at similar service level with additional funds to provide program support and develop community-based volunteer driver programs
Innovation Incubator / Gap Grants	NA	\$20,000	Support to external agencies for innovation projects
Low Income Scholarships	NA	\$30,000	Provides free paratransit fares for low-income riders. Scholarships are funded with Measure B. Funding level is based on current expenditure level.

Notes:

- 1) This is the effective rate at the projected service level. Actual costs are billed as a fixed monthly administrative cost with a \$40.02 hourly rate.
- 2) This is the effective rate at the projected service level. Actual costs are billed as a fixed monthly administrative cost with a \$46.36 hourly rate.

Table 15: Marin Access Budget

		FY 2018 Actual	FY 2019 Budget - Revised	FY 2019 Estimated Actuals	FY 2020 Budget	% Δ from FY 2019 Budget
<b>Revenue</b>						
4092001	Measure A Sales Tax	2,154,534	2,657,417	2,535,403	862,911	-68%
4092005	Measure AA Sales Tax	0	0	0	1,945,240	-
4099950	Measure B	817,779	1,120,000	886,000	1,245,000	11%
4110101	State Transit Assistance	60,404	96,888	96,888	60,000	-38%
4119910	State Prop Tx Relief HOPTR	18,940	18,500	18,000	18,500	0%
4139910	Fed-FTA 5307 Urbanized Area Formula	701,236	715,573	715,573	683,461	-4%
4139915	Fed-FTA 5310 Mobility	0	437,500	437,500	437,500	0%
4140100	Fare Revenue	293,873	368,362	310,547	337,752	-8%
4601001	Misc.-Reimbursement	7,913	9,000	6,006	0	-100%
4601003	GGBHTD – Local Paratransit Payment	1,039,016	1,051,448	1,032,094	1,145,995	9%
4601004	GGBHTD – Regional Paratransit Payment	773,004	856,206	765,606	845,018	-1%
<b>Subtotal Revenue</b>		<b>5,866,699</b>	<b>7,330,894</b>	<b>6,803,617</b>	<b>7,581,377</b>	<b>3%</b>
4700001	Property Tax Transfer	263,406	0	0	0	-
4700002	Program Revenue Transfer	-85,151	-80,000	-80,000	-80,000	0%
<b>Total Revenue</b>		<b>6,044,954</b>	<b>7,250,894</b>	<b>6,723,617</b>	<b>7,501,377</b>	<b>3%</b>
<b>Expense</b>						
5030301	Consultant Services	62,973	94,913	37,327	96,171	1%
5030310	Fare Processing Charges	24	0	773	2,000	-
5030320	Customer Service	260,485	481,870	308,272	351,950	-27%
5040101	Fuel	481,088	532,126	585,220	647,094	22%
5049903	Software	69,310	73,819	74,773	76,034	3%
5050203	Communication- Mobile Data Terminal	4,790	5,000	0	5,000	0%
5050204	Communication-MERA Radio	19,178	20,358	21,476	20,969	3%
5050206	Communication-Data	11,394	8,275	14,988	15,000	81%
5080101	Purchased Transportation - In Report	4,053,344	4,662,727	4,505,956	4,878,268	5%
5080102	Purchased Transportation - Regional	757,724	839,839	745,908	814,780	-3%
5090801	Marketing	15,148	97,913	35,089	100,850	3%
5098001	Misc-Exp Transit User Training	4,913	9,835	5,000	9,800	0%
5098002	Gap Grant	3,450	15,000	7,700	20,000	33%
<b>Subtotal</b>		<b>5,743,821</b>	<b>6,841,675</b>	<b>6,342,482</b>	<b>7,037,916</b>	<b>3%</b>
5100100	Salary/Benefit Transfers	258,196	309,769	317,917	358,697	16%
5100101	Transfer Overhead	42,938	99,450	63,218	104,764	5%
<b>Total Expense</b>		<b>6,044,955</b>	<b>7,250,894</b>	<b>6,723,617</b>	<b>7,501,377</b>	<b>3%</b>

The budget includes other related program costs such as scheduling software, operation of on-vehicle equipment, and fuel. A Marin Access consulting budget is available for information technology costs related to hosting software and for evaluating the Marin Transit Connect pilot program.

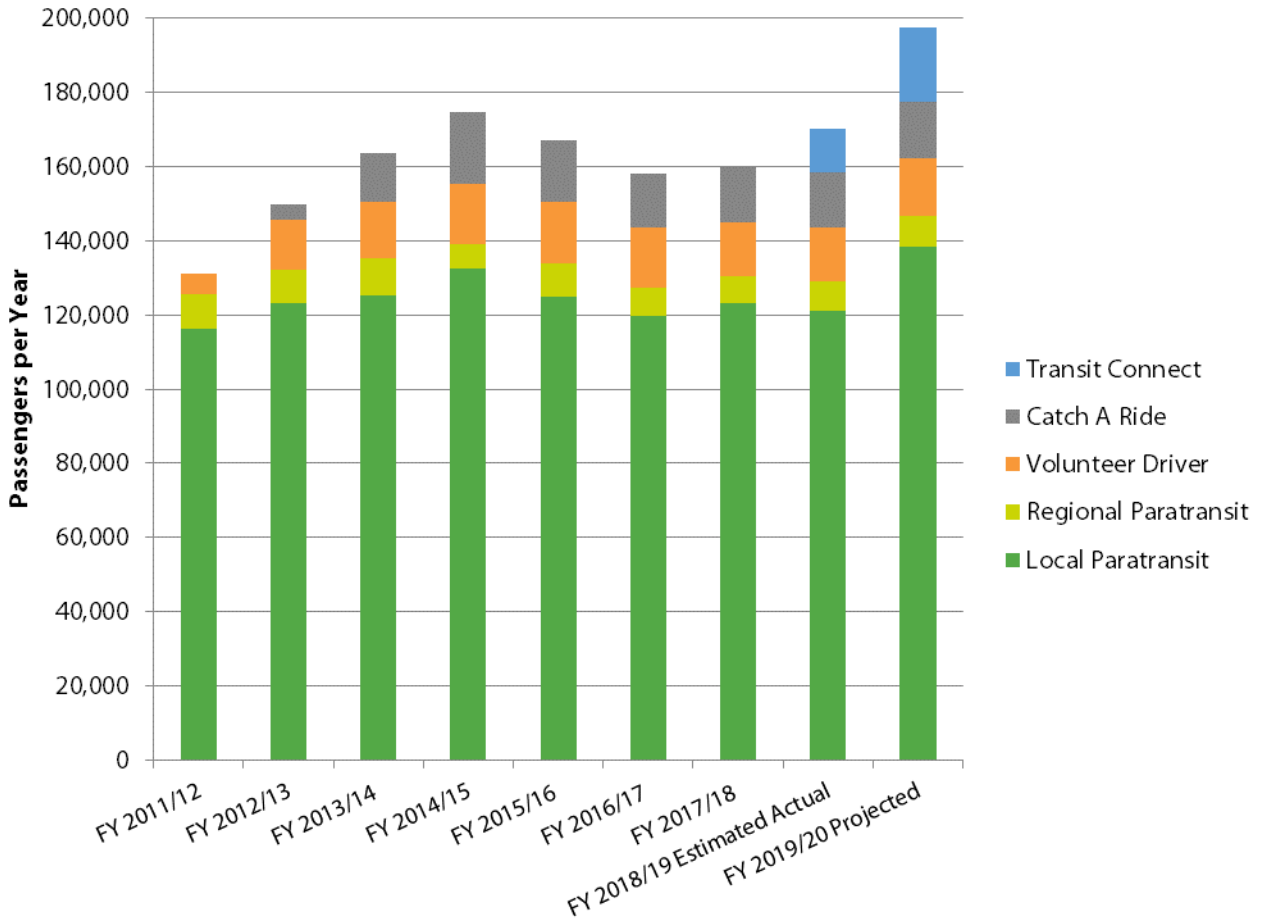
Marin Transit purchases fuel directly from the County of Marin for the paratransit program. The FY 2019/20 fuel budget provides for the increase in hours and a 5% increase in price to hedge against possible fuel price increases.

### ***Mobility Management***

Marin Transit established the Mobility Management Office in 2009, with initial funding from a Federal New Freedom Grant. In October 2010, Marin Transit established the Marin Access Mobility Management Center (Travel Navigator program), as a one-stop-shop for information and eligibility on all Marin Access programs. The Mobility Management Center serves as an umbrella for paratransit, volunteer driver, a subsidized taxi program (Catch-A-Ride), and travel training. Travel training activities include local informational presentations and individualized travel training. There are currently three full-time Travel Navigators and one full-time Travel Navigator Supervisor. The budget for customer service was increased in FY 2018/19 for a possible new contract that merged scheduling and Travel Navigators services. This procurement was canceled and the FY 2019/20 budget for customer service was reduced to match current expenditures.

Catch A Ride and the Volunteer Driver programs are expected to provide similar levels of service and passenger trips as provided in FY 2019/20. The grant funded Transit Connect pilot program is projected to provide 54,900 passengers trips and is currently being evaluated.

**Figure 8: Marin Access Passengers by Program**



Mobility Management initiatives in the FY 2019/20 budget include:

- Continuation of the pilot and evaluation of Marin Transit Connect, an accessible same-day transportation service available to the general public within a limited geographic area;
- Providing gap grant funding and technical assistance to Technology4Life to continue offering “Tech Tips 4 Transportation” classes at no cost to the public, and begin developing instructional videos that will be available online;
- Exploring additional opportunities to provide gap grant funding to agencies or organizations frequently served by Marin Access Transportation Services to improve the user experience;
- Evaluating current travel training efforts and expanding the program to include a volunteer travel ambassador program and eligible rider orientation sessions;
- Continuation of the development of resources to assist local traditional volunteer driver programs;



- Conducting outreach in venues easily accessible and commonly frequented by older adults and people with disabilities; and
- Improving coordination between human service agencies and transportation providers.

Any proposed new Mobility Management programs will be considered for approval by the Marin Transit Board.

Marin Transit provides 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.

**Marin Access Revenue**

Local paratransit is primarily funded by local sources including Measure A/AA, Measure B and property tax.

GGBHTD pays for all costs related to regional paratransit along with their share of mandated local paratransit based on their share of transit in Marin County. As of FY 2015/16, 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.

Under the 2015 GGBHTD contract, Marin Transit’s share of Federal Transit Administration Section 5307 for Marin County paratransit operations increased from 50% to 80%. This source accounts for 10% of Marin Access revenue.

Marin Access received 9% of Measure A sales tax revenue and will receive 9.5% of Measure AA sales tax revenue. As discussed in the Measure A section of the budget, depending on the final Measure AA strategic plan this may not translate to increased revenue for the program. As of FY 2011/12, Marin Transit receives 35% of the Measure B vehicle license fee to support the mobility management initiatives. Marin Transit is budgeting \$1,245,000 of Measure B funding in FY 2019/20, which includes \$470,000 in unspent prior year allocations.

Fare revenue makes up approximately 5% of the Marin Access budget. Based on a fare study and SRTTP recommendations, Marin Transit plans to consider restructuring paratransit fares and other mobility management program fees in FY 2019/20. Staff has set a goal for the proposed systemwide fare changes to be revenue neutral.

In FY 2019/20, Marin Transit expects to expend the following state and federal grant awards for Marin Access:

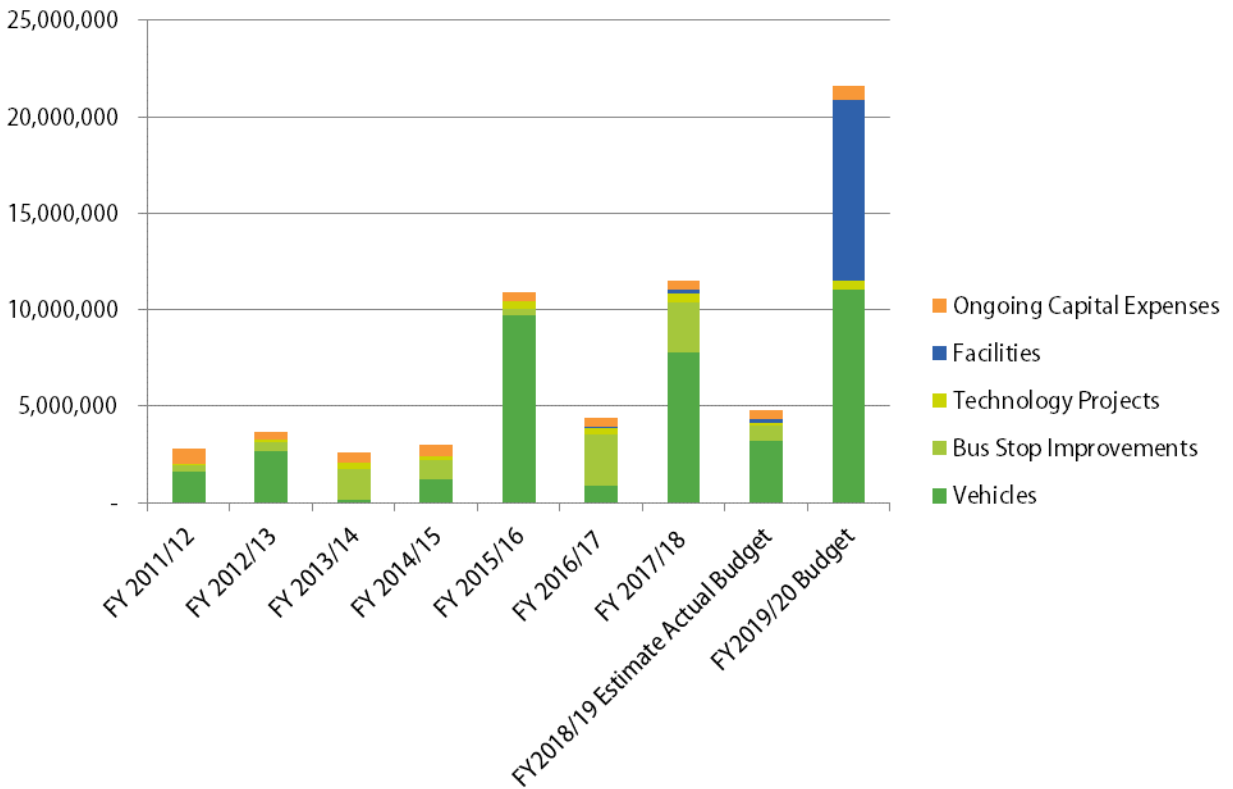
<u>FY2018/19</u>	<u>Total Grant Award</u>	<u>Program</u>	<u>Source</u>
<u>Expenditure</u>			
\$100,000	\$300,000	Mobility Management – Additional Staffing	Federal Section 5310
\$337,500	\$700,000	Same day accessible service, Transit Connect Pilot	Federal Section 5310

# Capital Budget

Marin Transit’s capital budget (Table 15) of \$21.6 million provides funding for transit vehicles, bus stop improvements, transit technology projects, and other capital expenses. Figure 9 provides capital expenditures and budget by project type to show the significant variation in expenditures by year. The Capital Budget is significantly higher than prior years due to a \$9.2 million vehicle replacement project and the \$9.4 million budget for purchasing operations and maintenance facilities. 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.

In the FY 2019/20, budget 67% of capital project costs are funded by state and federal grants.

**Figure 9: Capital Project Budget by Type**



The following capital projects will be active for FY 2019/20:

## Vehicles

Electric Vehicle Infrastructure (EX) – This project is to conduct a study on future Electric Vehicle Infrastructure needs and to prepare for the upcoming transition of the fleet from traditional fuels to zero emission.

