MARIN COUNTY TRANSIT DISTRICT BOARD OF DIRECTORS
Board of Supervisors Chambers, Room 330
3501 Civic Center Drive, San Rafael, CA 94903

SPECIAL MEETING AGENDA

Monday, November 18, 2019

Updated Time*

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

Convene in Closed Session

CONFERENCE WITH LEGAL COUNSEL – ANTICIPATED LITIGATION
There is significant exposure to litigation against the Agency pursuant to Government Code section 54956.9(d)(2)
Number of Cases: 1

Report from Closed Session

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 August

4. Consent Calendar
   a. Minutes for October 7, 2019
   b. Board of Directors Meeting Calendar for 2020
   c. Marin Transit FY 2018/19 System Performance Report
   d. Marin Transit FY 2018/19 Year End Financial Report

   Recommended Action: Approve.

(continued)

5. Purchase of Property at 600 Rush Landing, Novato for $4.9 million and Associated Activities

   Recommended Action: Approve the purchase of property at 600 Rush Landing, Novato for $4.9 million and associated activities; authorize spending for due diligence, closing, and related costs; determine that the acquisition and continued use of the property is exempt from the California Environmental Quality Act (CEQA).

6. FASTER Bay Area Initiative

   Recommended Action: Authorize General Manager to transmit project list.

7. Marin Transit Fare Policy, Program Eligibility, and Low-Income Fare Assistance Proposal

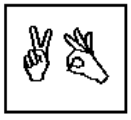
   Recommended Action: Set a public hearing on proposed changes to fare policies and programs for January 6, 2020 at 10 a.m.

8. Draft FY 2020-2029 Marin Transit Short Range Transit Plan

   Recommended Action: Set a public hearing on Draft Short Range Transit Plan for Monday, January 6, 2020 at 10 a.m.

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.

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marintransit.org

November 18, 2019

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

SUBJECT: General Manager Report – Monthly Report: August 2019

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

Dear Board Members:

RECOMMENDATION: This is a recurring information item.

SUMMARY: The attached monthly report provides an overview of Marin Transit operations for the monthly period ending August 31, 2019. The monthly reports summarize statistics on the performance of Marin Transit services and customer comments.

Overall ridership in August 2019 increased by 4.2 percent compared to August 2018. Ridership on fixed-route services increased by 3.0 percent compared to the same month last year. Ridership on Marin Access services increased by 10.2 percent, and Yellow Bus ridership increased 68 percent compared to August 2018.

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.

FISCAL/STAFFING IMPACT: None associated with this report.

Respectfully submitted,

Nancy Whelan
General Manager

Attachments

FISCAL YEAR

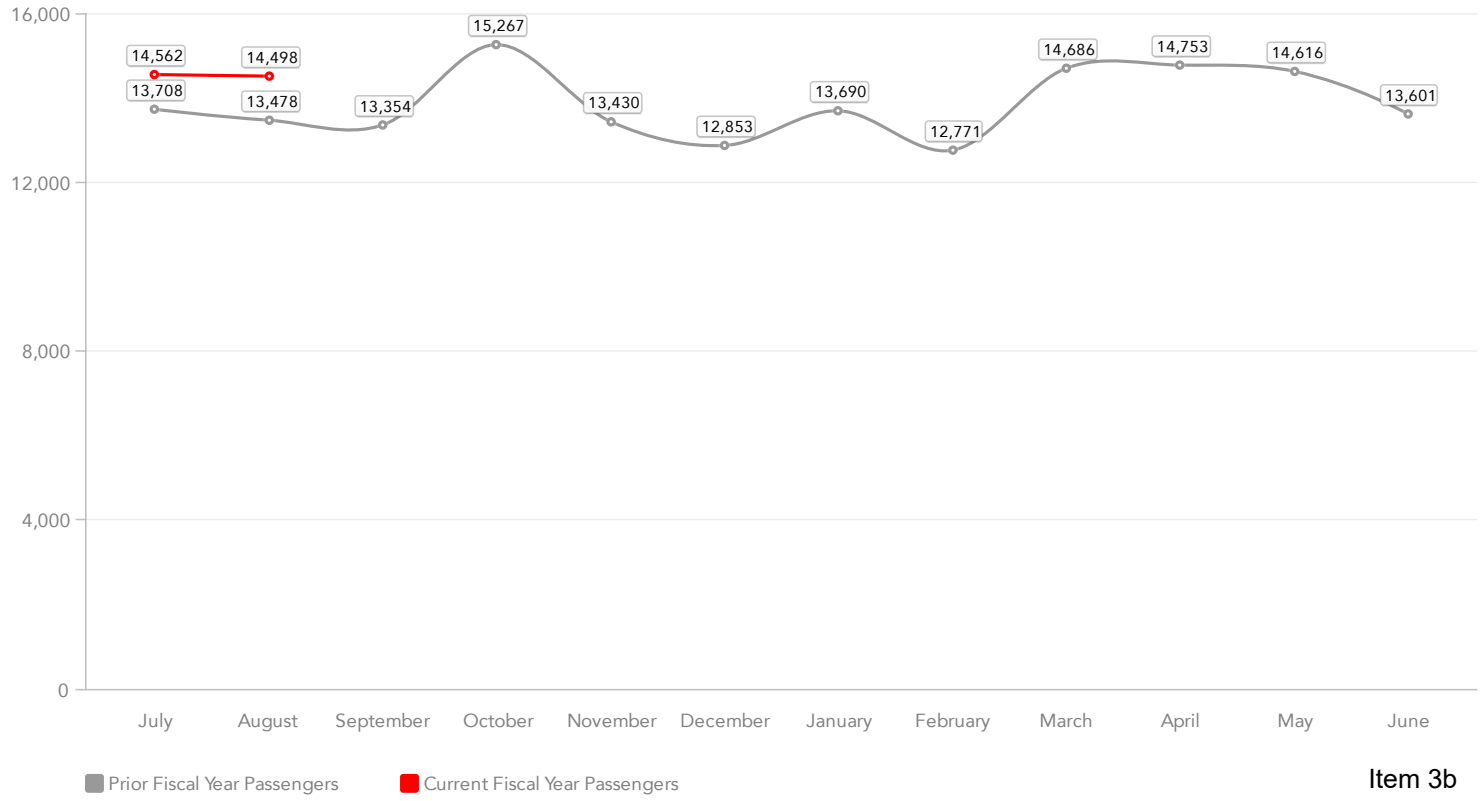
2020

Year-to-Date Ridership Trends

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



Demand Response Passengers by Month

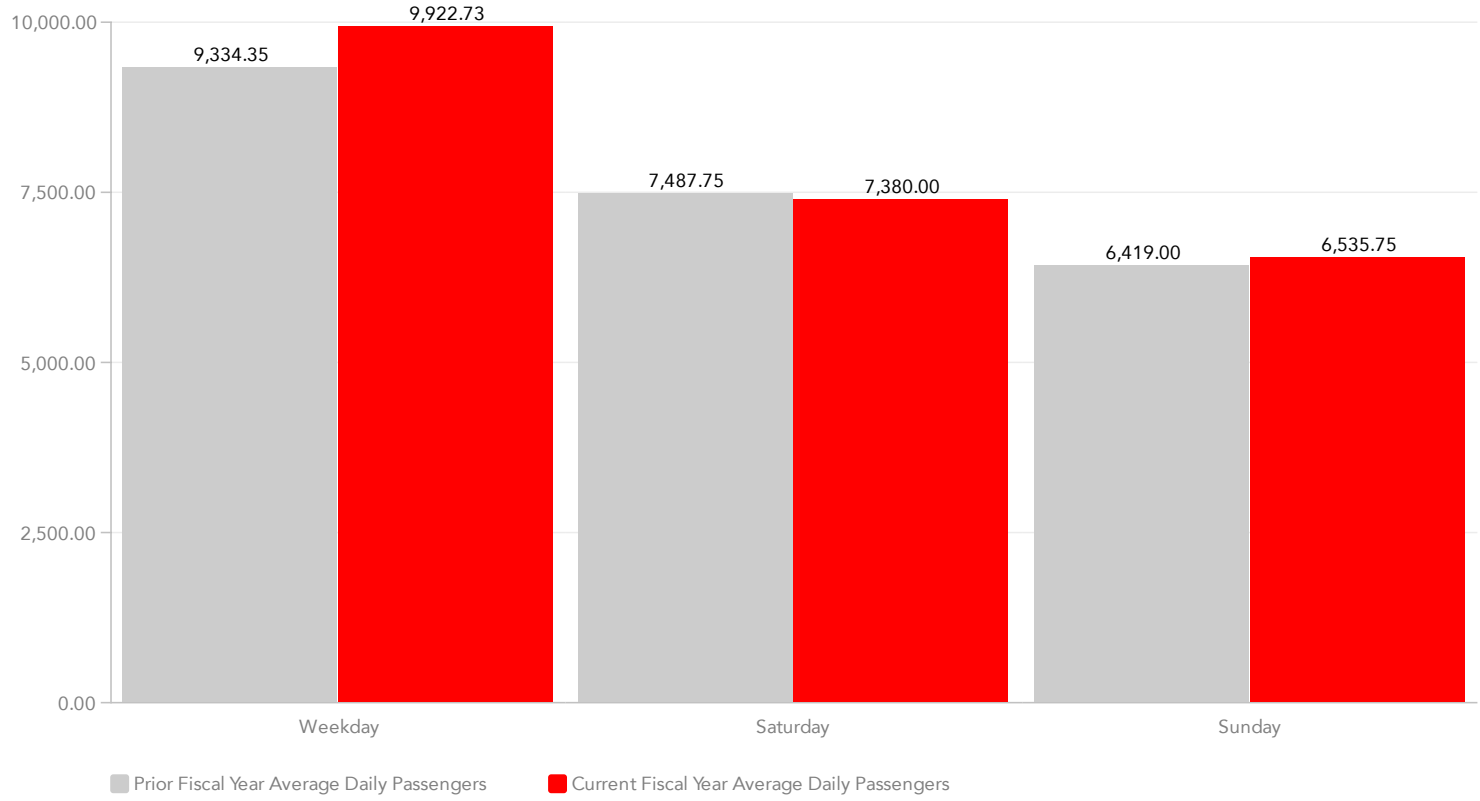


Monthly Statistics

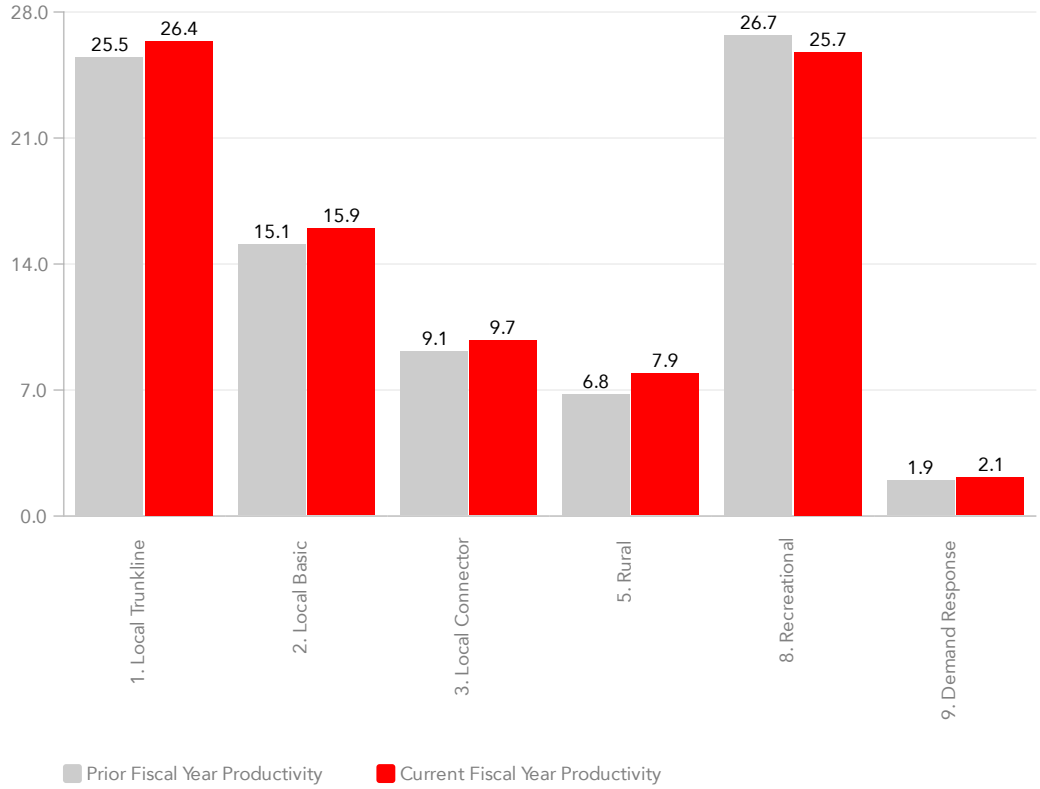
MONTH

August

Average Systemwide Daily Passengers



Productivity (pax/hr) by Typology



Route Typologies

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

marin transit

Monthly Customer Feedback Report

August 2019

Month: August 2019

Category	Program							Total
	Fixed-Route Local	Fixed-Route Shuttle	Stagecoach & Muir Woods	Supplemental & Yellow Bus	Demand Response	Mobility Management	Systemwide	
Commendation	**5**	**0**	**0**	**0**	**2**	**3**	**0**	**10**
Service Delivery Complaint	**23**	**18**	**6**	**5**	**9**	**1**	**3**	**65**
Accessibility	1	0	0	0	1	0	0	2
Driver Conduct Complaint	10	6	3	0	4	1	2	26
Driving Complaint	5	3	0	0	2	0	1	11
Early Trip	1	1	0	1	0	0	0	3
Equipment Issue	0	0	0	0	0	0	0	0
Farebox	0	0	0	0	0	0	0	0
Late Trip	1	2	0	1	2	0	0	6
Missed Connection	0	0	0	0	0	0	0	0
Missed Trip	0	0	0	0	0	0	0	0
No-Show	1	1	2	3	0	0	0	7
Off-Route	0	1	0	0	0	0	0	1
Pass-Up Complaint	4	4	1	0	0	0	0	9
Service Structure Complaint	**6**	**1**	**0**	**3**	**3**	**1**	**1**	**15**
Bus Stop Improvement Request	1	0	0	0	0	0	0	1
Fares	0	0	0	0	0	0	0	0
Other Complaint	3	1	0	1	0	0	0	5
Scheduling Complaint	1	0	0	1	1	1	0	4
Service Improvement Suggestion	1	0	0	1	2	0	1	5
Safety Complaint	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Total Service Hours	9,288	3,631	2,236	330	5,823	-	22,823	22,823
Commendations per 1,000 Hours	0.5	0.0	0.0	0.0	0.3	-	0.0	0.4
Complaints per 1,000 Hours	3.1	5.2	2.7	24.2	2.1	-	0.2	3.5

Total Passengers	187,477	35,285	32,135	13,812	12,114	2,384	283,207	283,207
Commendations per 1,000 Passenger	0.0	0.0	0.0	0.0	0.2	1.3	0.0	0.0
Complaints per 1,000 Passengers	0.2	0.5	0.2	0.6	1.0	0.8	0.0	0.3

REGULAR MEETING OF THE MARIN COUNTY TRANSIT DISTRICT BOARD OF DIRECTORS

Held Monday, October 7, 2019 at 01:00 P.M.

Roll Call

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

Absent: **Director Lucan**

President Connolly opened the meeting at 01:04 P.M.

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

   President Connolly asked if any member of the public wished to speak.

   Francis G., a Golden Gate Transit employee, spoke about driver absenteeism and provided a handout to the Board of Directors.

   Shane W., a Golden Gate Transit employee, spoke about the cancellation of Golden Gate Transit routes and salaries.

   Robert K., a Golden Gate Transit employee, spoke about the cancellation of Golden Gate Transit routes and salaries.

2. Board of Directors' Matters

   Board President Damon Connolly appointed an ad-hoc audit committee of the Board to review Marin Transit's audited financial statements and comprehensive annual financial report. This committee will meet on November 26 to discuss the report from the independent financial auditors. The Board will consider a recommendation to accept the report in December. Board President Damon Connolly appointed Director Katie Rice and Director Eric Lucan to the ad hoc committee.

   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

   Staff Report

   a. General Manager's Oral Report
   b. Monthly Monitoring Report for May and June

   General Manager Nancy Whelan reported on the service disruptions due to driver shortages at Golden Gate Transit. Ms. Whelan recommended that riders check

marintransit.org/service-alerts for the latest news on service impacts.

Ms. Whelan reported that Marin Transit will partner with the Marin School of Environmental Leadership to assist with a student research project on environmental and policy initiatives and new mobility options. The students will present their findings to the Board in 2020.

Marin Transit is offering free rides on Connect to the annual Marin Senior Fair on October 23rd. Riders can download the Connect app or call the Travel Navigators and add the promo code SENIORFAIR to their accounts.

Ms. Whelan reported that overall ridership in July 2019 increased by 4.1 percent compared to July 2018. Ridership on fixed-route services increased by 3.9 percent compared to the same month last year. Ridership on Marin Access services increased by 8 percent. There is no yellow bus service to report on for July 2019.

4. Consent Calendar

   a. Minutes for September 9, 2019
   b. Consideration of Compensation Increase for General Manager
   c. Agreement with GMV Syncromatics for Real-Time Information Signs and Content Management System

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: Director Lucan

5. Report on the Countywide Promotional Campaign during the 2019 Marin County Fair

Staff Report

Planning Manager Aida Banihashemi reported that Marin Transit's systemwide ridership during the Free Fare to the Fair campaign increased 27 percent compared to the 2018 County Fair. Ridership on Routes 35 and 49 serving the Fairgrounds increased 43 and 81 percent, respectively. The free fare promotion was the first of its kind for Marin Transit. Coordinated marketing efforts and partnership with County Cultural Services Department were key to the success of the campaign.

Director Stephanie Moulton-Peters asked if these promotions help build ridership. Ms. Whelan answered that the promotion appears to have attracted new riders. This increase is encouraging though does not indicate the long-term impact on ridership.

Second Vice President Kate Colin asked whether staff can quantify the new riders. Ms. Banihashemi answered that staff will monitor ridership trends to see if the promotion positively impacted ridership on certain routes. Ms. Colin suggested that staff conduct outreach to communities where ridership has increased to see how this has affected service.

Director Judy Arnold remarked that the District will need to conduct more promotional campaigns before identifying trends. She requested that staff provide a list of other opportunities for promotional campaigns for the Board's review.

Director Kate Sears expressed support for the free fare campaign and remarked that she would like to continue the promotions through other topical events to reach more of the community.

Director Katie Rice stated that she wants the District to test this promotion and consider applying it to typical work-schedule travel patterns.

Director Dennis Rodoni suggested that staff convert the free fare campaign into a year-long campaign to increase ridership at various times throughout the year.

President Damon Connolly expressed support and encouraged staff to seek other free fare opportunities while monitoring ridership results.

Recommended Action: Information only

6. Recommended Next Steps for Marin Transit Connect

Staff Report

Director of Operations & Planning Robert Betts gave a presentation on the next steps for Marin Transit Connect.

Director Katie Rice asked about the fare and rider discounts. Mr. Betts answered that fare is $4 and the fare for senior and ADA eligible riders is $2. Discounts are offered to Connect riders who travel to or from any transit stop or the SMART station. Director Rice asked about riders who purchase monthly passes. Mr. Betts stated that the passes are primarily purchased by riders who commute to work. Mr. Rice asked whether staff is sharing the data with county employers. Mr. Betts responded that staff have been meeting with Kaiser and the County to discuss data and impacts of fare changes.

Director Kate Colin asked about the ownership of the new dispatching technology. Mr. Betts replied that staff is seeking a technology partner with

thoroughly tested software. Staff will work with the selected vendor to customize their product. Director Colin asked whether the service will continue as is it is now or change with a new partner. Mr. Betts responded that staff has set performance goals for Connect and are open to potential changes. Ms. Colin expressed appreciation for the testing of the program and looks forward to learning more about the industry from experts.

Board President Damon Connolly expressed support for reviewing the possibility for expanding the Marin Transit Connect service area.

Recommended Action: 1. Approve a second amendment to extend agreement #171837 with Nomad Transit, LLC (Via) until June 30, 2020; and 2. Direct staff to release a Request for Proposals for technology to support a modified on-demand micro transit program; and 3. Approve budget amendment 20-02.

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: Director Lucan

7. FY 2020-2029 Short Range Transit Plan Service Plan and Financial Outlook

Staff Report

Director of Operations & Planning Robert Betts and Director of Finance & Capital Programs Lauren Gradia summarized the changes that staff plan to include in the updated Short Range Transit Plan (SRTP). They presented the ten-year financial outlook and discussed the draft service plan assumptions and recommendations.

Director Kate Colin expressed support for the peak hour service increase in the Canal neighborhood and requested that staff review the ridership data. Ms. Colin asked whether staff are surveying riders regarding the stop relocations. Mr. Betts answered that staff review usage data, survey passengers, and go to stop locations to talk with riders. Ms. Colin expressed concern regarding the structural imbalance in Annual Operations Revenue and Expenses and requested more discussion on this topic. Director of Finance & Capital Programs Lauren Gradia noted that staff projects that Measure AA revenues will grow by 2.2 percent annually while contract expenses will increase by three percent.

Director Judy Arnold asked whether a maintenance facility will positively impact the budget. Ms. Gradia responded that a maintenance facility will allow

for more competition among contractors, which could reduce rates.

Director Rodoni expressed concern regarding the structural imbalance and requested an analysis of the significant benefits of owning a parking facility or maintenance facility.

Director Rice expressed support for the proposed target of 30-minute service frequencies in the off peak and remarked that increased frequency is critical for long-term sustainability.

Recommended Action: Discussion item.

8. Analysis of 2018/19 School Transit Services and Marin Transit's Youth Pass Program

Staff Report

Senior Operations Analyst Kelly Zalewski summarized the District's operational activities during the 2018-19 academic year related to: supplemental public transit school services, the District-managed yellow bus program in Ross Valley, the College of Marin student pass program, the College of Marin express service (Route 122), and Board approval to distribute Measure AA funds to eligible yellow bus programs.

Director Kate Colin expressed appreciation for the additional information and data on the Youth Pass program.

Director Moulton-Peters asked whether Marin Transit has enrollment data for the school districts. Ms. Zalewski responded that staff requests this data from the districts.

Recommended Action: Accept report.

M/s: Director Moulton-Peters – Director Rice

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

Noes: None

Absent: Director Lucan

Adjourn President Connolly adjourned the meeting at 2:34 P.M.

SINE DIE

_____
PRESIDENT

ATTEST:

_____
CLERK

Marin County Transit District
Board Meeting Dates for 2020

711 grand ave, #110
san rafael, ca 94901

ph: 415.226.0855
fax: 415.226.0856
marintransit.org

DATE	TIME	LOCATION
January 6	10AM - 12PM	Civic Center
February 3	10AM - 12PM	Civic Center
March 2	10AM - 12PM	Civic Center
April 6	10AM - 12PM	Civic Center
May 4	10AM - 12PM	Civic Center
June 1	10AM - 12PM	Civic Center
July 6	10AM - 12PM	Civic Center
August 3	10AM - 12PM	Civic Center
September 14	9:30AM – 11:30AM*	Civic Center
October 5	10AM - 12PM	Civic Center
November 2	10AM - 12PM	Civic Center
December 7	9:30AM – 11:30AM*	Civic Center

DRAFT

*Board meetings are typically at 10 am the first Monday of the month. Alternate dates and times selected due to room availability. All meetings held in the Marin County Board of Supervisors' Chambers, Room 330.

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November 18, 2019

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

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

SUBJECT: Marin Transit FY 2018/19 System Performance Report

Dear Board Members:

RECOMMENDATION: Accept report.

SUMMARY: The attached report summarizes the operational performance of all Marin Transit local transit services for Fiscal Year 2018/19 and compares these results to the District's route level performance goals adopted most recently by your Board on April 2, 2018. Performance statistics presented in this report are unaudited, and staff will update them as needed prior to submittal to the National Transit Database.

The report is a detailed assessment of systemwide, typology-level, and route-level performance data for FY 2018/19. Highlights related to the performance of the local transit system in FY 2018/19 are summarized below.

Ridership Trends

In FY 2018/19, there was an overall 0.9% decrease in ridership compared to the previous fiscal year. This includes a 0.8% decrease on in fixed-route ridership and a 7.1% increase in demand response ridership compared to the previous fiscal year. Although overall ridership was down in FY 2018/19, this is a somewhat positive trend given that bus ridership generally declined more precipitously nationwide during FY 2018/19. The National Transit Database reported an overall 2.2% decline nationwide in bus ridership over the last year. Factors affecting the decline in Marin Transit fixed routes can be attributed to more extreme weather and an increase in service disruptions compared to FY 2017/18.

Decline in Passenger Revenues and Farebox Recovery
Systemwide passenger revenue experienced a slight decline (-1.4%) in FY 2018/19 compared to last year. Overall farebox recovery also decreased from 14.7% in FY 2017/18 to 14.1% in FY 2018/19.

Areas for Performance Improvement
The report summarizes the seven service typologies and their respective productivity and subsidy goals. All typologies except two collectively met their productivity goal, and all except one did not meet their subsidy goals.

Of the 27 routes in operation that have performance targets,15 Marin Transit routes continue to operate below their Board-adopted goal for productivity and 19 routes do not meet their cost-effectiveness goal. Staff will continue to monitor these routes to assess whether to make future adjustments.

Marin Transit eliminated underproductive trips on Routes 22, 23x, 29, 228, and 251 in June 2018. Staff continue to monitor services and have identified potential changes to improve performance. Staff will present these for your Board's consideration as part of the 2020-29 Short Range Transit Plan.

FISCAL/STAFFING IMPACT:
There is no fiscal impact associated with this item.

Respectfully submitted,



Aida Banihashemi
Planning Manager

Attachment: FY 2018/19 Marin Transit System Performance Summary Report

System Performance Summary for FY 2018/19

This report summarizes the unaudited operational performance of Marin Transit local transit services for FY 2018/19 and compares these results to the District's route level performance goals adopted by the Marin Transit Board on April 2, 2018. The report provides a detailed route level assessment of all Marin Transit services operating in FY 2018/19.

Marin Transit made very few changes to routes and services that impacted performance in FY 2018/19. Effective August 20, 2018, Marin Transit extended select trips on Route 122 to serve East San Rafael. This extension provides hourly service between 8:30 am and 3:00 pm on school days only. The new service operates as a pilot project and help the District test demand for fixed route service to the San Rafael neighborhoods of Peacock Gaps, Glenwood, Bayside Acres, Lock Lomond, and Country Club. Staff continue to monitor the significant increases in services that went into effect in June 2016 and have made incremental changes to address underperforming route segments. Staff are considering service changes for FY 2019/20 as part of the 2020-29 SRTP.

The most significant change to services in FY 2018/19 was the launch of the on-demand Marin Transit Connect that began revenue service in July 2018. The one-year pilot program has been extended into 2020, and staff continue to monitor this service.

Overall, Marin Transit provided nearly 3.3 million unlinked passenger trips in FY 2018/19 with over 251,000 revenue hours of service. Compared to FY 2017/18, these numbers represent a 0.9% decrease in unlinked passenger trips and a 3.0% increase in revenue hours. All programs had declines in ridership except for demand response services. Marin Transit increased service levels on the Marin Transit Connect, Muir Woods Shuttle, supplemental routes, and other Marin Access services. The system-wide productivity rate was 12.9 riders per hour, about 3.8% lower than FY 2017/18. Passenger revenues also decreased slightly (-1.4%). Due to higher operating costs, the passenger subsidy increased slightly to a system-wide average of $7.89 per passenger.

Fixed Route

Fixed Route operations carried nearly three million unlinked passenger trips in FY 2018/19 with 180,040 revenue hours. These totals represent 91% of the District's total trips and 72% of revenue hours. Compared to FY 2017/18, unlinked passenger trips on fixed route services decreased by 0.8% and revenue hours decreased by 0.1%. Overall productivity was 16.5 passengers per hour, approximately 0.6% lower than in the previous fiscal year.

Compared to FY 2017/18, about half of fixed-route typologies experienced an increase in overall ridership. These include: Local Trunkline (+0.1%), Local Connector (+0.6%), Supplemental (+2.7%), and Partnership (+3.2%). However, Local Basic (-2.3%), Muir Woods Shuttle (-2.1%), and Rural (-4.1%) service experienced a modest decrease in ridership compared to last year.

Total passenger revenue slightly decreased (-1.7%) in FY 2018/19 compared to last year. Increases in operating costs resulted in a decrease in overall farebox recovery from 15.7% to 15.1% in FY 2018/19.

Yellow Bus

In FY 2018/19 yellow bus service for the Ross Valley School District carried over 118,000 unlinked passenger trips, 11.2% fewer than the previous year, and operated 1,252 revenue hours. These totals represent 4% of the District's total ridership and less than 1% of revenue hours. Passenger revenues decreased 3.4% due to lower pass sales. This decline in revenues decreased overall farebox recovery from 62.6% last year to 57.4% in FY 2018/19.

Demand Response

Demand Response programs carried 137,713 unlinked passenger trips in FY 2018/19 and provided 69,890 revenue hours of service. These totals represent 4% of the District's total trips and 28% of revenue hours. Compared to FY 2017/18, unlinked passenger trips on demand response services increased by 7.1% (+9,102 trips) and revenue hours increased by 12.2%. Overall productivity was 2.0 passengers per hour, slightly lower than the previous fiscal year.

Ridership on local paratransit decreased slightly and increased on the Novato Dial-A- in compared to the prior year. Rural Dial-A-Ride consists of the Dillon Beach/Tomales and Point Reyes Station Dial-A-Ride. Point Reyes Station Dial-A-Ride experienced growth in ridership, while the Dillon Beach DAR had fewer riders.

Passenger revenues for demand response services remained relatively constant compared to last year.

Marin Transit Connect's performance metrics for FY 2018/19 show continued growth throughout the pilot program.

Other Services

Other Marin Access Mobility Management services include the Volunteer Driver and Catch-A-Ride programs. In FY 2018/19, these programs provided 28,494 unlinked passenger trips - about 1% of the District's total trips. Compared to the prior fiscal year, ridership decreased by 5% mostly due to the Volunteer Driver programs.

Performance Goals

The District's 2018-2027 Short-Range Transit Plan identifies fifteen different goals and associated metrics that staff use to evaluate system performance. The Board adjusted these performance targets on April 2, 2018 to better reflect current conditions. Performance goals at the route level are measured in both productivity (unlinked passengers per hour and per trip) and cost-effectiveness (subsidy per unlinked passenger trip). Table 1 below summarizes route level performance goals by typology. Marin Transit has not identified productivity or cost-effectiveness goals for the Yellow Bus, Partnership, or Connect service typologies.

Table 3 on page 6 provides a detailed summary of annual FY 2018/19 performance data by program, route, and service typology.

Table 1: Productivity and Subsidy Goals by Service Typology

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

Using the productivity goals identified in Table 1, all fixed routes collectively met their unlinked passenger per hour goals except for Local Basic and Recreational routes. Twelve of these routes did not meet their productivity targets. These include: Routes 17, 22, 23, 23X, 29, 49, 66, 71X, 125, 139, 219 and 228. In the previous fiscal year, 12 routes did not meet this target. Figure 1 provides FY 2018/19 productivity levels and respective productivity goals by service typology and at the route level.

Excluding Supplemental services, Route 35 was the most productive local fixed-route service and carried an average of 29.1 passengers per hour. Route 154 (Olive – San Marin HS – Sinaloa MS - Novato) was the best performing supplemental route with 32.7 passengers per trip.

Overall, Local Fixed Route service typologies and Demand Response programs did not meet their cost-effectiveness goals. Most Supplemental services met their subsidy targets. Nineteen individual routes and four demand response services did not meet their subsidy target in FY 2018/19. This was a slight increase compared to last year. Figure 2 provides a breakdown of FY 2018/19 subsidy levels and respective subsidy goals by service typology and at the individual route level.

Ridership Trends

In FY 2018/19, there was an overall 0.8% decrease in fixed-route ridership with minimal changes in service levels to the prior fiscal year. This is a positive trend for Marin Transit given that bus ridership—reported in the National Transit Database—declined more precipitously (2.2% nationwide) during FY 2018/19 compared to the prior year. Within the Bay Area, most peer agencies experienced ridership declines between 1% and 7%. These include County Connection, SamTrans, Napa VINE and Sonoma County Transit. Golden Gate Transit reported a slight decrease of 1.6% in fixed route bus ridership.

Weather conditions can also contribute to changes in ridership patterns and activity. FY 2018/19 experienced more than twice as much rain than the previous fiscal year, and rain tends to lower transit ridership. Gas prices increased 6.6%, a factor that typically leads to increased transit usage.

In FY 2018/19, there were no major service changes. There was a slight decrease in the number of overall transfers for passengers using cash to pay their original fare. The transfer ratio is defined as the number of boarding trips (unlinked passenger trips) divided by the number of originating trips (linked passenger trips). This ratio can be used to evaluate the

impact of transfers on ridership independent of other factors. In FY 2018/19, the overall transfer ratio has slightly dropped from 1.31 to 1.30. When estimating linked passenger trips based on these ratios, the number of individual Marin Transit passengers in FY 2018/19 remained relatively constant compared to last year.

Overall demand for Marin Access mobility management programs increased by 7.1% from FY 2017/18 to FY 2018/19. Changes in ridership varied from program to program. The largest increase was on the Connect, a new program for FY 2018/19, and the largest decline was on Volunteer Driver Programs (-5.8%).

Local paratransit experienced a 2.6% decline in ridership. Ridership levels returned to historic levels from FY 2015/16, though were they 9.6% below the District's all-time passenger high of 132,680 annual trips in FY 2014/15.

Table 2 summarizes the factors that influence ridership numbers year-over-year and qualitatively evaluates their impact.

Table 2: Factors Impacting Ridership Comparison

Factor		FY 2017/18	FY 2018/19	Impact
Calendar	Weekdays	254	256	--
	Weekends & Holidays	114	114	--
	Muir Woods Shuttle	139	155	▲
Transfer Ratio (ratio of unlinked to linked trips)		1.30	1.31	--
Service Disruptions	Canceled service (trips)	357	550	▼▼▼
Rainfall (inches)		21.18	46.97	▼▼
Gas Prices		$3.66	$3.90	▲
Unemployment Rate		2.6%	2.4%	--

FY 2019/20 Performance Outlook

The District operates nearly 250,000 annual hours of service across all programs in Marin County. These service levels have continuously increased since 2010 to provide more frequency and expanded transit options for Marin County residents. The District does not anticipate significant expansion in the local fixed route program in FY 2019/20. Staff are considering small changes to the network due to the opening of SMART extensions and schedule changes, in addition to some changes to routes serving the Canal neighborhood.

The District anticipates continued growth in Marin Access service levels in FY 2019/20 based on the following changes:

- Marin Transit Connect will test an expanded service area as the pilot continues through June 2020.
- Local paratransit demand continues to increase, and service hours are expected to grow.

In November 2018, Marin County voters approved local Measure AA and rejected Proposition 6. Measure AA is Marin County's transportation sales tax renewal designated for transportation projects and programs. Over two-thirds of voters approved the measure, and it will continue the current half cent sales tax for another 30 years. Proposition 6 was a statewide ballot measure proposed to repeal the state's Road Repair and Accountability Act (SB1), which levies a 12 cent per gallon tax on gasoline and

raised vehicle registration fees. Measure AA and SB1 revenues make up a significant portion of Marin Transit's operating budget. Renewal of Measure AA and unsuccessful repeal of Proposition 6 improve for Marin Transit's financial outlook and enable the District to sustain service levels into the future with the certainty of operating funding.

In FY 2019/20, staff is recommending changes to Marin Transit's fare policies that could impact ridership in the upcoming year. Staff is focused on creating a revenue-neutral plan. Policy changes could impact rider behavior and change ridership patterns. This is especially true for Marin Access services where riders often use multiple services and programs to maintain their mobility.