Purchase Four 30ft XHF Rural Replacement Vehicles (XB) – Marin Transit will purchase four 30ft XHFs to replace four 30ft cutaway vehicles to be used on rural stagecoach service. Marin Transit is upgrading this vehicle type as the XHFs have proven to be more reliable and sturdier on the steep grades and challenging roads of West Marin Routes.

Hybrid Mid Life Battery Replacements (HM)- This project will replace the batteries on the seven 2007 Hybrid Vehicles operated by GGBHTD. The preventative maintenance measure will ensure that the vehicles meet their expected useful life cycle of 185,000 miles. GGBHTD will complete the project under the major vehicle repairs clause in our operations contract. The project partially funded with federal 5307 funding transferred from prior year vehicle projects that were under budget.

Purchase Eleven 40ft Low-floor Hybrid Buses (LD) – Marin Transit is purchasing eleven hybrid diesel-electric buses to replace seven Articulated 60-foot vehicles operated by GGBHTD. This replacement is a seat for seat replacement. Anticipated delivery of the vehicles is January 2020.

Purchase 16 Paratransit Replacements (PC) – Marin Transit will purchase 16 cutaway paratransit vehicles to replace vehicles that are now beyond their useful life. These vehicles will be operated under contract by Whistlestop.

Purchase Two XHF Replacements (XC) – Marin Transit will purchase two 35ft XHFs for use primarily on the Muir Woods Shuttle service. These vehicles will replace two existing vehicles beyond their useful life.

Purchase Nine Shuttle Replacements (SC) – Marin Transit will purchase nine cutaway vehicles to be used on the Fixed Route Shuttle program operated by Marin Airporter. These vehicles are replacing nine vehicles that have reached their useful lives.

Purchase Four 40ft Low-floor Battery Electric Buses (EA) – Marin Transit will purchase four battery electric vehicles to replace 2 Articulated vehicles that are beyond their useful life. This is a seat for seat replacement. Marin Transit is still in the process of scoping this project in terms of determining which contractor site will accommodate the vehicles.

## Bus Stop Improvements

Bus Stop Improvements (BI) – Marin Transit received a \$1.6 million federal State of Good Repair grant in 2013 for bus stop improvements in Marin County. The grant is matched with state and local funding. Marin Transit implemented the project in phases and is completing construction on the final phase of improvements that includes accessibility and passenger amenities at 10 stops. Construction is expected to be completed in the summer of 2019 and the FY 2019/20 budget allows for project close out activities.

Bus Stop Assessment (BS) – Marin Transit conducted a bus stop condition assessment in FY 2018/19 to update agency data to reflect recent improvements, to better quantify needs, and to help prioritize future stop improvements throughout the county. The FY 2019/20 budget for the project will allow the consultant to use the

updated data to identify future priorities for bus stop improvements and develop preliminary plans for improving high priority bus stops. Additional funding from grants or other sources will need to be identified for construction.

### Administrative and Operations Facilities

Operations and Maintenance Facility (FR) –The District has been evaluating potential opportunities and is seeking cost-effective solutions for purchasing property for contractors to store and maintain vehicles at a consolidated operations facility. Securing a well-located, long-term site for operations of fixed route, paratransit, and yellow bus services is a high priority. A Marin Transit-owned facility will lead to efficiencies in contract management, operations, and maintenance practices, and reduce ongoing operations costs. The facility will be designed to support expansion of alternative fuel vehicles, including hybrid and all-electric buses.

Marin Transit has \$6.6 million for the purchase of right-of-way comprised of a federal discretionary award of \$4.4 million in Section 5339 funds, \$1.1 million local match of Measure A sales tax funding and \$1.1 million of capital reserve funding. The federal funds need to be encumbered by September 2019.

Yellow Bus Parking Facility (YF)- The District currently has a temporary leased parking lot for 16 yellow buses but this lease is not available after June 2020. 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 Equipment – (OA) –This federally-funded project is for fareboxes and associated on-board equipment for vehicle replacements. In FY 2019/20, Marin Transit will expend the remaining funds for on board equipment for the new eleven 40-ft low floor hybrids.

Mobility Management Technology Backbone (TB) –This grant-funded technology project adds to Marin Transit’s technological capabilities for ride-matching, mobility management, and electronic fare payments. The project uses Federal Job Access Reverse Commute (JARC) grant funds to upgrade improve the scheduling software, data management and technical support.

AVL Replacement (AY) – This project will replace Mobile Data Terminals (MDTS) on all vehicles for the District’s Advance Vehicle Location (AVL) system. This system provides the location information for internal operations monitoring and for the public real time system. The current equipment is beyond its useful life and will be obsolete due to changes in the cellular next work and the system software (Syncromatics). The Marin Transit Board of Director authorized the purchase of the new equipment in June 2018, but the installation has not been complete due to deficiencies in the products found in the testing phase. These issues have been addressed and the project should be completed in FY2019/20. The project is funded with 82% Federal 5307 funding and 18% Measure A/AA local sales tax funding.

Real Time Signage (RT) – This project will add Real Time Information signs to high and medium ridership stops throughout the county. The first phase of this project includes 16 stops in the Canal and Novato and is funded through a Lifeline grant. Additional signs may be installed at up to 34 other bus stops.


**Other Measure A Capital Expenses**

Other capital and infrastructure expenses include: Marin Emergency Radio (MERA) radio capital bond payments, the capital contribution to GGBHTD as required under contract, major vehicle repairs, and bus stop maintenance expenses. Expenditures that do not meet the District’s policy for capitalization will be included as operations expenses on financial statements.



Table 14: Capital Budget by Project

		Total Project Budget	FY2019/20	Future Years	Measure A / Local Funding	State Funding	Federal Funding
EX	Electric Vehicle Infrastructure	132,000	114,200	0	100%	0%	0%
XB	Purchase 4 Replacement XHF's	1,710,000	1,710,000	0	42%	17%	42%
HM	Hybrid Mid-Life Battery Replacements	300,000	130,000	0	100%	0%	0%
LD	Purchase 11 -40ft Hybrids (Replace 7 Artics)	9,057,000	9,057,000	0	18%	2%	80%
PC	Purchase 16 Paratransit Replacements	1,472,000	1,000	1,471,000	18%	0%	82%
XC	Purchase 2 XHF Replacements	850,000	1,000	849,000	18%	0%	82%
SC	Purchase 9 Shuttle Replacements	1,161,000	1,000	1,160,000	18%	0%	82%
EA	Replace 2 Artics with 4 - 40ft Electric	3,240,000	500	3,239,500	18%	0%	82%
<b>Subtotal Vehicles</b>		<b>17,922,000</b>	<b>11,014,700</b>	<b>0</b>	<b>22%</b>	<b>17%</b>	<b>75%</b>
BI	Bus Stop Improvements SGR (BI)	2,201,130	15,000	0	9%	18%	73%
BS	Bus Stop Assessment Update	115,000	5,000	0	100%	0%	0%
<b>Subtotal Bus Stop Improvements</b>		<b>2,316,130</b>	<b>20,000</b>	<b>0</b>	<b>14%</b>	<b>17%</b>	<b>69%</b>
FR	Facility ROW Purchase	6,600,000	6,364,192	0	40%	0%	80%
YF	Yellow Bus Parking Facility	3,000,000	3,000,000	0	100%	0%	0%
<b>Subtotal Facility</b>		<b>9,600,000</b>	<b>9,364,192</b>	<b>0</b>	<b>61%</b>	<b>0%</b>	<b>52%</b>
OA	On Board Equipment - 2016	210,000	36,760	0	18%	0%	82%
ME	MERA	29,000	29,000	29,000	100%	0%	0%
AY	AVL Replacement Equipment	180,000	174,500	0	18%	0%	82%
RT	Realtime Signs	212,394	212,394	0	18%	0%	82%
<b>Subtotal Technology Projects</b>		<b>631,394</b>	<b>459,134</b>	<b>29,000</b>	<b>22%</b>	<b>0%</b>	<b>78%</b>
GG	Golden Gate Capital Costs (GG)	18,000	18,000	0	100%	0%	0%
BM	Bus Stop Maintenance (BM)	100,000	100,000	0	100%	0%	0%
VR	Major Vehicle Repairs (VR)	202,000	202,000	0	100%	0%	0%
IF	Infrastructure Support (IF)	400,000	400,000	0	100%	0%	0%
<b>Subtotal Ongoing Capital Expenses</b>		<b>720,000</b>	<b>720,000</b>	<b>0</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>
<b>Total Expenditures</b>		<b>31,189,524</b>	<b>21,578,026</b>	<b>29,000</b>	<b>33%</b>	<b>3%</b>	<b>64%</b>




**Marin Transit Draft Budget**

July 1, 2019- June 30, 2020  
Presented May 6, 2019

### Budget Presentation Overview



- Budget Overview
- Operations Revenue
  - Measure A → Measure AA
- Operations Expenses
  - Fixed Route, Demand Response
  - Contract operations, fuel
- Capital Budget
- Questions and Comments



MARIN TRANSIT BUDGET  
FY 2019/20

draft 2



## Budget Overview - Process



### Development Schedule

February 22, 2019	Budget kick-off meeting
March-April 2019	Program level budget meetings
May 6, 2019	Draft Budget presented to Board
June 3, 2019	Adoption of Final Budget



**Goal:** To 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

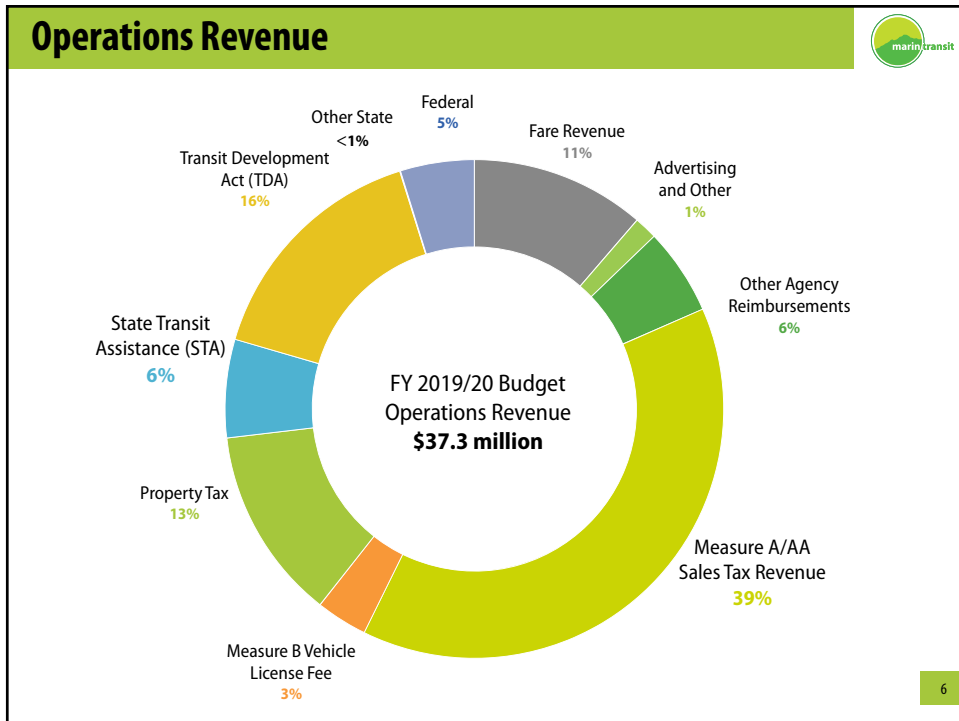
## Budget Overview - Plan



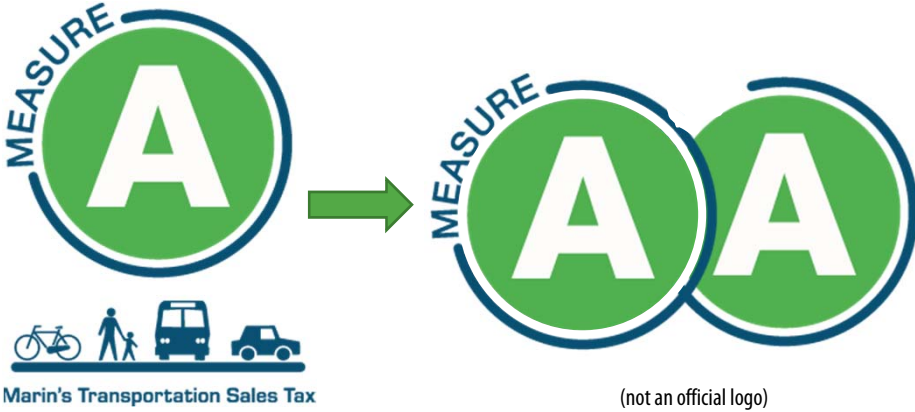

### Budget Overview - Summary

	FY 2017/18 Actual	FY 2018/19 Final Budget	FY 2018/19 Estimated Actual	FY 2019/20 Draft Budget
<b>Revenue</b>				
Capital	11,485,678	13,041,596	4,394,116	18,583,692
Operations	32,344,147	35,558,675	34,645,929	37,301,521
<b>Total Revenue</b>	<b>\$43,829,825</b>	<b>\$48,600,271</b>	<b>\$39,040,045</b>	<b>\$55,885,213</b>
<b>Expenditures</b>				
Capital	11,517,302	16,041,596	4,394,116	21,583,692
Operations	28,610,278	32,471,027	30,849,749	33,597,353
<b>Total Expenditures</b>	<b>\$40,127,580</b>	<b>\$48,512,623</b>	<b>\$35,243,865</b>	<b>\$55,181,045</b>
Net Change in Fund Balance	\$3,702,245	\$87,648	\$3,796,180	\$704,168
Emergency Reserve	4,992,037	5,411,838	5,411,838	5,599,559
Contingency Reserve	9,984,074	10,823,676	10,823,676	11,199,118
Capital Reserve	8,160,238	6,988,485	10,697,017	10,838,022
Fund Balance (total reserve)	\$23,136,349	\$23,223,997	\$26,932,529	\$27,636,697

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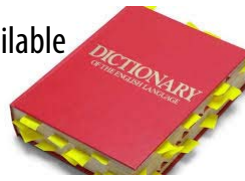

### Local Sales Tax – 39% of Operations Revenue



Marin's Transportation Sales Tax

(not an official logo)

### Measure A Terminology



**Annual Programmed Amount** – Amount of funds available

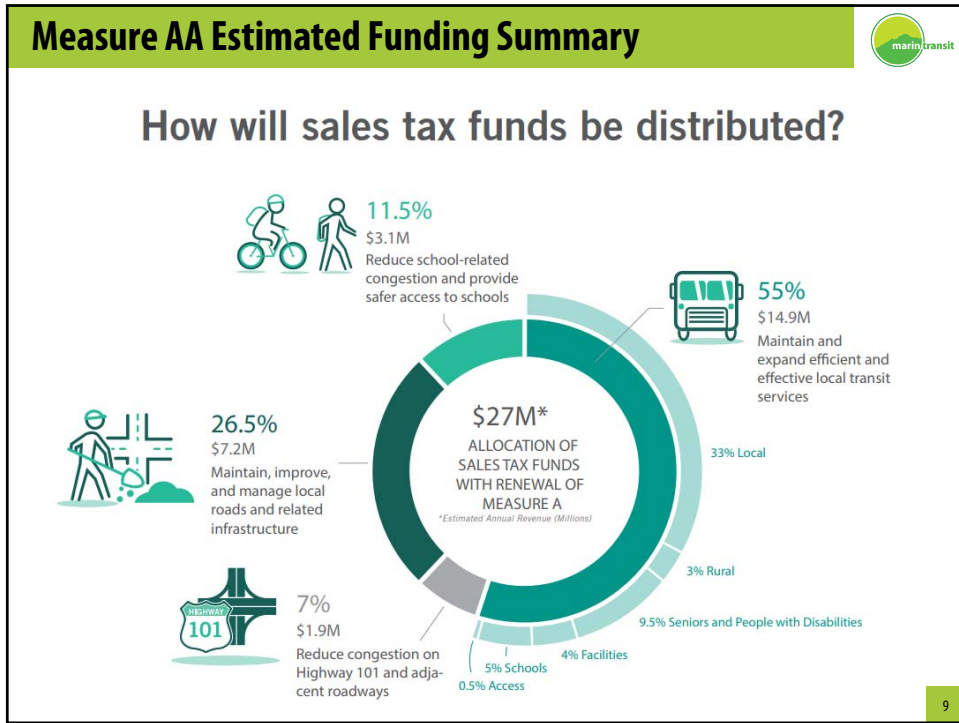
- Estimated before fiscal year
- Actual determined by annual sales tax receipts
- Amount to sub-strategies determined by percentage