Table 3: System-wide Performance Statistics, FY 2018/19

Route	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Pass. Trips Per Rev Hr (Trip)	Subsidy Per Passenger	Farebox Recovery
Fixed Route	**2,978,991**	**180,040**	**$22,816,049**	**$3,441,925**	**16.5**	**$6.50**	**15.1%**
Local Trunkline	**1,144,014**	**44,159**	**$6,685,521**	**$1,152,810**	**25.9**	**$4.84**	**17.2%**
35	669,515	22,993	$3,462,825	$659,940	29.1	$4.19	19.1%
36	360,024	13,707	$2,045,874	$349,952	26.3	$4.71	17.1%
71X	114,475	7,459	$1,176,822	$142,918	15.3	$9.03	12.1%
Local Basic	**970,114**	**64,103**	**$7,978,547**	**$1,059,205**	**15.1**	**$7.13**	**13.3%**
17	251,013	14,940	$2,252,002	$287,580	16.8	$7.83	12.8%
22	202,297	17,484	$1,739,825	$243,184	11.6	$7.40	14.0%
23	193,127	11,066	$1,610,299	$213,697	17.5	$7.23	13.3%
23X	44,339	2,827	$416,564	$44,516	15.7	$8.39	10.7%
29	38,827	2,943	$433,473	$38,905	13.2	$10.16	9.0%
49	240,511	14,843	$1,526,384	$231,323	16.2	$5.38	15.2%
Local Connector	**389,880**	**42,403**	**$4,225,348**	**$414,451**	**9.2**	**$9.77**	**9.8%**
219	50,012	6,485	$659,576	$60,690	7.7	$11.97	9.7%
228	78,535	10,045	$980,273	$96,253	7.8	$11.26	9.8%
233	41,601	4,358	$435,038	$44,384	9.5	$9.39	10.2%
245	51,745	4,345	$424,140	$50,902	11.9	$7.21	12.0%
251	102,821	9,530	$966,689	$93,342	10.8	$8.49	9.7%
257	65,166	7,641	$759,632	$68,880	8.5	$10.60	9.1%
Supplemental	**176,954**	**4,232**	**$678,586**	**$109,517**	**41.8 (25.2)**	**$3.22**	**16.1%**
113	18,678	406	$68,427	$12,625	46.0 (21.3)	$2.99	18.5%
115	13,131	347	$58,342	$6,851	37.8 (23.0)	$3.92	11.7%
117	24,617	489	$80,902	$12,837	50.3 (25.5)	$2.76	15.9%
119	35,173	607	$107,222	$26,421	57.9 (29.4)	$2.30	24.6%
125	10,110	610	$92,790	$9,402	16.6 (13.5)	$8.25	10.1%
139	4,001	334	$52,069	$3,789	12.0 (10.5)	$12.07	7.3%
145	17,294	270	$43,804	$8,314	64.0 (30.1)	$2.05	19.0%
151	41,573	810	$122,990	$21,951	51.3 (31.6)	$2.43	17.8%
154	12,377	359	$52,040	$7,327	34.5 (32.7)	$3.61	14.1%
Recreational	**160,412**	**6,542**	**$1,102,266**	**$447,315**	**24.5**	**$4.08**	**40.6%**
66	160,412	6,542	$1,102,266	$447,315	24.5	$4.08	40.6%
Rural	**113,911**	**16,158**	**$1,797,815**	**$117,502**	**7.0**	**$14.75**	**6.5%**
61	33,933	5,515	$606,573	$37,278	6.2	$16.78	6.1%
68	79,978	10,643	$1,191,242	$80,224	7.5	$13.89	6.7%
Partnership	**23,706**	**2,442**	**$347,966**	**$141,125**	**9.7**	**$8.73**	**40.6%**
122	23,706	2,442	$347,966	$141,125	9.7	$8.73	40.6%
Yellow Bus	**118,253**	**1,252**	**$871,363**	**$499,832**	**94.4 (38.4)**	**$3.14**	**57.4%**
Hidden Valley	8,219	181	$125,918	$34,691	45.4 (22.7)	$11.10	27.6%
White Hill	110,034	1,071	$745,445	$465,141	102.7 (40.5)	$2.55	62.4%
Demand Response	**137,713**	**69,890**	**$5,755,022**	**$257,898**	**2.0**	**$39.92**	**4.5%**
Local Paratransit	119,913	60,218	$4,884,261	$224,020	2.0	$38.86	4.6%
Connect	12,128	6,804	$658,072	$24,118	1.8	$52.27	3.7%
Novato DAR	5,013	2,498	$189,099	$8,166	2.0	$36.09	4.3%
Dillon DAR	390	255	$16,256	$951	1.5	$39.24	5.9%
Pt Reyes DAR	269	116	$7,334	$643	2.3	$24.87	8.8%
Other Services	**28,494**	**-**	**$520,202**	**$29,870**	**-**	**$17.21**	**5.7%**
Volunteer Driver[1]	14,126	-	$137,253		-	$9.72	0.0%
Catch-A-Ride[1]	14,368	-	$382,949	$29,870	-	$24.57	7.8%
Total	**3,263,451**	**251,182**	**$29,962,636**	**$4,229,525**	**12.9**	**$7.89**	**14.1%**

Unaudited

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

Figure 1: FY 2018/19 Passengers per Revenue Hour by Route

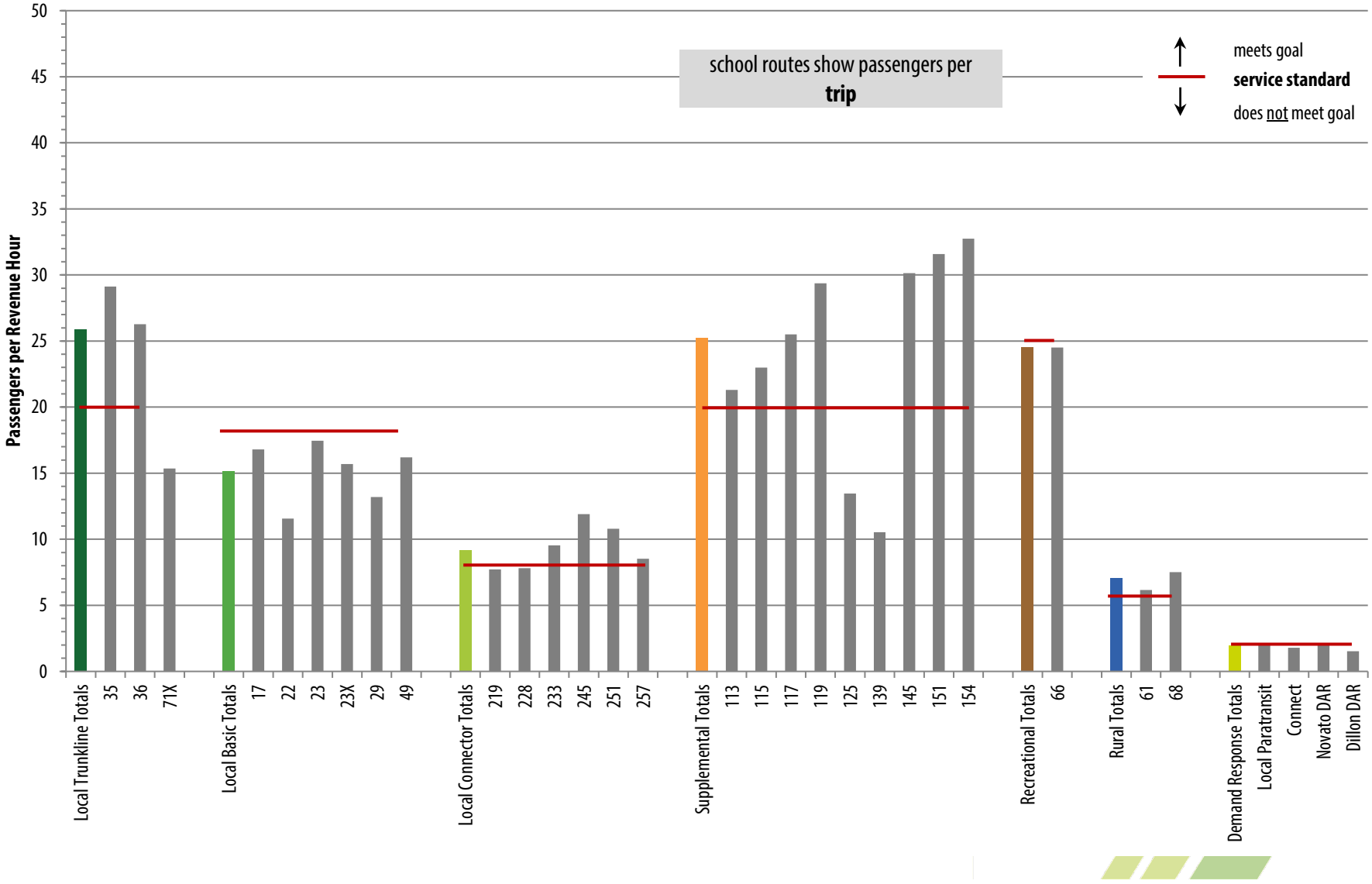
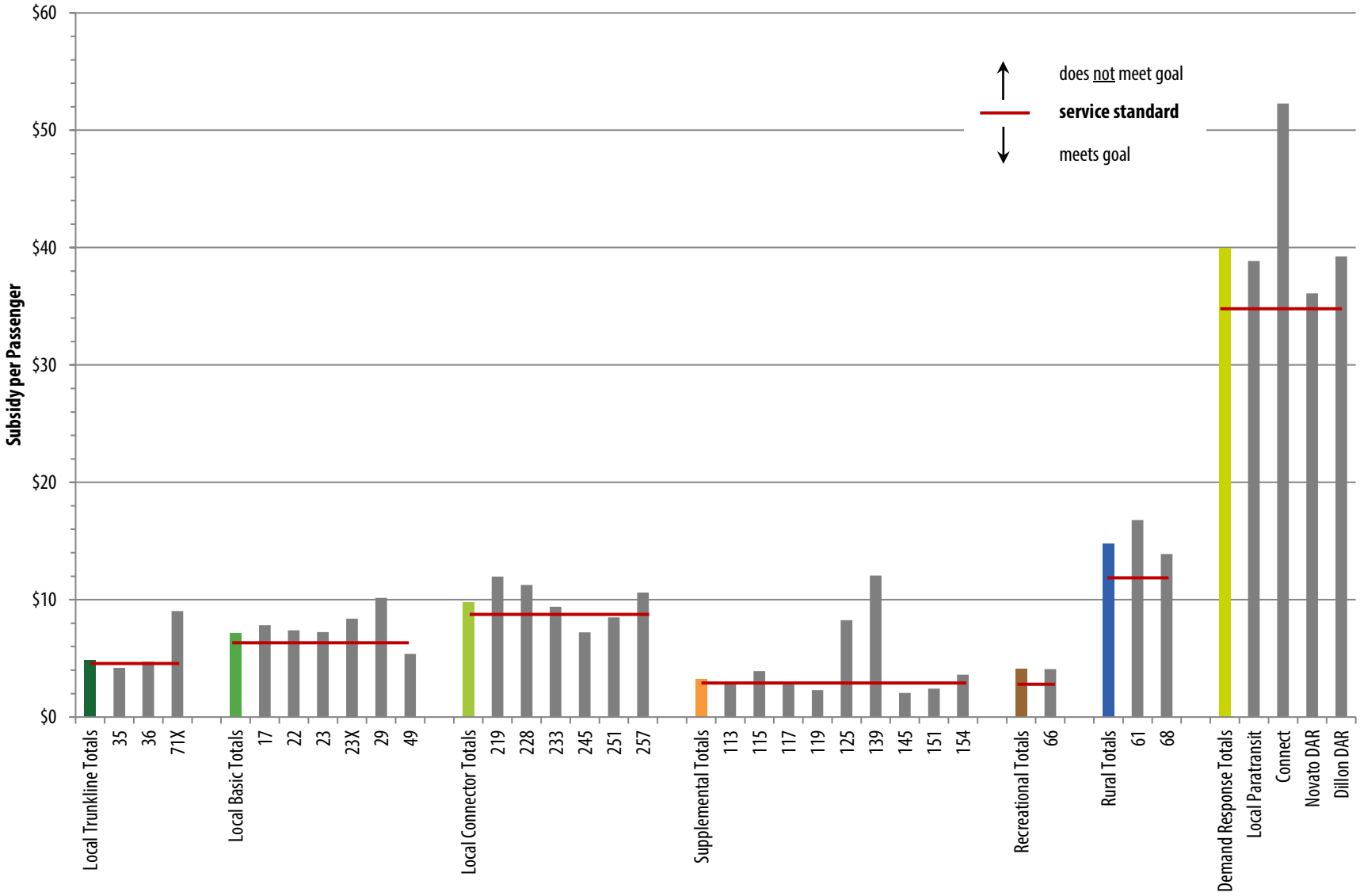


Figure 2: FY 2018/19 Subsidy per Passenger by Route



Attachment A: Route Profiles

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



17
Local Basic

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

FY 2019 Farebox Recovery: **13%**
% transfer (to route): **-**
% Clipper usage: **-**

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	196,964	16,414	782	11,650	971	46	174,198	14,517	691
Saturday	27,219	2,268	523	1,542	128	30	24,640	2,053	474
Sunday	26,830	2,236	440	1,748	146	29	27,836	2,320	456
Total	**251,013**	**20,918**	**688**	**14,940**	**1,245**	**41**	**226,674**	**18,890**	**621**

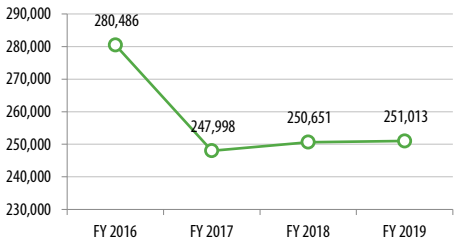
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$1,754,489	$146,207	$6,962	$222,076	$18,506	$881	$1,532,413	$127,701	$6,081
Saturday	$233,389	$19,449	$4,488	$33,026	$2,752	$635	$200,363	$16,697	$3,853
Sunday	$264,124	$22,010	$4,330	$32,478	$2,707	$532	$231,646	$19,304	$3,797
Total	**$2,252,002**	**$187,667**	**$6,170**	**$287,580**	**$23,965**	**$788**	**$1,964,422**	**$163,702**	**$5,382**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	16.9	$7.78		12.7%
Saturday	17.7	$7.36		14.2%
Sunday	15.3	$8.63		12.3%
Total	**16.8**	**$7.83**	**$150.73**	**12.8%**

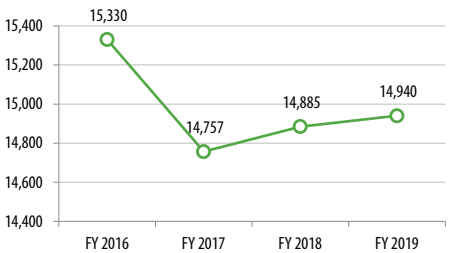
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	280,486	15,330	$2,041,616	$302,337	$1,739,279	18.3	$6.20	$133.17	14.8%
FY 2017	247,998	14,757	$2,076,786	$319,761	$1,757,025	16.8	$7.08	$140.73	15.4%
FY 2018	250,651	14,885	$2,252,338	$298,773	$1,953,565	16.8	$7.79	$151.32	13.3%
FY 2019	251,013	14,940	$2,252,002	$287,580	$1,964,422	16.8	$7.83	$150.73	12.8%

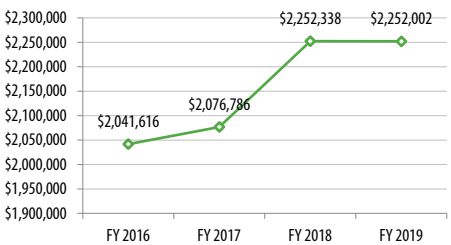
Passengers



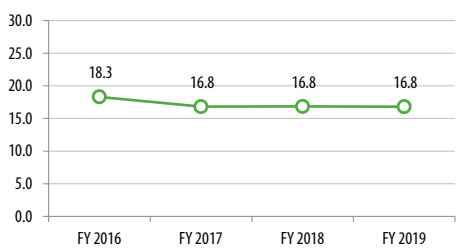
Revenue Hours



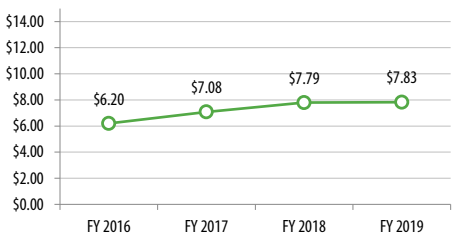
Operating Costs



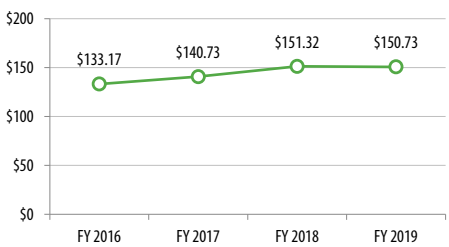
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour



22
Local Basic



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

FY 2019 Farebox Recovery: **14%**
% transfer (to route): **-**
% Clipper usage: **-**

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	173,424	14,452	688	14,399	1,200	57	122,223	10,185	485
Saturday	15,412	1,284	296	1,420	118	27	14,074	1,173	271
Sunday	13,461	1,122	221	1,665	139	27	16,510	1,376	271
Total	**202,297**	**16,858**	**554**	**17,484**	**1,457**	**48**	**152,807**	**12,734**	**419**

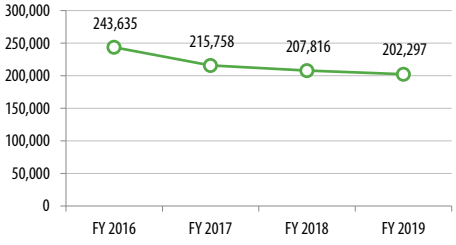
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$1,430,331	$119,194	$5,676	$208,644	$17,387	$828	$1,221,687	$101,807	$4,848
Saturday	$142,406	$11,867	$2,739	$18,336	$1,528	$353	$124,070	$10,339	$2,386
Sunday	$167,088	$13,924	$2,739	$16,204	$1,350	$266	$150,884	$12,574	$2,474
Total	**$1,739,825**	**$144,985**	**$4,767**	**$243,184**	**$20,265**	**$666**	**$1,496,641**	**$124,720**	**$4,100**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	12.0	$7.04		14.6%
Saturday	10.9	$8.05		12.9%
Sunday	8.1	$11.21		9.7%
Total	**11.6**	**$7.40**	**$99.51**	**14.0%**

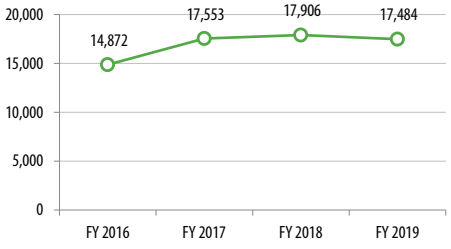
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	243,635	14,872	$1,971,172	$259,453	$1,711,719	16.4	$7.03	$132.55	13.2%
FY 2017	215,758	17,553	$1,619,319	$273,059	$1,346,260	12.3	$6.24	$92.25	16.9%
FY 2018	207,816	17,906	$1,825,020	$256,290	$1,568,730	11.6	$7.55	$101.92	14.0%
FY 2019	202,297	17,484	$1,739,825	$243,184	$1,496,641	11.6	$7.40	$99.51	14.0%

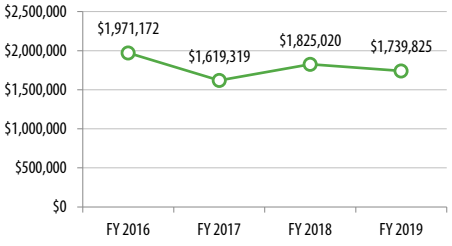
Passengers



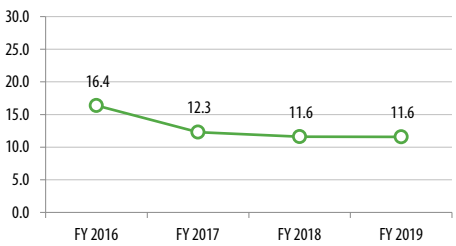
Revenue Hours



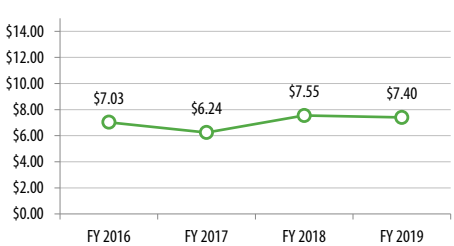
Operating Costs



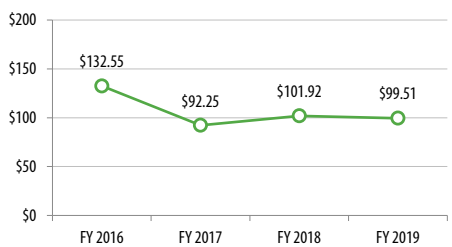
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour



23
Local Basic



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

FY 2019 Farebox Recovery: **13%**
% transfer (to route): **-**
% Clipper usage: **-**

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	141,843	11,820	563	8,014	668	32	64,180	5,348	255
Saturday	27,357	2,280	526	1,435	120	28	11,448	954	220
Sunday	23,927	1,994	392	1,617	135	27	13,002	1,083	213
Total	**193,127**	**16,094**	**529**	**11,066**	**922**	**30**	**88,630**	**7,386**	**243**

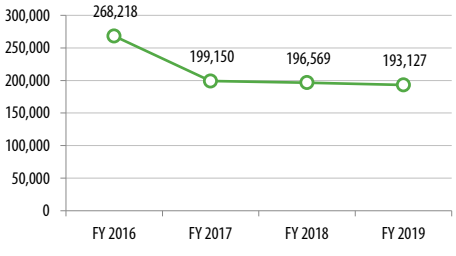
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$1,166,112	$97,176	$4,627	$154,690	$12,891	$614	$1,011,422	$84,285	$4,014
Saturday	$208,943	$17,412	$4,018	$30,936	$2,578	$595	$178,007	$14,834	$3,423
Sunday	$235,244	$19,604	$3,856	$28,071	$2,339	$460	$207,173	$17,264	$3,396
Total	**$1,610,299**	**$134,192**	**$4,412**	**$213,697**	**$17,808**	**$585**	**$1,396,602**	**$116,384**	**$3,826**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	17.7	$7.13		13.3%
Saturday	19.1	$6.51		14.8%
Sunday	14.8	$8.66		11.9%
Total	**17.5**	**$7.23**	**$145.52**	**13.3%**

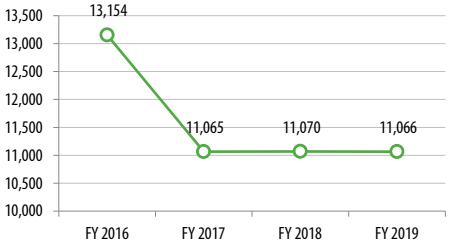
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	268,218	13,154	$1,703,216	$308,138	$1,395,078	20.4	$5.20	$129.48	18.1%
FY 2017	199,150	11,065	$1,508,659	$246,908	$1,261,751	18.0	$6.34	$136.35	16.4%
FY 2018	196,569	11,070	$1,618,197	$230,746	$1,387,451	17.8	$7.06	$146.18	14.3%
FY 2019	193,127	11,066	$1,610,299	$213,697	$1,396,602	17.5	$7.23	$145.52	13.3%

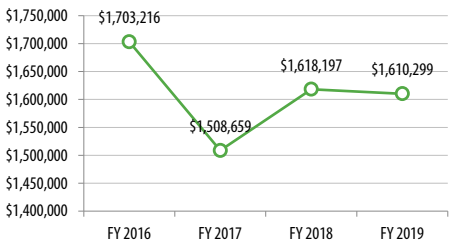
Passengers



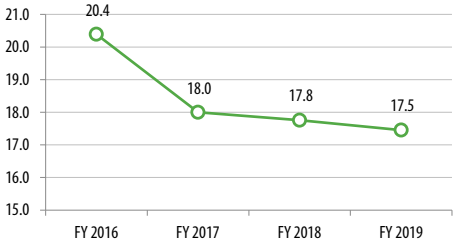
Revenue Hours



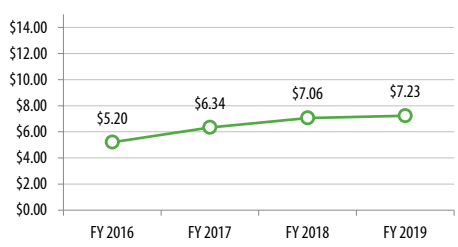
Operating Costs



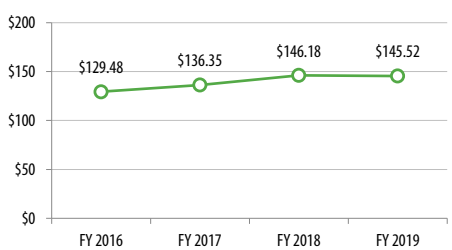
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





23X
Local Basic

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

FY 2019 Farebox Recovery: 11%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	44,339	3,695	176	2,827	236	11	26,938	2,245	107
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**44,339**	**3,695**	**176**	**2,827**	**236**	**11**	**26,938**	**2,245**	**107**

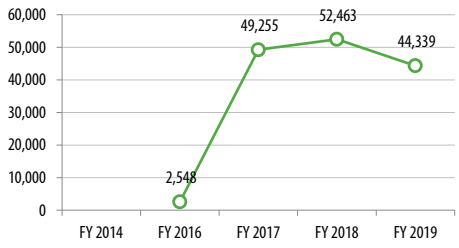
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$416,564	$34,714	$1,653	$44,516	$3,710	$177	$372,048	$31,004	$1,476
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$416,564**	**$34,714**	**$1,653**	**$44,516**	**$3,710**	**$177**	**$372,048**	**$31,004**	**$1,476**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	15.7	$8.39		10.7%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**15.7**	**$8.39**	**$147.36**	**10.7%**

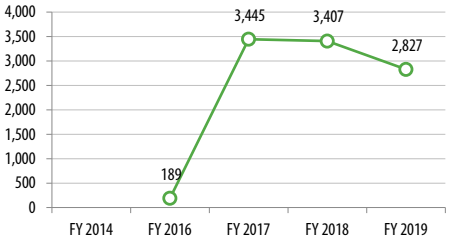
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	2,548	189	$23,303	$2,272	$21,031	13.5	$8.25	$123.30	9.7%
FY 2017	49,255	3,445	$473,413	$57,438	$415,975	14.3	$8.45	$137.44	12.1%
FY 2018	52,463	3,407	$502,240	$56,785	$445,455	15.4	$8.49	$147.43	11.3%
FY 2019	44,339	2,827	$416,564	$44,516	$372,048	15.7	$8.39	$147.36	10.7%

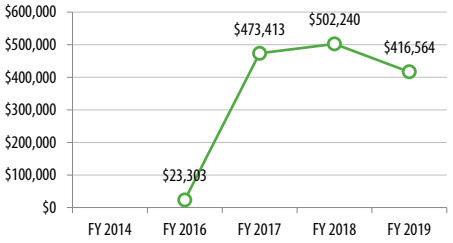
Passengers



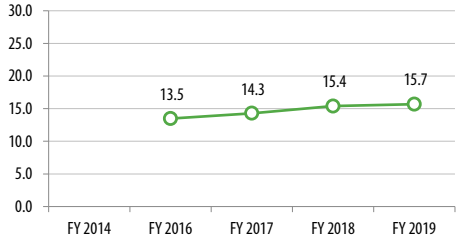
Revenue Hours



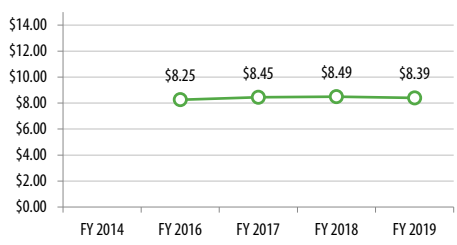
Operating Costs



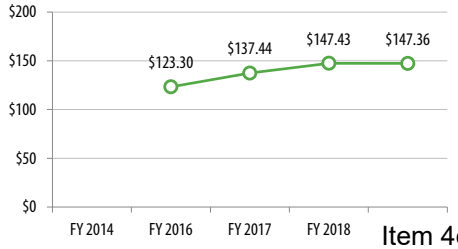
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour



29
Local Basic



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

FY 2019 Farebox Recovery: 9%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	38,827	3,236	154	2,943	245	12	30,005	2,500	119
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**38,827**	**3,236**	**154**	**2,943**	**245**	**12**	**30,005**	**2,500**	**119**

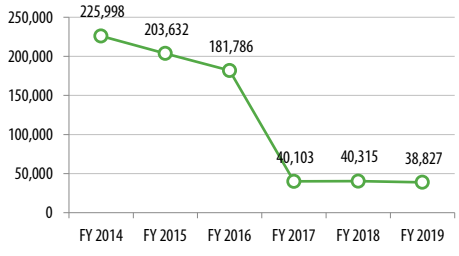
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$433,473	$36,123	$1,720	$38,905	$3,242	$154	$394,568	$32,881	$1,566
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$433,473**	**$36,123**	**$1,720**	**$38,905**	**$3,242**	**$154**	**$394,568**	**$32,881**	**$1,566**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	13.2	$10.16		9.0%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**13.2**	**$10.16**	**$147.27**	**9.0%**

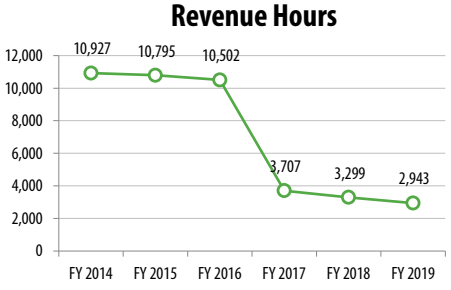
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	181,786	10,502	$1,378,760	$219,997	$1,158,763	17.3	$6.37	$131.29	16.0%
FY 2017	40,103	3,707	$509,475	$49,634	$459,841	10.8	$11.47	$137.45	9.7%
FY 2018	40,315	3,299	$487,313	$45,550	$441,763	12.2	$10.96	$147.71	9.3%
FY 2019	38,827	2,943	$433,473	$38,905	$394,568	13.2	$10.16	$147.27	9.0%

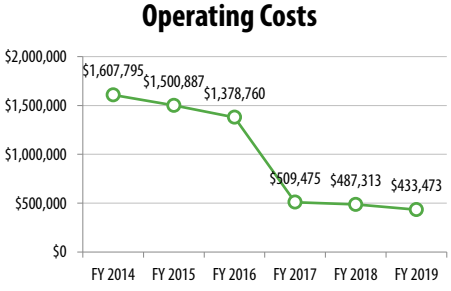
Passengers



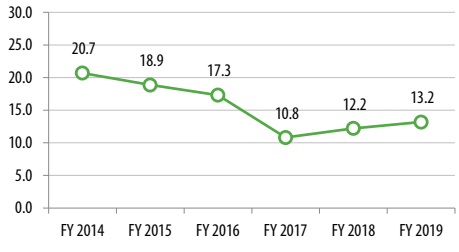
Revenue Hours



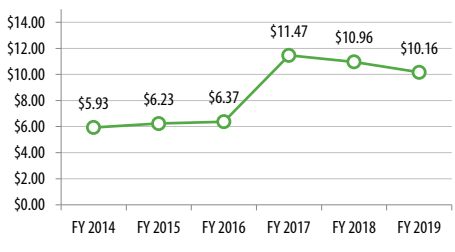
Operating Costs



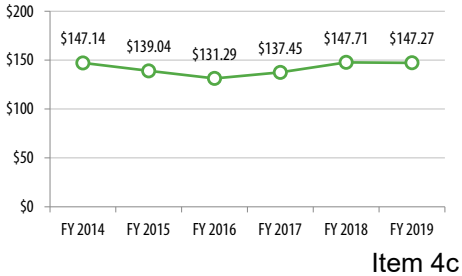
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





35
Local Trunkline

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

FY 2019 Farebox Recovery: **19%**
% transfer (to route): **-**
% Clipper usage: **-**

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	503,270	41,939	1,997	16,877	1,406	67	223,439	18,620	887
Saturday	83,099	6,925	1,598	2,814	235	54	43,354	3,613	834
Sunday	83,146	6,929	1,363	3,301	275	54	50,853	4,238	834
Total	**669,515**	**55,793**	**1,834**	**22,993**	**1,916**	**63**	**317,646**	**26,471**	**870**

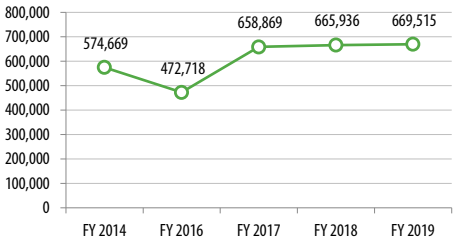
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$2,535,209	$211,267	$10,060	$483,001	$40,250	$1,917	$2,052,208	$171,017	$8,144
Saturday	$426,955	$35,580	$8,211	$88,256	$7,355	$1,697	$338,699	$28,225	$6,513
Sunday	$500,661	$41,722	$8,208	$88,683	$7,390	$1,454	$411,978	$34,332	$6,754
Total	**$3,462,825**	**$288,569**	**$9,487**	**$659,940**	**$54,995**	**$1,808**	**$2,802,885**	**$233,574**	**$7,679**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	29.8	$4.08		19.1%
Saturday	29.5	$4.08		20.7%
Sunday	25.2	$4.95		17.7%
Total	**29.1**	**$4.19**	**$150.61**	**19.1%**

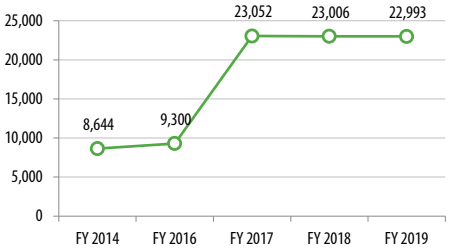
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	472,718	9,300	$1,202,986	$544,109	$658,877	50.8	$1.39	$129.35	45.2%
FY 2017	658,869	23,052	$3,234,308	$729,775	$2,504,533	28.6	$3.80	$140.30	22.6%
FY 2018	665,936	23,006	$3,476,029	$697,189	$2,778,840	28.9	$4.17	$151.09	20.1%
FY 2019	669,515	22,993	$3,462,825	$659,940	$2,802,885	29.1	$4.19	$150.61	19.1%

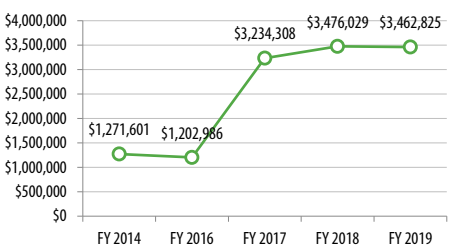
Passengers



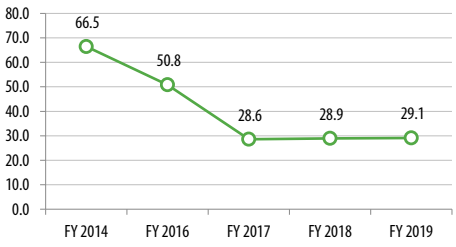
Revenue Hours



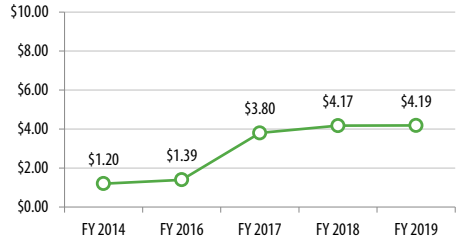
Operating Costs



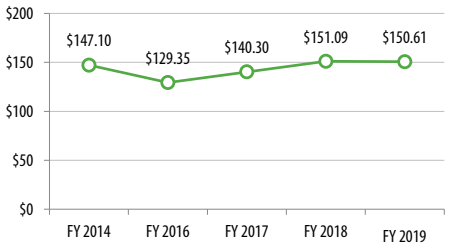
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour



36
Local Trunkline



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

FY 2019 Farebox Recovery: 17%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	291,964	24,330	1,159	9,979	832	40	133,158	11,097	528
Saturday	34,423	2,869	662	1,715	143	33	24,162	2,013	465
Sunday	33,637	2,803	551	2,013	168	33	28,330	2,361	464
Total	**360,024**	**30,002**	**986**	**13,707**	**1,142**	**38**	**185,650**	**15,471**	**509**

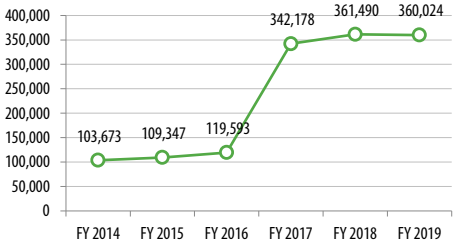
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$1,486,618	$123,885	$5,899	$276,630	$23,053	$1,098	$1,209,988	$100,832	$4,802
Saturday	$257,346	$21,446	$4,949	$36,854	$3,071	$709	$220,492	$18,374	$4,240
Sunday	$301,910	$25,159	$4,949	$36,468	$3,039	$598	$265,442	$22,120	$4,352
Total	**$2,045,874**	**$170,490**	**$5,605**	**$349,952**	**$29,163**	**$959**	**$1,695,922**	**$141,327**	**$4,646**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	29.3	$4.14		18.6%
Saturday	20.1	$6.41		14.3%
Sunday	16.7	$7.89		12.1%
Total	**26.3**	**$4.71**	**$149.26**	**17.1%**

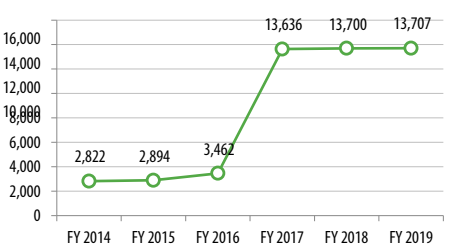
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2015	109,347	2,894	$402,355	$110,471	$291,884	37.8	$2.67	$139.05	27.5%
FY 2016	119,593	3,462	$457,211	$129,715	$327,496	34.5	$2.74	$132.05	28.4%
FY 2017	342,178	13,636	$1,901,678	$369,132	$1,532,546	25.1	$4.48	$139.46	19.4%
FY 2018	361,490	13,700	$2,054,477	$359,118	$1,695,359	26.4	$4.69	$149.96	17.5%
FY 2019	360,024	13,707	$2,045,874	$349,952	$1,695,922	26.3	$4.71	$149.26	17.1%