**Allocation Amount** – Amount of funds Marin Transit requests based on available fund and budget needs

**Expenditure Amount** – Amount of funds Marin Transit claims on a reimbursement basis

**Carryforward** – Unexpended or unallocated funds from a prior year

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### Measure A/AA Local Transit Sub-Strategy Comparison

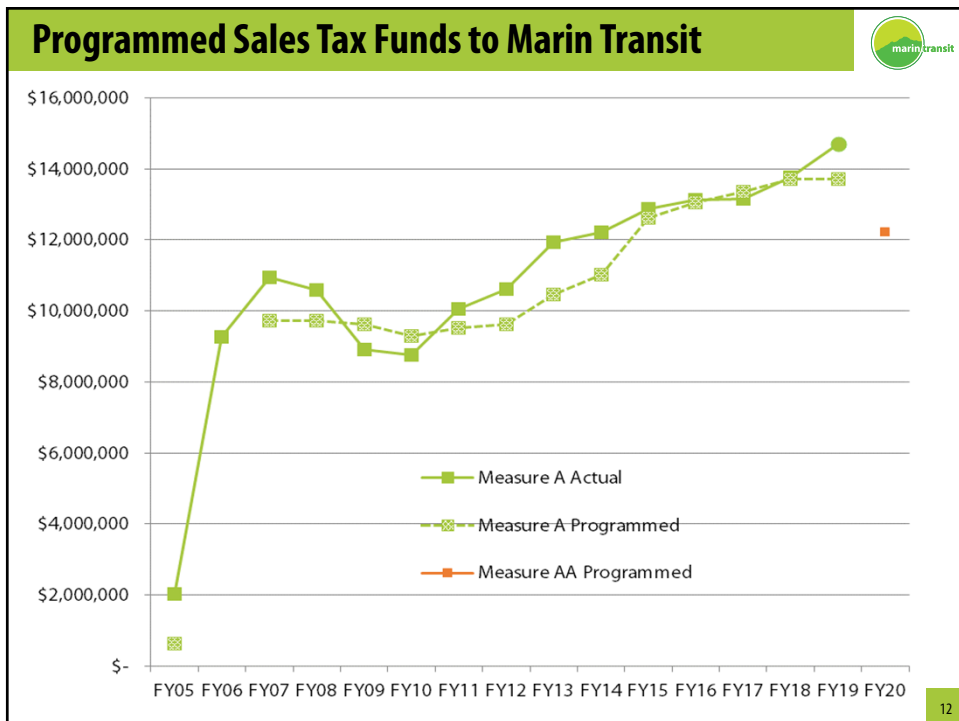
Local Transit Sub-Strategy	Measure A %'s	Measure AA %'s	Change
Local Bus Service	37%	33%	-5%
Rural Bus Service	3%	3%	0%
Special Needs	9%	9.5%	+0.5%
Bus Transit Facilities	6%	4%	-2%
School Service	0%	5%	+5%
Ferry Access	0%	0.5%	+0.5%
	<b>55%</b>	<b>55%</b>	<b>0%</b>

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### Measure A/AA Comparison of Programmed Amounts


Local Transit Sub-Strategy	FY 2018/19 Measure A Programmed	FY2019/20 Measure AA (Estimated Program)	Change
Local Bus Service	\$9,724,303	\$7,392,000	(\$2,332,303)
Rural Bus Service	\$788,457	\$672,000	(\$116,457)
Special Needs	\$2,365,371	\$2,128,000	(\$237,371)
Bus Transit Facilities	\$1,576,914	\$896,000	(\$680,914)
School Service	\$ -	\$1,120,000	\$1,120,000
<b>Total to Marin Transit</b>	<b>\$14,455,045</b>	<b>\$12,208,000</b>	<b>(\$2,247,045)</b>
Ferry Access	\$ -	\$112,000	\$112,000
<b>Total to Local Transit</b>	<b>\$14,455,045</b>	<b>\$12,320,000</b>	<b>(\$2,135,045)</b>
<b>Effective % of Receipts</b>	<b>51%</b>	<b>45%</b>	

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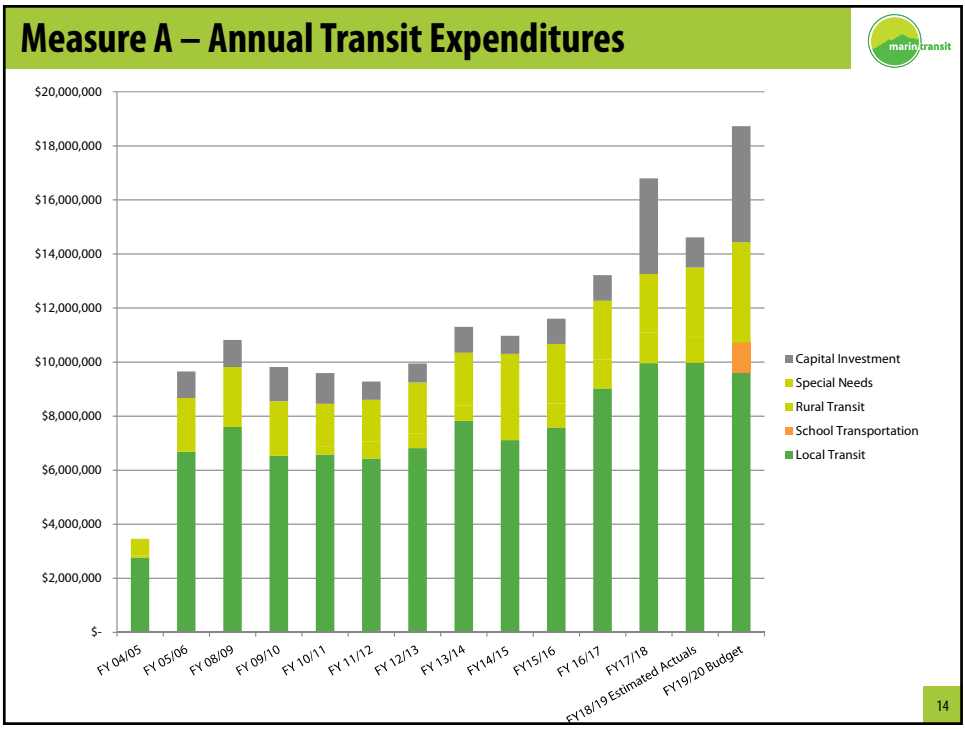
### FY2019/20 Measure AA Available to Local Transit




% change	Sales Tax Funding	Description
	\$28.3 million	FY2018/19 Estimated Sales Tax Receipts
(2.8%)	(800,000)	Decline for projected recession
	\$27.5 million	
(5%)	(1.375 million)	TAM administration
(8%)	(2.350 million)	Prior Commitments to Major Roads <sup>1</sup>
(5%)	(1.375 million)	TAM reserve <sup>2</sup>
	\$22.4 million	FY 2019/20 Sales Tax Receipts Available to Strategies
55%	\$12.3 million	Local Transit Share (44.8% of actual receipts)

1) Contingent on TAM Measure AA Strategic Plan  
 2) Contingent on TAM Measure AA Strategic Plan, and TAM reserve policy. May be returned to strategies

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## Budget Local Sales Tax – FY2019/20




### Programming Amounts to Marin Transit

Measure AA - Estimated FY2019/20 Program	\$12.32
Measure A – Estimated Program (one-time return of reserve)	\$3.20
Measure A - Carryforward	<u>\$9.31</u>
	\$24.83mil


### Allocation Request Amount (Budget Amounts)

Operations	\$14.44
Capital	<u>\$4.29</u>
	\$18.73mil




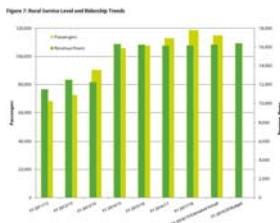
MARIN TRANSIT BUDGET  
FY 2019/20

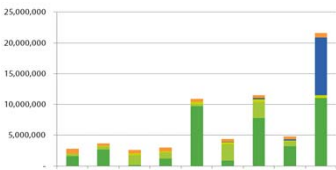
## Current Unallocated Measure A - \$6.1 million



### Why do we have it?

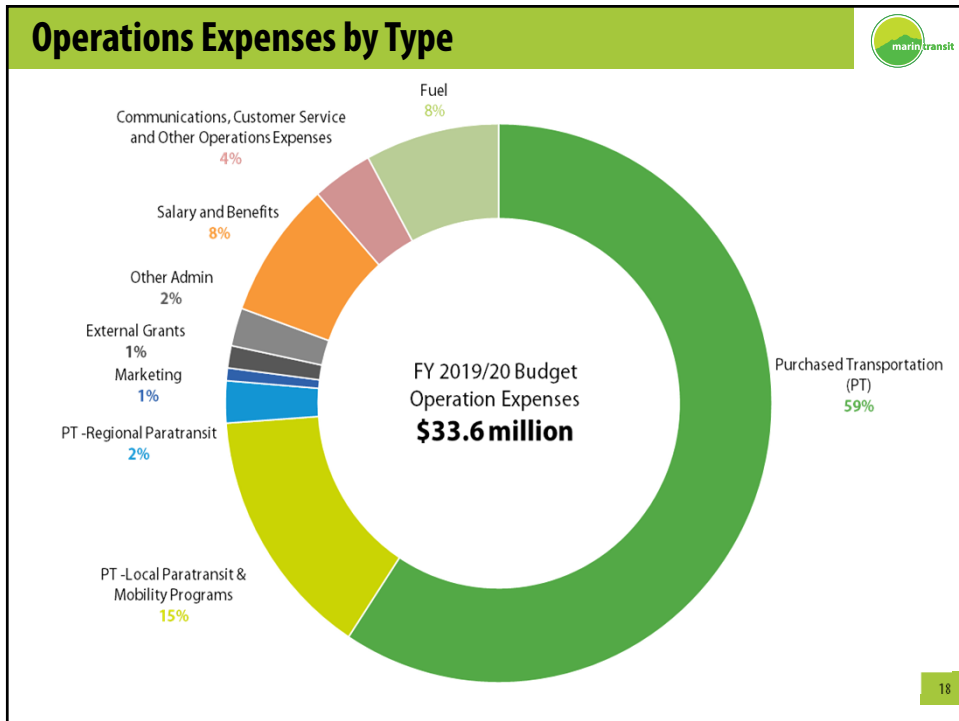
- Receipts exceed program estimate
- Underspending (example - Rural )
- Capital – annual variations
  - Small relative to expenditures



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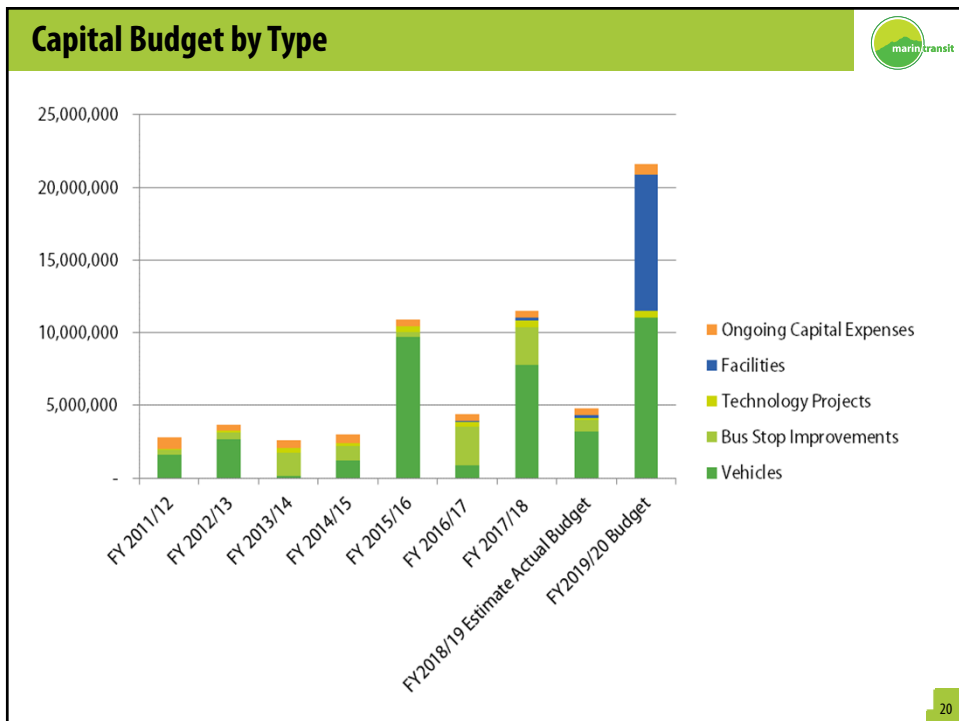
Operations Revenue - Variances Greater than \$100,000			Notes
Revenue Category	Variance from Prior Year Budget		
	Amount (\$)	%	
Measure A/AA	+\$278,332	2%	Budgeted expenditure amount includes carryover funds and release of Measure A reserve funding, plus \$600,000 in new yellow bus school grants to existing programs
Measure B	+\$125,000	11%	Expenditure of unspent prior year funds for same day on demand accessible service (Transit Connect)
Property Tax	+\$192,321	4%	Continued strong Marin County property tax growth
State Transit Assistance	+\$533,990	29%	Increased allocations from SB1
Transportation Development Act	+\$727,047	14%	County Auditor's projection of 3.6% annual increase plus prior year funds due to receipts exceeding projections
Other State	(\$335,724)	(95%)	State Cap and Trade funds moved from operations to capital - purchase electric vehicles







### Operations Expenses - Variances Greater Than \$100,000

Expense Category	FY 2019/20 Budget	Variance from Prior Year Budget		Notes
		Amount (\$)	%	
Salaries and Benefits	\$2,675,000	\$118,984	5%	Merit-based salary increases and benefit costs increases
Customer Service	\$651,950	(\$131,313)	(17%)	Prior year increase for potential contract change was not needed
Grants to Other Agencies	\$435,485	\$435,486	100%	Distribution \$435,485 of Measure AA sales tax funding to yellow bus programs not operated by Marin Transit
Contract Service Operation	\$25,631,104	\$511,398	2%	A small percentage increase that reflects contract rate escalations and changes to budgeted service levels
Fuel	\$2,663,294	\$231,748	10%	Increasing fuel prices

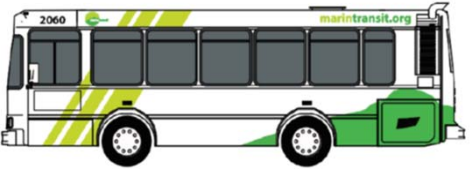


**Capital Projects – FY 2019/20**

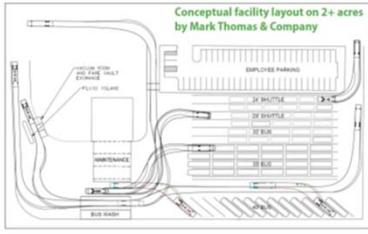




Purchase 11 – 40ft Hybrids



Purchase 2 – XHFs (narrow body rural service)




Conceptual facility layout on 2+ acres by Mark Thomas & Company

Purchase of Right of Way for Maintenance Facility

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**Conclusions**



- **Good financial position**
- **Healthy** operations reserves
- Positioned financially to purchase an **operations facility**
- **SB1 State revenue** provides restored and new revenue for transit
- Extension of Measure A provides **longer range certainty**
- Measure AA Strategic Plan will be important for **SRTP financial plan**
- \*\*\*\*\*
- Board comments on draft today
- Board considers adoption of budget on June 3, 2019

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## Questions



Thank You

Lauren Gradia, PE  
Director of Finance and Capital Programs, Marin Transit  
[lgradia@marintransit.org](mailto:lgradia@marintransit.org)



711 grand ave, #110  
san rafael, ca 94901

ph: 415.226.0855  
fax: 415.226.0856  
[marintransit.org](http://marintransit.org)

May 6, 2019

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

**SUBJECT: Muir Woods Shuttle Evaluation Report for the 2018 Season**

Dear Board Members:

**board of directors**

damon connolly  
president  
supervisor district 1

dennis rodoni  
vice president  
supervisor district 4

kate colin  
2nd vice president  
city of san rafael

judy arnold  
director  
supervisor district 5

stephanie moulton-peters  
director  
city of mill valley

katie rice  
director  
supervisor district 2

kathrin sears  
director  
supervisor district 3

eric lucan  
alternate  
city of novato

**RECOMMENDATION:** Accept report.

**SUMMARY:** Marin Transit assumed operation of the Muir Woods Shuttle in 2009 as part of a funding partnership with the Golden Gate National Recreation Area (GGNRA). The Shuttle is an integral mode of access to the park and carries over 40 percent of park visitors on busy weekends. The District continues to improve the Muir Woods Shuttle service to meet visitor needs and reduce congestion.

For the first time, the Muir Woods Shuttle operated year-round in 2018 from January through December. Park visitors took 177,412 one-way trips, and this is a 55.5 percent increase in ridership compared to 2017. The Shuttle provided service on 72 peak summer days, including 39 weekdays, and 75 off-peak season days. Daily ridership surpassed 2,000 unlinked trips on 29 days during the 2018 season.

The Shuttle carried an average of 27.6 passengers per hour and 22.5 passengers per trip for the 2018 season. Productivity on weekend and holiday service was 28.9 passengers per hour, and weekday service averaged 20.6 passengers per hour. Ridership on the weekday service decreased by 5.4 percent compared to 2017.

The National Park Service (NPS) implemented a parking and shuttle reservation system for Muir Woods in January 2018. The system requires visitors to pre-plan their travel and reserve either shuttle seats or parking spaces to access Muir Woods.

The transition to the reservation program was a significant shift for daily Shuttle operations. District staff worked closely with the NPS to adapt many elements of the program to support the new reservation model.

In preparation for the new reservation system, the partner agencies planned significant program changes in advance of the 2018 season. These changes include:

- A new ticket sale and validation process;
- Changes in marketing strategy; and
- Year-round weekend and holiday service to keep pace with growing demands and increased visitation to Muir Woods National Monument.

For the 2018 season, the net program cost for the Muir Woods Shuttle service was \$373,973. The net cost includes service operations, marketing, Marin Transit administration, part-time Customer Liaisons, and provision of portable restrooms.

The Cooperative Agreement with GGNRA stipulates that GGNRA contribute half of net operations costs for the first 4,035 revenue hours in each federal fiscal year, and 100 percent of operating costs for revenue hours above the 4,035. GGNRA reimburses Marin Transit for passenger revenues at \$5.00 per rider over the age of sixteen.

Under the terms of the Cooperative Agreement, GGNRA was responsible for an estimated \$219,757 of the 2018 program costs. Measure A and property tax funds provided the balance of the funds necessary to operate the 2018 program.

**FISCAL IMPACT:**

None associated with this report.

Respectfully submitted,



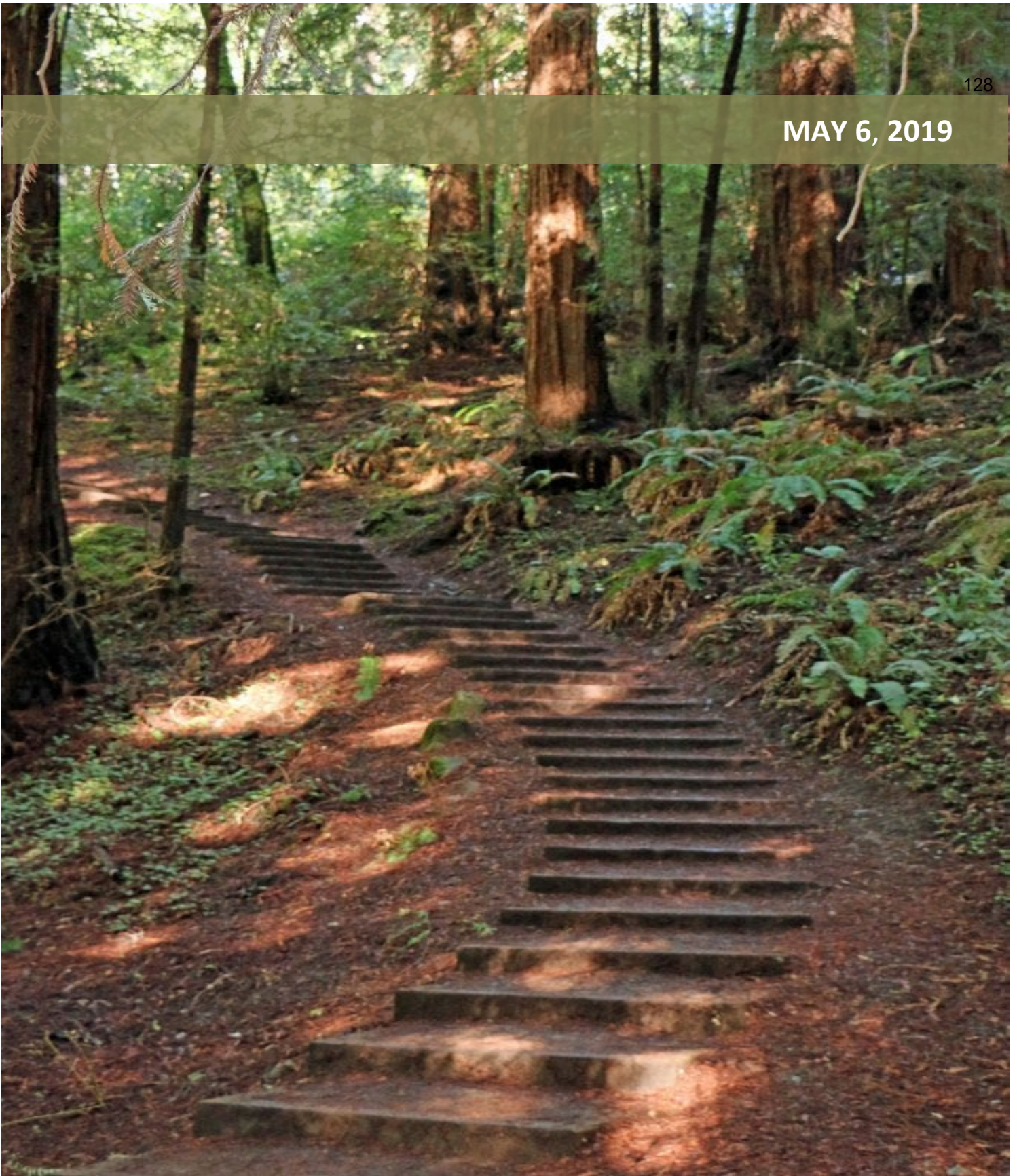
Aida Banihashemi  
Planning Manager

Attachments:

- A. 2018 Muir Woods Shuttle Evaluation Report
- B. Presentation



MAY 6, 2019



# 2018 Muir Woods Shuttle Evaluation Report

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# Introduction

The Muir Woods Shuttle provides service to Muir Woods National Monument in Marin County, California. The Shuttle service began operation in 2005 as a demonstration project to provide an alternative to automobile access and to alleviate parking demand and traffic congestion. The Shuttle is an integral mode of access to the park and carries almost 21 percent of all park visitors throughout the year.

### Shuttle History

The Shuttle represents a unique partnership of governments on a number of levels. The service was originally designed as a partnership of the National Park Service, County of Marin, and Golden Gate Transit. In 2009, responsibility for the Shuttle shifted to the Marin County Transit District (Marin Transit) under a funding agreement with the National Park Service (NPS). In 2013, Marin Transit formed an additional partnership with the Golden Gate National Parks Conservancy to administer a new fare collection process. The change in how passengers pay their fares eased boarding delays and provided additional convenience to customers.

### Funding

The first three years of operation were funded primarily through a grant from the Federal Highway Administration (FHWA), through 2007.

Funds for the 2008 season were provided by a combination of federal TCSP (Transportation and Community and System Preservation Program) and PLH (Public Lands Highway Discretionary Program) funds. In May 2009, the Shuttle became a permanent Marin Transit route funded partly by the Transit District and partly by NPS.

### Description of Service

For the 2018 season, shuttle service was provided on weekends and holidays as well as weekdays.

In previous years, Marin Transit has typically operated service during regular season that began in May and continued through October.

Since 2013 that winter holiday service was introduced, Marin Transit operated winter service around Thanksgiving weekend and between Christmas and New Year’s Day.

During the 2015 season, Marin Transit introduced weekday service as a pilot. Since then weekday service is typically operated from the third week in June through the second week of August.

For the 2018 season, shuttle service was provided on the weekends and holidays year around. Weekend and holiday service began

on Saturday, Jan 20, and operated through Monday, Dec 31. The service ran on five holidays: President's Day, Memorial Day, Independence Day, Labor Day, and Veteran's Day weekend. Weekday service operated from Monday, June 18 through Friday, August 10.

Figure 1 shows the routing of the Shuttle for the 2018 season. Service is provided along two routes: Route 66 serves the Pohono Park & Ride lot, and Route 66F serves downtown Sausalito and Marin City.

In 2018, schedules for weekend and holiday service were divided into peak and off-peak periods that correspond to different levels of service. The peak period runs from Memorial Day weekend through Labor Day weekend. The off-peak season runs from late January up until the start of the peak season and from the end of the peak season through December.

During the peak season, service on Route 66 between the Pohono Park & Ride Lot and Muir Woods is provided approximately every ten minutes. The first trip departs at 8:35 am and the last return trip leaves the park at 7:35 pm. During the off-peak season, service is provided every 20 minutes on Route 66 with generally the same span of hours as the peak season. Beginning in mid-September, service ends earlier to coincide with the park's closing time.

Service on Route 66F to and from Sausalito is provided every hour during the off-peak season. The route also serves Marin City to allow for connections to and from regional and

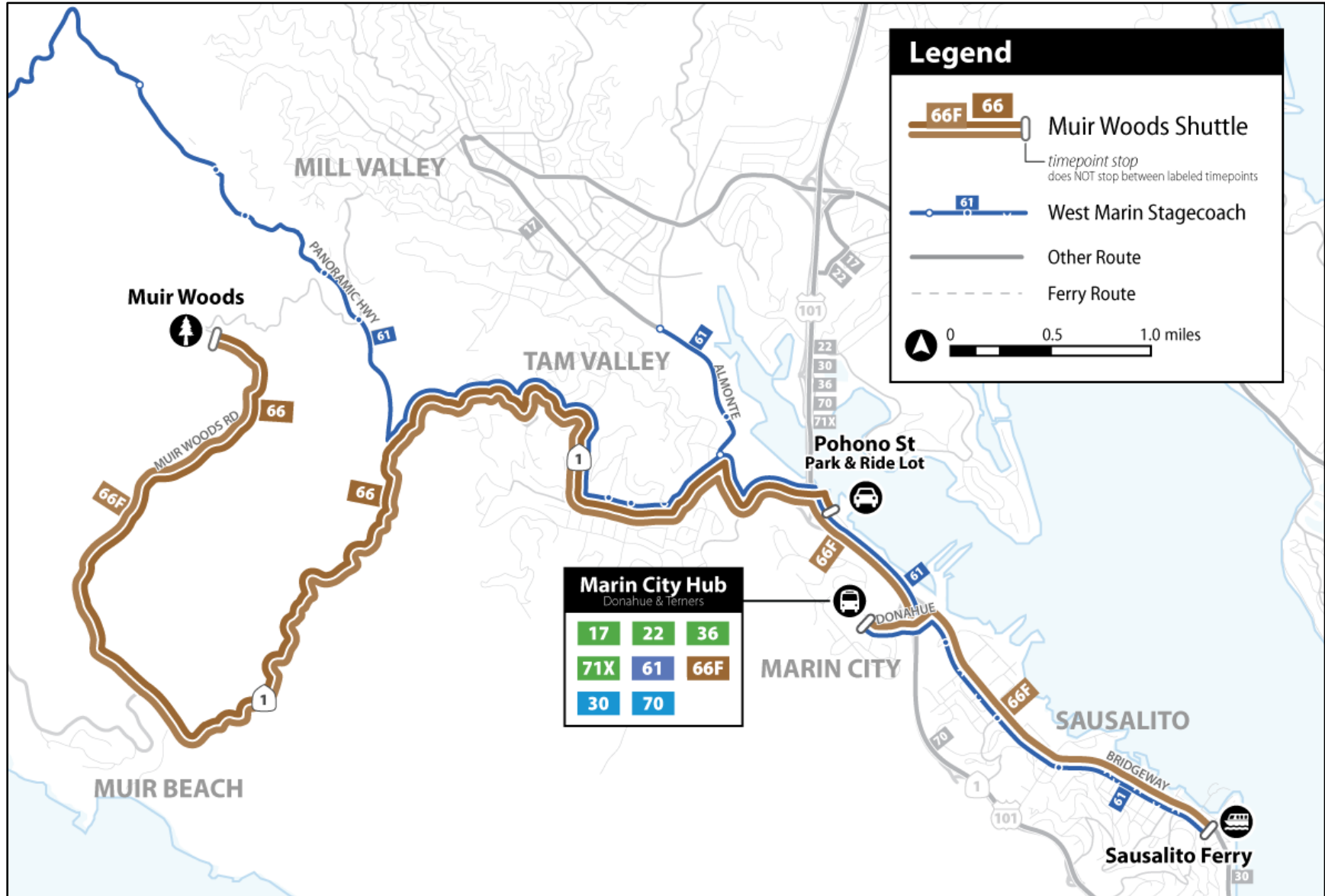
local buses. During the peak season, additional service is added to provide half-hourly service to and from Sausalito.

Weekday service is provided every half hour on Route 66F. The tenants of the adjacent office building utilize the Pohono Park & Ride lot during the work week (Monday-Friday). For this reason, the Shuttle does not operate the Route 66 alignment on weekdays.

In total, the Shuttle provided service on 72 peak summer days (including 39 weekdays), and 75 off-peak season days (including Jan 1<sup>st</sup>). Table 1 summarizes service changes over the last five years of operations.

The District has continually taken steps to improve the service in response to customer feedback and service evaluations. The 2018 efforts focused on design and fabrication of the mobile information kiosk (Figure 2). The partners also prepared for the new web-based reservation system that allows visitors to plan their trip in advance and reserve shuttle seats and a parking space.