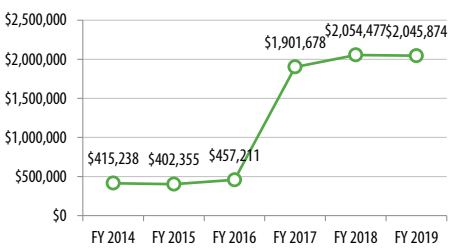
Passengers



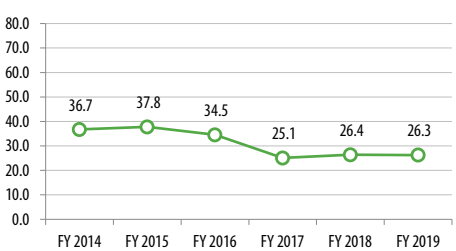
Revenue Hours



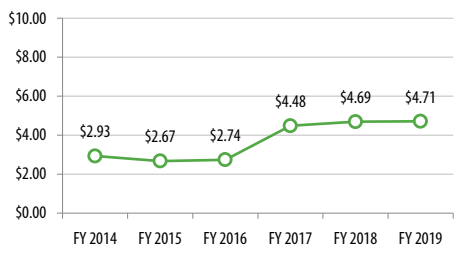
Operating Costs



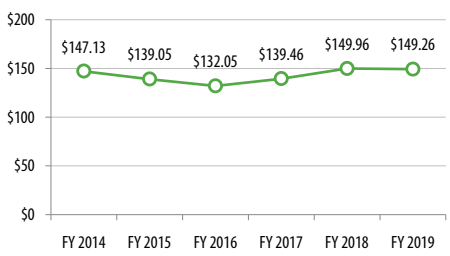
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





49
Local Basic

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

FY 2019 Farebox Recovery: **15%**
% transfer (to route): **-**
% Clipper usage: **-**

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	201,960	16,830	801	11,529	961	46	148,434	12,370	589
Saturday	19,930	1,661	383	1,525	127	29	18,548	1,546	357
Sunday	18,621	1,552	305	1,789	149	29	21,759	1,813	357
Total	**240,511**	**20,043**	**659**	**14,843**	**1,237**	**41**	**188,741**	**15,728**	**517**

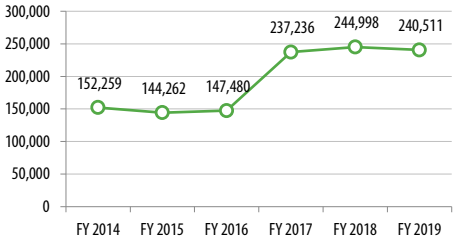
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$1,185,595	$98,800	$4,705	$191,546	$15,962	$760	$994,049	$82,837	$3,945
Saturday	$156,786	$13,066	$3,015	$20,001	$1,667	$385	$136,785	$11,399	$2,630
Sunday	$184,003	$15,334	$3,016	$19,776	$1,648	$324	$164,227	$13,686	$2,692
Total	**$1,526,384**	**$127,199**	**$4,182**	**$231,323**	**$19,277**	**$634**	**$1,295,061**	**$107,922**	**$3,548**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	17.5	$4.92		16.2%
Saturday	13.1	$6.86		12.8%
Sunday	10.4	$8.82		10.7%
Total	**16.2**	**$5.38**	**$102.84**	**15.2%**

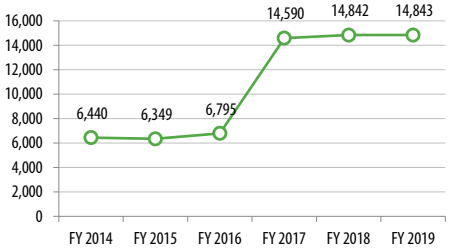
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	147,480	6,795	$900,804	$146,345	$754,459	21.7	$5.12	$132.57	16.2%
FY 2017	237,236	14,590	$1,264,294	$274,498	$989,796	16.3	$4.17	$86.65	21.7%
FY 2018	244,998	14,842	$1,458,817	$259,446	$1,199,371	16.5	$4.90	$98.29	17.8%
FY 2019	240,511	14,843	$1,526,384	$231,323	$1,295,061	16.2	$5.38	$102.84	15.2%

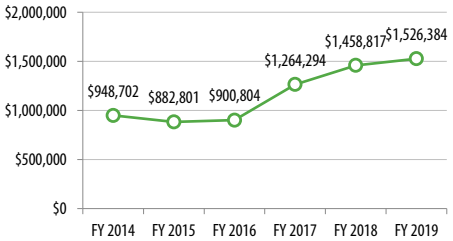
Passengers



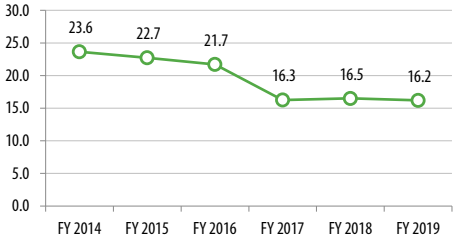
Revenue Hours



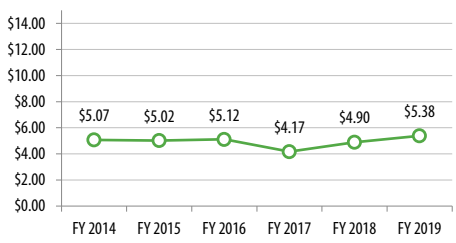
Operating Costs



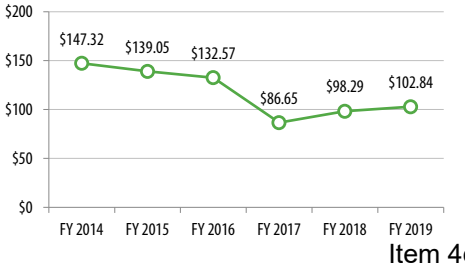
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour



61
Rural



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

FY 2019 Farebox Recovery: 6%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	15,810	1,318	64	2,595	216	10	44,788	3,732	181
Saturday	9,344	779	180	1,338	112	26	21,131	1,761	406
Sunday	8,779	732	135	1,582	132	24	25,041	2,087	385
Total	**33,933**	**2,828**	**93**	**5,515**	**460**	**15**	**90,960**	**7,580**	**249**

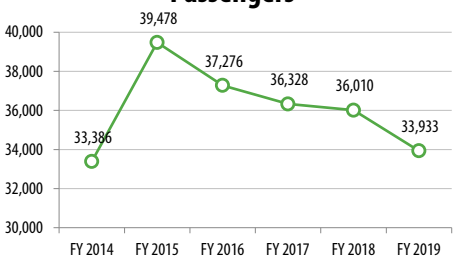
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$285,976	$23,831	$1,153	$15,750	$1,313	$64	$270,226	$22,519	$1,090
Saturday	$146,676	$12,223	$2,821	$11,131	$928	$214	$135,545	$11,295	$2,607
Sunday	$173,921	$14,493	$2,676	$10,397	$866	$160	$163,524	$13,627	$2,516
Total	**$606,573**	**$50,548**	**$1,662**	**$37,278**	**$3,107**	**$102**	**$569,295**	**$47,441**	**$1,560**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	6.1	$17.09		5.5%
Saturday	7.0	$14.51		7.6%
Sunday	5.5	$18.63		6.0%
Total	**6.2**	**$16.78**	**$109.98**	**6.1%**

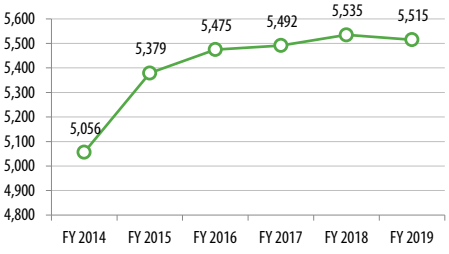
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	37,276	5,475	$408,987	$48,421	$360,566	6.8	$9.67	$74.70	11.8%
FY 2017	36,328	5,492	$475,778	$39,959	$435,819	6.6	$12.00	$86.63	8.4%
FY 2018	36,010	5,535	$525,378	$40,082	$485,296	6.5	$13.48	$94.92	7.6%
FY 2019	33,933	5,515	$606,573	$37,278	$569,295	6.2	$16.78	$109.98	6.1%

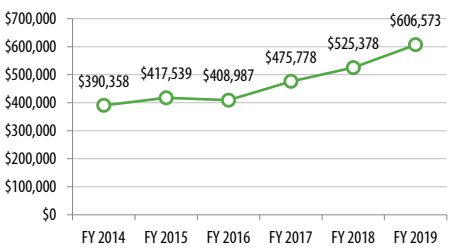
Passengers



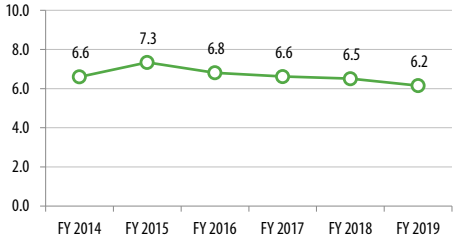
Revenue Hours



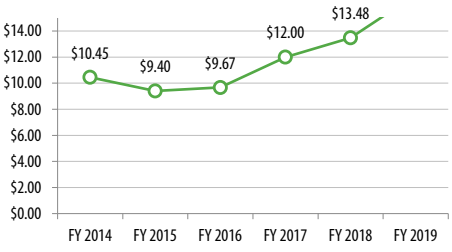
Operating Costs



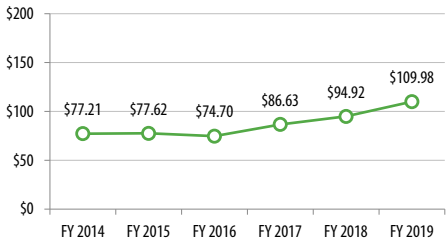
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour



66
Recreational



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

FY 2019 Farebox Recovery: 41%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	22,165	7,388	568	957	319	25	12,863	4,288	330
Saturday	63,387	5,282	1,268	2,468	206	49	31,346	2,612	627
Sunday	74,860	6,238	1,152	3,117	260	48	39,338	3,278	605
Total	**160,412**	**13,368**	**1,042**	**6,542**	**545**	**42**	**83,547**	**6,962**	**543**

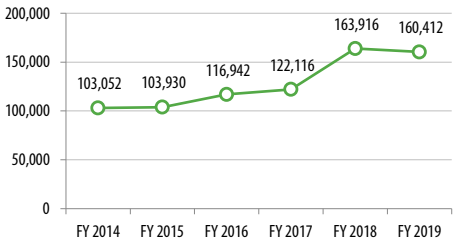
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$145,340	$48,447	$3,727	$79,676	$26,559	$2,043	$65,664	$21,888	$1,684
Saturday	$422,438	$35,203	$8,449	$172,168	$14,347	$3,443	$250,270	$20,856	$5,005
Sunday	$534,488	$44,541	$8,223	$195,471	$16,289	$3,007	$339,017	$28,251	$5,216
Total	**$1,102,266**	**$91,856**	**$7,158**	**$447,315**	**$37,276**	**$2,905**	**$654,951**	**$54,579**	**$4,253**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	23.2	$2.96		54.8%
Saturday	25.7	$3.95		40.8%
Sunday	24.0	$4.53		36.6%
Total	**24.5**	**$4.08**	**$168.48**	**40.6%**

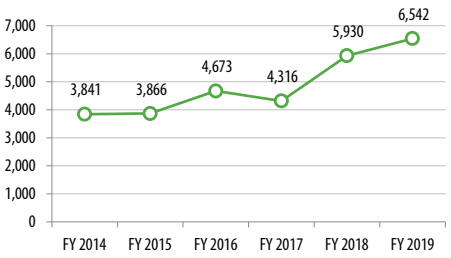
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	116,942	4,673	$531,384	$245,779	$285,605	25.0	$2.44	$113.73	46.3%
FY 2017	122,116	4,316	$473,726	$249,748	$223,978	28.3	$1.83	$109.75	52.7%
FY 2018	163,916	5,930	$739,882	$365,872	$374,010	27.6	$2.28	$124.77	49.5%
FY 2019	160,412	6,542	$1,102,266	$447,315	$654,951	24.5	$4.08	$168.48	40.6%

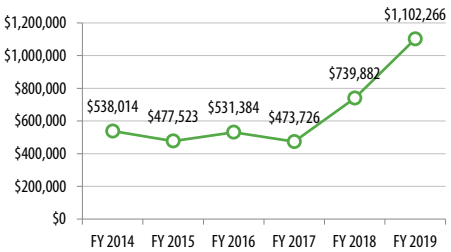
Passengers



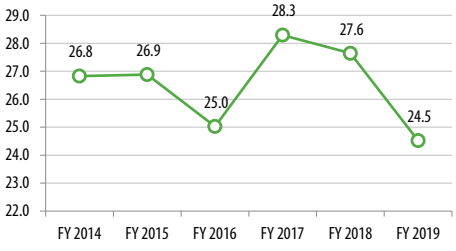
Revenue Hours



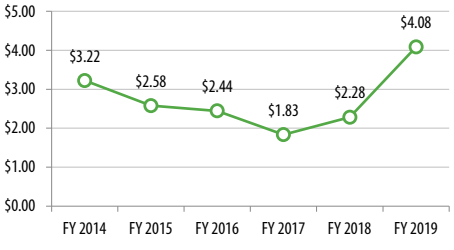
Operating Costs



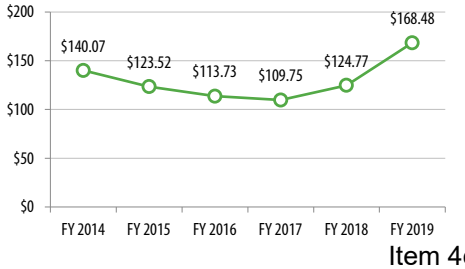
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





68
Rural

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

FY 2019 Farebox Recovery: 7%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	61,869	5,156	249	7,172	598	29	131,496	10,958	530
Saturday	9,193	766	177	1,534	128	30	28,161	2,347	542
Sunday	8,916	743	137	1,937	161	30	35,234	2,936	542
Total	**79,978**	**6,665**	**219**	**10,643**	**887**	**29**	**194,892**	**16,241**	**534**

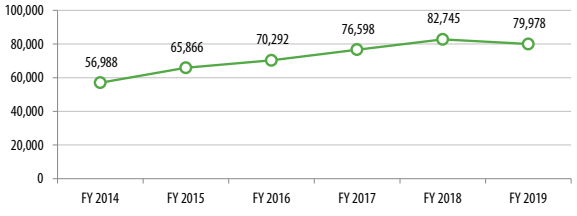
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$803,077	$66,923	$3,238	$61,940	$5,162	$250	$741,137	$61,761	$2,988
Saturday	$171,419	$14,285	$3,297	$9,407	$784	$181	$162,012	$13,501	$3,116
Sunday	$216,746	$18,062	$3,335	$8,877	$740	$137	$207,869	$17,322	$3,198
Total	**$1,191,242**	**$99,270**	**$3,264**	**$80,224**	**$6,685**	**$220**	**$1,111,018**	**$92,585**	**$3,044**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	8.6	$11.98		7.7%
Saturday	6.0	$17.62		5.5%
Sunday	4.6	$23.31		4.1%
Total	**7.5**	**$13.89**	**$111.93**	**6.7%**

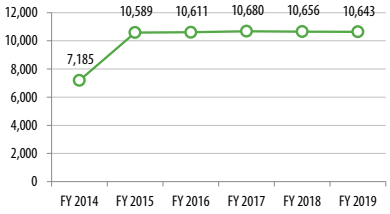
Historic Trends

`	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	70,292	10,611	$811,978	$88,808	$723,170	6.6	$10.29	$76.52	10.9%
FY 2017	76,598	10,680	$946,905	$82,448	$864,457	7.2	$11.29	$88.66	8.7%
FY 2018	82,745	10,656	$1,034,218	$85,312	$948,906	7.8	$11.47	$97.05	8.2%
FY 2019	79,978	10,643	$1,191,242	$80,224	$1,111,018	7.5	$13.89	$111.93	6.7%

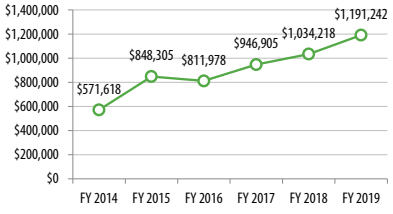
Passengers



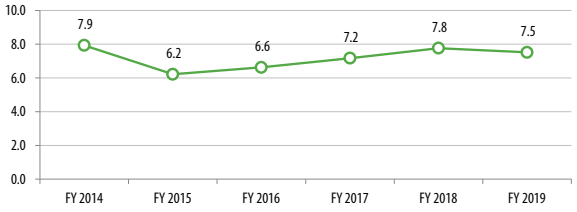
Revenue Hours



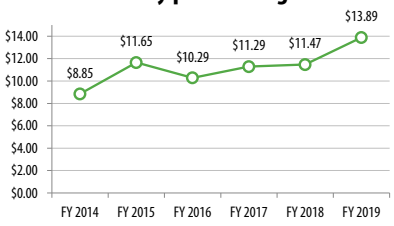
Operating Costs



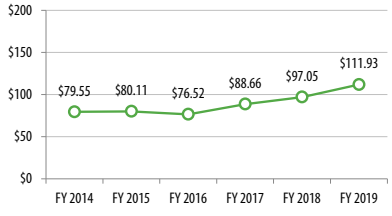
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





71X
Local Trunkline

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

FY 2019 Farebox Recovery: 12%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	114,475	-	-	7,405	-	-	162,875	-	-
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**114,475**	**-**	**-**	**7,405**	**-**	**-**	**162,875**	**-**	**-**

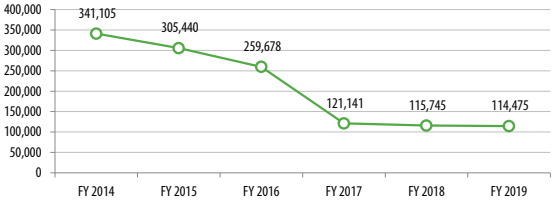
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$1,158,544	$ -	$ -	$142,918	$ -	$ -	$1,015,626	$ -	$ -
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$1,158,544**	**$0**	**$0**	**$142,918**	**$0**	**$0**	**$1,015,626**	**$0**	**$0**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	15.5	$8.87		12.3%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**15.5**	**$8.87**	**$156.46**	**12.3%**

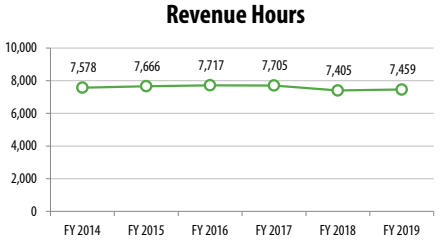
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	259,678	7,717	$1,075,263	$300,186	$775,077	33.7	$2.98	$139.34	27.9%
FY 2017	121,141	7,705	$1,116,954	$164,963	$951,991	15.7	$7.86	$144.96	14.8%
FY 2018	115,745	7,405	$1,158,544	$151,857	$1,006,687	15.6	$8.70	$156.46	13.1%
FY 2019	114,475	7,459	$1,176,822	$142,918	$1,033,904	15.3	$9.03	$157.77	12.1%

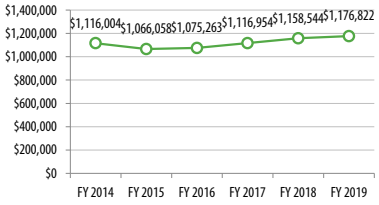
Passengers



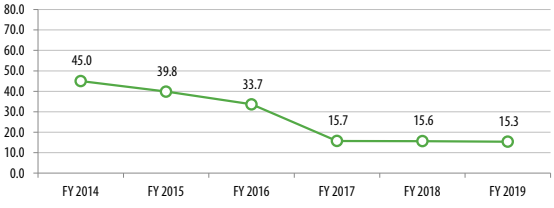
Revenue Hours



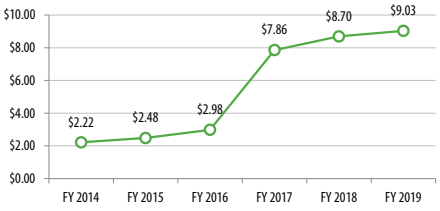
Operating Costs



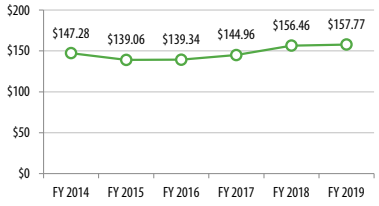
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour



113
Supplemental



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

FY 2019 Farebox Recovery: 18%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	18,678	1,698	99	406	37	2	3,861	351	21
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**18,678**	**1,698**	**99**	**406**	**37**	**2**	**3,861**	**351**	**21**

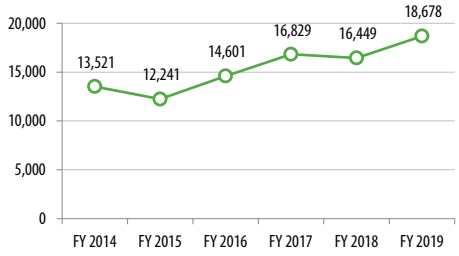
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$68,427	$6,221	$364	$12,625	$1,148	$67	$55,802	$5,073	$297
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$68,427**	**$6,221**	**$364**	**$12,625**	**$1,148**	**$67**	**$55,802**	**$5,073**	**$297**

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	26.9	$2.99		18.5%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**26.9**	**$2.99**	**$168.66**	**18.5%**

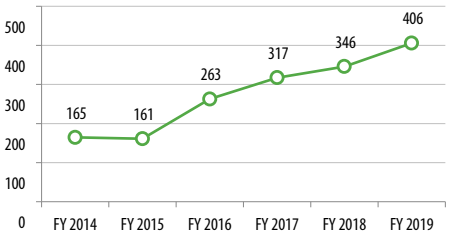
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	14,601	263	$36,924	$12,809	$24,115	40.8	$1.65	$140.50	34.7%
FY 2017	16,829	317	$42,180	$12,227	$29,953	31.5	$1.78	$132.89	29.0%
FY 2018	16,449	346	$52,862	$9,533	$43,329	23.7	$2.63	$152.82	18.0%
FY 2019	18,678	406	$68,427	$12,625	$55,802	21.3	$2.99	$168.66	18.5%

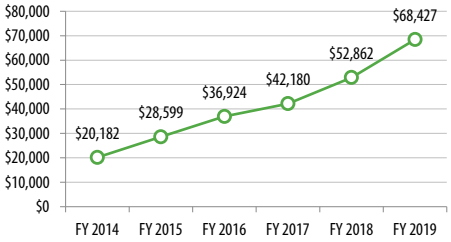
Passengers



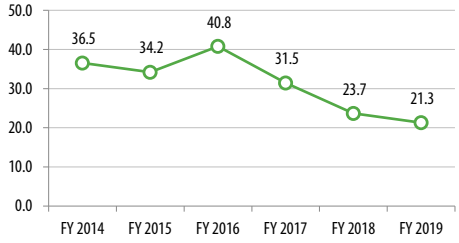
Revenue Hours



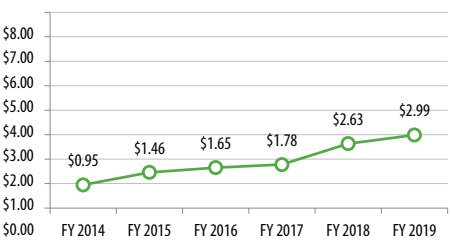
Operating Costs



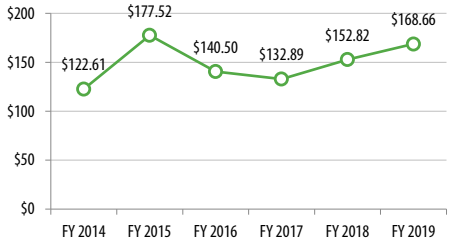
Passengers per Trip



Subsidy per Passenger



Cost per Revenue Hour



115
Supplemental



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

FY 2019 Farebox Recovery: 12%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

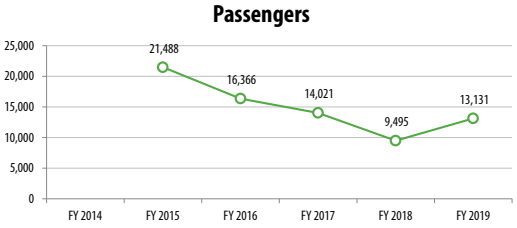
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	13,131	1,194	68	347	32	2	4,131	376	22
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**13,131**	**1,194**	**68**	**347**	**32**	**2**	**4,131**	**376**	**22**

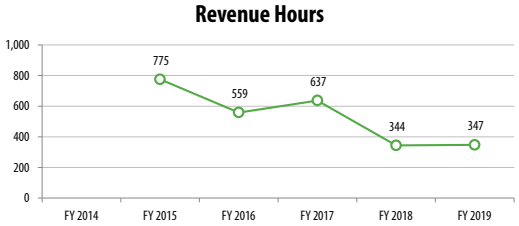
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$58,342	$5,304	$304	$6,851	$623	$36	$51,491	$4,681	$268
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$58,342**	**$5,304**	**$304**	**$6,851**	**$623**	**$36**	**$51,491**	**$4,681**	**$268**

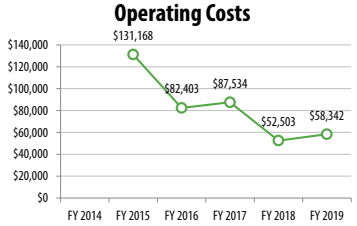
	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	23.4	$3.92		11.7%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**23.4**	**$3.92**	**$168.13**	**11.7%**

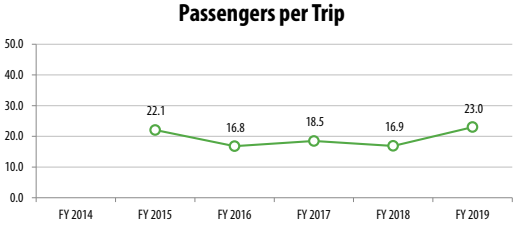
Historic Trends

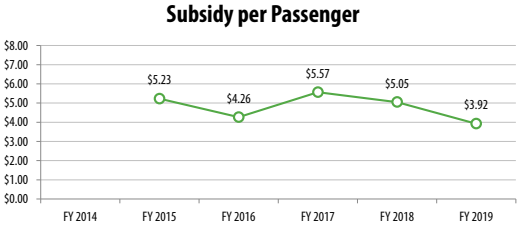
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	16,366	559	$82,403	$12,638	$69,765	16.8	$4.26	$147.54	15.3%
FY 2017	14,021	637	$87,534	$9,504	$78,030	18.5	$5.57	$137.44	10.9%
FY 2018	9,495	344	$52,503	$4,578	$47,925	16.9	$5.05	$152.71	8.7%
FY 2019	13,131	347	$58,342	$6,851	$51,491	23.0	$3.92	$168.13	11.7%

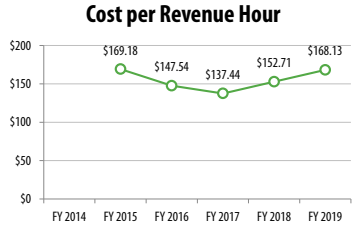












117
Supplemental



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

FY 2019 Farebox Recovery: 16%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	24,617	2,238	127	489	44	3	3,521	320	18
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**24,617**	**2,238**	**127**	**489**	**44**	**3**	**3,521**	**320**	**18**

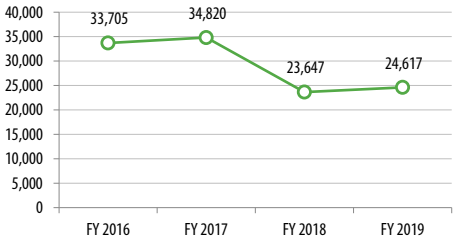
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$80,902	$7,355	$417	$12,837	$1,167	$66	$68,065	$6,188	$351
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$80,902**	**$7,355**	**$417**	**$12,837**	**$1,167**	**$66**	**$68,065**	**$6,188**	**$351**

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	27.5	$2.76		15.9%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**27.5**	**$2.76**	**$165.31**	**15.9%**

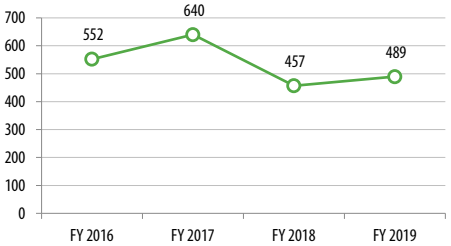
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	33,705	552	$77,694	$23,478	$54,216	26.9	$1.61	$140.75	30.2%
FY 2017	34,820	640	$81,509	$17,140	$64,369	28.4	$1.85	$127.32	21.0%
FY 2018	23,647	457	$68,521	$12,134	$56,387	26.4	$2.38	$149.97	17.7%
FY 2019	24,617	489	$80,902	$12,837	$68,065	25.5	$2.76	$165.31	15.9%

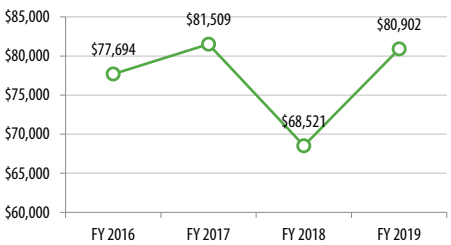
Passengers



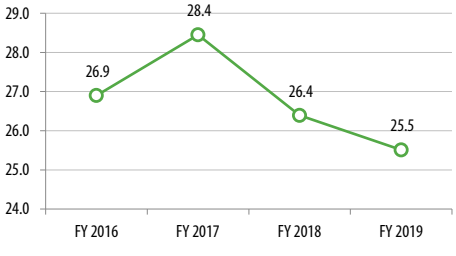
Revenue Hours



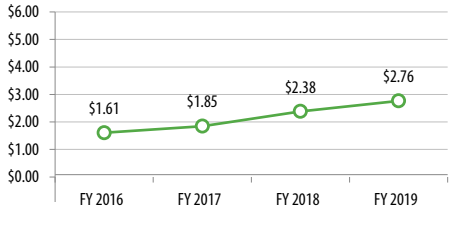
Operating Costs



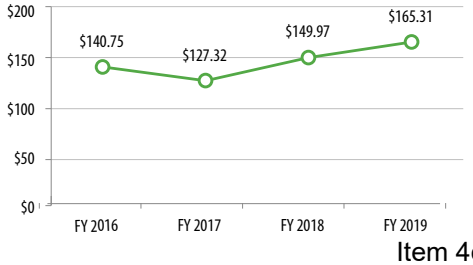
Passengers per Trip



Subsidy per Passenger



Cost per Revenue Hour





119
Supplemental

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

FY 2019 Farebox Recovery: 25%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	35,173	3,198	187	607	55	3	9,524	866	51
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**35,173**	**3,198**	**187**	**607**	**55**	**3**	**9,524**	**866**	**51**

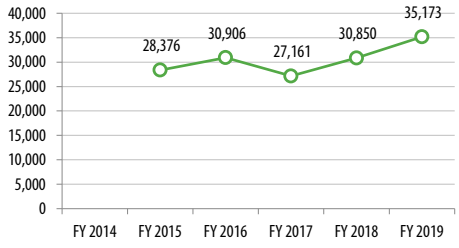
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$107,222	$9,747	$570	$26,421	$2,402	$141	$80,801	$7,346	$430
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$107,222**	**$9,747**	**$570**	**$26,421**	**$2,402**	**$141**	**$80,801**	**$7,346**	**$430**

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	30.2	$2.30		24.6%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**30.2**	**$2.30**	**$176.56**	**24.6%**

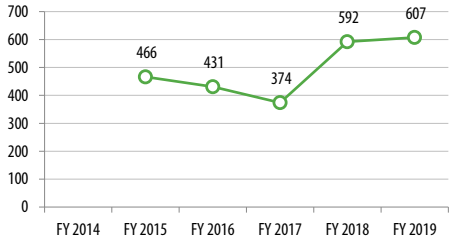
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	30,906	431	$68,366	$28,456	$39,910	34.7	$1.29	$158.77	41.6%
FY 2017	27,161	374	$56,273	$18,859	$37,414	31.3	$1.38	$150.58	33.5%
FY 2018	30,850	592	$95,816	$20,918	$74,898	26.5	$2.43	$161.80	21.8%
FY 2019	35,173	607	$107,222	$26,421	$80,801	29.4	$2.30	$176.56	24.6%

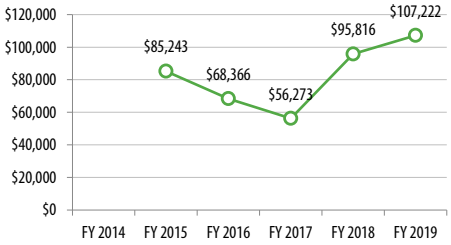
Passengers



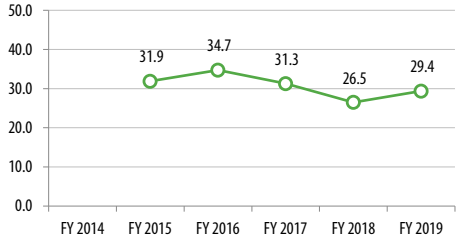
Revenue Hours



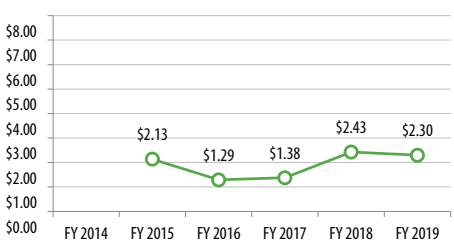
Operating Costs



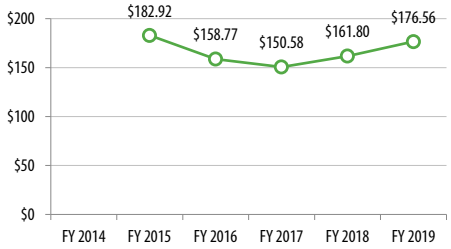
Passengers per Trip



Subsidy per Passenger



Cost per Revenue Hour





122
Partnership

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

FY 2019 Farebox Recovery: **41%**
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

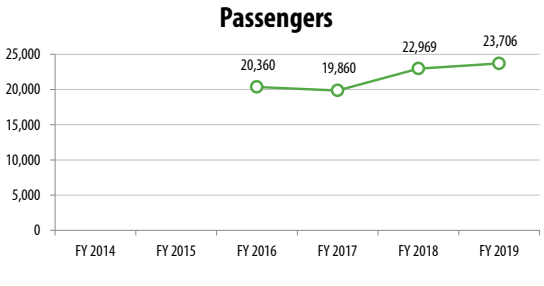
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	23,706	2,371	141	2,442	244	15	25,773	2,577	153
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**23,706**	**2,371**	**141**	**2,442**	**244**	**15**	**25,773**	**2,577**	**153**

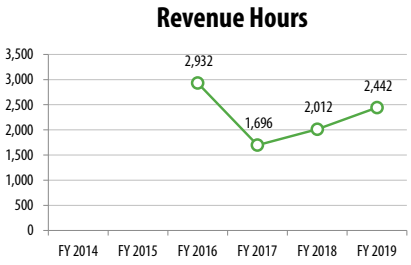
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$347,966	$34,797	$2,071	$141,125	$14,113	$840	$206,841	$20,684	$1,231
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$347,966**	**$34,797**	**$2,071**	**$141,125**	**$14,113**	**$840**	**$206,841**	**$20,684**	**$1,231**

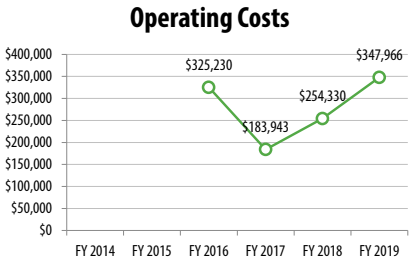
	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	9.7	$8.73		40.6%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**9.7**	**$8.73**	**$142.52**	**40.6%**

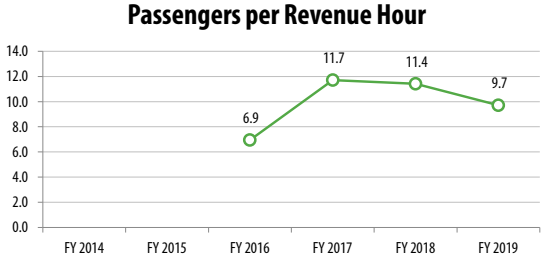
Historic Trends

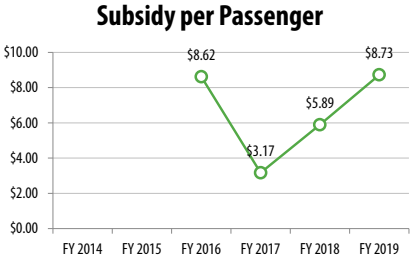
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	20,360	2,932	$325,230	$149,686	$175,544	6.9	$8.62	$110.94	46.0%
FY 2017	19,860	1,696	$183,943	$121,007	$62,936	11.7	$3.17	$108.44	65.8%
FY 2018	22,969	2,012	$254,330	$118,935	$135,395	11.4	$5.89	$126.39	46.8%
FY 2019	23,706	2,442	$347,966	$141,125	$206,841	9.7	$8.73	$142.52	40.6%