Figure 1: 2017 Muir Woods Shuttle Map



**Table 1: Summary of Operations, 2014–2018**

	2014	2015	2016	2017	2018
Season Start	March 29	April 4	April 2	May 13 <sup>(2)</sup>	January 1
Weekend & Holiday Service	65 days	63 days	79 days	64 days	108 days
Weekday Service	-	39 days	39 days	44 days	39 days
Avg. Frequency (Off-peak/Peak/Weekday)	20/10/- min	20/10/30 min	20/10/30 min	20/10/30 min	20/10/30 min
Service Hours <sup>(1)</sup>	4,619	4,620	4,672	4,376	6,428
Standard Fare (adult round-trip)	\$5.00	\$5.00	\$5.00	\$5.00	\$3.00

**Notes:**

- (1) Actual operated hours may differ from planned hours due to canceled or added service.
- (2) Season start delayed due to closure of Highway 1.

**Figure 2: Muir Woods Shuttle Mobile Information Kiosk**



**Fares**

To manage visitation and parking demand, NPS implemented a new web-based parking and transit reservation system for Muir Woods in late 2017. In the 2018 season, the partner agencies upgraded the reservation system to include fare payment. Under the new system, visitors are required to purchase their parking reservation and they can pre-purchase shuttle tickets for a specific window of time.

The round-trip adult fare is \$3.00 per person. No fare is charged for youth ages 15 and

younger, seniors with a Lifetime NPS Pass, and disabled individuals with a Federal Lands Access Pass. One-way fares are not available.

In previous years, passengers transferring from another local Marin Transit route had the option of purchasing a Day Pass that could be used on the Shuttle. Under the online reservation system, this option is no longer available.

The reservation system has alleviated capacity issues experienced on the Shuttle in previous seasons by making arrival patterns more predictable.

The pricing structure of \$8 for a parking reservation and \$3 for a Shuttle seat reservation provides an incentive to take the Shuttle.

Figure 3: MWS Reservation System



### Customer Liaisons

Marin Transit hires Customer Liaisons to assist passengers waiting for the Shuttle at the Pohono Park & Ride Lot and at the Sausalito Ferry. The Liaisons provide passengers with park and Shuttle service information, particularly on the fare payment process.

This season, one liaison was scheduled at Pohono on weekends from June through September for a shift that started at 9:30 am and ended at 3:30 pm. An additional staff member was stationed in Sausalito to perform similar duties as the Pohono greeter and assist passengers transferring from the ferry. After the last bus from Sausalito, staff typically relocate to Muir Woods to assist with loading returning passengers.

Customer Liaisons have continually proven to be an integral part of the service and significantly enhanced the customer experience. Many passengers who take the Shuttle are tourists and not familiar with the area. Some are also unfamiliar with using public transit. The recent addition of Customer Liaisons at the Sausalito stop has been

extremely valuable. As demand from that location has grown, the service had begun to experience similar challenges to those at the Pohono stop due to overcrowding and passenger confusion.

### Marketing

Marketing for the Shuttle service has primarily focused on Bay Area visitors, with emphasis on travelers based in San Francisco. Information on the Shuttle is distributed through visitor information centers, online, and on signage near the highway exits.

Schedules and signs are posted at each stop, including the Sausalito Ferry Terminal. Information is also provided to customers online and over the phone by both Marin Transit and National Park Service staff, and visitors can plan their trips in advance using Google Transit and 511.

One of the most effective means of advertising the Muir Woods Shuttle continues to be the Changeable Message Signs (CMS). Three permanent CMS are installed along Highway 101 to alert motorists about parking conditions at Muir Woods and direct them to the Pohono Park & Ride Lot exit. Blue road signs installed closer to the exit guide drivers further along the off-ramp and into the parking lot.

Historically, more than half of passenger survey respondents indicated that they found out about the Shuttle through the CMS. Increasing numbers of passengers are finding

Shuttle information online through web searches and transit trip planners.

### **Evaluation Methodology**

Visitors are required to purchase their advanced tickets through the NPS's web-based reservation system. The Shuttle accepts same day walk-ups through an on-board fare collection process. Data on Shuttle ridership and fare revenues is provided through a combination of farebox data and fare collection reports from the Conservancy's reservation system.

Conservancy staff also provide data on park visitation levels. Marin Transit staff compile the Shuttle financial numbers and operating statistics.

Customer Liaisons, NPS and Conservancy staff, and MV Transportation operations staff provide qualitative observations of the service. These include commentary on on-time performance, weather conditions, traffic circulation, fare collection, pass ups, service strengths and weaknesses, and suggestions to improve the service.

This evaluation report provides an overview of trends and changes over time and presents recommendations for the Shuttle's future.

# Ridership and Productivity

This section summarizes the number of Muir Woods Shuttle passengers in 2018, Shuttle productivity or passengers per revenue hour, and the proportion of Muir Woods visitors who chose to ride the Shuttle. These figures are compared with prior years.

### Ridership

Ridership is measured as one-way, unlinked passenger trips. During the 2018 season, there were 177,412 one-way passenger trips on the Shuttle. This represents a 55.5% decrease in ridership compared to 2017.

Table 2 shows total ridership trends over the past five seasons by month.

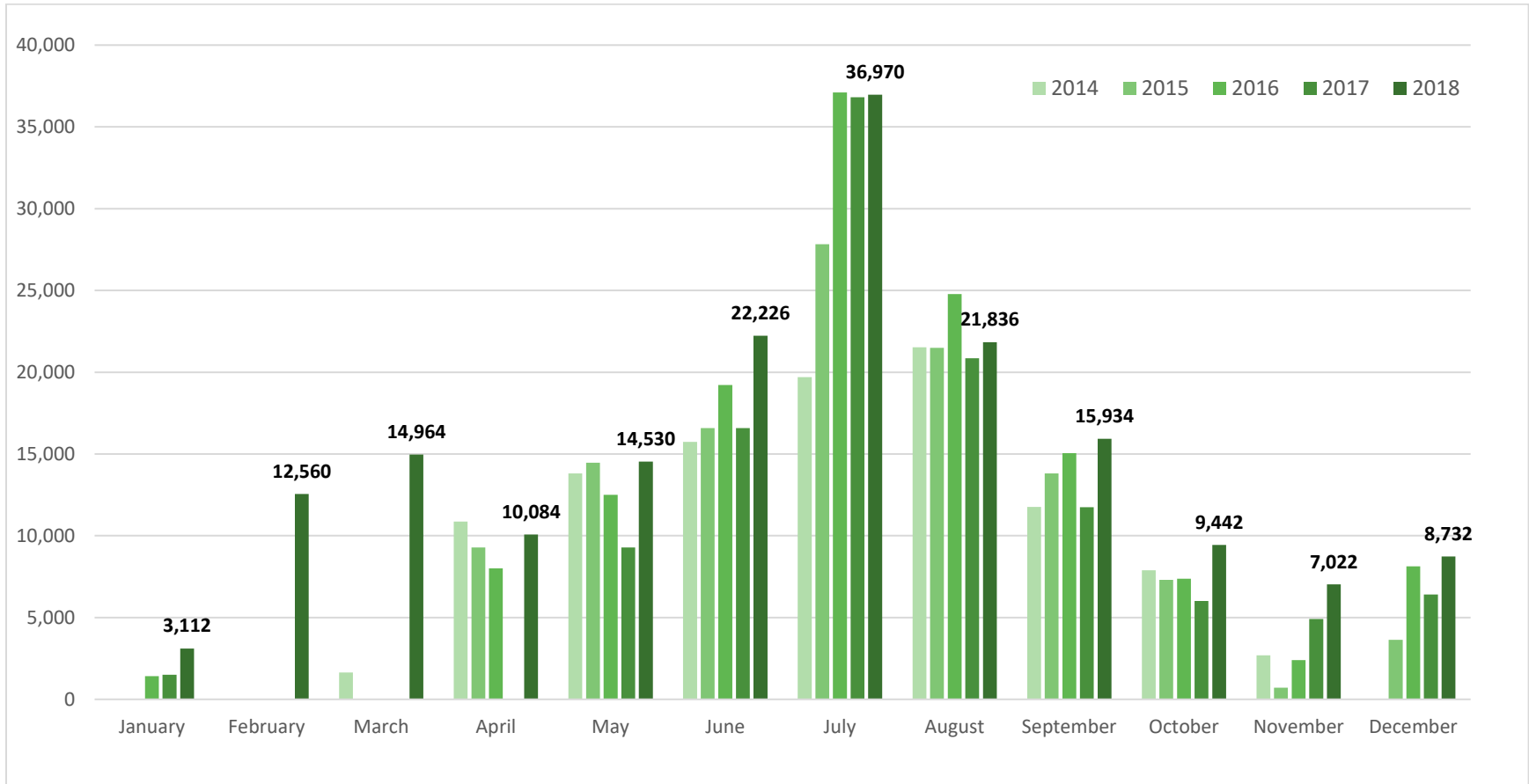
July had the highest total monthly ridership, largely due to the additional weekday service. Generally, ridership has continued to climb each year.

The Muir Woods Shuttle service typically begins the first weekend in April. For the 2018 season, shuttle ran service from January through December. This resulted in 39 additional days of service compared to 2017.

**Table 2: Shuttle Ridership by Month, 2014 – 2018** (unlinked passenger trips)

Month	2014	2015	2016	2017	2018	% Change 2017-2018
January	0	0	1,414	1,502	3,112	107.2%
February	-	-	-	-	12,560	-
March	1,646	-	-	-	14,964	-
April	10,866	9,278	8,018	-	10,084	-
May	13,820	14,462	12,506	9,284	14,530	56.5%
June	15,740	16,586	19,216	16,588	22,226	34.0%
July	19,700	27,832	37,103	36,806	36,970	0.4%
August	21,532	21,484	24,780	20,860	21,836	4.7%
September	11,760	13,820	15,050	11,750	15,934	35.6%
October	7,886	7,302	7,370	6,016	9,442	56.9%
November	2,692	712	2,404	4,908	7,022	43.1%
December	28	3,630	8,127	6,410	8,732	36.2%
<b>Total</b>	<b>105,670</b>	<b>115,106</b>	<b>134,574</b>	<b>114,124</b>	<b>177,412</b>	<b>55.5%</b>

**Figure 4: Shuttle Ridership by Month, 2014 – 2018** (unlinked passenger trips)





The increase from 2017 to 2018 is due to two factors: the earlier start of the season and the new reservation model. The reservation system requires visitors to plan their trip, pre-purchase tickets, and reserve a parking space in advance. This makes them aware of the option to take the Muir Woods Shuttle. In addition, the pricing structure of the parking reservation and shuttle seat incentivizes the use of the shuttle over driving.

Figure 5 shows ridership by day on weekends and holidays. Figure 6 shows ridership for the peak season and weekday service for the 2018 season. Saturday, July 7 had the highest daily ridership at 2,856 trips. There were an additional 28 days when daily ridership surpassed 2,000 unlinked trips.

## Productivity

Service productivity is measured in passengers per revenue hour or per trip. Overall, the service carried an average of 27.6 passengers per hour and 22.5 passengers per trip for the 2018 season. Weekend and holiday service averaged 28.9 passengers per hour, or about 22.7 passengers per trip, while weekday service averaged 20.61 passengers per hour and 20.87 passengers per trip.

Table 3 below shows productivity measures by month compared to 2017. Overall, productivity measured in passengers per hour and passengers per trip increased compared to the 2017 season.

**Table 3: Shuttle Productivity, 2017 – 2018**

Month	Passengers per Trip			Passengers per Hour		
	2017	2018	% Change	2017	2018	% Change
January	17.5	17.3	-1.0%	21.6	20.3	-5.9%
February		31.0			32.0	
March		35.9			35.8	
April	0.0	26.8		0.0	26.3	0.0%
May	13.2	24.2	83.9%	24.1	28.2	17.1%
June	15.0	18.3	22.3%	21.5	23.4	9.3%
July	22.2	24.2	9.3%	31.1	29.2	-5.9%
August	19.2	20.7	7.7%	27.7	26.7	-3.7%
September	15.6	23.5	50.2%	23.4	32.0	36.8%
October	12.7	21.5	68.7%	18.5	31.3	69.0%
November	16.3	17.6	7.9%	20.2	23.5	16.4%
December	24.8	14.5	-41.6%	30.7	20.1	-34.7%
<b>Total</b>	<b>17.8</b>	<b>22.5</b>	<b>26.6%</b>	<b>26.1</b>	<b>27.6</b>	<b>5.8%</b>

Figure 5: Daily Weekend & Holiday Ridership, 2018 (unlinked passenger trips)