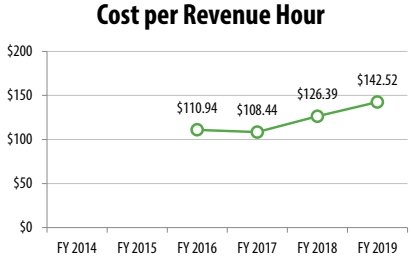












125
Supplemental



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

FY 2019 Farebox Recovery: 10%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	10,110	919	54	610	55	3	9,037	822	48
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**10,110**	**919**	**54**	**610**	**55**	**3**	**9,037**	**822**	**48**

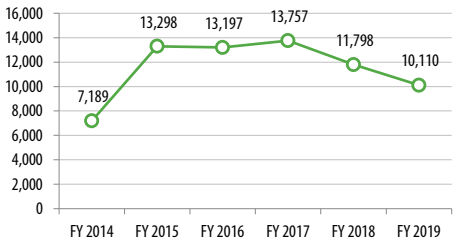
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$92,790	$8,435	$494	$9,402	$855	$50	$83,388	$7,581	$444
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$92,790**	**$8,435**	**$494**	**$9,402**	**$855**	**$50**	**$83,388**	**$7,581**	**$444**

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	13.8	$8.25		10.1%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**13.8**	**$8.25**	**$152.06**	**10.1%**

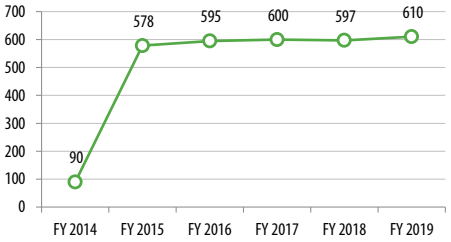
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	13,197	595	$77,991	$12,684	$65,307	18.5	$4.95	$131.17	16.3%
FY 2017	13,757	600	$72,469	$11,570	$60,899	19.3	$4.43	$120.86	16.0%
FY 2018	11,798	597	$82,641	$9,917	$72,724	16.1	$6.16	$138.40	12.0%
FY 2019	10,110	610	$92,790	$9,402	$83,388	13.5	$8.25	$152.06	10.1%

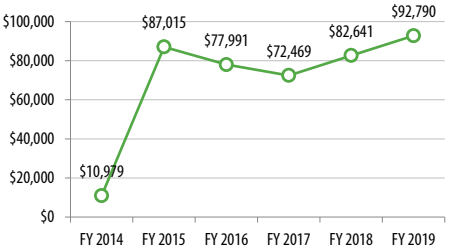
Passengers



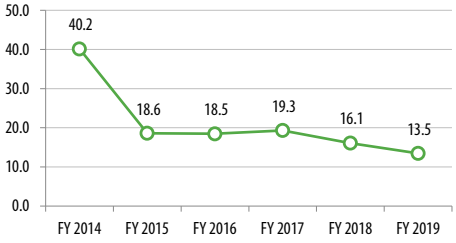
Revenue Hours



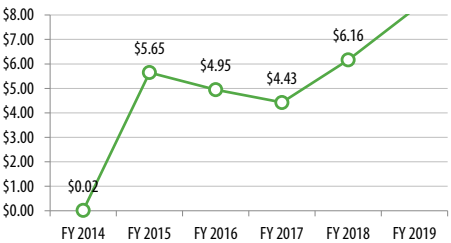
Operating Costs



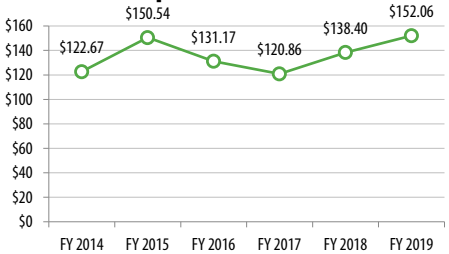
Passengers per Trip



Subsidy per Passenger



Cost per Revenue Hour



139
Supplemental



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

FY 2019 Farebox Recovery: 7%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	4,001	364	21	334	30	2	3,624	329	19
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**4,001**	**364**	**21**	**334**	**30**	**2**	**3,624**	**329**	**19**

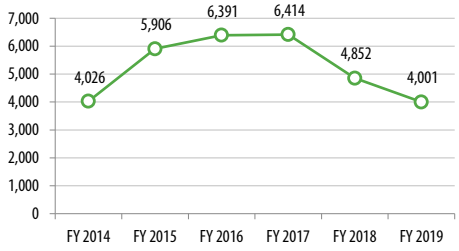
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$52,069	$4,734	$274	$3,789	$344	$20	$48,280	$4,389	$254
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$52,069**	**$4,734**	**$274**	**$3,789**	**$344**	**$20**	**$48,280**	**$4,389**	**$254**

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	11.0	$12.07		7.3%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**11.0**	**$12.07**	**$155.85**	**7.3%**

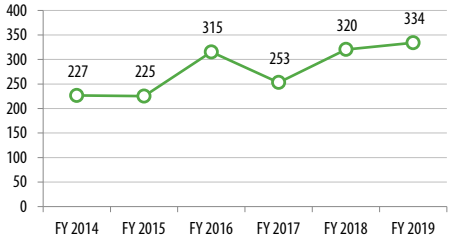
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	6,391	315	$43,776	$6,241	$37,535	16.0	$5.87	$138.80	14.3%
FY 2017	6,414	253	$33,182	$6,635	$26,547	17.9	$4.14	$131.10	20.0%
FY 2018	4,852	320	$45,279	$4,233	$41,046	13.5	$8.46	$141.36	9.3%
FY 2019	4,001	334	$52,069	$3,789	$48,280	10.5	$12.07	$155.85	7.3%

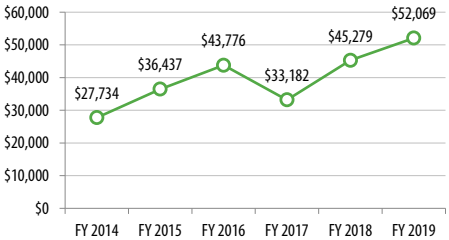
Passengers



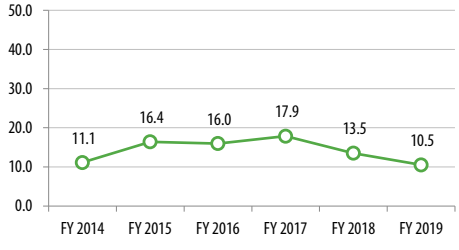
Revenue Hours



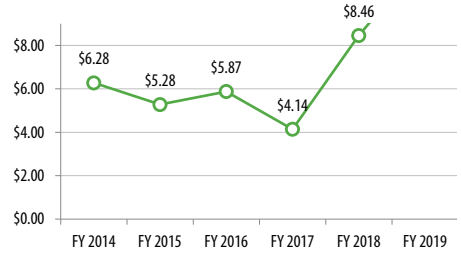
Operating Costs



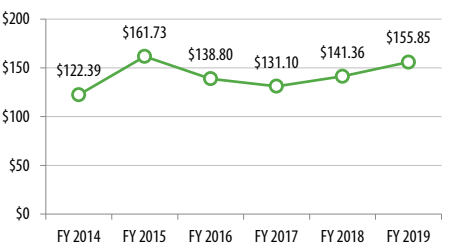
Passengers per Trip



Subsidy per Passenger



Cost per Revenue Hour



145
Supplemental



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

FY 2019 Farebox Recovery: 19%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

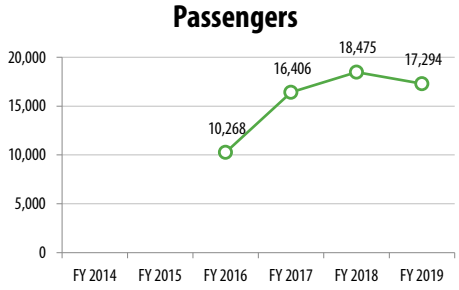
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	17,294	1,572	90	270	25	1	2,843	258	15
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**17,294**	**1,572**	**90**	**270**	**25**	**1**	**2,843**	**258**	**15**

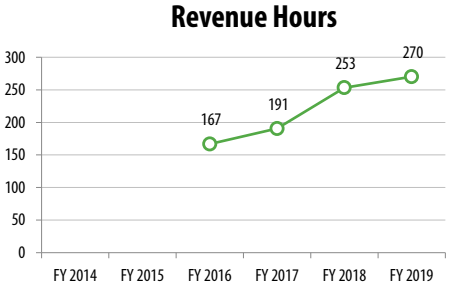
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$43,804	$3,982	$228	$8,314	$756	$43	$35,490	$3,226	$185
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	0	$ -	$ -	$ -
Total	**$43,804**	**$3,982**	**$228**	**$8,314**	**$756**	**$43**	**$35,490**	**$3,226**	**$185**

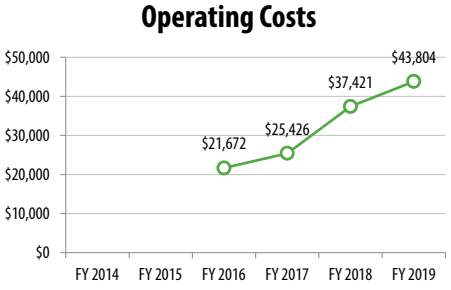
	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	32.1	$2.05		19.0%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**32.1**	**$2.05**	**$162.12**	**19.0%**

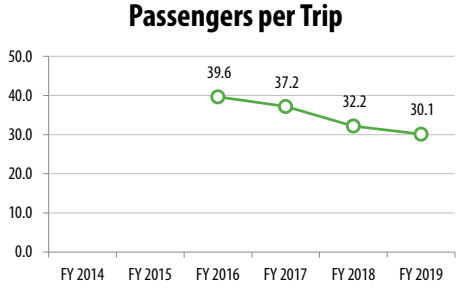
Historic Trends

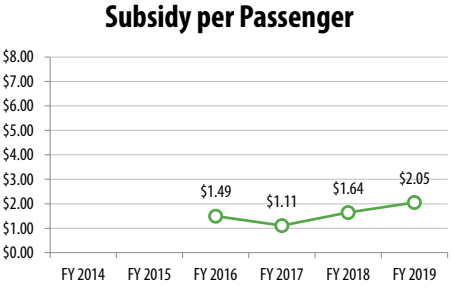
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	10,268	167	$21,672	$6,341	$15,331	39.6	$1.49	$129.93	29.3%
FY 2017	16,406	191	$25,426	$7,258	$18,168	37.2	$1.11	$133.47	28.5%
FY 2018	18,475	253	$37,421	$7,095	$30,326	32.2	$1.64	$147.79	19.0%
FY 2019	17,294	270	$43,804	$8,314	$35,490	30.1	$2.05	$162.12	19.0%

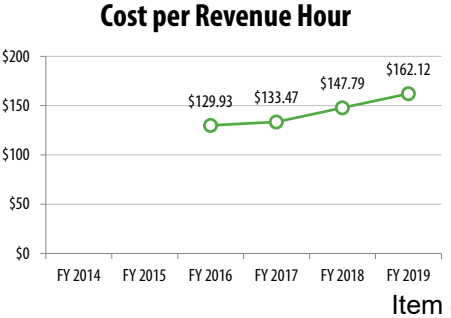














151
Supplemental

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

FY 2019 Farebox Recovery: 18%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

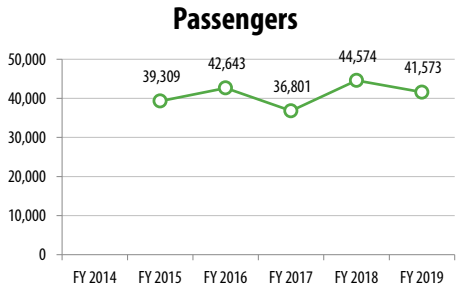
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	41,573	3,779	220	810	74	4	10,895	990	58
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**41,573**	**3,779**	**220**	**810**	**74**	**4**	**10,895**	**990**	**58**

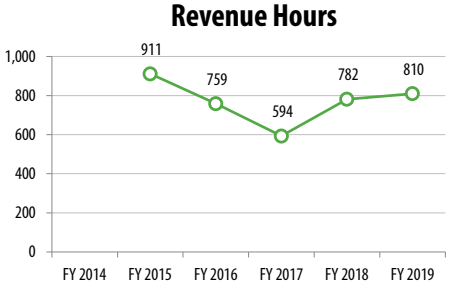
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$122,990	$11,181	$651	$21,951	$1,996	$116	$101,039	$9,185	$535
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$122,990**	**$11,181**	**$651**	**$21,951**	**$1,996**	**$116**	**$101,039**	**$9,185**	**$535**

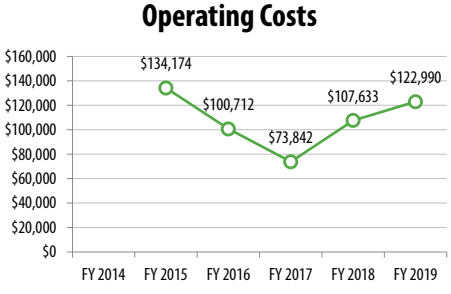
	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	32.4	$2.43		17.8%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**32.4**	**$2.43**	**$151.84**	**17.8%**

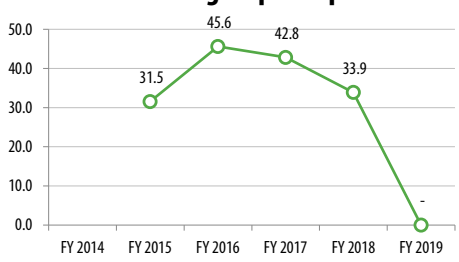
Historic Trends

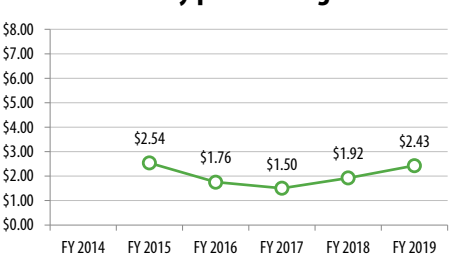
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	42,643	759	$100,712	$25,851	$74,861	45.6	$1.76	$132.67	25.7%
FY 2017	36,801	594	$73,842	$18,463	$55,379	42.8	$1.50	$124.42	25.0%
FY 2018	44,574	782	$107,633	$21,865	$85,768	33.9	$1.92	$137.73	20.3%
FY 2019	41,573	810	$122,990	$21,951	$101,039	-	$2.43	$151.84	17.8%

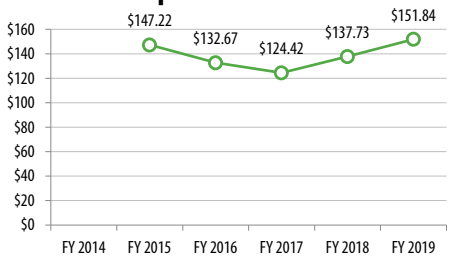














154
Supplemental

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

FY 2019 Farebox Recovery: 14%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

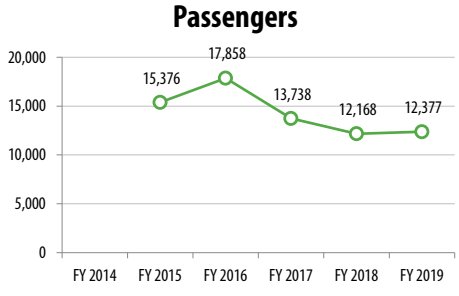
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	12,377	1,125	65	359	33	2	3,661	333	19
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**12,377**	**1,125**	**65**	**359**	**33**	**2**	**3,661**	**333**	**19**

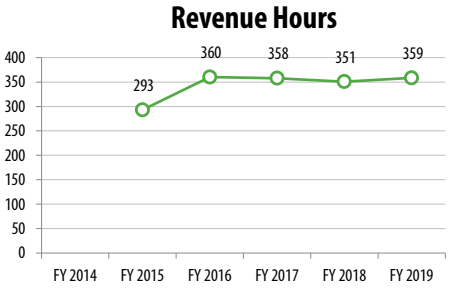
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$52,040	$4,731	$275	$7,327	$666	$39	$44,713	$4,065	$237
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$52,040**	**$4,731**	**$275**	**$7,327**	**$666**	**$39**	**$44,713**	**$4,065**	**$237**

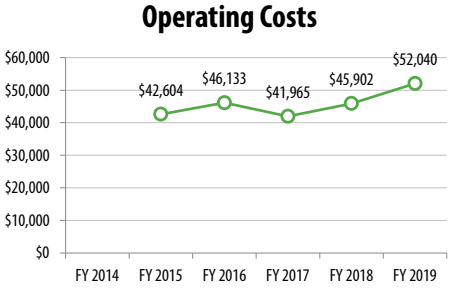
	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	33.5	$3.61		14.1%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**33.5**	**$3.61**	**$145.16**	**14.1%**

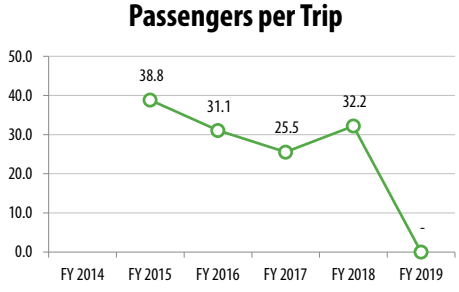
Historic Trends

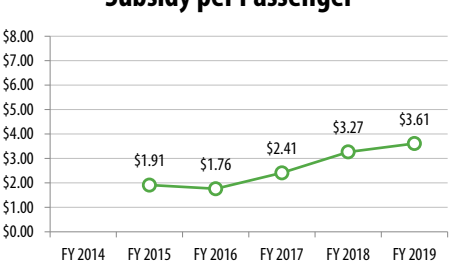
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	17,858	360	$46,133	$14,660	$31,473	31.1	$1.76	$128.08	31.8%
FY 2017	13,738	358	$41,965	$8,847	$33,118	25.5	$2.41	$117.29	21.1%
FY 2018	12,168	351	$45,902	$6,145	$39,757	32.2	$3.27	$130.85	13.4%
FY 2019	12,377	359	$52,040	$7,327	$44,713	-	$3.61	$145.16	14.1%

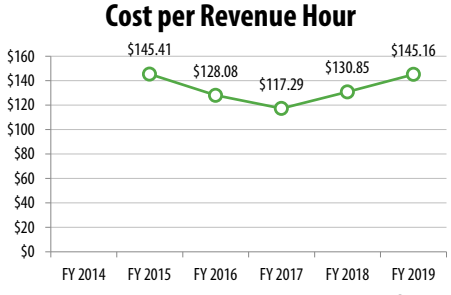














219
Local Connector

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

FY 2019 Farebox Recovery: 9%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	40,186	3,349	159	5,105	425	20	60,813	5,068	241
Saturday	5,225	435	100	635	53	12	10,931	911	210
Sunday	4,601	383	75	745	62	12	12,823	1,069	210
Total	**50,012**	**4,168**	**137**	**6,485**	**540**	**18**	**84,567**	**7,047**	**232**

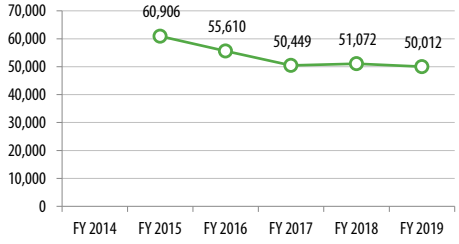
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$516,044	$43,004	$2,048	$50,087	$4,174	$199	$465,957	$38,830	$1,849
Saturday	$66,022	$5,502	$1,270	$5,465	$455	$105	$60,557	$5,046	$1,165
Sunday	$77,510	$6,459	$1,271	$5,138	$428	$84	$72,372	$6,031	$1,186
Total	**$659,576**	**$54,965**	**$1,807**	**$60,690**	**$5,058**	**$166**	**$598,886**	**$49,907**	**$1,641**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	7.9	$11.60		9.7%
Saturday	8.2	$11.59		8.3%
Sunday	6.2	$15.73		6.6%
Total	**7.7**	**$11.97**	**$101.70**	**9.2%**

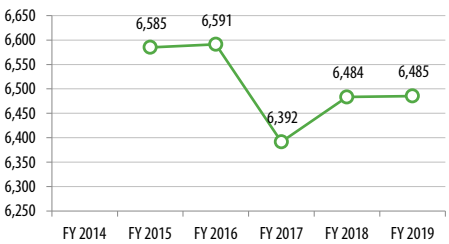
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	55,610	6,591	$590,663	$73,164	$517,499	8.4	$9.31	$89.61	12.4%
FY 2017	50,449	6,392	$591,224	$64,101	$527,123	7.9	$10.45	$92.50	10.8%
FY 2018	51,072	6,484	$665,412	$64,723	$600,689	7.9	$11.76	$102.63	9.7%
FY 2019	50,012	6,485	$659,576	$60,690	$598,886	7.7	$11.97	$101.70	9.2%

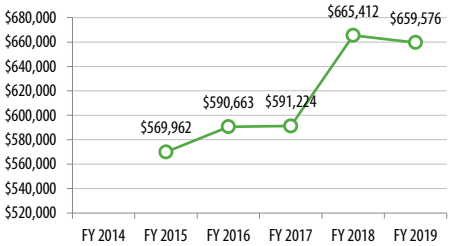
Passengers



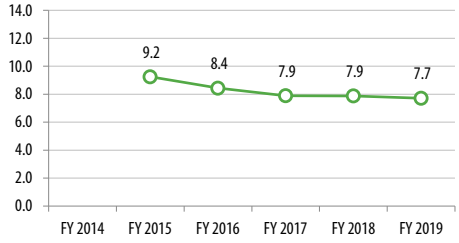
Revenue Hours



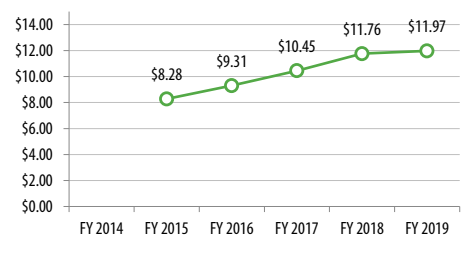
Operating Costs



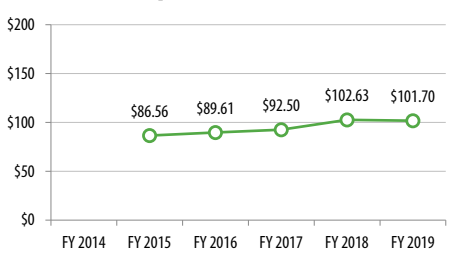
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour



228
Local Connector



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

FY 2019 Farebox Recovery: **10%**
% transfer (to route): **-**
% Clipper usage: **-**

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	62,650	5,221	249	7,237	603	29	65,594	5,466	260
Saturday	9,256	771	178	1,291	108	25	12,401	1,033	238
Sunday	6,629	552	109	1,517	126	25	14,562	1,213	239
Total	**78,535**	**6,545**	**215**	**10,045**	**837**	**28**	**92,556**	**7,713**	**254**

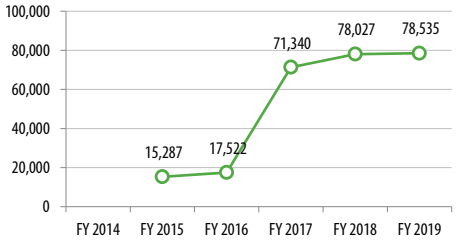
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$704,788	$58,732	$2,797	$75,225	$6,269	$299	$629,563	$52,464	$2,498
Saturday	$126,580	$10,548	$2,434	$11,726	$977	$226	$114,854	$9,571	$2,209
Sunday	$148,905	$12,409	$2,441	$9,302	$775	$152	$139,603	$11,634	$2,289
Total	**$980,273**	**$81,689**	**$2,686**	**$96,253**	**$8,021**	**$264**	**$884,020**	**$73,668**	**$2,422**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	8.7	$10.05		10.7%
Saturday	7.2	$12.41		9.3%
Sunday	4.4	$21.06		6.2%
Total	**7.8**	**$11.26**	**$97.59**	**9.8%**

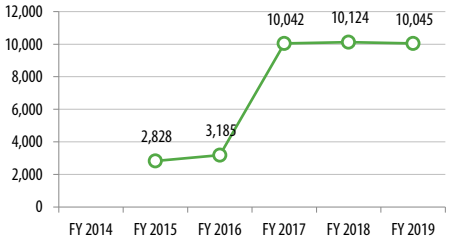
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	17,522	3,185	$280,634	$28,092	$252,542	5.5	$14.41	$88.12	10.0%
FY 2017	71,340	10,042	$904,806	$103,912	$800,894	7.1	$11.23	$90.10	11.5%
FY 2018	78,027	10,124	$1,007,459	$103,529	$903,930	7.7	$11.58	$99.52	10.3%
FY 2019	78,535	10,045	$980,273	$96,253	$884,020	7.8	$11.26	$97.59	9.8%

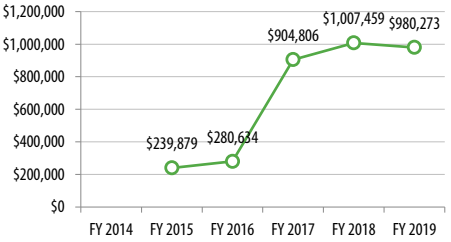
Passengers



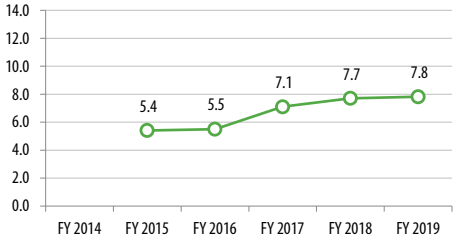
Revenue Hours



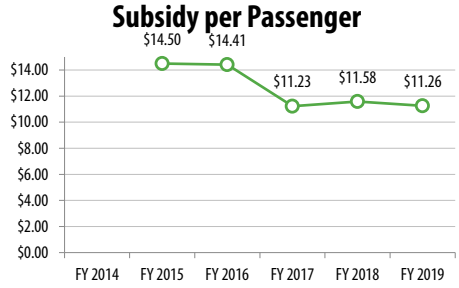
Operating Costs



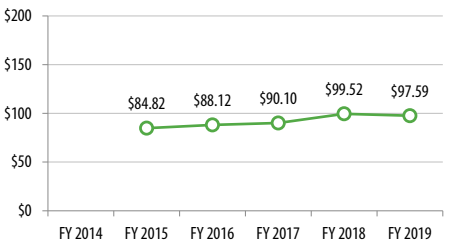
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





233
Local Connector

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

FY 2019 Farebox Recovery: **10%**
% transfer (to route): **-**
% Clipper usage: **-**

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	34,514	2,876	137	3,293	274	13	38,650	3,221	153
Saturday	3,851	321	74	490	41	9	5,829	486	112
Sunday	3,236	270	53	574	48	9	6,824	569	112
Total	**41,601**	**3,467**	**114**	**4,358**	**363**	**12**	**51,303**	**4,275**	**141**

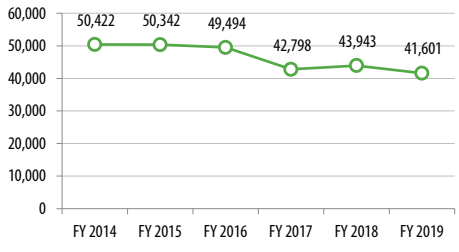
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$328,644	$27,387	$1,304	$36,341	$3,028	$144	$292,303	$24,359	$1,160
Saturday	$48,964	$4,080	$942	$4,256	$355	$82	$44,708	$3,726	$860
Sunday	$57,430	$4,786	$941	$3,787	$316	$62	$53,643	$4,470	$879
Total	**$435,038**	**$36,253**	**$1,192**	**$44,384**	**$3,699**	**$122**	**$390,654**	**$32,555**	**$1,070**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	10.5	$8.47		11.1%
Saturday	7.9	$11.61		8.7%
Sunday	5.6	$16.58		6.6%
Total	**9.5**	**$9.39**	**$99.84**	**10.2%**

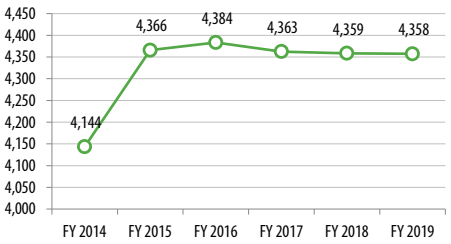
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	49,494	4,384	$388,005	$59,296	$328,709	11.3	$6.64	$88.51	15.3%
FY 2017	42,798	4,363	$399,203	$52,001	$347,202	9.8	$8.11	$91.51	13.0%
FY 2018	43,943	4,359	$441,126	$47,757	$393,369	10.1	$8.95	$101.21	10.8%
FY 2019	41,601	4,358	$435,038	$44,384	$390,654	9.5	$9.39	$99.84	10.2%

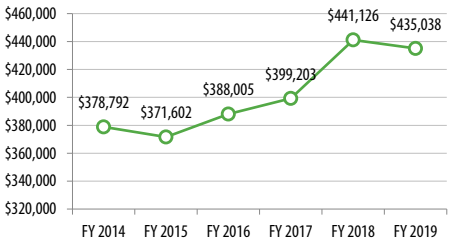
Passengers



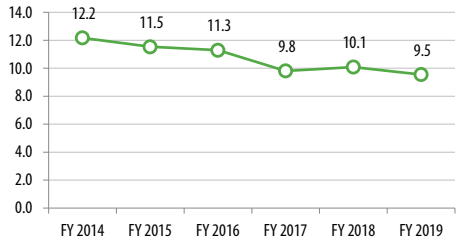
Revenue Hours



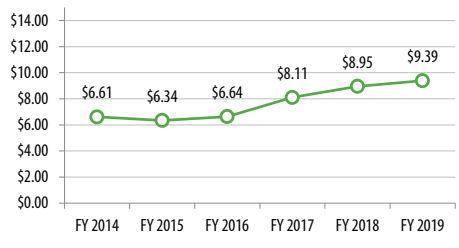
Operating Costs



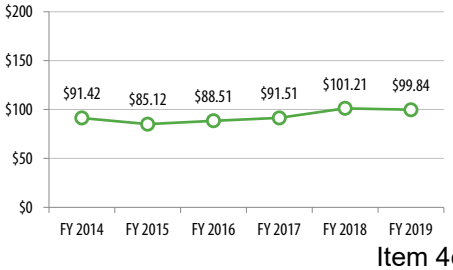
Passengers per Revenue Hour



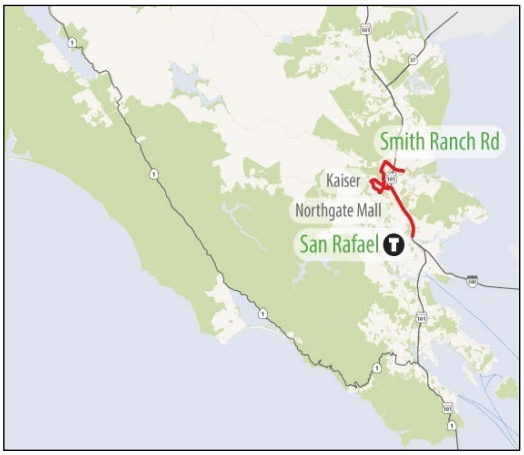
Subsidy per Passenger



Cost per Revenue Hour



245
Local Connector



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

FY 2018 Farebox Recovery: **13%**
% transfer (to route): **-**
% Clipper usage: **-**

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	43,197	3,600	171	3,000	250	12	28,614	2,384	114
Saturday	4,138	345	80	631	53	12	5,890	491	113
Sunday	3,761	313	62	715	60	12	6,667	556	109
Total	**51,096**	**4,258**	**140**	**4,347**	**362**	**12**	**41,171**	**3,431**	**113**

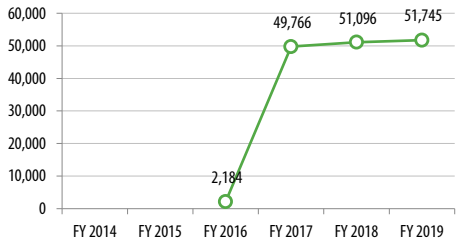
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$298,685	$24,890	$1,185	$43,321	$3,610	$172	$255,364	$21,280	$1,013
Saturday	$62,778	$5,232	$1,207	$5,518	$460	$106	$57,260	$4,772	$1,101
Sunday	$71,104	$5,925	$1,166	$5,314	$443	$87	$65,790	$5,483	$1,079
Total	**$432,567**	**$36,047**	**$1,185**	**$54,153**	**$4,513**	**$148**	**$378,414**	**$31,535**	**$1,037**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	14.4	$5.91		14.5%
Saturday	6.6	$13.84		8.8%
Sunday	5.3	$17.49		7.5%
Total	**11.8**	**$7.41**	**$99.52**	**12.5%**

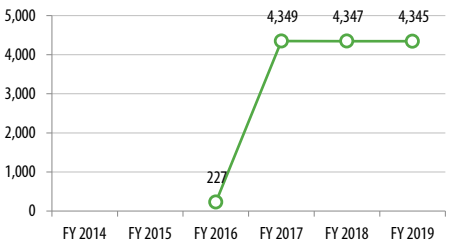
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	2,184	227	$19,695	$3,137	$16,558	9.6	$7.58	$86.95	15.9%
FY 2017	49,766	4,349	$391,596	$56,968	$334,628	11.4	$6.72	$90.04	14.5%
FY 2018	51,096	4,347	$432,567	$54,153	$378,414	11.8	$7.41	$99.52	12.5%
FY 2019	51,745	4,345	$424,140	$50,902	$373,238	11.9	$7.21	$97.62	12.0%

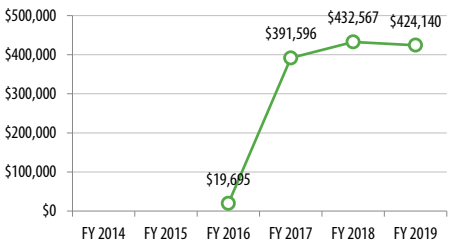
Passengers



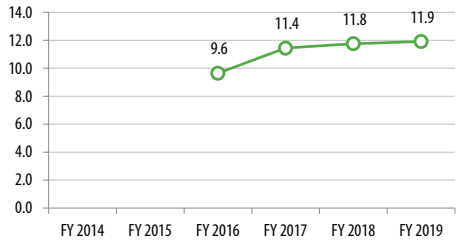
Revenue Hours



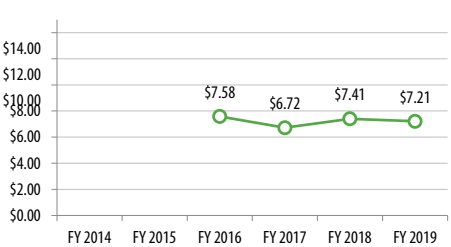
Operating Costs



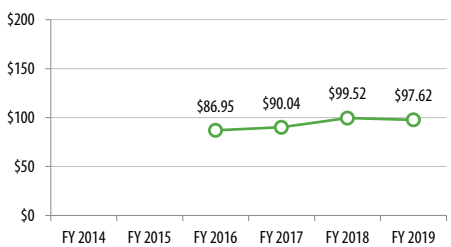
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





251
Local Connector

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

FY 2019 Farebox Recovery: **10%**
% transfer (to route): **-**
% Clipper usage: **-**

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	79,773	6,648	317	6,726	561	27	95,283	7,940	378
Saturday	11,812	984	227	1,290	108	25	18,058	1,505	347
Sunday	11,236	936	184	1,514	126	25	21,184	1,765	347
Total	**102,821**	**8,568**	**282**	**9,530**	**794**	**26**	**134,526**	**11,210**	**369**

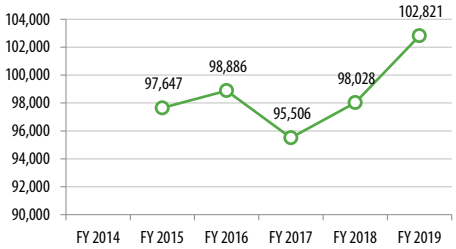
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$682,143	$56,845	$2,707	$69,922	$5,827	$277	$612,221	$51,018	$2,429
Saturday	$130,822	$10,902	$2,516	$11,681	$973	$225	$119,141	$9,928	$2,291
Sunday	$153,724	$12,810	$2,520	$11,739	$978	$192	$141,985	$11,832	$2,328
Total	**$966,689**	**$80,557**	**$2,648**	**$93,342**	**$7,779**	**$256**	**$873,347**	**$72,779**	**$2,393**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	11.9	$7.67		10.3%
Saturday	9.2	$10.09		8.9%
Sunday	7.4	$12.64		7.6%
Total	**10.8**	**$8.49**	**$101.44**	**9.7%**