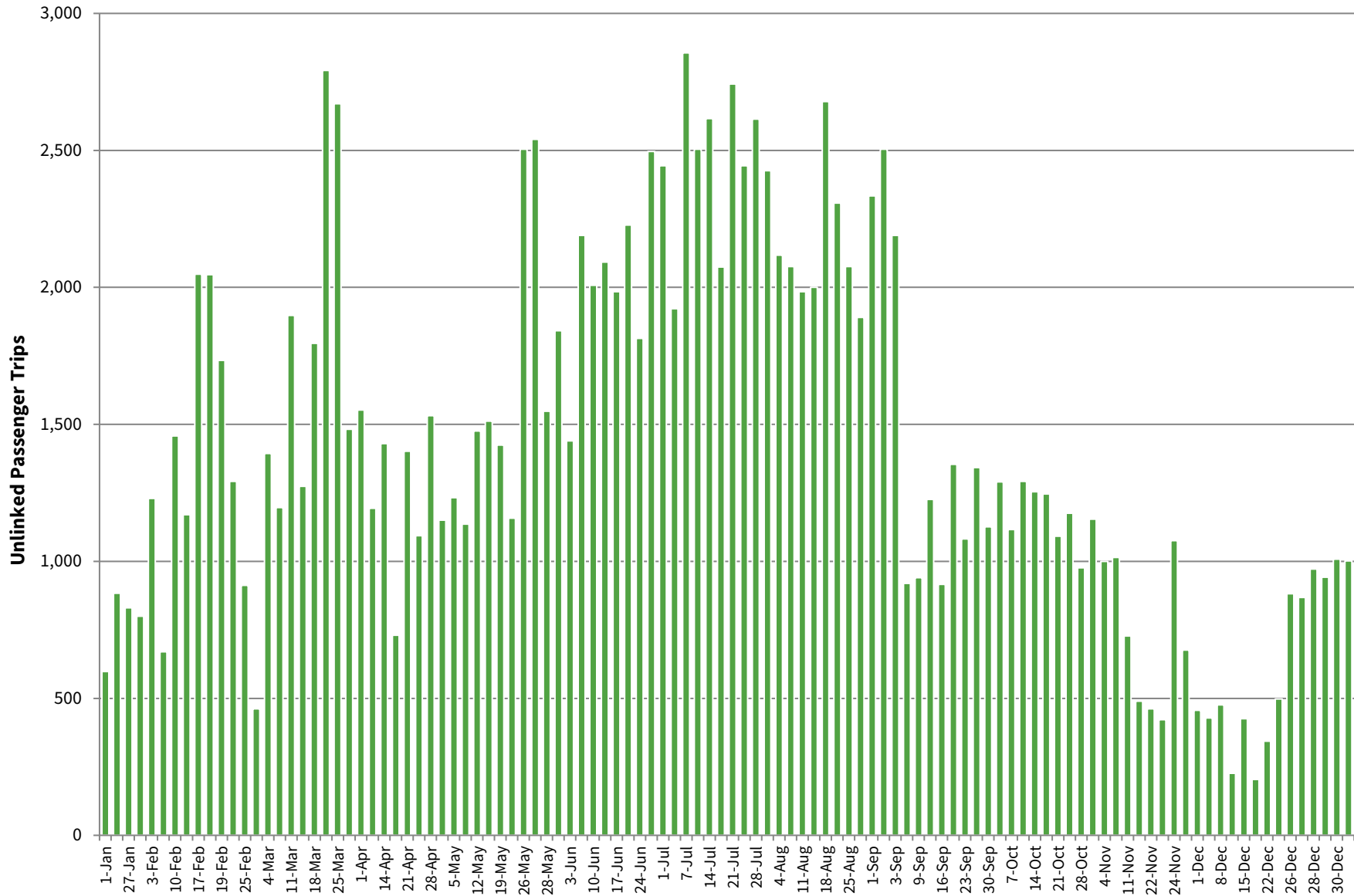
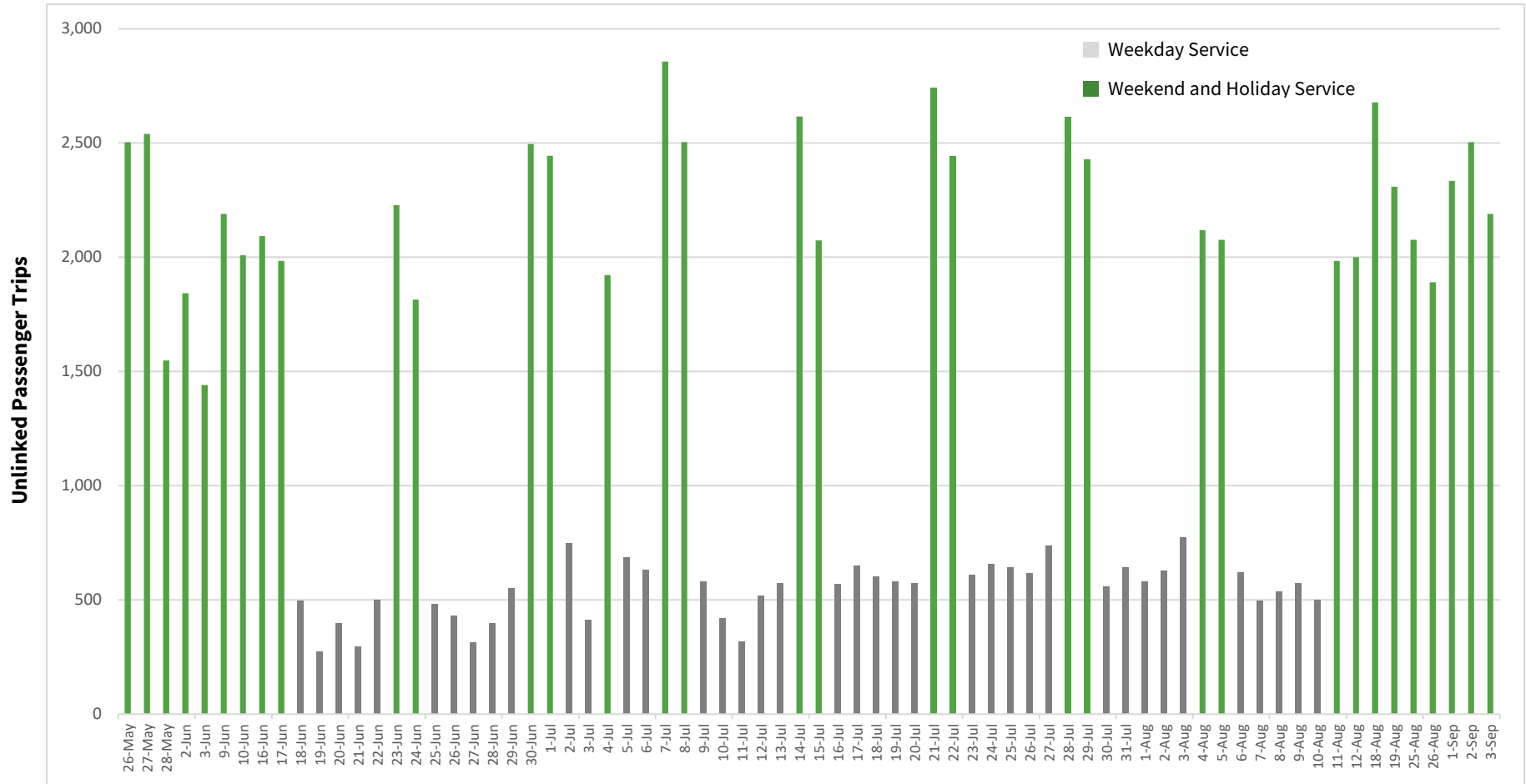


Figure 6: Peak Season Daily Weekday, Weekend & Holiday Ridership, 2018 (unlinked passenger trips)



**Mode Share**

Another important indicator of Shuttle service success is the percentage of park visitors who

Weather has a significant impact on the level of

**Table 4: Mode Share, 2017 – 2018**

		2017	2018	% Change 2017-2018
<b>Peak Weekend/Holidays</b>	Park Visitations	180,985	148,831	-17.8%
	Shuttle users	31,482	36,743	16.7%
	<b>Mode Share</b>	<b>17.4%</b>	<b>24.7%</b>	<b>41.9%</b>
<b>Peak Weekdays</b>	Park Visitation	106,929	129,909	21.5%
	Shuttle users	11,182	10,583	-5.4%
	<b>Mode Share</b>	<b>10.5%</b>	<b>8.4%</b>	<b>-22.1%</b>
<b>Off-Peak Weekend/Holidays</b>	Park Visitation	125,915	224,572	78.4%
	Shuttle users	14,398	41,380	187.4%
	<b>Mode Share</b>	<b>11.4%</b>	<b>18.4%</b>	<b>61.1%</b>
<b>Total</b>	Park Visitations	413,829	503,325	21.6%
	Shuttle users	57,062	88,706	55.5%

choose to take the Shuttle. During days that the Shuttle was in service, 503,312 people visited Muir Woods and 88,706 of them chose to ride the Shuttle<sup>1</sup>. This represents a 17.6% average mode share, which is 27.8% higher than the prior year. Mode share is the transportation term for the proportion of park visitors that take the Shuttle.

Figure 7 and Figure 8 show percentage mode share of the Shuttle by day during the peak and off-peak seasons including weekday service, respectively. On some of the busiest days, the Shuttle carried up to 42% of all park visitors.

park visitation. It has an even greater effect on Shuttle ridership and mode share. This is likely due to less traffic and more available parking on lower visitation days, making driving to the park less of a hassle than on busy days. On rainy days, mode share tends to drop by 10%.

**Pass-Ups**

Passenger pass-ups have been a recurring issue during peak periods when passenger demand exceeded bus capacity. The Shuttle buses carry no more than 37 seated passengers. Standees are not permitted due to the steep and winding nature of the roadway. In previous seasons, there were lines and significant wait times for many passengers

<sup>1</sup> Assumes that each visitor using the Shuttle took a round trip

despite the high frequency of service at Pohono and additional service from Sausalito. This was due to the irregularity of passenger arrivals coupled with high numbers in the midday.

The new online reservations system allowed shuttle riders to pre-purchase their shuttle tickets on specific buses on the Sausalito route or for specific time slots on the Pohono route. This has alleviated shuttle capacity issues by balancing out the peaks and making arrival time more predictable. Limited seats are held back from the advanced ticketing process to accommodate those riders who show up without tickets.

The process of validating passes has also changed under the new model. Dedicated staff members use handheld scanners to validate pre-purchased tickets and sell walk-up tickets. This differs from previous years when patrons boarded buses for Muir Woods and purchased tickets at the park entry booth.

The new online ticketing system and validation process has reduced passenger wait times. It has also significantly alleviated issues of full Shuttle buses leaving passengers behind during the peak season.

Figure 7: Off-Peak Season Daily Weekend & Holiday Shuttle Mode Share, 2018

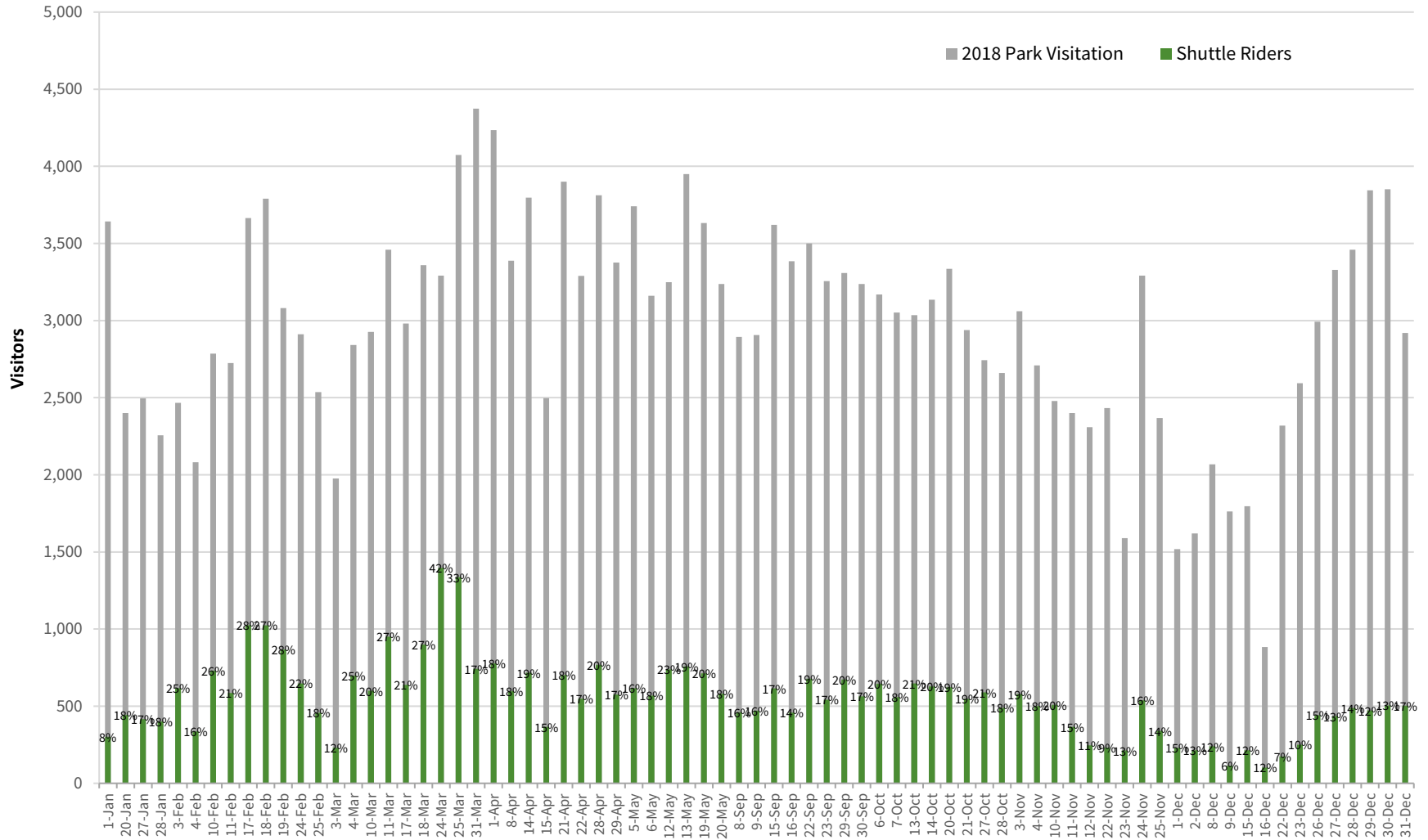
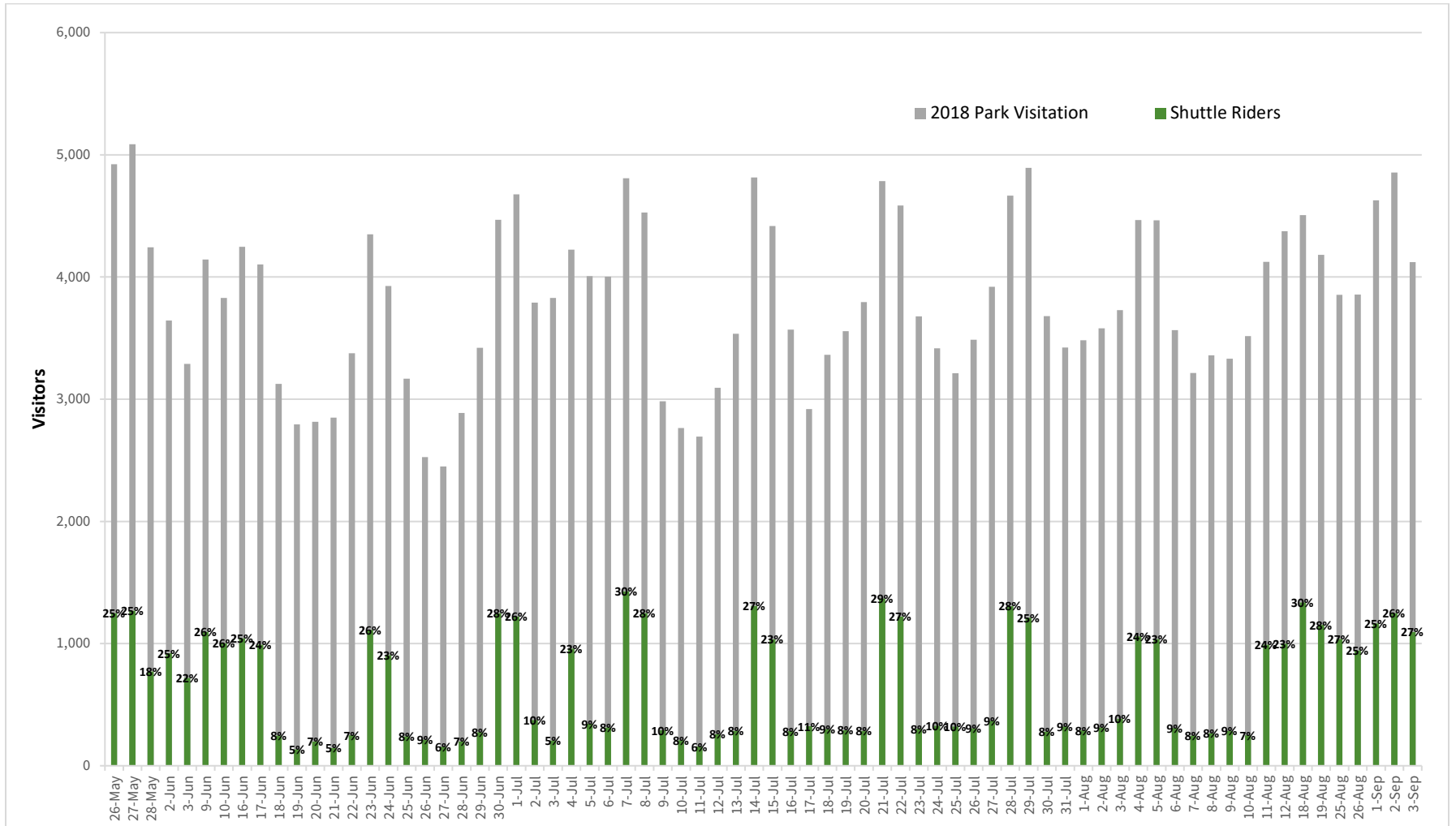


Figure 8: Peak Season Daily Weekday, Weekend & Holiday Shuttle Mode Share, 2018



# Service Cost and Farebox Recovery

This section summarizes expenses and revenues for the 2018 season including the weekday service and compares them to the prior year.

Table 5 provides a breakdown of the total cost and revenue for the Shuttle compared to the past four seasons. Table 6 summarizes key cost performance measures. Costs are defined as total program costs. These costs are shared with the National Park Service as follows:

For the first 4,035 revenue hours of each federal fiscal year, operating costs net passenger revenue will be shared 50/50 with the National Park Service. The NPS will pay 100% of operating expenses for revenue hours exceeding 4,035 hours.