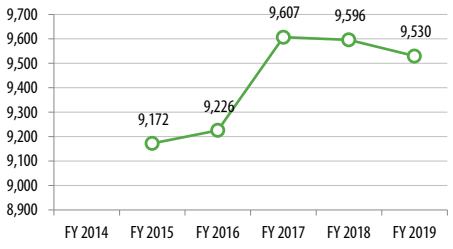
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	98,886	9,226	$831,623	$120,959	$710,664	10.7	$7.19	$90.14	14.5%
FY 2017	95,506	9,607	$889,019	$101,823	$787,196	9.9	$8.24	$92.54	11.5%
FY 2018	98,028	9,596	$982,992	$93,853	$889,139	10.2	$9.07	$102.44	9.5%
FY 2019	102,821	9,530	$966,689	$93,342	$873,347	10.8	$8.49	$101.44	9.7%

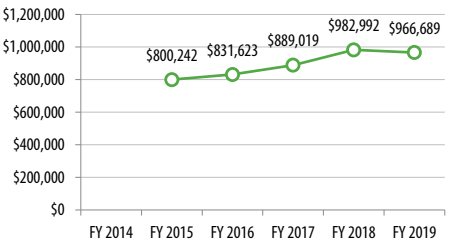
Passengers



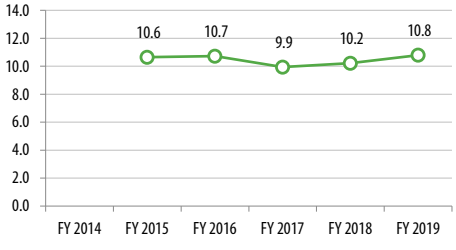
Revenue Hours



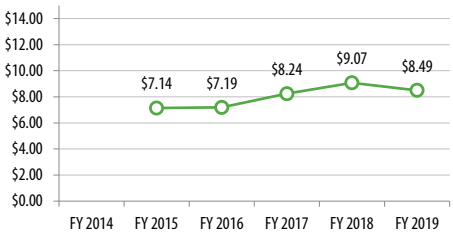
Operating Costs



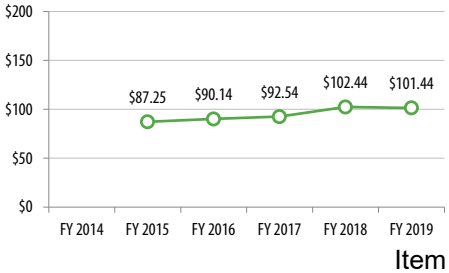
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





257
Local Connector

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

FY 2019 Farebox Recovery: **9%**
% transfer (to route): **-**
% Clipper usage: **-**

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	65,154	5,430	259	7,641	637	30	85,669	7,139	340
Saturday	-	-	-	-	-	-	-	-	-
Sunday	12	-	-	-	-	-	-	-	-
Total	**65,166**	**5,431**	**259**	**7,641**	**637**	**30**	**85,669**	**7,139**	**340**

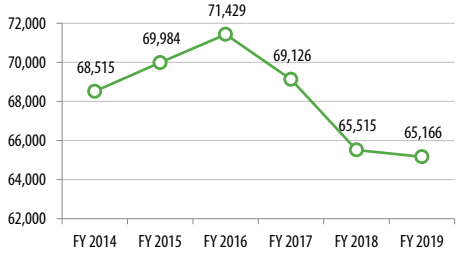
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$759,632	$63,303	$3,014	$68,858	$5,738	$273	$690,774	$57,565	$2,741
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$22	$ -	$ -	($22)	$ -	$ -
Total	**$759,632**	**$63,303**	**$3,014**	**$68,880**	**$5,740**	**$273**	**$690,752**	**$57,563**	**$2,741**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	8.5	$10.60		9.1%
Saturday	-	$ -		- %
Sunday	#DIV/0!	($1.83)		- %
Total	**8.5**	**$10.60**	**$99.42**	**9.1%**

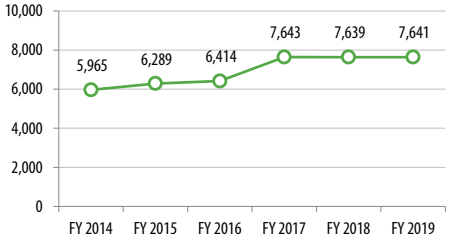
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	71,429	6,414	$575,805	$83,288	$492,517	11.1	$6.90	$89.77	14.5%
FY 2017	69,126	7,643	$697,953	$82,621	$615,332	9.0	$8.90	$91.32	11.8%
FY 2018	65,515	7,639	$770,914	$75,202	$695,712	8.6	$10.62	$100.92	9.8%
FY 2019	65,166	7,641	$759,632	$68,880	$690,752	8.5	$10.60	$99.42	9.1%

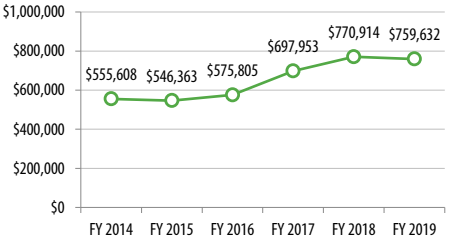
Passengers



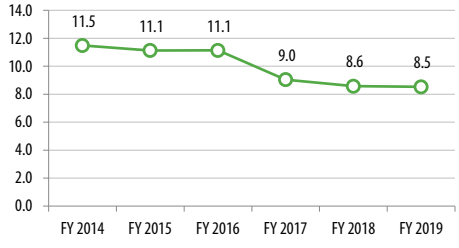
Revenue Hours



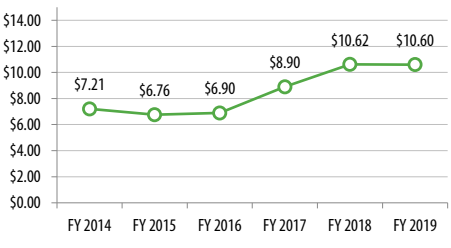
Operating Costs



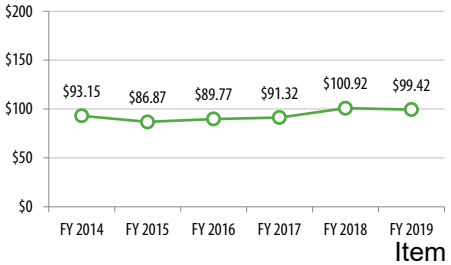
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour



Hdn Valley

Yellow Bus



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

FY 2019 Farebox Recovery: 28%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	8,219	747	42	181	16	1	1,647	150	8
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**8,219**	**747**	**42**	**181**	**16**	**1**	**1,647**	**150**	**8**

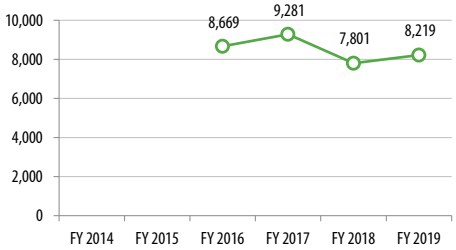
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$125,918	$11,447	$646	$34,691	$3,154	$178	$91,227	$8,293	$468
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$125,918**	**$11,447**	**$646**	**$34,691**	**$3,154**	**$178**	**$91,227**	**$8,293**	**$468**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	45.4	$11.10		27.6%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**45.4**	**$11.10**	**$695.68**	**27.6%**

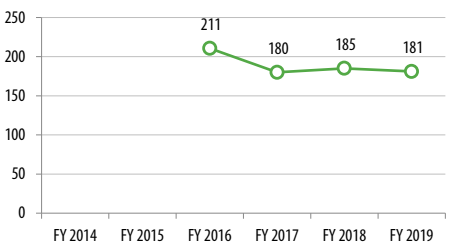
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	8,669	211	$140,482	$25,658	$114,824	41.2	$13.25	$667.06	18.3%
FY 2017	9,281	180	$124,763	$32,170	$92,593	51.6	$9.98	$693.13	25.8%
FY 2018	7,801	185	$119,489	$30,331	$89,158	42.2	$11.43	$645.89	25.4%
FY 2019	8,219	181	$125,918	$34,691	$91,227	45.4	$11.10	$695.68	27.6%

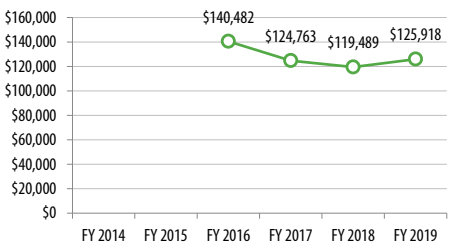
Passengers



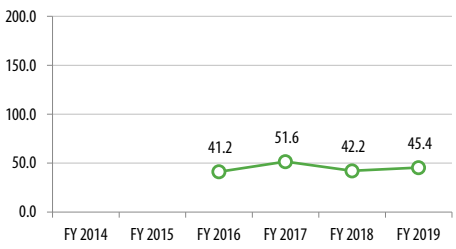
Revenue Hours



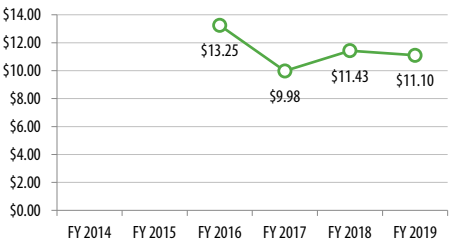
Operating Costs



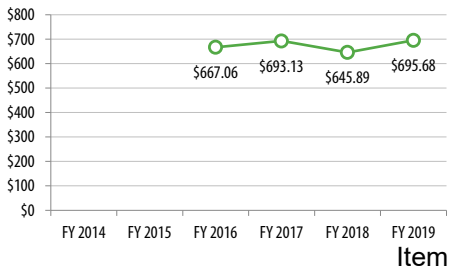
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour



White Hill

Yellow Bus



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

FY 2019 Farebox Recovery: 69%
% transfer (to route): -
% Clipper usage: -

FY 2018/19 DATA

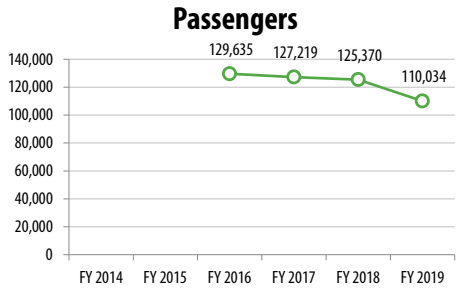
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	125,370	11,397	643	1,095	100	6	12,432	1,130	64
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**125,370**	**11,397**	**643**	**1,095**	**100**	**6**	**12,432**	**1,130**	**64**

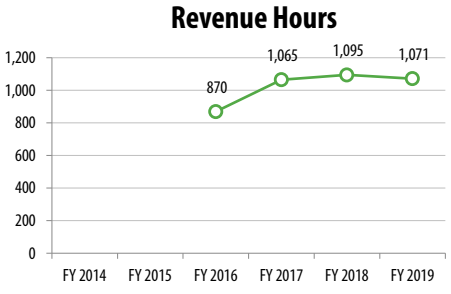
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$707,377	$64,307	$3,628	$487,153	$44,287	$2,498	$220,224	$20,020	$1,129
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$707,377**	**$64,307**	**$3,628**	**$487,153**	**$44,287**	**$2,498**	**$220,224**	**$20,020**	**$1,129**

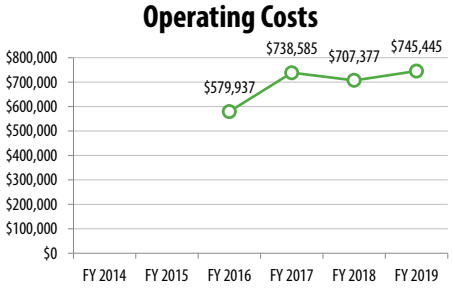
	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	114.5	$1.76		68.9%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**114.5**	**$1.76**	**$646.01**	**68.9%**

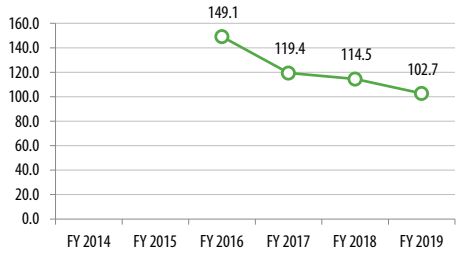
Historic Trends

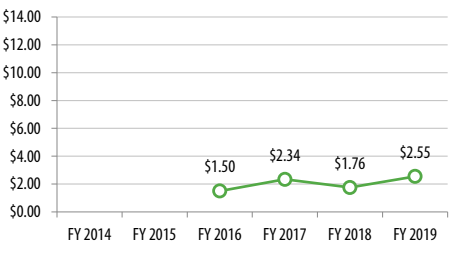
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	129,635	870	$579,937	$385,753	$194,184	149.1	$1.50	$666.98	66.5%
FY 2017	127,219	1,065	$738,585	$440,896	$297,689	119.4	$2.34	$693.25	59.7%
FY 2018	125,370	1,095	$707,377	$487,153	$220,224	114.5	$1.76	$646.01	68.9%
FY 2019	110,034	1,071	$745,445	$465,141	$280,304	102.7	$2.55	$695.77	62.4%

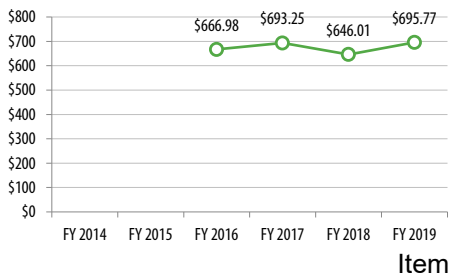












marin transit

711 grand ave, #110
san rafael, ca 94901

ph: 415.226.0855
fax: 415.226.0856
marintransit.org

November 18, 2019

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

SUBJECT: Marin Transit FY 2018/19 Year End Financial Report

Dear Board Members:

RECOMMENDATION: Accept report.

SUMMARY:
The attached report presents Marin County Transit District's (Marin Transit) Year End Financial Report for Fiscal Year 2018/19. The report provides numbers on a full accrual basis, consistent with Generally Accepted Accounting Principles (GAAP). These numbers may be subject to adjustments based on the Fiscal Year 2018/19 audited statements that will be completed in December 2019.

Fiscal Year 2018/19 (July 1, 2018 -June 30, 2019) was the third year of the expanded fixed route operations that started in June 2016. The cost of fixed route service operations increased as a result of new competitively bid fixed service contracts. The largest increase was for rural and seasonal services, which are more costly to operate and include the Muir Woods shuttle and supplemental school routes. Fuel costs also increased significantly with the rising price of diesel fuel. Marin Transit maintained service levels on yellow bus operations and rural west Marin fixed route service. Marin Access services were comparable to the prior year. The District added an on-demand pilot program, the Marin Transit Connect.

In FY2018/19, the expenditures for the District's Operations and Capital Programs were $34.1 million. Operation expenses were seven percent higher than the prior year and six percent below budget. Operation revenues were seven percent higher than the prior year and three percent below budget. The District provided less than one percent fewer fixed route revenue service hours and maintained the same level of yellow bus service. Marin Transit provided four percent more trips on its Marin Access programs that serve older adults and people with disabilities.

Marin Transit ended Fiscal Year 2018/19 in a strong financial position. Continued property tax and sales tax revenue growth

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alternate
city of novato

combined with new state funding from the State SB1 gas tax increase allowed the District to sustain increased service levels, invest in new vehicles, and increase District reserves to $27.2 million. Marin Transit is actively looking for land to invest in a District-owned maintenance and parking facility. A Marin Transit facility will reduce contracting risks, help ensure sustainability for the District, and enable the District to invest in electric vehicle charging infrastructure. Reauthorization of the transportation sales tax measure in November 2018 ensures stable baseline funding for local transit operations.

Marin Transit is updating the District's Short Range Transit Plan (SRTP), which reviews ten-year revenue and expense projections and, if applicable, evaluates options for reinvesting available resources.

Highlights from the year-end report include:

- Between July 1, 2018 and June 30, 2019 (Fiscal Year 2018/19), Marin Transit's total expenditures for Operations and Capital Programs were $34.1 million;
- The District has a fully funded emergency reserve and contingency reserve equivalent to six months of operating expenses. In addition, the District contributed $839,602 to the Capital Reserve;
- Operation expenses were seven percent higher than the previous year, and expenses were six percent below budget. Operation revenues were seven percent higher than the prior year, and three percent below budget;
- The District continued to operate the expanded fixed route service for the third fiscal year and maintained the same level of yellow school bus service;
- Local paratransit revenue hours increased one percent while ridership declined;
- The District added a new grant-funded pilot project for on-demand app-based transit service (Marin Transit Connect) in a designated service area in San Rafael;
- Marin Transit completed construction of federally funded bus stop improvements; and
- The District purchased eight vehicles including new state funded vehicles to reduce overcrowding on supplemental school routes and the District's first electric buses.

FISCAL/STAFFING IMPACT: None associated with this report.

Respectfully submitted,

Lauren Gradia
Director of Finance and Capital Programs

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

Attachment A

Marin County Transit District
Year End FY 2018/19 Financial Report

Summary

Fiscal Year 2018/19 (July 1, 2018 -June 30, 2019) was the third year of the expanded fixed route operations that started in June 2016. Fixed route service operations costs increased as a result of new competitively bid fixed route service contracts, with the largest cost increases on rural and seasonal service that are more costly to operate. These include the Muir Woods shuttle and supplemental school routes. Fuel costs also increased significantly with the rising price of diesel fuel. Marin Transit maintained service levels on yellow bus operations and rural west Marin fixed route service. Marin Access service levels were comparable to the prior year. The District added a new service, the Marin Transit Connect on-demand pilot program.

In FY2018/19, expenditures for the District's Operations and Capital Programs were $34.1 million (Table 1). Operation expenses were 7% higher than the prior year and 6% below budget. Operation revenues were 7% higher than the prior year and 3% below budget. The District provided <1% fewer fixed route revenue service hours and maintained the same level of yellow bus service. Marin Transit provided 4% more trips on its Marin Access programs that serve older adults and people with disabilities.

Marin Transit ended Fiscal Year 2018/19 in a strong financial position. Continued property tax and sales tax revenue growth combined with new state funding from the State SB1 gas tax increase allowed the District to sustain increased service levels, invest in new vehicles, and increase District reserves to $27.2 million. Marin Transit is actively looking for land to invest in a District-owned maintenance and parking facility to reduce contracting risk, help ensure sustainability for the District, and invest in electric vehicle charging infrastructure. Reauthorization of the transportation sales tax measure in November 2018 ensures stable baseline funding for local transit operations. Marin Transit is updating the District's Short Range Transit Plan (SRTP), which includes reviewing ten-year revenue and expense projections and, if applicable, evaluating options to reinvest available resources.

Table 1: Summary

	FY 2017/18 Actual	FY2018/19 Original Budget	FY 2018/19 Revised Budget	FY 2018/19 Actual	Percent Total Budget Used
Operations	*32,344,147*	*35,552,321*	*35,558,675*	*34,660,941*	*97%*
Capital	*11,485,678*	*11,333,301*	*12,890,101*	*3,587,683*	*28%*
Total Revenue	***43,829,824***	***46,885,622***	***48,448,776***	***38,248,624***	***79%***
Operations	*28,610,278*	*32,464,675*	*32,471,027*	*30,563,140*	*94%*
Capital	*11,517,302*	*14,333,301*	*15,890,101*	*3,587,683*	*23%*
Total Expenditures	***40,127,579***	***46,797,976***	***48,361,127***	***34,150,824***	***71%***
Net Change in Fund Balance	**$3,702,245**	**$87,646**	**$87,649**	**$4,097,800**	
Emergency Reserve	*4,992,037*	*5,410,779*	*5,411,838*	*5,411,838*	
Contingency Reserve	*9,984,074*	*10,821,558*	*10,823,676*	*10,823,676*	
Capital Reserve	*8,160,238*	*6,991,659*	*6,988,485*	*10,998,637*	
Fund Balance (total reserve)	**$23,136,349**	**$23,223,996**	**$23,223,998**	**$27,234,150**	

District Reserve Balance

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

Consistent with the FY2018/19 budget, the District places amounts that exceed budgeted levels for the emergency and contingency reserve in the capital reserve. In FY2018/19, the District added $2.9 million to towards this purpose for a total capital reserve of $11 million (Table 1).

Operations

For the purposes of this report, the Operations Budget includes all revenues and expenses not directly related to purchasing or maintaining the capital infrastructure. Table 3 shows actual FY 2018/19 operations revenues and expenses for the year as they compare to the Adopted Budget. All Budget adjustments are shown in Attachment 1. Operations revenues and expenses were 7% higher than the prior year.

The Operations expenditures (Table 3) enabled Marin Transit to successfully deliver the transit services detailed in Table 2. FY2018/19 was the third year of operation of the major service changes and expansion that began in June 2016. Marin Transit operated the same amount of fixed route revenue service hours in FY2018/19 as FY2017/18 and operated 13% more demand response service hours. Marin Transit biggest increase in service hours was from adding the on-demand service under the Transit Connect pilot project.

Table 2: Fiscal Year 2018/19 Transit Services

Service	FY 2017/18 Revenue Hours	FY18/19 Budgeted Revenue Hours	FY 2018/19 Actual Revenue Hours	% of Budget
Regular Local and Trunk Line	109,518	116,000	108,262	93%
Community Shuttles	42,547	43,500	42,402	97%
Local Supplemental School[1]	6,053	7,100	6,673	94%
Muir Woods Shuttle	5,930	6,810	6,542	96%
West Marin Stagecoach Service	*16,190*	16,400	16,158	99%
Fixed Route Subtotal	***180,238***	***189,810***	***180,037***	**95%**
Novato Dial-A-Ride	2,074	2,400	2,497	104%
Rural Dial A Ride	323	435	371	85%
Transit Connect	0	10,988	6,804	62%
Local Paratransit Service	59,455	62,491	60,218	96%
Demand Response Subtotal	**61,852**	**76,314**	**69,890**	**92%**
Regional Paratransit Service	8,211	9,500	7,430	78%
Yellow School Bus Service	6 buses	6 buses	6 buses	-
Service	**FY2017/18 Actual Trips**	**FY18/19 Estimated Trips**	**FY18/19 Actual Trips**	**% of Estimate**
Catch A Ride	15,002	15,000	14,368	96%
Volunteer Driver	14,989	14,800	14,126	95%

Notes: 1) Includes College of Marin Service

Service	FY 2017/18 Revenue Hours	FY18/19 Budgeted Revenue Hours	FY 2018/19 Actual Revenue Hours	% of Budget
Regular Local and Trunk Line	109,518	116,000	108,262	93%
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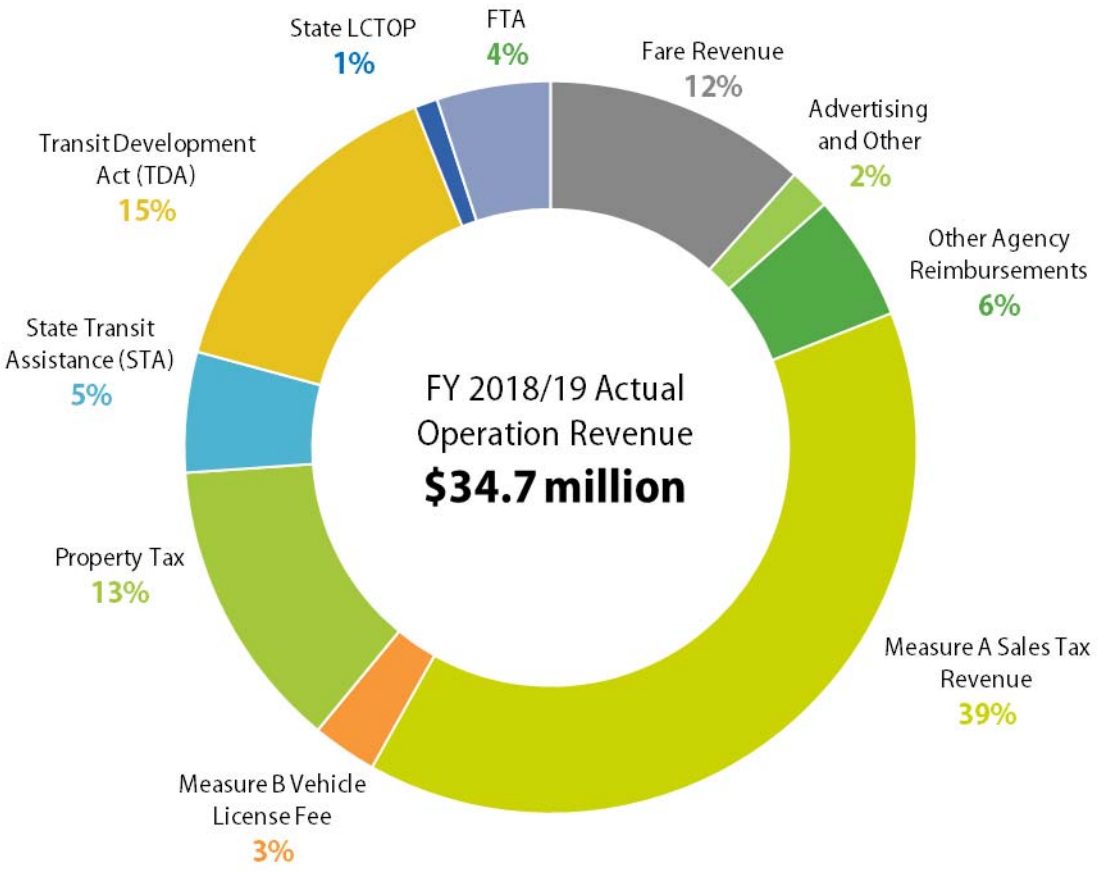
Table 3: Operations FY 2018/19 Actuals (Admin, Local, Rural & Marin Access)

	FY 2017/18 Actual	FY 2018/19 Budget - Revised	FY 2018/19 Actual	Percent Budget Used
Revenue				
Fare Revenue	4,044,536	4,227,620	4,024,376	95%
Advertising & Other Revenue	424,774	412,206	390,093	95%
Reimbursements (GGBHTD, WSW)	1,943,098	2,026,564	1,934,611	95%
Interest	118,552	70,250	198,694	283%
Measure A	13,255,076	14,046,065	13,460,000	96%
Measure A Interest	85,000	85,000	85,000	100%
Measure B	817,779	1,120,000	991,414	89%
Property Taxes	4,294,379	4,436,683	4,557,957	103%
Development Fees	47,832	58,200	48,787	84%
State Transit Assistance (STA)	1,285,220	1,841,702	1,841,702	100%
Transit Development Act (TDA)	4,614,306	5,109,399	5,109,399	100%
Other State	147,950	354,524	354,858	100%
FTA Funds	1,151,839	1,351,823	1,417,148	105%
National Park Service	154,887	458,000	323,523	71%
Transfers to Capital Budget	(41,080)	(39,360)	(76,621)	195%
Total Revenue	**32,344,148**	**35,558,676**	**34,660,941**	**97%**
Expenses				
Salaries and Benefits	2,025,436	2,556,016	2,326,048	91%
Professional Service	555,159	558,531	320,303	57%
Professional Service- Legal	72,323	150,000	74,552	50%
Security and Maintenance	261,036	297,548	260,405	88%
Customer Service	528,266	783,263	596,949	76%
Indirect County Overhead	2,009	2,575	0	0%
Mobility Management Programs	8,363	24,835	7,344	30%
Office Supplies	193,344	223,888	155,764	70%
General Insurance	27,860	29,870	36,166	121%
Contract Service Operation	22,693,306	25,119,706	24,244,754	97%
Membership & Prof Development	20,502	61,800	23,223	38%
Mileage and Travel	15,925	23,690	12,644	53%
Marketing	98,035	243,881	116,675	48%
Communication	171,216	198,436	90,394	46%
Fuel	2,161,544	2,431,546	2,521,500	104%
Vehicle and Parking Leases	23,280	23,980	26,378	110%
Office - Rental and Overhead	98,832	137,000	126,723	92%
Partner Agency Pass Through	85,000	85,000	85,000	100%
Transfers to Capital Budget	(431,158)	(480,538)	(461,682)	96%
Total Expenses	**28,610,278**	**32,471,027**	**30,563,140**	**94%**
Net Revenue Over Expenditures	3,733,870	3,087,649	4,097,801	133%

Revenues

Marin Transit operations revenues were $34.7 million in FY 2018/19. This represents an increase of $2.3 million (7%) over the prior year (Table 3). The District continued to have a diverse set of revenue sources to fund transit operations (Figure 1). Measure A Local Sales Tax was the largest single source of funding, and the District claimed $13.5 million in Measure A revenues for operations. Measure A funds are claimed on a reimbursement basis and are dependent on the District's expenditures.

Figure 1: Operations Revenue Sources for FY 2018/19



Revenue variances of more than $100,000 are shown in Table 4. The biggest variances were due to increases in state funding for transit operations. State Transit Assistance and Transportation Development Act funding increased significantly due to increase availability of funding under Senate Bill 1 (SB1), which increased the gas tax. State funding under the Cap and Trade Low Carbon Transit Operations Program increased significantly. In future years, Marin Transit will use these funds to help finance the purchase of zero-emission vehicles. Measure B vehicle license fee funding increased significantly due to new expenditures on the accessible on-demand service (Marin Transit Connect). Measure A expenditure on operations increased only slightly, $204,924 (2%) more than the prior year. Property tax revenues continued to have strong growth in Marin County, and the District received $263,578 (6%) more than the prior year.

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

Revenue Category	FY 2018/19 Actual	Variance from Prior Year		Notes
		Amount ($)	%	
Measure A	$13,460,000	$204,924	2%	Increased expenditure of prior year funds on local transit
Measure B	$991,414	$173,635	21%	Increased expenditure on accessible on-demand service
Property Tax	$4,557,957	$263,578	6%	Continued strong growth of Marin County property tax
State Transit Assistance	$1,841,702	$556,482	43%	Increase in available funds
Transportation Development Act	$5,109,399	$495,093	11%	Increase in available funds
Other State	$354,858	$206,908	140%	Increase in LCTOP funding for 2017 route expansions

Expenses

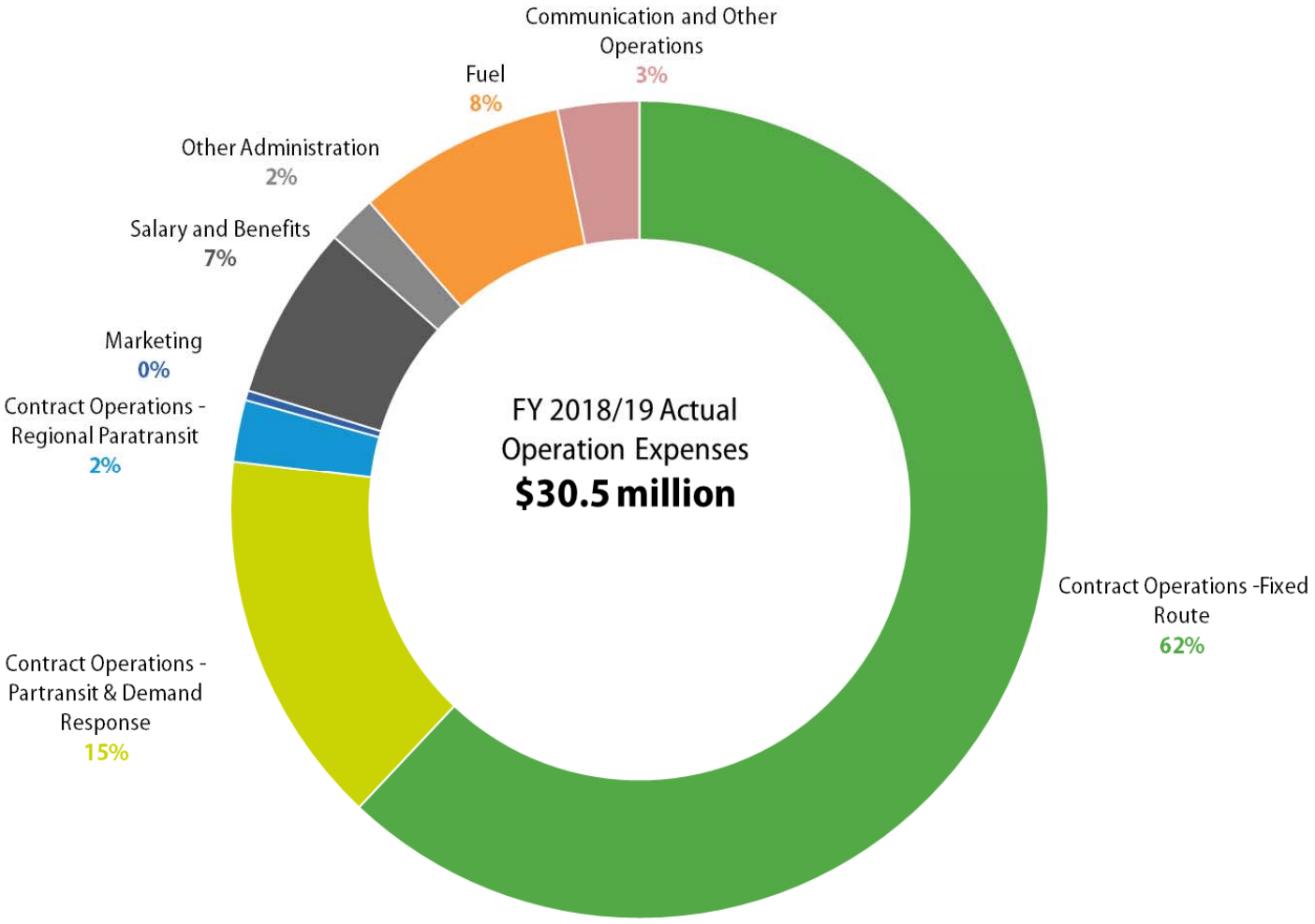
Marin Transit's FY 2018/19 operations expenses of $30.5 million (Table 3) were 7% higher than in FY2017/18 and 6% below the budget. With these funds, the District provided a similar level of fixed route service to the prior year and increased the amount of on-demand service including a new service, Marin Transit Connect. Fuel prices continued to increase significantly for a second year and were 17% higher than in the prior year.

Contract service operations expenses were 79% of total operations costs (Figure 2, 62% Fixed Route, 15% Local Paratransit, and 2% Regional Paratransit Operations). Expense variations greater than $100,000 from the prior year are shown in Table 5. A more detailed discussion of expenses is provided in the program area budgets.

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

Expense Category	FY 2018/19 Actual	Variance from Prior Year		Notes
		Amount ($)	%	
Salaries and Benefits	$2,326,048	$300,612	15%	Filled vacant positions
Consultant Services	$320,303	($234,856)	-42%	Decrease in temporary staff and marketing support costs
Contract Service Operation	$24,244,754	$1,551,448	7%	New Transit Connect service and increased contract rates
Fuel	$2,521,500	$359,956	17%	Increased fuel prices plus additonal service

Figure 2: Systemwide Operations Expense Categories for FY2018/19



As defined by the Measure A sales tax expenditure sub-strategies, Marin Transit accounts for expenses by program area. Financial highlights from each program area are summarized below.

Administration

The Administration budget includes revenues and expenses shared by all program areas. While these items are budgeted and recorded in 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 them to the full cost of programs.

Administrative revenue for the District is primarily comprised of Property Tax revenue. Property tax revenue continued to have strong growth (6%). Overall Administrative revenue increased 7%.

Marin Transit's Administrative expenses include staff salaries, benefits, and associated office space. Actual administrative costs were 14% under budget and increased 11% from the prior year. The increase was primarily from increased salary and benefit costs as vacant positions were filled and for increased office rental costs for the additional space at the 711 Grand Ave office. The District hired three new staff members: a Planning Analyst, an Operations Analyst, and a Mobility Analyst. Based on payroll hours, Marin Transit employees 15.1 FTEs, due to staff leaving the agency, Marin Transit ended FY2018/19 with 14.4 regular employee FTE's and two vacant positions. All regular employees working a minimum of 20 hours a week receive contributions to a Governmental 401(a) single employer defined contribution pension plan (the Plan). District contributions are based on years of service and are made into individual employee accounts under the Plan. A report of contributions, total balances, and investment returns is provided in Attachment 2.

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

	FY 2017/18	FY 2018/19
Budget	15.6	16.4
Actual	14.5	15.1

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

Insurance expenses increased 30% based on growth in the District's payroll expenses and budget and exceeded the budgeted amount. All other administrative expenses were at or below the budgeted level.

Table 7: Administration FY 2018/19 Actuals

		FY 2017/18 Actual	FY 2018/19 Budget Original	FY 2018/19 Budget Revised	FY 2018/19 Actual	Percent Budget Used
Revenue						
4070400	Interest	118,552	70,250	70,250	198,694	283%
4079950	Development Fees	19,358	18,200	18,200	20,494	113%
4079954	Residual ABX 126	23,474	40,000	40,000	28,293	71%
4080101	PropTax-CurrntSecured	3,770,414	3,947,211	3,947,211	4,020,242	102%
4080102	County Fee-Admin Basic Tax	-59,624	-62,681	-62,681	-61,406	98%
4080103	Property Tax-Unitary	35,759	35,000	35,000	38,901	111%
4080104	PropTax-CurrntUnSecur	75,311	73,000	73,000	73,364	100%
4080105	Educ Rev Augm Fund-Redist	374,098	350,000	350,000	388,770	111%
4080106	PropTax-Supp CY SECR	91,626	87,685	87,685	91,711	105%
4080107	PropTax-Supp Unsecured	1,311	1,000	1,000	791	79%
4080108	PropTax-Redemtion	1,516	1,500	1,500	2,693	180%
4080109	PropTax-Prior Unsecured	3,969	3,968	3,968	2,891	73%
4119940	Other	485	300	300	436	145%
Subtotal Revenue		**4,456,249**	**4,565,433**	**4,565,433**	**4,805,874**	**105%**
4700001	Property Tax Transfer	(327,767)	(961,798)	(961,797)	(554,339)	58%
Net Revenue		**4,128,482**	**3,603,635**	**3,603,636**	**4,251,535**	**118%**
Expense						
5010200	Salaries	1,289,452	1,673,909	1,673,909	1,462,869	87%
5030301	Benefits[1]	735,983	882,107	882,107	863,179	98%
5030301	Consultant Services	156,324	175,000	175,000	102,200	58%
5030304	Prof Services – Legal	72,323	150,000	150,000	74,552	50%
5030305	Prof Svcs - Audit	31,091	32,561	32,561	30,011	92%
5049901	Office Supplies	7,726	14,000	14,000	7,471	53%
5049902	Small Furn/Equip	5,494	13,000	13,000	4,230	33%
5049903	Software Maintenance	57,032	60,000	60,000	59,386	99%
5049904	Copier Suppl & Srvc	8,382	9,167	9,167	8,276	90%
5049905	Postage	883	3,090	3,090	1,025	33%
5049906	Computers	23,077	20,000	20,000	16,184	81%
5050201	Communication - Phone	26,028	31,230	31,230	24,931	80%
5060301	Insurance - Gen Liability	27,860	29,870	29,870	36,166	121%
5090101	Memberships & Prof Dev.	20,502	61,800	61,800	23,223	38%
5090202	Mileage and Travel	15,925	23,690	23,690	12,644	53%
5090801	Marketing	7,531	12,731	12,731	8,938	70%
5100401	County Fee - Special District	2,009	2,575	2,575	0	0%
5121200	Office Rental	98,832	137,000	137,000	126,723	92%
Subtotal Expense		**2,586,454**	**3,331,730**	**3,331,730**	**2,862,008**	**86%**
5100100	Salary/Benefit Transfers	(1,879,313)	(2,341,936)	(2,341,936)	(2,257,540)	96%
5100101	Transfer Overhead	(312,530)	(473,809)	(473,809)	(450,733)	95%
Net Expense		**394,611**	**515,985**	**515,985**	**153,735**	**30%**

Notes: 1) Salary associated with Sick, Vacation and Holidays included in Benefits

Local Service

The Local Service budget (Table 8) includes all revenues and expenses related to the provision of fixed route service and general purpose dial-a-ride (excluding rural). Local service includes the regular trunk line routes, Community Shuttles, supplemental school service, general purpose on-demand services, and the Muir Woods Shuttle service. Marin Transit expanded service in June 2016 by 19%. The District evaluated the expanded service based on performance metrics and reallocated service hours in FY2017/18 and maintained the increased level of revenue service hours (Figure 3). Total expenses for local service increased $1.1 million (6%) over the previous fiscal year, a similar increase to the prior year. The cost increases were primarily in purchased transportation ($782,000, 5%) and were due to increased contract rates and rising fuel prices ($210,000, 14%). Unlinked passenger trips declined slightly (Figure 4). The District's annual performance report provides more analysis of ridership trends.

Local Service revenues are primarily from State Transit Assistance (STA), Transit Development Act (TDA), local Measure A, and fare revenue. State revenue for local transit increased significantly in FY2018/19 due to increased state gas tax funding.

Marin Transit expended the following discretionary grant funds for local service in FY 2018/19:

FY 2018/19 Expenditure	Total Grant Award	Program	Source
$128,676	$128,676	Expanded fixed route service	State, Low Carbon Transit Program funds, LCTOP

Table 8: Local Service FY 2018/19 Actuals

		FY 2017/18 Actual	FY 2018/19 Budget Original	FY 2018/19 Budget Revised	FY 2018/19 Actual	Percent Budget Used
Revenue						
4020000	Special Fares - Paid by Another Agcy	452,559	416,387	416,387	686,293	165%
4060301	Advertising Revenue	280,788	245,552	245,552	240,960	98%
4070301	Lease of Property	143,986	166,654	166,654	149,133	89%
4070500	Donations	5,000	0	0	0	-
4090101	Fee For Service	1,679	0	0	1,725	-
4092001	Measure A Sales Tax	9,759,362	10,173,000	10,173,000	9,822,215	97%
4092003	Measure A Sales tax - Interest	85,000	85,000	85,000	85,000	100%
4110101	State Transit Assistance	1,224,816	1,744,814	1,744,814	1,738,330	100%
4110102	Transportation Development Act (TDA)	4,614,306	5,109,399	5,109,399	5,109,399	100%
4119904	State - Low Carbon Transit Program	128,676	335,724	335,724	335,795	100%
4139910	Fed - FTA 5307 (JARC)	222,210	0	0	0	-
4139951	National Park Service	154,736	458,000	458,000	323,371	71%
4139961	Fed- FTA 5304 State Planning	20,000	0	0	0	-
4140100	Fare Revenue	2,661,614	2,773,337	2,773,337	2,414,173	87%
Subtotal Revenue		**19,754,732**	**21,507,867**	**21,507,867**	**20,906,394**	**97%**
4700001	Property Tax Transfer	23,281	373,760	378,760	0	0%
4700002	Program Revenue Transfer	85,151	80,000	80,000	81,326	102%
Total Revenue		**19,863,164**	**21,961,627**	**21,966,627**	**20,987,720**	**96%**
Expense						
5030301	Consultant Services	233,346	206,000	206,000	95,480	46%
5030310	Fare Processing Charges	31,948	14,653	14,653	15,923	109%
5030320	Customer Service	267,781	301,393	301,393	288,777	96%
5030602	Custodial Service	15,943	21,315	21,315	12,236	57%
5030701	Security Services	243,313	273,389	273,389	246,378	90%
5040101	Fuel	1,488,446	1,670,743	1,670,743	1,698,478	102%
5040160	Electrical Power	0	25,000	25,000	7,022	28%
5049902	Small Furniture/Equip	0	0	5,000	2,819	56%
5049903	Software	20,750	22,660	22,660	50	0%
5050205	Communication-AVL	69,257	91,592	91,592	2,317	3%
5050206	Communication-Data	2,311	2,925	2,925	2,284	78%
5080101	Purchased Transportation	16,119,070	17,539,220	17,539,220	16,901,437	96%
5090801	Marketing	61,053	101,065	101,065	67,090	66%
5100404	Expense Transfer - GGT Wave	85,000	85,000	85,000	85,000	100%
5122010	Signs	321	1,044	1,044	0	NA
Subtotal Expense		**18,638,539**	**20,355,999**	**20,360,999**	**19,425,291**	**95%**
5100100	Salary/Benefit Transfers	1,050,010	1,417,739	1,417,739	1,302,319	92%
5100101	Overhead Transfer	174,617	187,889	187,889	260,109	138%
Total Expense		**19,863,166**	**21,961,627**	**21,966,627**	**20,987,719**	**96%**

Figure 3: Local Revenue Service Hours by Program

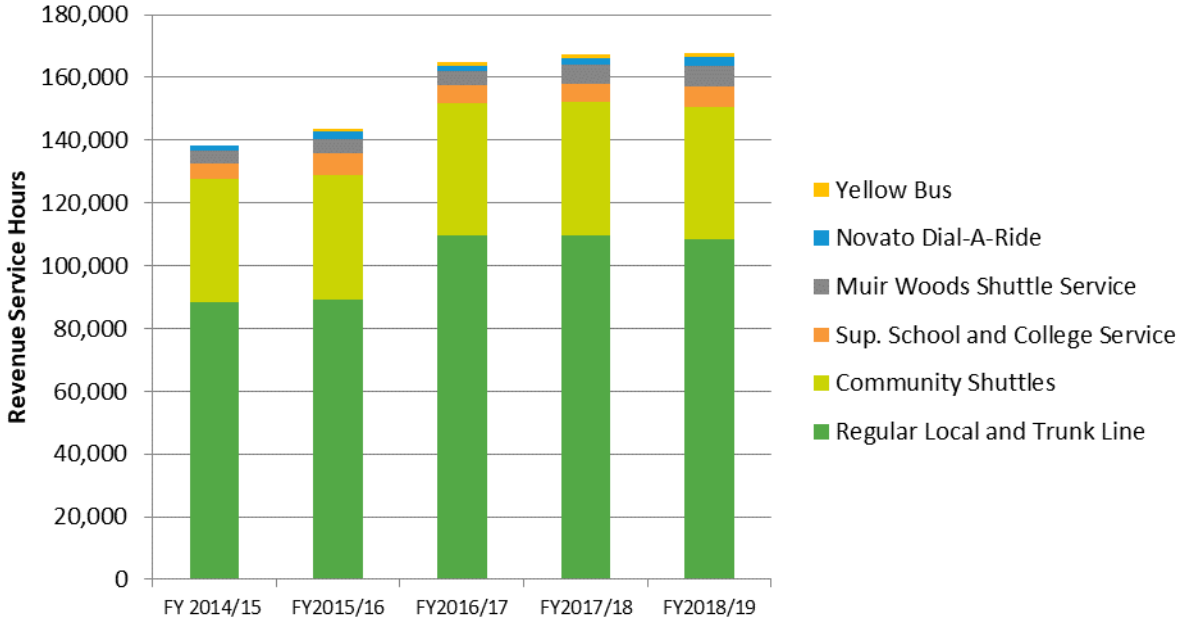
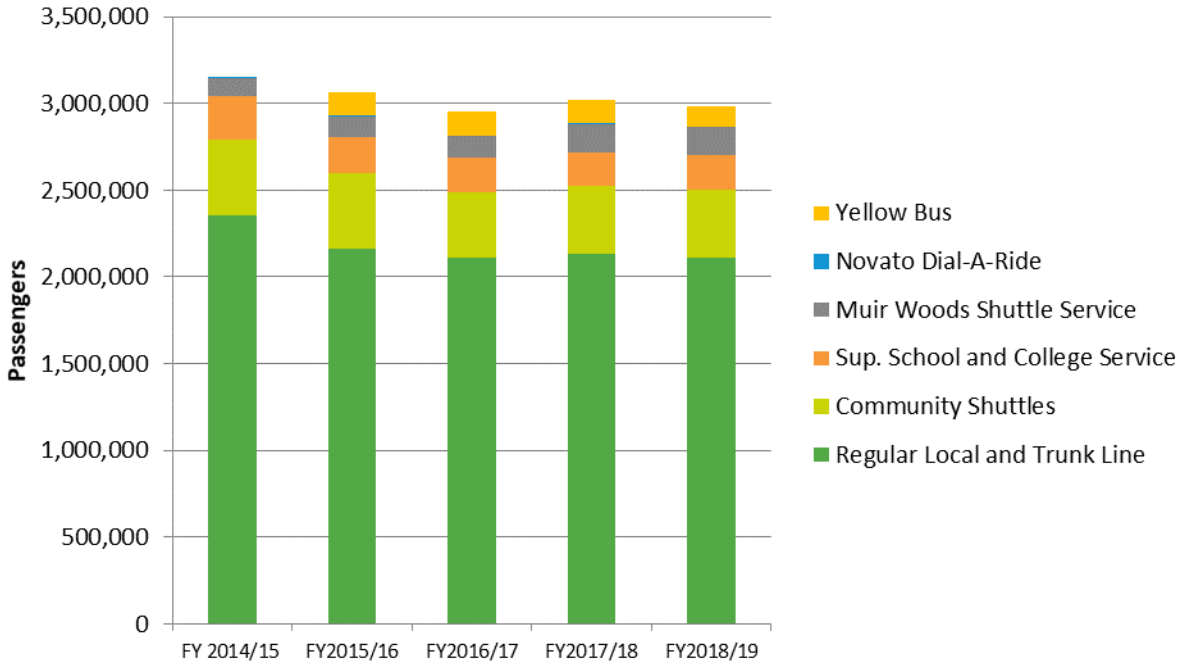


Figure 4: Local Unlinked Passenger Trips by Program



Rural Service

Rural Service is operated as the West Marin Stagecoach Service and includes the Northern Route 68, the Southern Route 61, and limited service to Tomales on the Dillon Beach/Tomales Dial-A-Ride (formerly Route 65). All Rural revenues and expenses are shown in Table 9. Program costs increased 22% from the prior year due a 30% increase in contract rates under the new competitively bid contract for rural and seasonal service. Unlike the local fixed route contract, the fixed costs for these specialized services increased significantly under the new contract effective July 1, 2018.

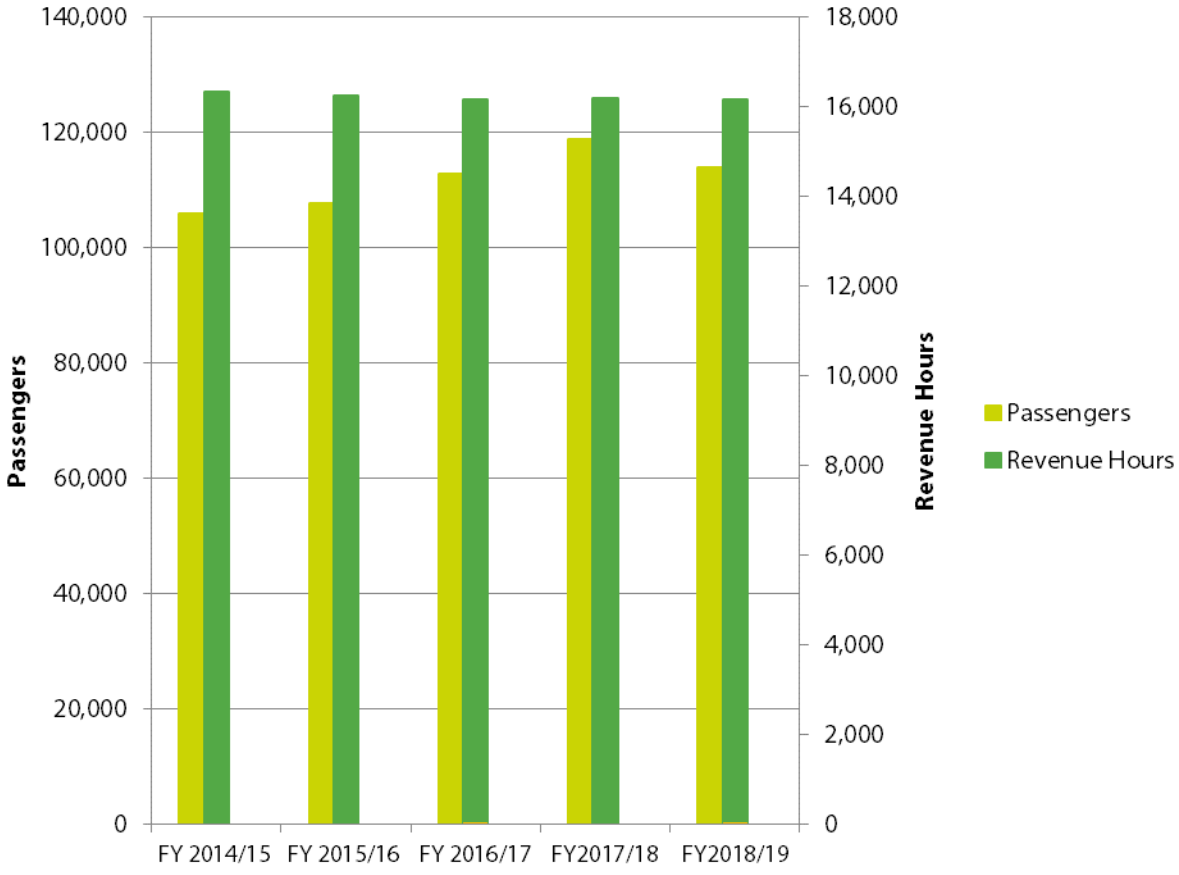
As part of a strategic initiative, Marin Transit increased rural revenue service hours by 33% FY2014/15 to respond to demand for additional peak weekend service and expend sales tax reserves in the Measure A Rural Substrategy within a five-year period. Marin Transit has maintained this expanded service level for five years (Figure 5). Unlinked passenger trips on the rural service dropped slightly in FY2018/19 after increasing for the last four years.

In FY2018/19, Marin Transit expended $990,00 in Rural Measure A sales tax funds (Substrategy 1.2 and no longer has a balance of unspent prior year funds. Due to strong ridership, Marin Transit's Short Range Transit plan adds property tax funding to the Rural Service to maintain current level of revenue service hours.

Table 9: Rural Service FY 2018/19 Actuals

		FY 2017/18 Actual	FY 2018/19 Budget Original	FY 2018/19 Budget Revised	FY 2018/19 Actual	Percent Budget Used
Revenue						
4092001	Measure A Sales Tax	1,139,691	988,648	988,648	990,000	100%
4139920	Fed-FTA 5311 Rural	208,393	198,750	198,750	215,088	108%
4140100	Fare Revenue	119,005	121,794	121,794	110,245	91%
Subtotal Revenue		**1,467,089**	**1,309,192**	**1,309,192**	**1,315,333**	100%
4700001	Property Tax Transfer	0	542,325	543,677	477,718	88%
Total Revenue		**1,467,089**	**1,851,517**	**1,852,869**	**1,793,051**	97%
Expense						
5030301	Consultant Services	21,754	16,883	16,883	5,399	32%
5040101	Fuel	192,010	203,676	203,676	208,435	102%
5049902	Equipment	0	0	1,352	165	12%
5050205	Communication-AVL	15,936	15,931	15,931	7,572	48%
5050206	Communication-Data	831	1,030	1,030	831	81%
5080101	Purchased Transportation	1,146,382	1,453,681	1,453,681	1,435,669	NA
5090801	Marketing	11,960	32,173	32,173	7,397	23%
Subtotal Expense		**1,388,873**	**1,723,374**	**1,724,726**	**1,665,468**	**97%**
5100100	Salary/Benefit Transfers	67,062	98,308	98,308	106,346	108%
5100101	Transfer Overhead	11,152	29,835	29,835	21,237	71%
Total Expense		**1,467,087**	**1,851,517**	**1,852,869**	**1,793,051**	***97%***

Figure 5: Rural Stagecoach Revenue Hours and Unlinked Passenger Trips



Marin Access (Paratransit and Mobility Management)

The Marin Access FY2018/19 actuals (Table 10) include revenues and expenses for Paratransit Services for Local and Regional trips (Intra- and Inter-county) and Marin Transit's mobility management programs for the County's older adults, people with disabilities, and low-income residents.

In previous years, Marin Access experienced rapid and sustained increases in demand that at times exceeded 5% per year. Revenue hours declined for two years starting in FY2016/17 and has had modest growth since then. In FY2018/19, ridership declined 3% and revenue hours increased 1% (Figure 5). Ridership on other Marin Access programs also declined, though overall Marin Access ridership increased due to the new Marin Transit Connect on-demand service (Figure 6).

Expenses increased 12% over the prior year due to the increased service for Marin Transit Connect combined with annual contract rate increases. Marin Access regional paratransit is operated under contract on behalf of and fully funded by GGBHTD. Regional paratransit has continued to experience a decrease in operated hours.

The District's volunteer driver programs and Catch-A-Ride (subsidized taxi) program costs are linked to passenger demand and experienced 6-7% declines.

Measure A sales tax is the largest single funding source for Marin Access. Marin Transit expended $2.4 million of Measure A Substrategy 1.3 funds to deliver mobility services for seniors and people with disabilities. Marin Transit receives Measure B funds from the County vehicle license fee to fund special mobility programs and staff. In addition, Marin Transit pays for Marin Access programs with property tax, federal Americans with Disabilities Act (ADA) set aside Section 5307 funds, and additional grant funding. GGBHTD reimburses all direct costs for providing regional paratransit and provides funding for about 25% of local paratransit based on their relative share of local fixed route trips.

Marin Transit claimed revenue from two federal FTA Section 5310 discretionary grants for Marin Access in FY2018/19. Marin Transit received $136,487 for Mobility Management and $350,000 for Marin Transit Connect (Operation of Accessible Vans), for a total of $486,487.

Figure 6: Marin Access Ridership

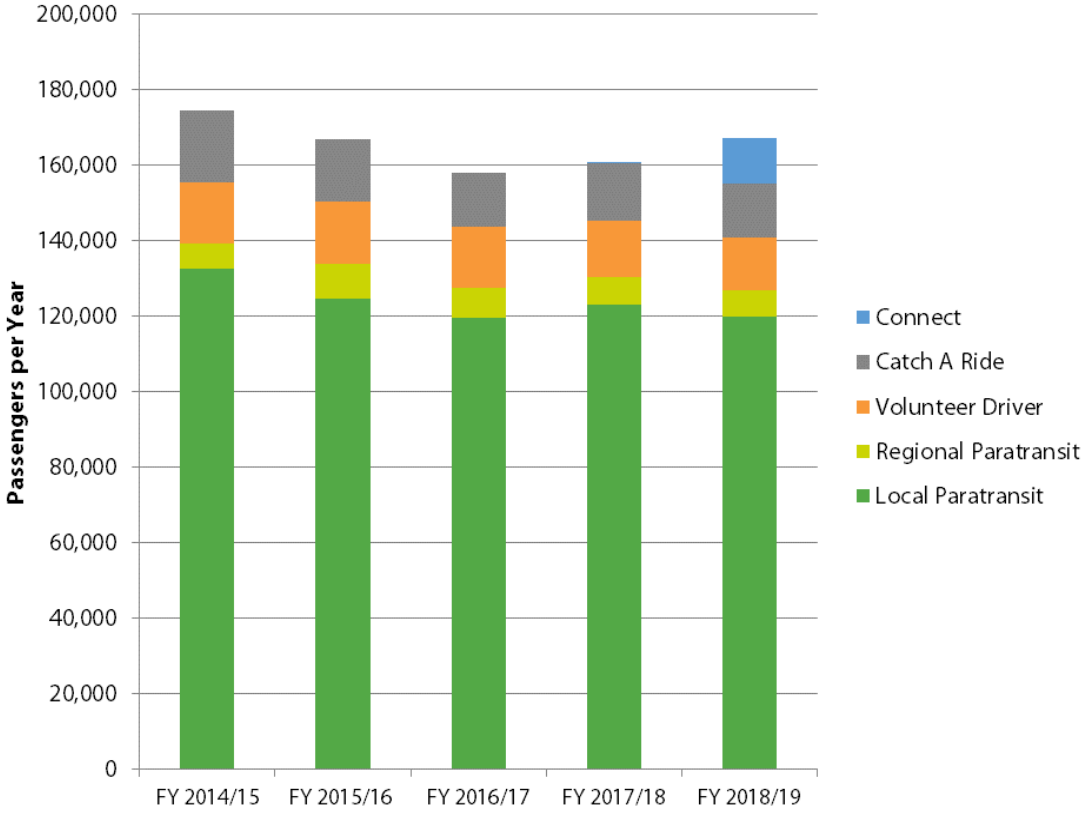


Figure 7: Local Paratransit Revenue Hours

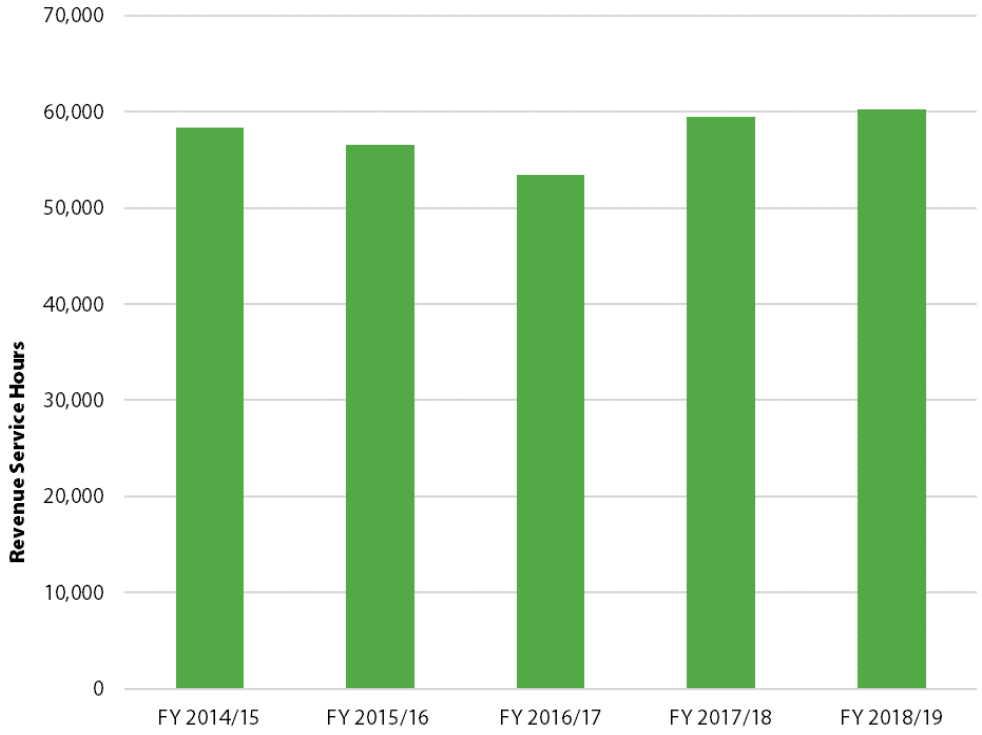


Table 10: Marin Access FY 2018/19 Actuals

		FY 2017/18 Actual	FY 2018/19 Budget Original	FY 2018/19 Budget Revised	FY 2018/19 Actual	Percent Budget Used
Revenue						
4092001	Measure A Sales Tax	2,154,534	2,657,416	2,657,417	2,386,318	88.51%
4099950	Measure B	817,779	1,120,000	1,120,000	991,414	106.69%
4110101	State Transit Assistance	60,404	96,888	96,888	103,372	101.50%
4119910	State Prop Tx Relief HOPTR	18,940	18,500	18,500	18,779	100.00%
4139910	Fed-FTA 5307 Urbanized Area Formula	701,236	715,573	715,573	715,573	111.19%
4139915	Fed-FTA 5310 Mobility	0	437,500	437,500	486,487	0.00%
4139941	Fed-FTA 5317 New Freedom	0	0	0	0	85.19%
4140100	Fare Revenue	293,873	368,362	368,362	313,834	33.36%
4601001	Misc.-Reimbursement	7,913	9,000	9,000	3,003	100.24%
4601003	GGBHTD – Local Paratransit Payment	1,039,016	1,051,448	1,051,448	1,054,043	89.62%
4601004	GGBHTD – Regional Paratransit Payment	773,004	856,206	856,206	767,416	93.31%
Subtotal Revenue		**5,866,699**	**7,330,893**	**7,330,894**	**6,840,239**	**93%**
4700001	Property Tax Transfer	263,406	0	0	0	-
4700002	Program Revenue Transfer	-85,151	-80,000	-80,000	-81,326	102%
Total Revenue		**6,044,954**	**7,250,893**	**7,250,894**	**6,758,913**	**93%**
Expense						
5030301	Consultant Services	62,997	94,913	94,913	30,178	32%
5030320	Customer Service	260,485	481,870	481,870	308,172	64%
5040101	Fuel	481,088	532,126	532,126	607,565	114%
5049903	Software	69,310	73,819	73,819	55,141	75%
5050204	Communication-MERA Radio	19,178	20,358	20,358	22,744	112%
5050206	Communication-Data	16,184	13,275	13,275	14,988	113%
5080101	Purchased Transportation	4,053,344	4,662,727	4,662,727	4,541,478	97%
5080102	Purchased Transportation - Regional	757,724	839,839	839,839	747,161	89%
5090801	Marketing	15,148	97,913	97,913	33,165	34%
5098001	Misc-Exp Transit User Training	4,913	9,835	9,835	1,019	10%
5098002	Gap Grant	3,450	15,000	15,000	6,325	42%
Subtotal		**5,743,821**	**6,841,675**	**6,841,675**	**6,367,936**	**93%**
5100100	Salary/Benefit Transfers	258,196	309,769	309,769	326,007	105%
5100101	Transfer Overhead	42,938	99,450	99,450	64,970	65%
Total Expense		**6,044,955**	**7,250,894**	**7,250,894**	**6,758,913**	**93%**

Yellow Bus Service

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

Service levels in FY2018/19 were unchanged from the prior year. Expenses increased 3% in the FY2018/19 and were in line with the expected budget. The significant increase in consulting costs were due to temporary staffing costs when Marin Transit's Operations Analyst position that monitors school routes was vacant.

Table 11: Yellow Bus Service FY 2018/19 Actuals

		FY 2017/18 Actual	FY 2018/19 Budget Original	FY 2018/19 Budget Revised	FY 2018/19 Actual	Percent Budget Used
Revenue						
4030000	Yellow Bus Fares - Paid by Another Agency	145,000	145,000	145,000	145,000	100%
4090101	Fee For Service	121,485	109,910	109,910	108,425	99%
4092001	Measure A Sales Tax	201,490	227,000	227,000	261,467	115%
4140105	Fare Revenue - Yellow Bus	372,485	402,740	402,740	354,831	88%
Subtotal Revenue		**840,460**	**884,650**	**884,650**	**869,723**	**98%**
Expense						
5030301	Consultant Services	5,485	3,000	3,000	31,649	1055%
5030310	Fare Processing Charges	12,215	15,521	15,521	9,461	61%
5030602	Custodial Service	1,459	1,800	1,800	1,791	100%
5049903	Equipment	0	1,800	1,800	572	32%
5049903	Software	690	0	0	447	-
5050205	Communication-AVL	13,180	12,825	12,825	6,094	48%
5050206	Communication-Data	8,311	9,270	9,270	8,633	93%
5080103	Yellow Bus School Service	616,786	624,240	624,240	619,009	99%
5090801	Marketing	2,343	0	0	85	-
5120401	Leases and Rentals	23,280	23,980	23,980	26,378	110%
Subtotal Expense		**683,749**	**692,436**	**692,436**	**704,119**	**102%**
5100100	Salary/Benefit Transfers	134,366	147,462	147,462	138,037	94%
5100101	Transfer Overhead	22,345	44,753	44,753	27,566	62%
Total Expenses		**840,460**	**884,651**	**884,651**	**869,722**	**98%**

	FY 2016/17 Actual	FY 2017/18 Budget Original	FY 2017/18 Budget Revised	FY 2017/18 Actual	Percent Budget Used

Revenue						
4030000	Yellow Bus Fares - Paid by Another Agency	145,000	145,000	145,000	145,000	100%
4090101	Fee For Service	81,419	119,200	119,200	121,485	102%
4092001	Measure A Sales Tax	307,397	175,042	175,042	201,490	115%
4140105	Fare Revenue - Yellow Bus	328,066	407,400	407,400	372,485	91%
Subtotal Revenue		**861,882**	**846,642**	**846,642**	**840,460**	**99%**
Expense						
5030301	Consultant Services	0	0	0	5,485	-
5030304	Prof Svcs - Legal	8,108	12,222	12,222	12,215	100%
5030310	Fare Processing Charges	1,236	1,500	1,500	1,459	97%
5030602	Custodial Service	215	0	0	690	-
5050205	Communication-AVL	2,630	12,000	12,000	13,180	110%
5050206	Communication-Data	8,697	9,000	9,000	8,311	92%
5080103	Yellow Bus School Service	593,822	624,456	624,456	616,786	99%
5090801	Marketing	1,945	2,000	2,000	2,343	117%
5120401	Leases and Rentals	23,983	23,625	23,625	23,280	99%
Subtotal Expense		**640,636**	**684,803**	**684,803**	**683,749**	**100%**
5100100	Salary/Benefit Transfers	182,547	131,744	131,744	134,366	102%
5100101	Transfer Overhead	38,700	30,095	30,095	22,345	74%
Total Expenses		**861,883**	**846,642**	**846,642**	**840,460**	**99%**

Capital

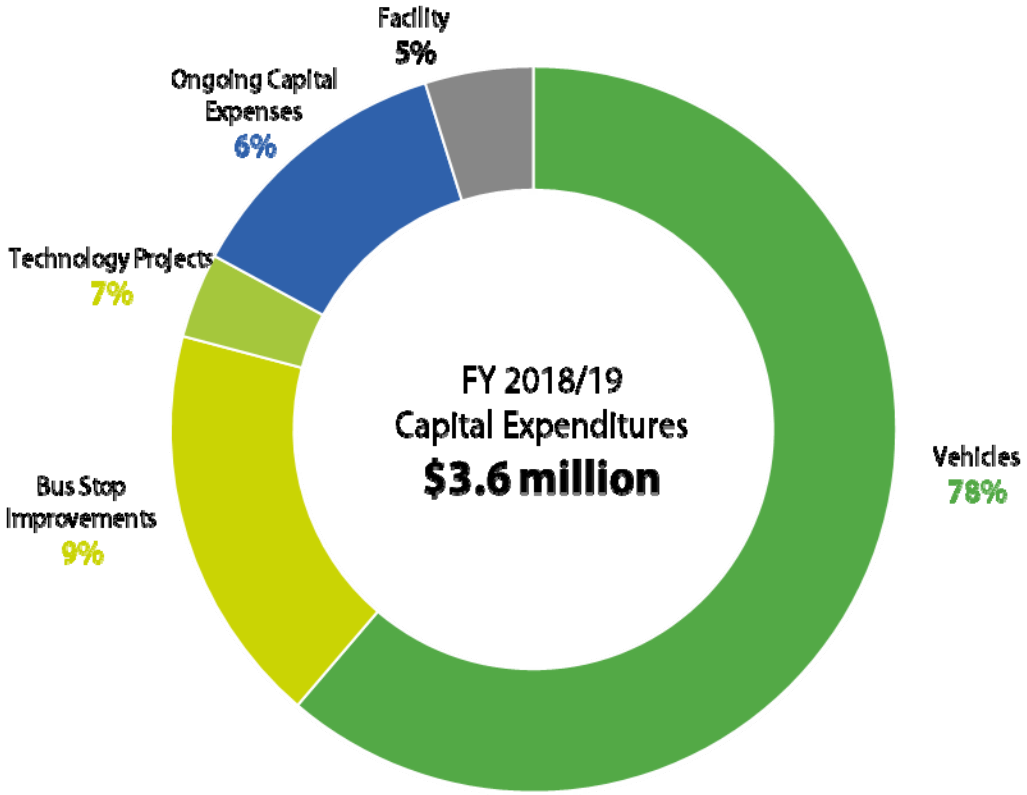
Marin Transit's Capital Program includes all expenses related to purchasing and maintaining the transit system's capital assets (Table 11). This includes vehicle purchases, vehicle leasing, bus stop improvements, technology projects, and communication systems (Figure 8). A more detailed status report of the District's capital projects is included in the Attachment B - FY 2018/19 Capital Report.

In FY 2018/19 capital expenditures were $3.6 million. This includes the following major projects:

- Purchase of one Electric Vehicle
- Purchase of three (3) paratransit replacement vehicles
- Purchase of two (2) shuttle vehicles
- Purchase of two (2) Narrow Bodied XHF Fixed Route Buses
- Completion of Bus Stop Improvement Projects; and
- Implementation of a Mobility Technology Project

The vehicle purchases were 78% of the total expenditures.

Figure 8: Capital Expenditures Categories



Capital Revenue

Marin Transit's capital program is typically funded primarily used federal funds with matching local funds. Federal Section 5307 funds are available through regional programing for 82% of vehicle replacement costs. In FY2018/19, Marin Transit used additional State Funding from Senate Bill (SB1) one to purchase additional XHF vehicles that will be used for reliving overcrowding on school routes. In FY 2018/19, 44% of capital funding came from federal sources (Figure 8). State funding from the Active Transportation Program for pedestrian improvements, along with State Transit Assistance (SB1) for new vehicles want 30% of funding.

Marin Transit's allocation of local sales tax (Measure A) is critical for providing grant matching funds and for maintenance of capital assets. Marin Transit received 6% of the Measure A local sales tax or around $787,000 for capital expenditures. At the close of the fiscal year, Marin Transit had a balance of $4.3 million in unspent Measure A capital funding (held by TAM).