All passenger revenues are calculated as \$5.00 per rider over age of sixteen, and the NPS credits those revenues to Marin Transit.

The total service cost for the 2018 season was \$821,081, approximately 76.1% higher than last year. This includes operating, administration, and marketing costs. Operating cost in 2018 was \$721,916, approximately 111% higher than previous

year. The additional operating costs reflects the increase in fees under the new operations contract with MV Transportation for Rural and Seasonal Services effective July 1, 2018.

Compared to the 2017 season, the overall program cost increased by 51% despite the 103.8% increase in fare revenue.

One of the underlying factors in the higher program cost was the transition to the new reservation system. This triggered a substantial operational change from the previous year, including a significant increase in staff administrative costs. These costs were approximately 60.3% higher than 2017 season.

The additional staff time was dedicated to adapting the Shuttle program to support the new reservation model and to deploying the mobile information kiosk.

Pass validation has also changed under the new reservation model, which increased administrative costs associated with validating tickets and customer service. Under the new validation process, dedicated staff members were required to validate pre-purchased tickets and sell walk-up tickets. The partner



agencies dedicated an additional position to support the ticket validation system for 2018 season.

Lastly, the NPS agreed to pay to expand the service expansion to run every weekend throughout the year. Operating year-round has added 39 days of service annually. This contributed to the operating cost increase compared to the 2017 season.

Marketing costs in 2018 continued to decrease compared to previous years. The lack of major changes to the 2018 service enabled staff to reuse most marketing materials. In addition, the expansion to operating year-round service has reduced the need to formally transition between each season. As a result, there is less need to focus on increased mobilization for driver training, signage, and marketing materials.

As part of the fare collection process implemented in 2013, the Golden Gate National Parks Conservancy collected a 10% administrative fee based on total ticket sales to cover the costs of fare collection services. The 10% fees are no longer applicable under the new reservation system.

### **Farebox Recovery**

The regular adult fare is \$3.00 per round-trip. Youth under 16, seniors with a Lifetime

National Park Pass, and disabled individuals with a Federal Lands Access Pass ride the Shuttle for free.

As shown in Table 5, \$447,108 in fares was collected during the 2018 season – an increase of about 103.8%. This growth in fare revenue is attributed to additional days of service and the corresponding 55% ridership increase for 2018 season. The amount collected represents a farebox recovery rate of 54.5%, about 16% higher than in 2017.

### **Cost per Service Hour**

The average cost per service hour for the 2018 season was \$127.74, a 19.9% increase over the previous season. The increase in operating and administrative costs was the primary reason for this growth.

### **Cost per Trip**

The cost per one-way passenger trip increased to \$4.63, about 13.3% higher than the previous year. The increase in cost per trip is due to higher overall costs due to the higher ridership and productivity levels in 2018.

### **Subsidized Cost per Trip**

The average subsidy increased to \$2.11 per passenger in 2018 season. This is a 2.6% lower subsidy compared to the 2017 season. The average subsidy in 2018 met the District's cost effectiveness target of \$3.00 per passenger.

**Table 5: Shuttle Service Costs, 2014 – 2018**

	2014	2015	2016	2017	2018	% Change 2016–2017
Operating Costs	\$350,123	\$386,054	\$364,799	\$341,911	\$721,916	111.1%
Marketing	\$27,886	\$7,239	\$5,087	\$2,758	\$1,909	-30.8%
Maintenance & Equipment	\$49,830	\$37,161	\$47,364	\$49,735	\$19,675	-60.4%
Marin Transit Admin/ Customer Liaisons	\$29,860	\$40,230	\$17,541	\$46,710	\$74,895	60.3%
Fare Collection <sup>(1)</sup>	\$20,440	\$23,117	\$26,692	\$21,753	\$112	-99.5%
<b>Total Cost of Program</b>	<b>\$493,730</b>	<b>\$512,015</b>	<b>\$461,966</b>	<b>\$466,368</b>	<b>\$821,081</b>	<b>76.1%</b>
Fare Revenue (GFI & Ticket Sale)	-	-	-	-	\$275,492	-
NPS \$2 subsidy	-	-	-	-	\$171,616	-
<b>Total Fare Revenue</b>	<b>\$210,502</b>	<b>\$238,543</b>	<b>\$268,829</b>	<b>\$219,416</b>	<b>\$447,108</b>	<b>103.8%</b>
<b>Net Program Cost</b>	<b>\$283,228</b>	<b>\$273,472</b>	<b>\$193,137</b>	<b>\$246,953</b>	<b>\$373,973</b>	<b>51%</b>
<b>Total NPS Share of Program Cost<sup>(2)</sup></b>	<b>\$141,614</b>	<b>\$136,736</b>	<b>\$96,569</b>	<b>\$123,476</b>	<b>\$219,757</b>	<b>78%</b>

Notes:

(1) As part of the fare collection process implemented in 2013, a 10% administrative fee based on total ticket sales is included to cover the costs of fare collection services provided by the Golden Gate National Parks Conservancy.

(2) As part of the new agreement with National Park Service, net passenger revenue is shared 50/50 for first 4,035 revenue hours in each federal fiscal year. The National Park Service will reimburse Marin Transit for operating costs for revenue hours exceeding 4,035 hours. The NPS reimburses Marin Transit for all passenger revenues based on \$5.00 per rider over the age of sixteen.

**Table 6: Shuttle Cost Effectiveness Measures, 2014 – 2018**

	2014	2015	2016	2017	2018	% Change 2017–2018
Farebox Recovery	42.6%	46.6%	58.2%	47.0%	54.5%	16%
Cost per Service Hour	132.22	110.83	98.89	106.58	127.74	19.9%
Cost per passenger Trip	\$4.67	\$4.45	\$3.43	\$4.09	\$4.63	13.3%
Subsidy per Passenger	\$2.68	\$2.38	\$1.44	\$2.16	\$2.11	-2.6%
Average Fare	\$1.99	\$2.07	\$2.00	\$1.92	\$2.52	31.1%

# Conclusions and Recommendations

The Muir Woods Shuttle plays an increasing role in reducing congestion and providing a viable alternative transportation option to the park. Mitigating traffic and parking congestion becomes more and more important as park visitation levels increase. At the same time, the Shuttle has reached maximum capacity during the peak season, and there are no additional vehicles available to increase service.

## Parking

In January 2016, the County gradually began restricting parking along sections of Muir Woods Road. In previous years, as many as 400 vehicles parked along the roadway's narrow shoulder during busy weekends. This led to environmental issues, including erosion, and safety and congestion issues due to visitors walking in the roadway from their cars to the park entrance. In the next few years, the County will eliminate all parking along Muir Woods Road.

Under the new reservation model, the partner agencies changed the parking strategy to emphasize pre-planning and pre-purchase of parking reservations.

Parking reservations are required for all personal vehicles and shuttle riders visiting Muir Woods National Monument. The pricing further incentivizes use of the Shuttle over driving, at \$8 for a parking reservation and \$3 for a Shuttle seat.

## Sausalito Ferry Terminal

The Sausalito bus stop is not immediately visible from the ferry terminal. Growing demand for the Shuttle from Sausalito has increased the number of passengers who have difficulty finding the stop.

Crowds and lack of signage also lead to passenger confusion in this location. More visible signage and a more clearly defined waiting area should alleviate this issue. Staff will work with the City of Sausalito and Golden Gate Transit to determine appropriate means and locations for better signage and pavement markings where feasible.

## Muir Woods

In the past few years, a growing issue has been long wait times at the park for the return trip. This primarily occurs at the end of the day when the park closes. Recently, this issue has been compounded due to visitors that take

transportation network company (TNC) services to the park. These visitors are unable to order a return trip due to lack of cellular service and must rely on the Shuttle for their return.

Recently, the will-call line at Pohono has started to lengthen at the end of the day. The Shuttle must provide additional trips at the end of the day to take passengers to the woods and return them to Pohono when the park closes.

This has continued to be an issue even with the new reservation system. Visitors who pre-purchase their shuttle seats are not required to pre-book their return on specific buses on the Sausalito route or specific time slots on the Pohono route.

Staff is closely monitoring this activity to determine solutions to alleviate capacity issues and balancing out the return demand during the late day peaks.

Solutions may include reducing the capacity of online reservations for late day time slots to accommodate visitors that walk-up late in the day.

Alternatively, the Shuttle service could provide the option for visitors to reserve seats for their return trip once they are at the park. Visitors will likely have a better idea of when they will want to leave. This would eliminate the need for those passengers to wait for the next available Shuttle.

### **Ticket Sales and Validation**

Under the new model, validation of passes has also changed. Dedicated staff members use handheld scanners to validate pre-purchased tickets and sell walk-up tickets.

The scanning process has impacted the speed of ticket validation at Pohono. Staff is considering alternatives to speed up the validation process and reduce issues related to glare at the stop locations and passenger wait times.

### **Marketing and Passenger Information**

The emphasis of the Shuttle marketing strategy has changed. Visitors pre-plan and pre-purchase their shuttle seats and parking. Historically, the CMS warned of full parking at the Woods. This was the first notification to visitors that they should taking the shuttle. Other riders found out about the shuttle through the NPS website or tourist-focused brochures.

Shuttle service messaging has changed across all marketing platforms to inform visitors to pre-plan and pre-purchase their shuttle seats or parking. The new strategy relies more on educating visitors in advance and less on intercepting visitors travelling to the Woods. The CMS messaging now simply states that reservations are required at Muir Woods. Shuttle marketing materials are focused on redirecting riders to the gomuirwoods.com site to pre-purchase shuttle seats.

In addition, staff plan to develop a pocket guide to distribute at Pohono and Sausalito. The guide will provide passengers with information on how to use the service to return to their original boarding location.

### **Bus Stops**

Average wait times have reduced due to increased service frequency. Additional passenger amenities at the bus stops continues to be a priority for improving the visitor experience. Marin Transit designed and purchased the Mobile Information Kiosk that went into service in March 2018. This vehicle doubles as a passenger amenity and a driver support/rest area. In addition to the kiosk, permanent signage provides a more permanent and professional appearance.

### **Staffing**

Customer Liaisons continue to be an invaluable resource to passengers. A full-time operations supervisor is stationed at the Pohono Park & Ride Lot. The Liaisons are primarily responsible for providing information to customers and answering questions. This enables the supervisor to focus on operations.

One Customer Liaison has traditionally been located at Pohono, with another Liaison stationed near the Sausalito Ferry. On weekdays, there is one staff person located at the Sausalito bus stop only.

A full-time operations supervisor is stationed at Muir Woods to facilitate vehicle circulation

and check for proof of payment. This supervisor also ensures that passengers board the correct bus for their return trip to Sausalito or Pohono. After the last bus to the park leaves Sausalito, one of the Liaisons typically relocates to Muir Woods to assist the supervisor with return boardings.

These staffing levels help ensure efficient operations and a quality passenger experience. In the 2017 season, there was significant difficulty in hiring enough staff to serve as Customer Liaisons. The position was a less desirable option due to the lack of full-time hours and the requirement to work most weekends and holidays.

For 2018, the additional dedicated position to support the ticket validation system increased the stability and reliability of the staffing at Pohono. This new position was requested as part of the new operations contract with MV Transportation that started on July 1, 2018.





# Muir Woods Shuttle Evaluation Report

*2018 Season*

# 2018 Service Overview

	<i>Peak Season</i>		<i>Off Peak Season Weekend &amp; Holiday</i>
	<i>Weekend &amp; Holiday</i>	<i>Weekday</i>	
<i>Dates of Service</i>	<i>May 26 – Sep 3 Memorial Day through Labor Day</i>	<i>Jun 18 – Aug 10</i>	<i>Jan 1 – May 20 Sep 8 – Dec 31</i>
<i>Route 66 Pohono Park &amp; Ride</i>	<i>Every 10 min</i>	<i>No service</i>	<i>Every 20 min</i>
<i>Route 66F Sausalito &amp; Marin City</i>	<i>Every 30 min</i>	<i>Every 30 min</i>	<i>Every 60 min</i>



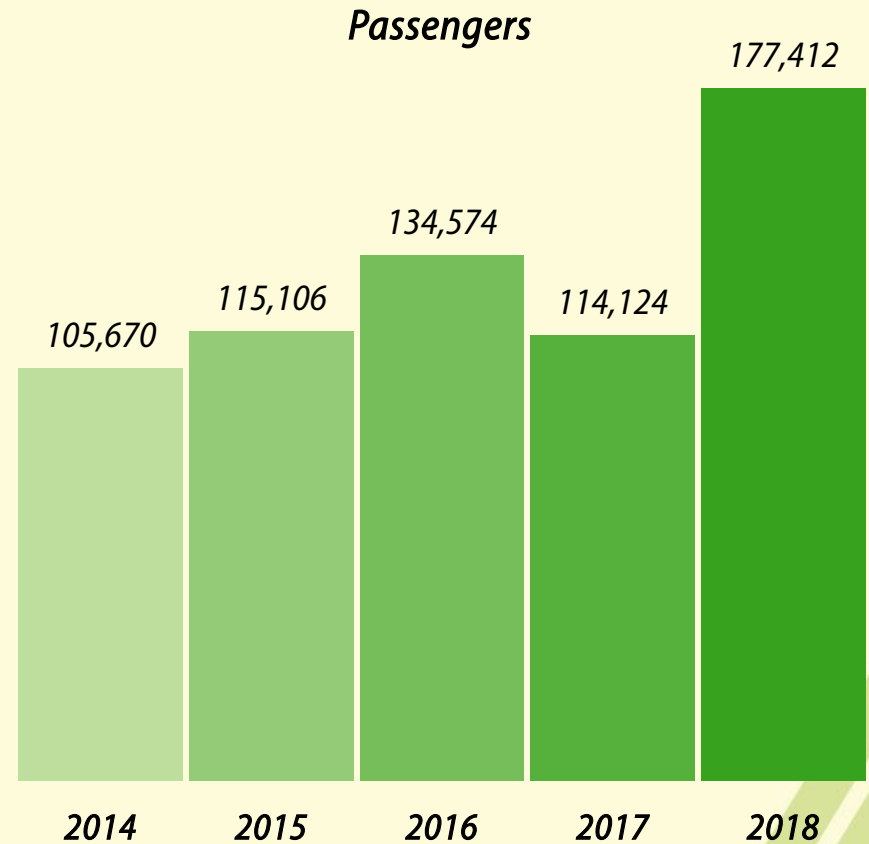


# 2018 Service Overview

	2015	2016	2017	2018
<i>Weekend &amp; Holiday Service</i>	<i>63 days</i>	<i>79 days</i>	<i>64 days</i>	<i>108 days</i>
<i>Weekday Service</i>	<i>39 days</i>	<i>39 days</i>	<i>44 days</i>	<i>39 days</i>
<b><i>Total Days of Service</i></b>	<b><i>102 days</i></b>	<b><i>118 days</i></b>	<b><i>108 days</i></b>	<b><i>147 days</i></b>
<i>Service Hours</i>	<i>4,620</i>	<i>4,672</i>	<i>4,376</i>	<i>6,428</i>



- *177,412 passengers in 2018*
  - *55.5% increase from 2017*
- *21,166 passengers during Weekdays*
  - *5.4% decrease compared to 2017*
- *2,856 passengers on July 7*
  - *29 days with 2,000+ riders*