Figure 9: Capital Revenue Categories

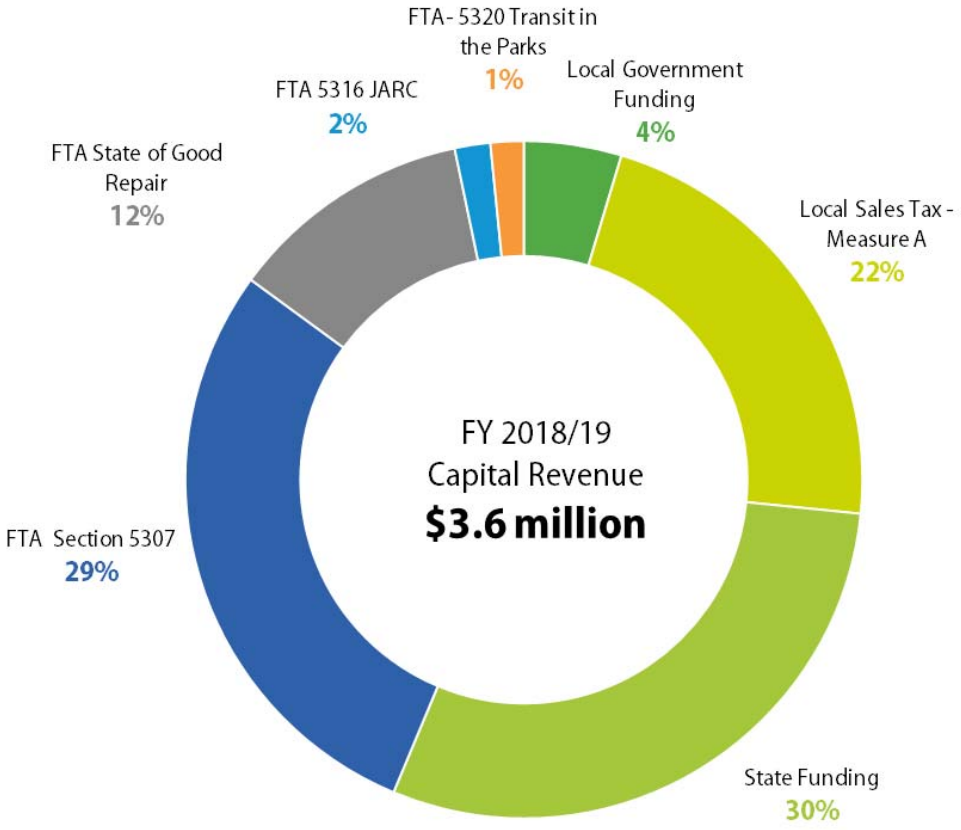


Table 11: Capital FY 2018/19 Actuals

		Total Project Budget	FY2018/19 Budget	FY2018/19 Budget Revised	Current Period Actual
EV	Purchase Two Electric Vehicles (Replacements)	1,662,022	163,633	1,598,378	738,133
PA	Purchase Three Paratransit Vehicles (Replacements)	267,000	5,000	265,671	266,542
SA	Purchase One Shuttle (Expansion)	130,000	5,000	130,000	104,643
SB	Purchase One- Replacement Shuttle	125,000	125,000	125,000	103,125
XA	Purchase Two New XHF Vehiclles	925,000	920,000	925,000	780,911
XB	Purchase Four Replacement Rural Vehicles (upgraded to XHF)	1,710,000	1,600,000	1,600,000	5,403
LD	Purchase Eleven 40ft Hybrid Vehicles (Replacements)	9,057,000	-	-	-
HM	Hybrid Mid-Life Battery Replacements	400,000	400,000	400,000	196,687
	Subtotal Vehicles	***14,276,022***	***3,218,633***	***5,044,049***	***2,195,444***
BI	Bus Stop Improvements SGR (BI)	2,201,130	691,796	683,419	549,841
BS	Bus Stop Assessment Update	115,000	14,982	33,864	34,097
BW	Muir Woods Infrastructure Improvements	486,505	217,729	77,000	56,852
TR	San Rafael Transit Center	100,000	100,000	100,000	-
	Subtotal Bus Stop Improvements	***2,902,635***	***1,024,507***	***894,283***	***640,790***
FC	Facility Peliminary Design & Env	174,418	18,398	-	-
FR	Facility ROW Purchase	5,500,000	5,500,000	5,439,192	151,350
OF	Office Furniture	45,000	45,000	30,910	21,466
YF	Yellow Bus Parking Facility	3,000,000	3,000,000	3,000,000	-
	Subtotal Facility	***8,719,418***	***8,563,398***	***8,470,102***	***172,816***
OA	On Board Equipment - 2016	210,000	65,955	65,240	26,650
TB	Mobility Management Technology Backbone	375,000	155,319	111,870	76,172
ME	MERA	29,000	29,000	29,000	27,325
RD	Radio Communication Upgrade	168,000	121,695	120,762	5,320
AY	AVL Replacement Equipment	180,000	180,000	180,000	169
CR	Clipper	400,000	300,000	300,000	-
	Subtotal Technology Projects	***1,362,000***	***851,969***	***806,872***	***135,636***
GG	Golden Gate Capital Costs (GG)		18,000	18,000	17,892
BM	Bus Stop Maintenance (BM)		100,000	100,000	94,112
VR	Major Vehicle Repairs (VR)		200,000	200,000	70,327
IF	Infrastructure Support (IF)		356,794	356,794	256,840
	Subtotal Ongoing Capital Expenses	***-***	***674,794***	***674,794***	***439,171***
	Total Expenditures	***27,260,075***	***14,333,301***	***15,890,100***	***3,583,857***

Attachment 1: FY 2018/19 Budget Amendments

Number	Board Authorization	Description	Function	Program	Project	GL	Original	Change	Final
2018-08	06/04/2018	Moved $40,000 of the project budget for office furniture for new office space from FY2019 to FY2018	Capital	Capital	OF	5230103 Furniture & Fixtures	$45,000	($40,000)	$5,000
41101052019-01	12/3/2018	Roll forward of unspent FY2018 Capital Project budgets; and update all Prior Years and Total Budgets	Capital	Capital	EV	5230101 Vehicles	163,633	1,434,745	1,598,378
					PA	5230101 Vehicles	5,000	260,671	265,671
					SA	5230101 Vehicles	5,000	125,000	130,000
					XA	5230101 Vehicles	920,000	5,000	925,000
					BI	5230104 Bus Stops	691,796	(8,377)	683,419
					BS	5230104 Bus Stops	14,982	18,882	33,864
					BW*	5230104 Bus Stops	217,729	10,766	228,495
					FC	5230103 Facility	18,398	(18,398)	0
					FR	5230103 Facility	5,500,000	(60,808)	5,439,192
					OF	5230103 Furniture &Fixtures	5,000	25,910	30,910
					OA	5230102 Equipment	65,955	(715)	65,240
					TB	5230102 Equipment	155,319	(43,449)	111,870
					RD	5230102 Equipment	121,695	(933)	120,762
2019-02	12/3/2018	Add SB1 SGR Funding to replacement of four rural transit vehicles	Capital	Capital	XB	4110105 STA SGR SB1	0	211,538	211,538
						4092002 Measure A	1,019,737	(211,538)	808,199
2019-03	12/3/2018	Add Equipment budget to Local and Rural to allow for low value fare collection and other equipment	Operations	Local	NA	5049902 Small Furn/Equip	0	$5,000	$5,000
						4700001 Property Tax Transfer	0	$5,000	$5,000
				Rural	NA	5049902 Small Furn/Equip	0	$1,352	$1,352
						4092001 Measure A	0	$1,352	$1,352

Number	Board Authorization	Description	Function	Program	Project	GL	Original	Change	Final
2019-04	3/4/2019	Add remaining Federal Revenue from completed vehicle purchases to Hybrid Battery Replacement	Capital	Capital	HM	4092002 Measure A Cap	400,000	(182,434)	217,566
					HM	4139910 Fed- FTA 5307	0	182,434	182,434
2019-05	3/4/2019	Move Paul Sarbanes funding (FTA 5320) from Pohono Bus Stop Improvements to funding for XHF bus purchase to be used on Muir Woods Shuttle Service.	Capital	Capital	BW	4139950 Fed-FTA 5320	228,495	(151,495)	77,000
					BW	5230104 Bus Stops	228,495	(151,495)	77,000
					XB	4139950 Fed- FTA 5320	0	151,494	151,494
					XB	4092002 Measure A Cap	808,229	(151,494)	656,734
2019-06	Moved to FY20 Budget	Add STA Lifeline funding to the Bus Stop Improvement Project	Capital	Capital	BI	4110103 State STA – Lifeline	0	25,837	$25,837
2019-07	4/1/2019	Add Capital project to purchase 11 – 40ft Buses	Capital	Capital	LD	Total Project Budget	0	$9,057,000	$9,057,000
2019-08	4/1/2019	Increase total project budget for project to purchase four replacement XHF vehicles.	Capital	Capital	XB	Total Project Budget	$1,600,000	$110,000	$1,710,000

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

The Marin County Transit District established a Governmental 401(a) single employer defined contribution pension plan (the Plan) in October 2013. The plan is available to all employees who have attained twenty-one years of age and have more than 1,000 hours of service. Based on years of service, the District is required to contribute 10% to 15% of each employee's compensation into an individual employee account under the Plan. The following statement of balances is intended to provide a report of contributions and allow for review of plan effectiveness.

Investment Balances

	July1, 2017 – June 30, 2018	July1, 2018 – June 30, 2019
Starting Balance	$668,469	$886,576
Contributions[1]	$185,692	$217,914
Withdrawals	($22,995)	0
Earnings	$55,411	$54,463
Ending Balance	$886,576	$1,158,953
Estimated Average Annual Rate of Return[2]	8%	5%
Total Participants	18	22
Prior Employee Participants	3	7
Active Participants	15	15
Tier 1(15%)	8	7
Tier 2 (13%)	1	1
Tier 3 (10%)	6	7
Ineligible employees		4

[1] Through 6/30 payroll (full accrual basis)

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

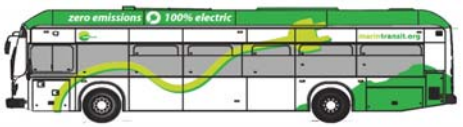
Capital Projects Report FY2018/19

This capital project report provides detail FY2018/19. Project descriptions and status are given for all major capital projects. Projects are grouped according to project type as shown below.

	Total Project Budgets	Total Expended FY2019	Total Project Expenditures	
Vehicles	$14,276,022	$2,195,444	$2,260,417	
Bus Stop Improvements	$2,902,635	$640,790	$2,649,142	
Facility	$8,719,418	$172,816	$422,132	
Technology Projects	$1,362,000	$135,636	$590,764	
Ongoing Capital Expenses		$439,171	$439,171	(annual)
	$27,260,075	$3,583,857	$6,361,626	

VEHICLES

Purchase Two Electric Vehicles **Total Project Budget $1,662,022**



Concept: Purchase Two Electric Vehicles

Funding:
- $1,190,640 Federal Section 5307
- $135,022 State - BAAQMD
- $75,000 TAM - Measure B
- $261,360 Measure A

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

Status: Board authority to purchase the vehicles was given in November 2016. The vehicle were procured from BYD Motors and delivered in September 2018. A ribbon cutting ceremony was held October 18. One vehicle went into service February 2019. Marin Transit has not made final payment for the vehicles due to need for additional maintenance training from manufacturer.

Project ID	Budget	Expended to Date	Percent Complete	Anticipated Completion Date
EV	$1,662,022	$801,777	48%	Sep-19

VEHICLES

Purchase Three Paratransit Vehicles **Total Project Budget $267,000**



Concept: Purchase three Paratransit cutaway vehicles

Funding:
- $218,940 Federal Section 5307
- $48,060 Measure A

Description: Replace three paratransit vehicles that are beyond their useful life

Status: Board authorized purchase of the vehicles in August 2017. The purchase order was submitted in December 2017 with delivery scheduled for May 2018. Vehicle production was delayed and vehicles were delivered in July 2018.

Project ID	Budget	Expended to Date	Percent Complete	Anticipated Completion Date
PA	$267,000	$267,871	100%	Jul-18

VEHICLES

Purchase One Shuttle (Expansion) **Total Project Budget** **$130,000**

Concept: Purchase One Shuttle

Funding: $130,000 State Transit Assistance- SGR

Description: Purchase one shuttle to replace a contractor-owned vehicle beyond its useful life



Status: Board authorized purchase of the vehicle in December 2017 for the Community Shuttle route. Vehicle delivery was completed in August of 2018. On board equipment was installed and the vehicle placed in service.

Project ID	*Budget*	*Expended to Date*	*Percent Complete*	*Anticipated Completion Date*
SA	$130,000	$104,643	100%	Aug-18

VEHICLES

Purchase One Shuttle (Replacement) **Total Project Budget** **$125,000**

Concept: Purchase One Shuttle

Funding: $102,500 Federal Section 5307

$22,500 Measure A

Description: Replace one shuttle vehicle beyond it's useful life.



Status: Board authorized purchase of the vehicle in December 2017. Vehicle was delivered in February of 2019 and is now in service.

Project ID	*Budget*	*Expended to Date*	*Percent Complete*	*Anticipated Completion Date*
SB	$125,000	$103,125	100%	Mar-19

VEHICLES

Purchase Two 35ft XHF Vehicles (Expansion) **Total Project Budget** **$925,000**

Concept: Purchase two 35ft XHF vehicles

Funding: $920,000 State Transit Assistance

$5,000 Measure A

Description: Purchase of two expansion 35-foot XHFs



Status: The Board authorized the purchase of these vehicles in December 2017 for school service and Muir Woods shuttle routes. Purchase allows retirement of 2 active retirement vehicles. Vehicles were delivered in January 2019, however both vehicles had issues with the wheelchair lifts. Final payment was made in June 2019. This project is in the closeout phase.

Project ID	*Budget*	*Expended to Date*	*Percent Complete*	*Anticipated Completion Date*
XA	$925,000	$780,911	100%	Jun-19

VEHICLES

Purchase Four 30ft XHF Vehicles (Replacement) **Total Project Budget** **$1,710,000**



Concept: Purchase two 35ft XHF vehicles

Funding:
$559,600 Federal Section 5307
$286,651 State Transit Assistance - State of Good Repair
$712,254 Measure A
$151,495 Paul Sarbanes

Description: Purchase of four replacement 30-foot XHFs

Status: These vehicles will replace 4 cutaway vehicles beyond their useful life. The proposed schedule anticipates seeking board approval of procuring these vehicles through a cooperative vehicle purchasing agreement in April 2019.

Project ID	*Budget*	*Expended to Date*	*Percent Complete*	*Anticipated Completion Date*
XB	$1,710,000	$5,403	0%	Jun-20

VEHICLES

Hybrid Mid Life Battery Replacements **Total Project Budget** **$400,000**



Concept: Replace batteries on the 2007 Hybrid Vehicles

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

Description: Replace batteries in the 7 hybrid vehicles

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

Project ID	*Budget*	*Expended to Date*	*Percent Complete*	*Anticipated Completion Date*
HM	$400,000	$196,687	49%	Dec-19

BUS STOP IMPROVEMENTS

Bus Stop Improvements (State of Good Repair) **Total Project Budget $ 2,201,130**

Concept: Improve bus stops in Marin County

Funding: $1,600,000 Federal Section 5309
$400,000 PTMISEA
$201,130 Measure A

Description: Phase 1: Install new bus stop signage throughout Marin County. Phase 2: Minor and Major bus stop improvements at 12 locations throughout the County . Phase 3: Additional bus stop improvements of up to 11 stops.

Status: Phase 1 - complete. Phase 2 - complete. Phase 3 - Construction began in December 2019. There were some delays due to permitting through Caltrans and increased traffic controls requested by some jurisdictions. Construction is complete on 9 of the 11 stops, with the remaining stops expected to be complete in the first quarter of FY20.





Project ID	Budget	Expended to Date	Percent Complete	Phase 3 Anticipated Completion Date
BI	$2,201,130	$2,067,552	94%	Sep-19

BUS STOP IMPROVEMENTS

Muir Woods Infrastructure Improvements **Total Project Budget $486,505**

Concept: Improve boarding locations and purchase signage for the Muir Woods Shuttle

Funding: $486,505 Federal Transit In the Parks

Description: Project includes funding for permanent changeable message signs and improvements to bus stops related to the Muir Woods Shuttle



Status: Marin Transit continues work with multiple partner agencies to determine needed vehicle, signage, and capital improvements to improve the passenger experience. Marin Transit contracted with Mark Thomas to provide design work for additional signage and pavement markings at the pick up stop at the Pohono Park and Ride

Project ID	Budget	Expended to Date	Percent Complete	Anticipated Completion Date
BW	$486,505	$466,357	96%	Jun-19

BUS STOP IMPROVEMENTS

Bus Stop Assessments **Total Project Budget** **$115,000**



Concept: Update Bus Stop Assessments
Funding: $115,000 Measure A
Description: Project to update the District's 2005 bus stop conditions assessment to quantify & prioritize future improvements

Status: Marin Transit hired a consultant to conduct an assessment of bus stop conditions and develop preliminary plans for future bus stop improvements. The assessment is complete and the work for preliminary plans is underway.

Project ID	*Budget*	*Expended to Date*	*Percent Complete*	*Completion Date*
BS	$115,000	$115,233	100%	Dec-19

BUS STOP IMPROVEMENTS

San Rafael Transit Center **Total Project Budget** **$100,000**



Concept: Develop integrated bus and rail operation
Funding: $ 100,000 Measure A
Description: In preparation for a SMART service extention to Larkspur, Marin Transit is working with the City of San Rafael, GGBHTD and SMART to relocate the transit center. Until a new facility is constructed, efforts are underway to modify the existing center. Local funds will be used for staff time & costs related to design and construction.

Status: The agencies revised and updated the Memorandums of Undertanding to reestablish roles and responsibilities. Design and construction work to modify the existing location are underway.

Project ID	*Budget*	*Expended to Date*	*Percent Complete*	*Completion Date*
TR	$100,000	$0	5%	NA

ADMIN AND OPERATIONS FACILITY

Operations and Maintenance Facility **Total Project Budget** **$174,418**



Concept: Develop a maintenance facility
Funding: $52,169 Measure A
$122,249 FTA 5307
Description: Evaluate facility needs and develop plans to acquire a District-owned maintenance facility

Status: Board authority to analyze facility needs was given June 2016. With consultant assistance, the District has been evaluating potential facility locations and space needs for fixed route, paratransit & yellow bus services.

Project ID	*Budget*	*Expended to Date*	*Percent Complete*	*Anticipated Completion Date*
FC	$174,418	$174,418	100%	NA

ADMIN AND OPERATIONS FACILITY

Maintenance Facility - ROW Purchase & Capital Improvements **Total Project Budget $5,500,000**



Concept: Acquire property and develop a maintenance facility
Funding: $1,100,000 Measure A
$4,400,000 FTA 5339
Description: Purchase land for a new facility

Status: Marin Transit continues to actively search for and evaluate available land to purchase in the county.

Project ID	Budget	Expended to Date	Percent Complete	Anticipated Completion Date
FR	$5,500,000	$212,158	4%	NA

ADMIN AND OPERATIONS FACILITY

Office Furniture **Total Project Budget $45,000**



Concept: Expand Administrative Offices for District Staff
Funding: $45,000 Property Tax
Description: Furniture and other capital expenses for office expansion
Status: Marin Transit is purchased additional conference room furniture, storage cabinetry, and electronic equipment for expansion of Administrative Offices

Project ID	Budget	Expended to Date	Percent Complete	Anticipated Completion Date
OF	$45,000	$35,556	100%	Jun-19

ADMIN AND OPERATIONS FACILITY

Yellow Bus Parking Facility **Total Project Budget $3,000,000**



Concept: Identify and purchase propoerty for vehicles
Funding: $3,000,000 Capital Reserve
Description: Replace temporary leased parking with a permanent location

Status: Marin Transit is evaluating and identifying opportunities for land acquisition.

Project ID	Budget	Expended to Date	Percent Complete	Anticipated Completion Date
YF	$3,000,000	$0	0%	NA

TECHNOLOGY PROJECTS

TECHNOLOGY PROJECTS **Total Project Budget** **$1,194,000**

Concept: District technology projects

Funding: $300,000 Federal Job Access Funds (JARC)
$312,000 Federal Section 5307
$582,000 Measure A

Projects:		Total Project Cost	Expended to Date
OA	On Board Equipment 2016	$210,000	$171,410
AY	AVL Replacements	$180,000	$169
TB	Mobility Technology Backbone	$375,000	$339,302
ME	MERA	$29,000	$27,325
CR	Clipper	$400,000	$0

Description: Marin Transit provides technology acquisitions for vehicle operations, fare collection, and passenger information

Status: Marin Transit will continue the project to pay for fareboxes and on board equipment associated with vehicle replacements.

Radio Communication Upgrades - Needs Assessment **Total Project Budget** **$168,000**



Concept: Conduct a current Radio Communications Needs Assessment

Funding: $30,240 Measure A
$137,760 FTA 5307

Description: Evaluate current radio communications practices and determine areas for improvement with action plan

Status: Marin Transit board approved a contract with DeltaWRX in September 2017 to complete a radio assessment at each of Marin Transit's contractors. In December 2017, DeltaWRX presented the assessment to staff. A second phase was initiated to fulfill consultant recommendations. Due to lower than expected needs, funding was moved to the AVL Replacement Equipment project in the FY2019 Capital Budget.

Project ID	*Budget*	*Expended to Date*	*Percent Complete*	*Anticipated Completion Date*
RD	$168,000	$52,558	100%	Apr-19

ONGOING CAPITAL EXPENSES

Ongoing Capital Expenses **Annual Budget** **$674,794**



Concept: Ongoing capital expenses

Funding: $674,794 Measure A

Projects:		Total Project Budgets	Annual Budget	Expended in FY2019
GG	Golden Gate Capital Costs	$18,000	$18,000	$17,892
BM	Bus Stop Maintenance	$100,000	$100,000	$94,112
VR	Major Vehicle Repairs	$200,000	$200,000	$70,327
IF	Infrastructure Support	$356,794	$356,791	$256,840

Description: Ongoing capital costs associated with the Golden Gate operations contract, major vehicle repairs, and other small capital expenses

Status: Capital depreciation expenses for equipment owned by Golden Gate Transit are billed monthly. Major vehicle repairs, such as transmissions, are expended as needed. Infrastructure support includes small capital projects, staff support, and work on partner agency capital projects.

marin transit

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November 18, 2019

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

SUBJECT: Approve the purchase of property at 600 Rush Landing, Novato for $4.9 million and associated activities; authorize spending for due diligence, closing, and related costs; determine that the acquisition and continued use of the property is exempt from the California Environmental Quality Act (CEQA).

Dear Board Members:

RECOMMENDATION: Approve a Purchase and Sale Agreement to acquire the property located at 600 Rush Landing Road, Novato, California for $4,900,000; approve execution of all documents and performance of all activities consistent with the terms of the Purchase and Sale Agreement, including a leaseback agreement with seller and delegation of authority to the General Manager to approve/accept information received during due diligence; authorize expenditures for due diligence, closing, and related costs not to exceed $175,000; and determine that the proposed acquisition and continued use of the site is exempt from the California Environmental Quality Act (CEQA) pursuant to CEQA Guidelines section 15301 (Class 1).

SUMMARY: The District currently owns a fleet of 100 buses and paratransit vehicles operated and maintained through contracts with four vendors. The operations and maintenance of the District's fleet is performed through a county-wide network of several storage and maintenance facilities owned or leased by contractors. The District has identified the value of investing in a permanent facility to incentivize competition for service operations contracts, reduce cost uncertainty, and reduce or minimize overall operating cost growth. In 2015, your Board authorized the General Manager to identify and begin negotiating terms to purchase or lease a site for maintenance and operations facilities.

In August 2019, the Federal Transit Administration (FTA) awarded/obligated a $4.4 million bus and bus facilities discretionary grant to the District for property acquisition and minor site improvements.

Following an extensive search, staff has identified the property located at 600 Rush Landing Road, Novato, CA (APN 125-560-01) (the "Property") for a District-owned bus storage facility. The Property is currently partially leased, including to one of the District's bus operators for District bus storage. The District would take an assignment and assumption of the existing leases, and continue those existing leases under all of the same terms and conditions. The District would also leaseback a portion of the office building to the seller.

Staff recommends that your Board approve the purchase of the Property pursuant to the attached Purchase and Sale Agreement for $4,900,000, which is just 0.4% more than the Property's fair market value, and approve the execution of all documents and performance of all activities consistent with the terms of the Purchase and Sale Agreement, including entering a leaseback agreement with seller and delegation of authority to the General Manager to approve/accept information received during due diligence. Staff recommends that your Board authorize expenditures for due diligence, closing, and related costs in an amount not to exceed $175,000 for items such as building inspections, title insurance premium, and a real estate broker fee. Staff recommends that your Board determine that the proposed acquisition of this Property and continued use under the existing leases is exempt from CEQA under CEQA Guidelines section 15301 (Class 1).

BACKGROUND:

Purpose and Need for Property Acquisition

The District currently owns a fleet of 100 buses and paratransit vehicles operated and maintained through contracts with four vendors. The operations and maintenance of the District's fleet is performed through a county-wide network of several storage and maintenance facilities owned or leased by contractors. The District has been able to operate and expand services with these dispersed facilities, but the District has identified the value of investing in a permanent facility as the District transitions to hybrid electric and battery electric buses. Purchasing a facility is a priority project for the District to incentivize competition for service operations contracts, reduce cost uncertainty, and reduce or minimize overall operating cost growth. District ownership of a facility will impact procurements and operations for the Local Fixed Route, Muir Woods Shuttle, West Marin Stagecoach, Community Shuttle, and paratransit operations. A parking location will enable the District to better plan for service growth and effectively deploy, maintain, and integrate new vehicle technologies.

In June 2015 your Board authorized the General Manager to identify and begin negotiating terms to purchase or lease sites for maintenance and operations facilities. In October 2016 your Board established goals and criteria for evaluating potential bus maintenance and operations facility sites. Attachment A, Initial Site Evaluation and Criteria for Siting a Marin Transit Bus Maintenance and Operations Facility, describes these selection criteria. At a minimum, the site had to be at least 3 acres for a single site or combination of two sites, consistent with the local jurisdiction's General Plan, and the purchase and development needed to be financially feasible and cost effective. Other adopted criteria included:

1. Within Marin County to minimize deadhead or non-revenue service costs
2. Accessible to US 101
3. Compatible land use / good neighbor potential
4. Sufficient size and accessibility to maneuver and store buses
5. Primary egress and ingress routes to site are compatible with local circulation plan
6. Site readiness
7. Minimal vulnerability in case of a natural disaster

8. Title VI Equity Analysis
9. Preliminary Analysis of Potential Environmental Impacts on Site Surroundings

With the assistance of a commercial real estate broker, staff explored over fifty sites for a property that met both our fleet and facility needs as well as the selection criteria. Properties meeting the District's needs are quite limited so the District has been preparing to make an offer when a suitable property was identified.

FTA Discretionary Grant

In October 2016, FTA awarded the District a $4.4 million under its Section 5339 bus and bus facilities discretionary grant program. In August 2019, FTA awarded/obligated the funding for the property acquisition proposed here. The District is required to apply $1.1 million in local funds as a match to the FTA grant.

Description of the Property

Following an extensive search, staff has identified the property located at 600 Rush Landing Road in Novato (APN 125-560-01) (the "Property") for a District-owned storage facility.

The Property is an about 2.5 acre site. The Property is bounded by U.S. Highway 101 on the west; SMART train tracks, a landscape contractor and open space to the east; and a privately-owned property on the south, which is the site of a Public Storage facility. Attachment B is a site map. It is assigned the Light Industrial Office (LIO) land use designation of the Novato General Plan and is zoned Planned District (PD).

The Property is improved with an approximately 10,950 square foot, two-story office building built in 1998. The bulk of the remainder of the site is paved, with the paved areas divided into passenger vehicle stalls near the building and a parking lot on the northern area.

The Property is owned by Roger L Kaehler, Trustee of the Kaehler Living Trust, and Paul S. Scheller (50%), Trustee of the Scheller Living Trust (50%). The Property has been leased since August 2012 to MV Transportation, who parks District vehicles at the site and uses a portion of the office space, and since May 1998 to Enterprise Rent-A-Car, who uses the site for office space and to store passenger cars (Enterprise does not appear to use the site as a retail rental facility for the public). The owners occupy upwards of about 900 square feet of office space. The remainder of the office building is currently vacant.

The District's Planned Use

The District anticipates acquiring the Property and using it in its existing, improved condition in the same manner as it is currently used. In particular, the District would take an assignment of the existing leases and be bound by the terms of those existing agreements. The District would leaseback a portion of the office space to the owner for a three-year period. The District anticipates using the remaining, currently vacant office space for management and administration of the operations.

No significant improvements are anticipated to be required at the site; planned improvements to enhance the property's functionality, safety, and sustainability are modest and include restriping of the pavement, enhanced fencing, improved low voltage lighting, rooftop solar panels, security cameras, and minor office building repairs.

No heavy vehicle repair will be conducted on site; there is no maintenance facility on site.

Operating and maintenance costs identified by the seller will be verified during the due diligence period. District staff will evaluate options for managing the property including hiring a management company, using currently contracted suppliers, or using existing staff.

The District has identified this property as an opportunity to acquire fee interest in parking space for some of its transit fleet. While the Property fulfills much of the Board's evaluation criteria, due to the size and shape of the site, it can't adequately store the District's entire fleet. The District will continue to search for additional suitable property to purchase for vehicle maintenance and additional vehicle parking. However, acquiring 600 Rush Landing is expected to attract new bids for contract operations, and allow for more competition in service procurements making it valuable to the District's operations.

Key Terms and Conditions of Acquisition

Staff has negotiated with the property owner on a voluntary basis to acquire an unencumbered fee simple interest in the Property. The heavily negotiated form of Purchase and Sale Agreement is attached as Attachment C. The owner has executed the agreement. Some of the key terms and conditions of the acquisition include:

Price: The purchase price is $4,900,000. The appraised value of the Property is $4,880,000. The appraisal prepared by Nannette F. Quigley, a State of California Certified General Real Property Appraiser, is attached as Attachment D. The appraisal was reviewed and approved by an independent appraiser, David Tattersall of David Tattersall & Co. The appraisal and appraisal review were prepared in conformance with federal standards. This purchase price is 0.4% over the appraised value, which the District has determined is a reasonable and appropriate negotiated amount.

Assignment of Leases: As described above, the Property is currently leased to MV Transportation and Enterprise Rent-A-Car. Subject to confirmation during the due diligence period, including through tenant estoppel certificates, it appears that: MV Transportation has an existing lease for about 34,000 square feet of the paved parking area for bus storage and about 1,600 square feet of the office building. The total rent is on the order of $11,900 per month. The lease expires in December 2022. Enterprise Rent-A-Car has an existing lease for about 6,700 square feet in two suites of the building. Enterprise also leases about 25,000 square feet of the paved parking area. MCTD understands that Enterprise uses the leased space for administrative and back office functions, and that the leased premises not used as a public-facing, retail location. The total rent is on the order of $10,500 per month. The lease expires in December 2020, although the lease provides the company two options to extend the term for five years each. The District would take an assignment of the existing leases and be bound by the terms of those existing agreements. Lease income must be dedicated to eligible transit capital or operating expenses.

Leaseback to Seller: The owners occupy upwards of about 900 square feet of office space in the building. The District would leaseback 600 square feet of the office space to the owner for a three-year term at a rent of $1 (terminable by the occupant on 90 days' notice). The terms of the leaseback would be negotiated during the due diligence period. Staff recommends authorizing the General Manager to enter a leaseback at closing consistent with these key terms and otherwise in a form consistent with the terms and conditions of the existing leases or otherwise commercially reasonable.

As-Is Purchase; Release of Claims: The District would acquire the property in its "as-is" condition and generally release seller from any and all claims, whether direct or indirect, known

or unknown, foreseen or unforeseen, that may arise or in any way be connected with the Property, including the physical, environmental, and structural condition of the Property and including third party claims against the District. During the due diligence period, staff intends to, among other things, engage a consultant to perform a "Phase I" environmental assessment and, if warranted, further investigations.

Due Diligence Period: The District would have a 55-day period to conduct and complete a due diligence review, including such matters as title condition; lease status; physical, structural, and environmental condition; land use, zoning, and entitlement status; and suitability of the Property for the District's intended purpose. Should the District identify material concerns with the Property, it may terminate the Agreement and receive a refund of its deposit during this due diligence period. Staff recommends authorizing the General Manager to approve/accept information received during due diligence and proceed with the closing of the purchase of the Property in the event that she determines in her reasonable discretion that such information does not materially affect the District's interests, is consistent with the District's expectations under the Purchase and Sale Agreement, and/or is otherwise commercially reasonable to accept.

Title Matters: The District has received a preliminary title report for the Property indicating a number of items/exceptions pertaining to the Property. Staff is not aware that any of the items will materially affect the value or use of the Property for the District's intended purpose, but that assessment is subject to confirmation during the due diligence period. Staff intends to retain a surveyor to assist in this process.

Deposit: The District would make a $250,000 deposit, which would be applied toward the purchase price at closing. If the District terminates the agreement during the due diligence period, the full amount of the deposit would be refunded to the District. After the close of the due diligence period, the deposit would only be refunded to the District in limited circumstances (such as breach by the seller).

Schedule: If your Board approves a Purchase and Sale Agreement to acquire the Property, escrow would open and the 55-day due diligence period would begin promptly. The closing is scheduled to occur on January 14, 2020.

Other Matters for Consideration

Novato Report on Conformity with General Plan: California Government Code Section 65402(c) requires that whenever a governmental entity intends to acquire property within the jurisdiction of another city, the local planning agency of that city must have an opportunity to report on whether the location, purpose, and extent of the proposed acquisition conforms with city's adopted general plan. District staff requested a report from the City of Novato regarding the conformity of the District's proposed acquisition of the Property with the 1996 Novato General Plan. On November 11, 2019 the Novato Planning Commission adopted a resolution reporting to Marin Transit that the location, purpose, and extent of the acquisition is consistent with the Novato General Plan.

Title VI Equity Analysis: The District is required to conduct a Title VI equity analysis to ensure the location identified for purchase is selected without regard to race, color, or national origin. The Property has been used for parking transit buses used in Marin Transit's fixed route services since 2012 and for office space. Site improvements will be minimal and consist of striping, improved low voltage lighting, and fencing improvements. After considering all

potential Title VI-related impacts, staff determined that there are no equity impacts associated with acquisition of the Property. Marin Transit's purchase of the Property will not change the use or the intensity of use of the Property. An inspection of the Property disclosed that the site is surrounded by Highway 101 and undeveloped hillsides to the west and railroad tracks and a body of water known as Rush Creek to the east. The proposed purchase continues an existing use, and does not disrupt any community activities or community uses such as community centers, parks, and churches. There are no visual or noise impacts to residential properties. There are no residences located within a half mile from the Property on either side of the highway. No displacement of residential or commercial properties is required.

The Property is accessed via US-101 Exit 463 at Atherton Ave, west on Atherton Avenue, north on Redwood Blvd past the SMART rail station, and merging under the Highway onto Rush Landing Road. There are no businesses or residential properties along this route prior to accessing Rush Landing Road. There appear to be three commercial parcels located to the south of the Property on Rush Landing Road, all located within the Rush Landing Business Center. The nearest is Public Storage, a self-storage facility, located approximately 1/8 mile from the Property. The second is Brayton Purcell LLP, a law firm, located approximately 1/4 mile from the Property. The third commercial parcel appears to be occupied by Ismailia Cultural Center located approximately 1/3 mile from the Property adjacent to Highway 101. The location is completely buffered by the highway system, railroad tracks, undevelopable land, and hillside elevations. Should the District propose a change in use at a future date, Marin Transit will conduct all appropriate public noticing, outreach, and Title VI analysis.

No Displacement; Relocation Benefits: Staff has determined that because the District is acquiring the Property through a voluntary purchase and will take an assignment and assumption of the existing leases of the Property, and will continue those existing leases under all of the same terms and conditions of the existing leases and not terminate the existing leases, the seller and tenants will not be displaced persons in connection with the proposed purchase of the Property and, as such, will not be eligible for relocation assistance under the Uniform Relocation Assistance and Real Property Acquisition Policies Act.

Non-Transit Uses: As discussed above, the District will assume the leases of the current tenants of the Property upon purchase of the Property (including the existing lease with Enterprise Rent-A-Car), and leaseback a portion of office building to the seller. Also as described above, the District's proposed purchase of the site is funded with FTA funds. FTA guidance explains that FTA encourages non-transit uses of real property that can raise additional revenues for the transit system, subject to certain restrictions, which include ensuring the non-transit uses do not interfere with or compromise the transit uses, and income received from the non-transit use is dedicated to eligible transit capital or operating expenses. The District is in discussions with FTA regarding the planned non-transit uses of the Property, and the District fully-intends to comply with all applicable regulations related to non-transit uses.

Environmental Review

Based on a review of the facts and circumstances of the Property and this transaction, staff determined that the acquisition and continued use of the Property is exempt from CEQA pursuant to 14 Cal. Code Regs. ("CEQA Guidelines") section 15301 (Class 1). Section 15301 exempts projects that "consist[] of the operation, repair, maintenance, permitting, leasing, licensing, or minor alteration of existing public or private structures, facilities, mechanical equipment, or topographical features, involving negligible or no expansion of existing or former use." Here, as described above, the District has no plans to materially alter the Property, and

the District plans to continue the existing uses of the Property. Under certain circumstances outlined in CEQA Guidelines section 15300.2, a project that otherwise qualifies for an exemption will not be exempt from CEQA. :None of the circumstances outlined in CEQA Guidelines section 15300.2 apply to the actions to acquire the Property and continue its existing use.