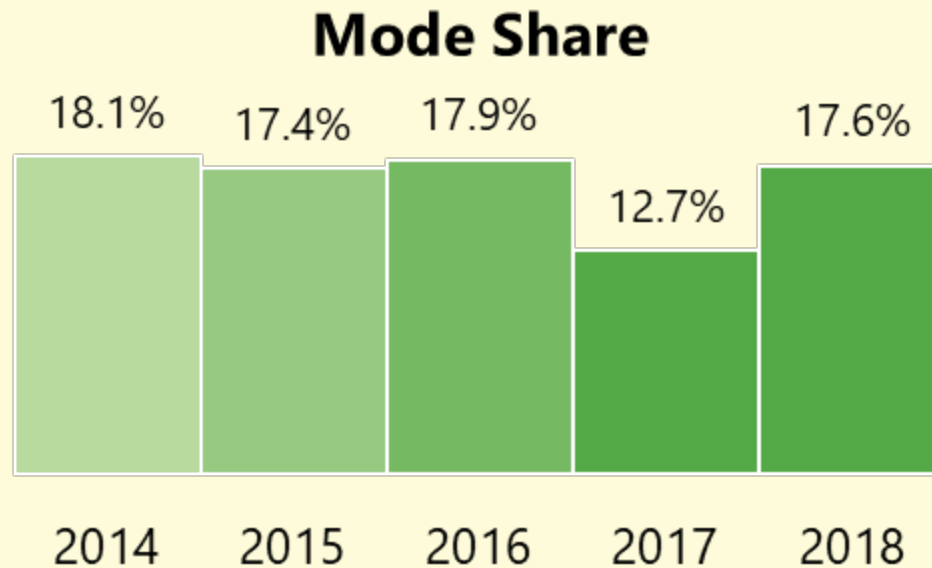
# Mode Share

		2017	2018	% Change 2017-2018
<b>Peak Weekend/ Holidays</b>	<i>Park Visitations</i>	180,985	148,831	-17.8%
	<i>Shuttle users</i>	31,482	36,743	+16.7%
	<b>Mode Share</b>	<b>17%</b>	<b>25%</b>	<b>+41.9%</b>
<b>Peak Weekdays</b>	<i>Park Visitation</i>	106,929	129,909	+21.5%
	<i>Shuttle users</i>	11,182	10,583	-5.4%
	<b>Mode Share</b>	<b>10%</b>	<b>8%</b>	<b>-22.1%</b>
<b>Off-Peak Weekend/ Holidays</b>	<i>Park Visitation</i>	125,915	224,572	+78.4%
	<i>Shuttle users</i>	14,398	41,380	+187.4%
	<b>Mode Share</b>	<b>11%</b>	<b>18%</b>	<b>+61.1%</b>

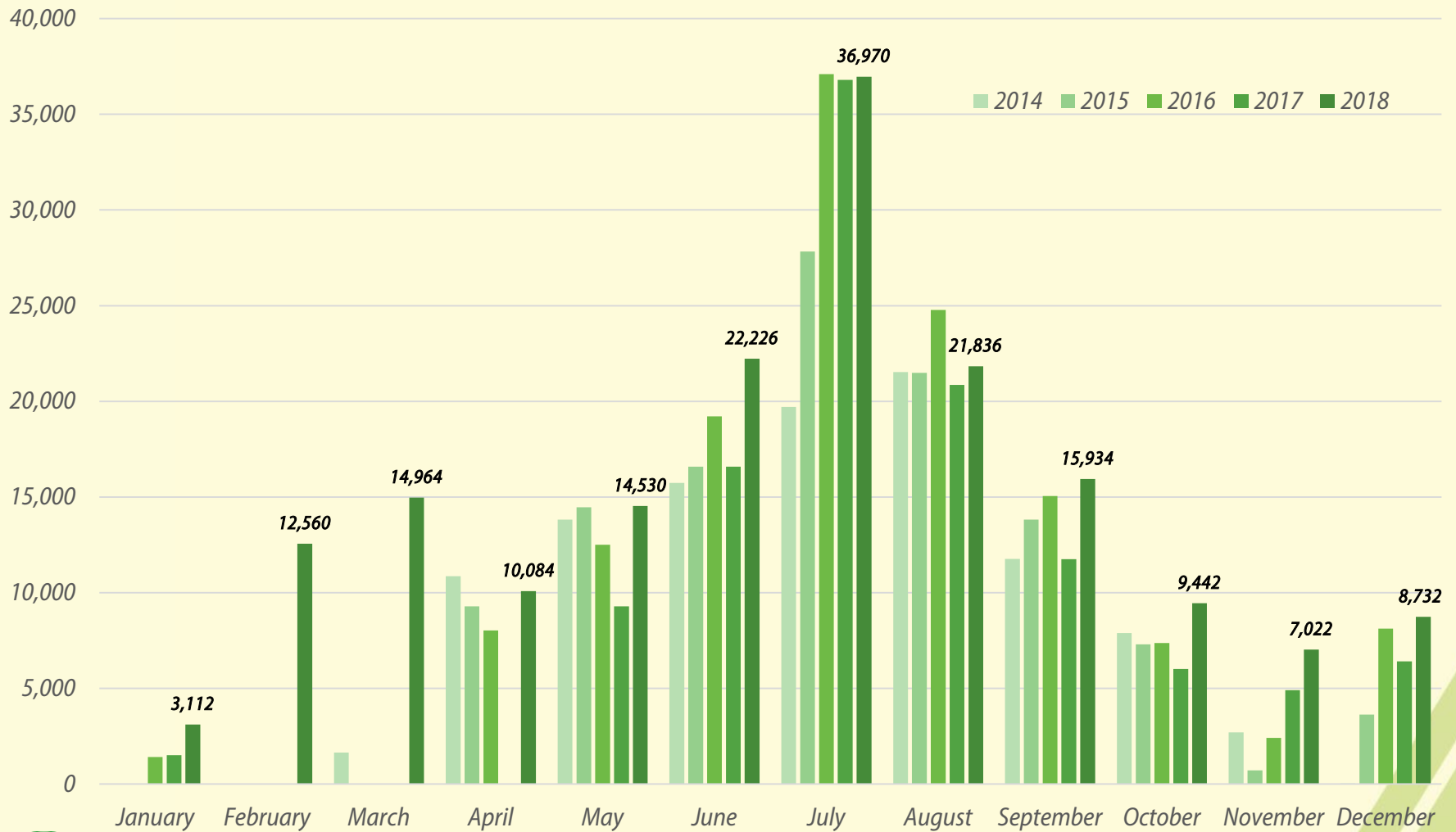


*During the days of shuttle service in 2018*

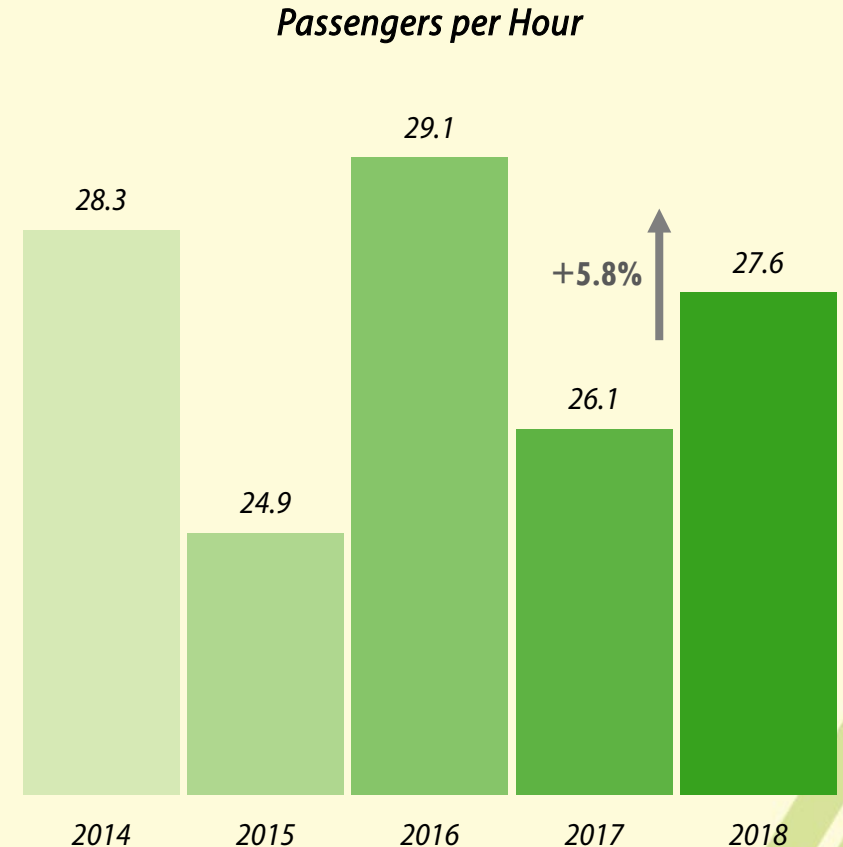
- *503,312 Park visitors*
- *88,706 Shuttle riders*
- *Average 17.6% mode share*
- *Up to 42% of visitors rode the Shuttle on the busiest days*



# Monthly Ridership



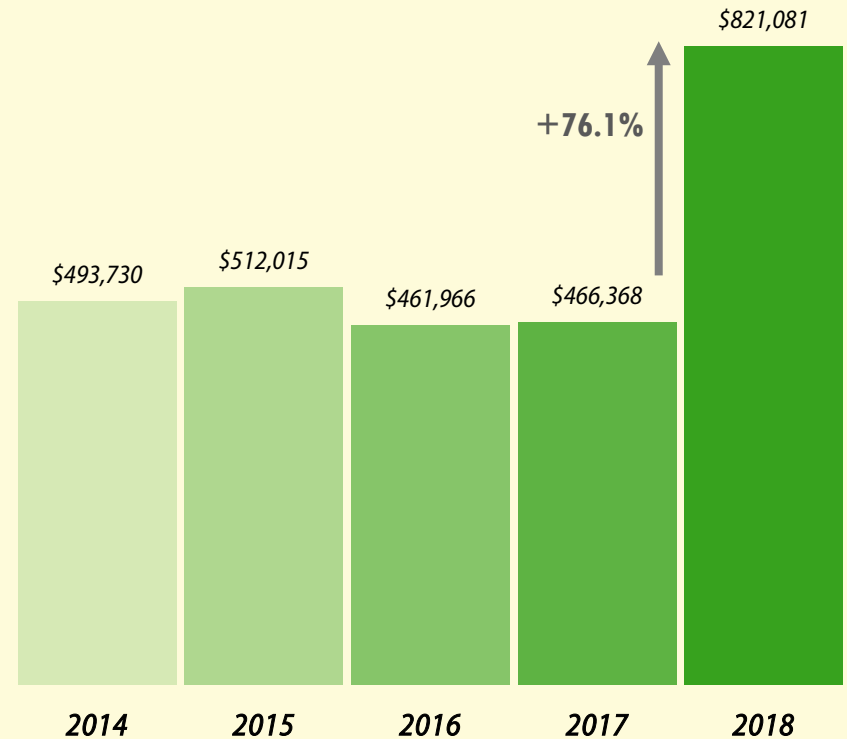
- *27.6 passengers per hour*
  - *5.8% increase from 2017*
  - *Meets the productivity target (25 passengers/hour)*
  - *Weekend and Holiday ridership exceeded the productivity target by 8.9 passengers per hour*
- *22.5 passengers per trip*
  - *26.6% increase from 2017*



# Service Cost

Program Cost

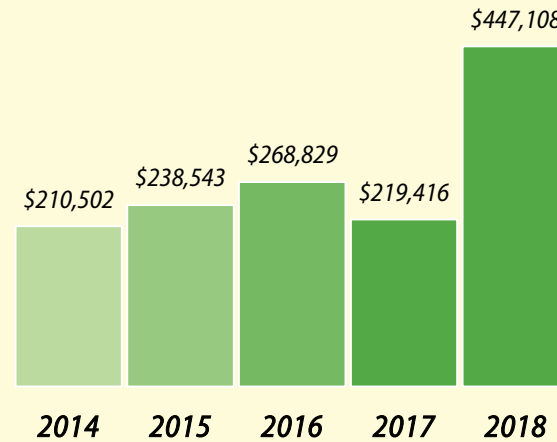
- *Total Program Cost in 2018 season: \$821,081*
  - *76.1% increase over 2017*
- *Cost Increase is due to:*
  - *Additional 2052 hours of service (+47% increase over 2017)*
  - *Increased Operating and Admin Costs*



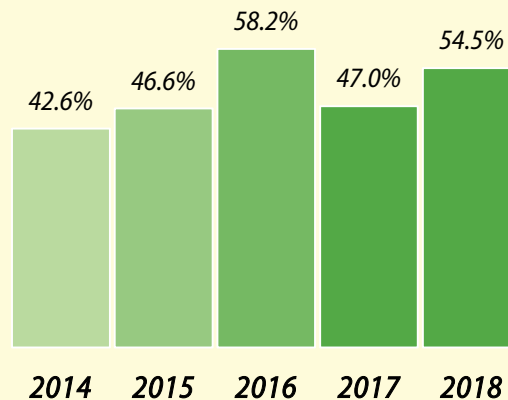
# Fare Revenue

- *103.8% increase in fare revenue*
- *Comparable to ridership growth in 2018*
- *54.5% farebox recovery*
- *\$2.11 average subsidy*

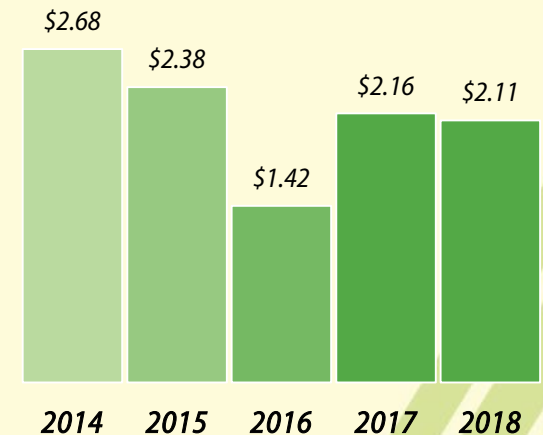
Fare Revenue



Farebox Recovery



Subsidy per Passenger





# 2018 Season Improvements

## Reservation System

- Parking and shuttle reservation system in January 2018
- Visitors must purchase park entrance tickets in advance to reserve parking or Shuttle seats

## Bus Stop Amenities

- Mobile Information Kiosk went into service in March 2018

## Staffing

- Additional dedicated staff support the ticket validation system at Pohono



**RESERVE YOUR TRIP TO MUIR WOODS TODAY**

**Step 1**  
Log on to [GoMuirWoods.com](http://GoMuirWoods.com) or call 1-800-410-2419

**Step 2**  
Book a parking or shuttle reservation for your desired date and time.

**Step 3**  
Download or print your parking reservation or shuttle ticket in advance. There is no cell service or WiFi in or around the park.

Item 8



# 2018 Season Improvements

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## ***Year Round Service***

- *Additional 39 days of service annually*
- *Reduced need to restart operations and marketing efforts each year*
- *Cost savings from consistent marketing and signage*

## ***Ticket Sales and Validation***

- *Allowed pre-purchased tickets for specific buses or time slots*
- *Alleviated capacity issues on the shuttles by balancing out peak demand and making arrival time more predictable*
- *Reduced passenger wait time due to faster ticket processing*
- *Increased administrative costs for ticket validation and customer service*

## ***Marketing Strategy***

- *All marketing platforms redirect visitors to pre-plan and pre-purchase shuttle seats or parking*



## ***Will-call and capacity issues***

*Alleviate capacity issues and balance out return demand in at the end of the day to make demand patterns more predictable*

- Reduce online capacity to reserve late day time slots to accommodate walk-ups later in the day*
- Provide the option to reserve return seats at the park entrance*

## ***Signage/Wayfinding in Sausalito***

- Add more visible signage and a clearly defined waiting area to alleviate wayfinding issues*
- Staff will work with the City of Sausalito and Golden Gate Transit to develop signage and pavement markings*

# Questions?

*Aida Banihashemi*  
*Planning Manager*