FISCAL/STAFFING IMPACT:

These board actions approve the expenditure of $4.9 million for the purchase of the Property and $175,000 for expenditures related to the acquisition such as due diligence, closing and related costs (e.g., building inspection, title insurance premium, escrow and recording fees, real estate broker fees). These expenditures are within the FY 2019/20 $6.6 million capital project budget for Facility ROW Purchase (FR).

The project is funded with a $4.4 million Federal Discretionary Section 5339 Bus and Bus Facilities Grant. The remaining amount will come from Measure A and capital reserve funds.

Staff will seek Board approval for site minor site improvements after the property is acquired and an assessment of needed improvements and priorities is complete.

Respectfully submitted,

Nancy E. Whelan

Nancy Whelan
General Manager

Attachments: A - Initial Evaluation Criteria for Siting a Marin Transit Bus Maintenance and Operations Facility

B - Site Map

C - Purchase and Sale Agreement

D - Appraisal by Nanette Quigley

600 Rush Landing

Threshold Criteria		
These requirements must be met. If they are not met, the site will be rejected.		
A	Minimum size for a single site or combination of two sites shall be at least 3 acres.	✓
B	Land use shall be consistent with the General Plan.	✓
C	Purchase and development of the site shall be financially feasible and cost effective.	✓

Selection Criteria				
1	Minimize deadhead or non-revenue service costs	●	Peak period travel time to San Rafael Transit Center (SRTC) less than 12 minutes and within 4 miles	◔
		◑	Peak period travel time to SRTC between less than 25 minutes and within 8 miles	
		◔	Peak period travel time to SRTC less than 40 minutes and within 12 miles	
		○	Peak period travel time to SRTC more than 40 minutes or 12 miles	
2	Accessible to US 101	●	Within 1 minute from a US 101 on ramp	◑
		◑	Within 5 minutes from a US 101 on ramp	
		◔	Within 10 minutes from a US 101 on ramp	
		○	10+ minutes from a US 101 on ramp	
3	Compatible land use / good neighbor potential	●	Current zoning and use is same or similar to proposed bus maintenance and storage facility use	●
		◑	Zoning is consistent with a bus maintenance and storage facility, or the site is eligible for a conditional use permit	
4	Sufficient size and accessibility to maneuver and store buses	●	Accommodates 75 bus and shuttle vehicles	◑
		◑	Accommodates 45 - 75 bus and shuttle vehicles	
		◔	Accommodates 30-45 bus and shuttle vehicles	
		○	Accommodates less than 30 bus and shuttle vehicles	
5	Primary egress and ingress routes to site are compatible with local circulation plan	●	Primary access route is adjacent to or on frontage road of highway	●
		◑	Primary access route is on arterial	
		◔	Primary access route is on local collector	
6	Site Readiness	●	Developable within three years	● +1
		◑	Developable within five years	
		◔	Developable within ten years	
		+1	**** Extra point if site is partially available within 2 years***	

600 Rush Landing

7	Minimal vulnerability in case of a natural disaster	●	Multiple bus and shuttle vehicle access opportunities	◔
		◔	Single point of vehicle access	
8	Results of Title VI Equity Analysis as specified in FTA guidance C 4702.1B, issued in October 2012	◑	No Title VI equity impacts	N/A
		◔	Identified impacts can be reasonably mitigated	
		○	Site meets minimum Title VI requirements based on substantial legitimate justification, though identified impacts cannot be reasonably mitigated	
9	Preliminary Analysis of Potential Environmental Impacts on Site Surroundings	◑	Indicates minimal or no Environmental Justice impacts, consistent with FTA guidance C 4037.1, issued in August 2012	N/A

Threshold Criteria

These requirements must be met. If they are not met, the site will be rejected.

A Minimum size for a single site or combination of two sites shall be at least 3 acres.

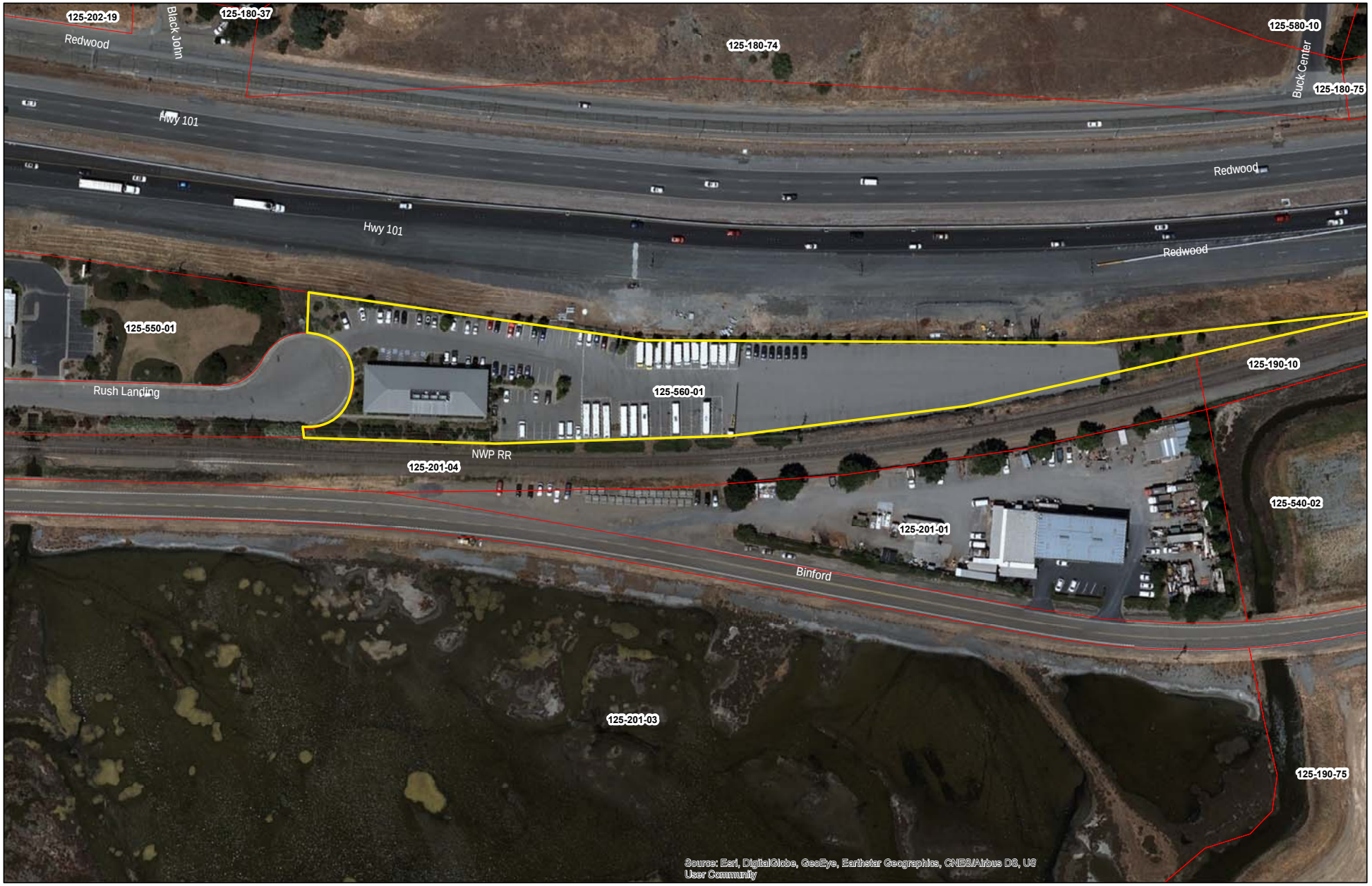
B Land use shall be consistent with the General Plan.

C Purchase and development of the site shall be financially feasible and cost effective.

Selection Criteria

			Potential Score
1	Minimize deadhead or non-revenue service costs	Peak period travel time to San Rafael Transit Center (SRTC) less than 12 minutes and within 4 miles	●
		Peak period travel time to SRTC between less than 25 minutes and within 8 miles	◑
		Peak period travel time to SRTC less than 40 minutes and within 12 miles	◔
		Peak period travel time to SRTC more than 40 minutes or 12 miles	○
2	Accessible to US 101	Within 1 minute from a US 101 on ramp	●
		Within 5 minutes from a US 101 on ramp	◑
		Within 10 minutes from a US 101 on ramp	◔
		10+ minutes from a US 101 on ramp	○
3	Compatible land use / good neighbor potential	Current zoning and use is same or similar to proposed bus maintenance and storage facility use	●
		Zoning is consistent with a bus maintenance and storage facility, or the site is eligible for a conditional use permit	◑
4	Sufficient size and accessibility to maneuver and store buses	Accommodates 75 bus and shuttle vehicles	●
		Accommodates 45 - 75 bus and shuttle vehicles	◑
		Accommodates 30-45 bus and shuttle vehicles	◔
		Accommodates less than 30 bus and shuttle vehicles	○
5	Primary egress and ingress routes to site are compatible with local circulation plan	Primary access route is adjacent to or on frontage road of highway	●
		Primary access route is on arterial	◑
		Primary access route is on local collector	◔
6	Site Readiness	Developable within three years	●
		Developable within five years	◑
		Developable within ten years	◔
		**** Extra point if site is partially available within 2 years***	**+1**
7	Minimal vulnerability in case of a natural disaster	Multiple bus and shuttle vehicle access opportunities	●
		Single point of vehicle access	◔
8	Results of Title VI Equity Analysis as specified in FTA guidance C 4702.1B, issued in October 2012	No Title VI equity impacts	◑
		Identified impacts can be reasonably mitigated	◔
		Site meets minimum Title VI requirements based on substantial legitimate justification, though identified impacts cannot be reasonably mitigated	○
9	Preliminary Analysis of Potential Environmental Impacts on Site Surroundings	Indicates minimal or no Environmental Justice impacts, consistent with FTA guidance C 4037.1, issued in August 2012	◑

Scoring: ● **3** Best ◑ **2** Adequate ◔ **1** Less than Adequate ○ **0** Inadequate


125-202-19
Redwood
Black John
125-180-37
125-180-74
125-580-10
Buck Center
125-180-75
Hwy 101
Hwy 101
Redwood
Redwood
125-550-01
Rush Landing
125-560-01
125-190-10
NWP RR
125-201-04
125-540-02
125-201-01
Binford
125-201-03
125-190-75
Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, US User Community

PURCHASE AND SALE AGREEMENT
(600 Rush Landing Road, Novato, CA)

This Purchase and Sale Agreement (the "**Agreement**"), dated as of November ___, 2019 (the "**Effective Date**"), is by and between Roger L. Kaehler, Trustee of The Kaehler Living Trust, dated February 21, 1991, as to an undivided 50% interest, and Paul S. Scheller, Trustee of The Scheller Living Trust, dated February 21, 1991, as to an undivided 50% interest, as tenants in common (collectively, the "**Seller**"), and Marin County Transit District, a transit district formed pursuant to California Public Utilities Code Sections 70000 et seq. (the "**Buyer**" or "**MCTD**"). Seller and Buyer may be individually referred to herein as a "**Party**" and collectively referred to herein as the "**Parties**."

RECITALS

A. MCTD is a transit district whose purpose is to develop, finance, organize, and provide local Marin County transit service in a manner consistent with an overall San Francisco Bay Area regional transit system. MCTD currently operates local fixed route, paratransit, and mobility management services under contracts with service providers. MCTD typically provides these contractors with the vehicles needed to operate the service and relies on the contractors to provide their own storage facilities. The existing contractor storage facilities are dispersed throughout the county. MCTD is interested in purchasing its own storage facility and consolidating storage of a portion of the existing fleet at that facility to increase competition for contracted services by expanding future procurement opportunities to include bidders who do not have access to storage facilities within the county, reduce long term risk, improve efficiency, and reduce operating costs.

B. Seller is the owner of certain real property commonly known as 600 Rush Landing Road, Novato, California, consisting of an approximately ten thousand nine hundred fifty (10,950) square foot building on approximately two and 50.5/100 (2.505) acres of land.

NOW, THEREFORE, in consideration of the foregoing, the Parties agree as follows:

1. Purchase and Sale Terms.

a. Property Included in Sale. Seller agrees to sell and convey to Buyer, and Buyer agrees to purchase from Seller, subject to the terms, covenants and conditions hereinafter set forth, the following: (i) the real property commonly known as 600 Rush Landing Road, Novato, CA, identified as Assessor Parcel Number 125-560-01 (parcel one and parcel two), which comprise approximately two and 50.5/100 (2.505) acres, and is described in detail on Exhibit A attached here and incorporated herein by this reference ("**Real Property**"); (ii) the approximately ten thousand nine hundred fifty (10,950) square foot, two- (2-) story building located on the Real Property; (iii) any and all other improvements, structures, and fixtures to the Real Property, and all apparatus, equipment, and appliances used in connection with the operation or occupancy of the real property and its improvements (subsections (ii) and (iii) collectively, the "**Improvements**"); (iv) any and all rights, privileges, and easements incidental or appurtenant to the Real Property or the Improvements, if any and only to the extent legally transferable, and any and all other

development rights, air rights, water, water rights, riparian rights, and water stock relating to the Real Property and owned by Seller, and any and all easements, rights-of-way, or other appurtenances used in connection with the beneficial use and enjoyment of the Real Property or the Improvements, and any and all of Seller's right, title, and interest in and to all roads and alleys adjoining or servicing the Real Property; and (v) any and all intangible personal property now or hereafter owned by Seller and used exclusively in the ownership, use, and operation of the real property and its improvements, including warranties (including roof warranties) and guaranties, any contracts, utility contracts, or other rights relating to the ownership, use, and operation of the real property and its improvements, to the extent assignable. All of the items referred to in subsections (i) through (v) are collectively referred to herein as the "**Property**."

b. Purchase Price. Seller shall sell the Property to Buyer, and Buyer shall buy the Property from Seller, for Four Million Nine Hundred Thousand Dollars and No/100 Dollars ($4,900,000.00) (the "**Purchase Price**") in cash, which Purchase Price shall be paid in full at Closing (defined below).

2. Conditions to Closing. The Parties' respective obligations to close escrow (the "**Closing**") on the sale of the Property shall be conditioned upon all of the following:

a. **Buyer's Conditions.** Buyer's obligation to purchase the Property is conditioned upon the approval or Buyer's written waiver on or prior to the Closing Date (as defined in Section 4.b) (or such earlier date as specified) of the following conditions:

1. Buyer shall have fifty-five (55) calendar days after the Effective Date (the "**Review Period**" with the last day of such period being the "**Review Deadline**") to (a) obtain the final and complete Buyer's Board of Director's approval to this Agreement and (b) conduct any and all inspections, approvals, verifications, or other requirements Buyer deems necessary and appropriate for the completion of Buyer's due diligence review of the transaction covered by this Agreement, all to Buyer's satisfaction in its sole discretion, including, but not limited to, review and approval of the following: (i) the title condition of the Property; (ii) the lease status of the Property; (iii) appraisal of the Property; (iv) the physical, structural, and environmental condition of the Property; (v) the land use, zoning, and entitlement status of the Property; (vi) the Property's compliance with all applicable laws, regulations, permits, and approvals; (vii) compliance with the California Environmental Quality Act; (viii) compliance with California Government Code Sections 7260, et seq.; and (ix) compliance with California Government Code Section 65402. Buyer's written notice of approval of Buyer's inspections of the Property or Buyer's written election to terminate the Agreement, as applicable, is referred to herein as the "**Review Notice**". Buyer's inspections shall be subject to the following terms and conditions:

(A) Prior to making any inspections, Buyer shall provide to Seller a certificate of insurance(s) evidencing Buyer's and Buyer's agents', employees', attorneys', consultants' and/or contractors' (collectively, "**Buyer's Agents**") procurement of a commercial general liability insurance policy as required herein. Buyer shall not disturb the Tenants (as defined in Section 9) of the Property while performing said inspections. In addition, prior to the Review Deadline, Buyer shall not (i) interview, speak with or contact the Tenants with respect to such Tenant's lease

of a portion of the Property or with respect to the sale of the Property to the Buyer, except to provide certain notice and information in the form approved by Buyer and Seller attached hereto as Exhibit F. Buyer shall maintain, and shall ensure that Buyer's Agents entering the Property to perform inspections on Buyer's behalf maintain, commercial general liability and property damage insurance against any liability arising out of such inspections. Such insurance shall be in the amount of One Million Dollars ($1,000,000) combined single limit for injury to or death of one or more persons per occurrence, and for damage to tangible property (including loss of use) per occurrence. The policy maintained by Buyer shall insure the contractual liability of Buyer covering the indemnities herein and shall name the Seller as additional insured, contain a cross-liability provision, and contain a provision that such insurance shall be primary and non-contributing with any other insurance available to Seller. Buyer shall not be permitted to undertake any intrusive or destructive testing, including without limitation a "Phase II" environmental assessment or air quality/mold testing, without first obtaining Seller's written consent, which may be given or withheld in Seller's reasonable discretion. Prior to entering the Property (and on each and every occasion), Buyer shall (a) deliver to Seller prior written notice, (b) afford Seller a reasonable opportunity to have a representative of Seller present while Buyer performs its inspections, and (c) provide the identity of the party(s) who will perform the inspections and the proposed scope of such inspections. Buyer shall promptly deliver to Seller a true and complete copy of any reports relating to its inspections, except to the extent protected from disclosure by law. Buyer's delivery to Seller of the Review Notice shall be a conclusive presumption that the physical inspection condition is satisfied or that Buyer is electing to terminate the Agreement, as applicable.

(B) Prior to Closing, Buyer shall keep the Property free from all liens and shall indemnify, defend (with counsel reasonably satisfactory to Seller), protect, and hold Seller harmless from and against any and all Claims (as defined in Section 3.b below) arising from or related to inspections, investigations or tests made by Buyer or Buyer's Agents in connection with the Property; provided, however, this indemnity shall not include Claims (i) arising from or related to Seller's or Seller's employees, agents or representatives gross negligence or willful misconduct, or (ii) resulting from pre-existing conditions to the extent not exacerbated by Buyer or Buyer's Agents. If there is any damage to the Property caused by Buyer's and/or Buyer's Agents' entry in or on the Property under Section 2.a.1.A, Buyer shall immediately restore the Property to the same condition existing prior to such entry. The foregoing indemnity shall survive the Closing (or earlier termination of this Agreement).

(C) Buyer and Seller agree that, during the Review Period and prior to the Review Deadline (subject to the rights of the Tenants) and subject to the other terms of this Section 2: (1) Buyer shall have the opportunity to study all aspects or circumstances of the Property, and make all inspections and verifications that Buyer deems material or relevant; (2) Seller shall provide, without

representation or warranty of any kind, all documents and materials in Seller's possession that Buyer requests in writing and as Buyer determines are material or relevant with the respect to the Property (the "**Seller's Reports**"); (3) Seller shall use its commercially reasonable efforts to deliver to Buyer fully-executed estoppel certificates from the Tenants currently occupying the Property in the form attached hereto as Exhibit E (the "**Tenant Estoppel Certificate**") (and, to facilitate same, within (3) business days after the Effective Date, Seller shall make a written request that the Tenants execute, acknowledge, and deliver the Tenant Estoppel Certificate) (provided, Seller's failure to do so shall not be a default hereunder); (4) Seller and Buyer shall reach mutual agreement on the form of Leaseback Agreement (as defined in Section 5.a.iv) (and, to facilitate same, Seller shall deliver to Buyer a proposed form of Leaseback Agreement at least ten (10) calendar days prior to the Review Deadline); and (5) Buyer and Buyer's Agents shall have reasonable access to the Property during regular business hours for the purpose of performing due diligence.

2. Seller shall not be in default in the performance of any material covenant or agreement to be performed by Seller under this Agreement, each document required to be delivered by Seller pursuant to this Agreement shall have been timely delivered, and all of Seller's representations and warranties shall be true and correct in all material respects when made and shall be true and correct in all materials respects as of the Closing Date.

3. The condition of the Property shall be substantially the same as on the date of Buyer's execution of this Agreement, except for reasonable wear and tear, and any loss accepted by Buyer in the manner provided in Section 12.

4. There shall be no action, suit, litigation, arbitration, or administrative agency or other governmental proceeding, including without limitation, a taking or other eminent domain proceeding, pending or threatened in writing, which after the Closing Date may materially adversely affect the value of the Property or the ability of Buyer to operate the Property for its intended use, and no proceedings shall be pending or threatened in writing which could or would cause the change, re-designation, or other modification of the zoning classification of, or of any building or environmental code requirements applicable to, the Property.

5. The Title Company (as defined in Section 4.a) shall be committed to issue to Buyer the Title Policy (as defined in Section 8).

The conditions precedent to the close of escrow described in Subsections (1) through (5) above are "**Buyer's Closing Conditions**" and are solely for the benefit of Buyer. If, by the applicable date provided for each condition precedent, any condition precedent is not satisfied, Buyer shall have the right, in its sole discretion, to either (i) waive the condition by written notice to Seller, in which event the Parties shall close on and consummate the transaction contemplated herein, or (ii) terminate this Agreement by written notice to Seller, in which event the Parties shall have no further obligation to each other under this Agreement except for the Early Termination Surviving Obligations (as defined below). In the event of such termination, Buyer shall promptly be refunded the Deposit (as defined in Section 6.a).

b. **Seller's Conditions.** Seller's obligation to sell the Property is conditioned upon the approval or Seller's written waiver on or prior to the Closing Date of the following conditions:

1. On or before the business day prior to the Closing, Buyer shall deliver to Escrow Holder (for payment to Seller), in immediately available funds, the balance of the Purchase Price remaining after deduction for the Deposit plus costs and prorations required to be paid by Buyer hereunder.

2. Buyer shall not be in material default of its obligations under this Agreement.

3. Each document required to be delivered by Buyer pursuant to Section 5.b shall have been timely delivered as provided therein.

4. All of Buyer's representations and warranties shall be true and correct in all material respects when made and shall be true and correct in all material respects as of the Closing Date.

The conditions precedent to the close of escrow described in Subsections (1) through (4) above are "**Seller's Closing Conditions**" and are solely for the benefit of Seller. If any of Seller's Closing Conditions are not satisfied or otherwise waived by Seller prior to the Closing Date, Seller may elect to terminate this Agreement, and the Parties shall have no further liabilities or obligations hereunder except for the Early Termination Surviving Obligations.

c. **Failure of Conditions or Approval of Conditions**. If a Party fails to timely deliver to the other Party any required notice described in this Agreement, including without limitation, a written notice with respect to a Party's closing conditions, within the applicable time periods specified in Section 2 above, then the item, action, consent, or approval that is the subject of such required notice shall be deemed automatically approved. If Buyer elects to terminate this Agreement within the Review Period by delivering written notice to Seller prior to the expiration of the Review Period, or otherwise elects to terminate this Agreement as a result of a failure of a Buyer Closing Condition as provided in Section 2.a, the Deposit shall be returned to Buyer and neither Buyer nor Seller shall have any further liability or obligation to each other, except for the obligation to return the Deposit, the indemnities contained in Sections 2.a.1.B and 16, and Buyer's obligations under this Section 2.c. to deliver to Seller the Due Diligence Materials (defined below) (collectively, the "**Early Termination Surviving Obligations**"). If this Agreement terminates for any reason, within five (5) days after such termination Buyer shall deliver to Seller a copy of all materials, tests, audits, surveys, reports and studies conducted by Buyer (collectively, "**Buyer's Documents**"), except to the extent protected from disclosure by law, and Buyer shall return to Seller any document, agreement, report and other material given to Buyer by or on behalf of Seller (collectively, "**Seller's Documents**") (Buyer's Documents and Seller's Documents are collectively, "**Due Diligence Materials**"); Buyer shall be permitted to retain copies of the Due Diligence Materials in accordance with its internal recordkeeping policies or applicable law or regulation. If Buyer delivers a Review Notice approving Buyer's inspections of the Property to Seller prior to 5:00 p.m. (Pacific Time) by the Review Deadline or if Buyer fails to deliver any Review Notice to

Seller by such date and time, the Deposit shall become non-refundable to Buyer subject to the satisfaction or waiver of Buyer's Closing Conditions.

3. Condition of the Property.

a. By purchasing the Property, except as otherwise expressly set forth in this Section 3 and except for any express representations made by Seller in Section 9 hereof, (i) Buyer waives any and all right or ability to make a Claim of any kind or nature against any of the Releasees for any and all deficiencies or defects in the physical characteristics and condition of the Property which would be disclosed by such inspection and expressly agrees to acquire the Property with any and all of such deficiencies and defects and subject to all matters disclosed by Seller, (ii) neither Seller nor any of Seller's employees, agents or representatives have made any representations, warranties or agreements by or on behalf of Seller of any kind whatsoever, whether verbal or written, express or implied, statutory or otherwise, as to any matters concerning the Property, the condition of the Property, the size of the Real Property, the size of the Improvements, the present use of the Property or the suitability of Buyer's intended use of the Property, (iii) the Property is to be purchased, conveyed and accepted by Buyer in its present condition, **"AS IS", "WHERE IS" AND WITH ALL FAULTS**, and that no patent or latent defect or deficiency in the condition of the Property whether or not known or discovered, shall affect the rights of either Seller or Buyer hereunder nor shall the Purchase Price be reduced as a consequence thereof, and (iv) any and all information and documents furnished to Buyer by or on behalf of Seller relating to the Property shall be furnished as a courtesy to Buyer without any warranty of any kind from or on behalf of Seller.

b. Buyer hereby represents and warrants to Seller that prior to Closing (i) Buyer will have performed an independent inspection and investigation of the Property and will have also investigated and will have knowledge of operative or proposed governmental laws and regulations to which the Property may be subject, and (ii) Buyer shall acquire the Property solely upon the basis of its independent inspection and investigation, including without limitation, (a) the quality, nature, habitability, merchantability, use, operation, value, fitness for a particular purpose, marketability, adequacy or physical condition of the Property or any aspect or portion thereof, including, without limitation, structural elements, foundation, roof, appurtenances, access, landscaping, parking facilities, electrical, mechanical, HVAC, plumbing, sewage, and utility systems, facilities and appliances, soils, geology and groundwater, or whether the Property lies within a special flood hazard area, an area of potential flooding, a very high fire hazard severity zone, a wildland fire area, an earthquake fault zone or a seismic hazard zone, (b) the dimensions or lot size of the Property or the square footage of the Improvements, (c) the development or income potential, or rights of or relating to, the Property, (d) the zoning or other legal status of the Property or any other public or private restrictions on the use of the Property, (e) the compliance of the Property or its operation with any applicable codes, laws, regulations, statutes, ordinances, covenants, conditions and restrictions (including, without limitation, the American with Disabilities Act), (f) the ability of Buyer to obtain any necessary governmental approvals, licenses or permits for Buyer's intended use or development of the Property, (g) the presence or absence of Hazardous Materials on, in, under, above or about the Property or any adjoining or neighboring property, (h) the condition of title to the real property, or (i) the economics of, or the income and expenses, revenue or expense projections or other financial matters, relating to the Property.

Buyer agrees that each of Seller and Seller's partners, members, trustees, directors, officers, employees, representatives, property managers, agents, attorneys, affiliated and related entities, heirs, successors and assigns (collectively, "**Releasees**") are hereby fully and forever released and discharged from any and all liabilities, losses, judgments, claims (including third party claims), demands, damages (of any nature whatsoever), causes of action, costs, penalties, fines, judgments, attorneys' fees, consultants' fees and costs and experts' fees (collectively, the "**Claims**"), whether direct or indirect, known or unknown, foreseen or unforeseen, that may arise or in any way be connected with the Property including, without limitation, the physical, environmental and structural condition of the Property or any law or regulation applicable thereto, including, without limitation, any Claim (regardless of when it first appeared) relating to or arising from (i) the presence of any environmental problems, or the use, presence, storage, release, discharge, or migration of Hazardous Materials on, in, under or around the Property regardless of when such Hazardous Materials were first introduced in, on or about the Property, (ii) any patent or latent defects or deficiencies with respect to the Property and (iii) any and all matters related to the Property or any portion thereof, including without limitation, the condition and/or operation of the Property. The term "Hazardous Materials" as used in this Agreement shall mean (a) any hazardous or toxic wastes, materials or substances, or chemicals, and other pollutants or contaminants, which are or become regulated by applicable local, state, regional and/or federal orders, ordinances, statutes, rules, regulations (as interpreted by judicial and administrative decisions) and all laws related to the regulation, remediation, disposal, treatment and transportation of Hazardous Material ("**Environmental Laws**"); (b) asbestos, asbestos-containing materials or urea formaldehyde; (c) polychlorinated biphenyls; (d) flammables, explosive, corrosive or radioactive materials; (e) medical waste and biochemicals; and (f) gasoline, diesel, petroleum or petroleum by-products. Buyer hereby waives and agrees not to commence any action, legal proceeding, cause of action or suits in law or equity, of whatever kind or nature, including, but not limited to, a private right of action under the federal superfund laws, 42 U.S.C. Sections 9601 et seq. and California Health and Safety Code Sections 25300 et seq. (as such laws and statutes may be amended, supplemented or replaced from time to time), directly or indirectly, against the Releasees or their agents in connection with Claims described above (collectively, the "**Released Claims**") and expressly waives the provisions of California Civil Code Section 1542 which provides:

> **A GENERAL RELEASE DOES NOT EXTEND TO CLAIMS THAT THE CREDITOR OR RELEASING PARTY DOES NOT KNOW OR SUSPECT TO EXIST IN HIS OR HER FAVOR AT THE TIME OF EXECUTING THE RELEASE AND THAT, IF KNOWN BY HIM OR HER, WOULD HAVE MATERIALLY AFFECTED HIS OR HER SETTLEMENT WITH THE DEBTOR OR RELEASED PARTY.**

Seller and Buyer have each initialed this Section 3 to further indicate their awareness and acceptance of each and every provision hereof. The provisions of this Section 3 shall survive the Closing and shall not be deemed merged into any instrument or conveyance delivered at the Closing.

_____ _____

Seller's Initials **Buyer's Initials**

Buyer elects to and does assume all risk for (and Buyer releases and discharges Seller from any) such Released Claims, whether now known or unknown by Buyer. Notwithstanding anything to the contrary herein, the aforementioned release shall neither apply to, and the Released Claims shall not include or be applicable to, any matters arising out of (i) any claim by a third party arising during Seller's period of ownership of the Property which is covered by Seller's commercial general liability policy, such as a slip and fall claim or other similar personal injury claim (but damage or exposure to or from Hazardous Materials and any other claims not covered by Seller's commercial general liability policy shall be included in the Released Claims), (ii) the execution, interpretation or enforcement of this Agreement; (iii) a Seller Default; nor (iv) a breach by Seller of any of the representations made in Section 9 hereof so long as Buyer shall have commenced a legal action against Seller with respect to such breach of Seller within the Survival Period. After the expiration of the Survival Period, the aforementioned release (and the Released Claims) will also include Claims resulting from or relating to any breach by Seller of the representations made in Section 9 hereof.

c. Notwithstanding Sections 3.a and 3.b above, Seller acknowledges that during its ownership of the Property prior to the Closing Date: (i) Seller shall be solely responsible for any and all maintenance and security for the Property, including its improvements; (ii) Seller shall maintain and secure the Property in a responsible manner that preserves the condition and value of the Property; and (iii) Seller shall undertake security of the Property to prevent theft, vandalism, trespass, and squatters from occupying the Property.

d. On or before that date which is seven (7) business days following the Effective Date, Seller shall deliver to Buyer a Natural Hazard Disclosure Statement, as and to the extent prescribed by California law, in substantially the form of Exhibit D attached hereto and made a part hereof ("**NHDS**") and, prior to the Review Deadline Date, Buyer shall execute and deliver to Seller one (1) counterpart original of the NHDS to acknowledge Buyer's receipt and acceptance of such NHDS.

4. Escrow.

a. No later than three (3) business days after the Effective Date, Buyer shall open escrow (the "**Escrow Opening**") with Old Republic Title Company, located at 1400A Grant Avenue, Novato, CA 94945, Attn: Diana McInnis, Telephone: (415) 897-9632, email: dmcinnis@ortc.com (the "**Escrow Holder**" and "**Title Company**") for the purpose of closing the sale of the Property by depositing with Escrow Holder one (1) original of this Agreement duly executed and dated by the Parties.

b. The Closing shall occur on January 14, 2020 (the "**Closing Date**"), unless the Parties agree otherwise in writing. Escrow Holder shall close escrow by recording a Grant Deed (as defined in Section 7) and any other documents required to be recorded, and by disbursing the funds and documents in accordance with this Agreement.

5. Documents and Items.

a. Seller's Documents and Items. At least one (1) business day prior to the Closing Date, Seller shall deposit with Escrow Holder the following:

(i) one (1) original, duly executed, acknowledged, and dated Grant Deed in the form hereto attached as Exhibit B;

(ii) one (1) original, duly executed and dated assignment and assumption of contracts, warranties and intangible personal property now or hereafter owned by Seller and used exclusively in the ownership, use, and operation of the property and its improvements (the "**Assignment of Contracts**") in the form hereto attached as Exhibit C-1;

(iii) one (1) original, duly executed and dated assignment and assumption of the leases of the Property (the "**Leases**") with the Tenants (the "**Assignment of Leases**") in the form hereto attached as Exhibit C-2;

(iv) one (1) original, duly executed and dated leaseback agreement containing the terms under which Buyer will lease back to Seller an approximately six hundred (600) square foot suite within the building on the Property as of the Closing Date for a term not to exceed three (3) years (but subject to termination by Seller at any time during the term by providing Buyer six (6) months advance written notice) and a rent of One Dollar and No/100 ($1.00) per year in a form mutually agreeable to the Parties (the "**Leaseback Agreement**") (which the Parties shall use their commercially reasonable efforts to agree upon prior to the Review Deadline);

(v) one (1) original, duly executed and dated affidavit from Seller which satisfies the requirements of Section 1445 of the Internal Revenue Code, as amended;

(vi) one (1) original, duly executed and dated California Form 593-C;

(vii) one (1) original, duly executed and dated joint escrow instructions (the "**Joint Escrow Instructions**"), which shall instruct Escrow Holder in its closing of this transaction pursuant to the terms herein, the provisions of which shall not conflict with the provisions of this Agreement;

(viii) such other instruments and documents as may be reasonably required by Escrow Holder/Title Company to transfer the Property and issue the Title Policy to Buyer; and

(ix) one working set of keys to all locks on the Property, including mail boxes, gates, alarms, and garage doors, and garage door remote controls, if any.

b. Buyer's Documents and Items. At least one (1) business day prior to the Closing Date, Buyer shall deposit with Escrow Holder the following:

(i) one (1) original, duly executed and dated acceptance of the Grant Deed;

(ii) one (1) original, duly executed and dated counterpart of the Assignment of Contracts;

(iii) one (1) original, duly executed and dated counterpart of the Assignment of Leases;

(iv) one (1) original, duly executed and dated counterpart of the Leaseback Agreement;

(v) one (1) original, duly executed and dated Preliminary Change of Ownership Report;

(vi) one (1) original, duly executed and dated counterpart of the Joint Escrow Instructions; and

(vii) the Purchase Price and any funds in excess of the Purchase Price owed by Buyer as described in Section 6.

6. Funds.

a. No later than three (3) business days after the Effective Date, Buyer shall deposit with Escrow Holder the sum of Two Hundred Fifty Thousand and No/100 Dollars ($250,000.00) (the "**Deposit**"). At least one (1) business day prior to the Closing Date, Buyer shall deposit with Escrow Holder the sum of Four Million Six Hundred Fifty Thousand and No/100 Dollars ($4,650,000), which when combined with the Deposit is the amount of the Purchase Price, as well as the amount of the Brokerage Commission specified in Section 16.

b. Escrow Holder shall deposit funds deposited with it by Buyer pursuant to Section 6.a above in a State or Federally chartered bank in an interest bearing account whose term is appropriate and consistent with the timing requirements of this transaction. The interest therefrom shall accrue to the benefit of Buyer, who hereby acknowledges that there may be penalties or interest forfeitures if the applicable instrument is redeemed prior to its specified maturity.

c. At Closing, Buyer shall pay Seller the Purchase Price, plus or minus additional sums as may be credited/debited to Buyer as follows:

i. Buyer shall receive a credit equal to the amount of the Deposit.

ii. Buyer shall receive a credit equal to the rent Seller shall owe to Buyer under the terms of the Leaseback Agreement.

iii. Any amounts payable to or owed by the Tenants, as agreed upon by Seller and Buyer prior to the Review Deadline, shall be apportioned as of 12:01a.m. on the Closing Date and Buyer shall receive a credit equal to the amount of any security deposit made by the Tenants to Seller.

iv. Amounts payable under any contracts assumed pursuant hereto, annual or periodic permit or inspection fees (calculated on the basis of the period covered), and liability for other normal Property operation and maintenance expenses and other recurring costs with respect to the Property shall be apportioned as of 12:01 a.m. on the Closing Date, so that Seller bears all expenses with respect to the Property and has the benefit of all income with respect to the Property, including, but not limited to, rents and common are maintenance charges, through and including the date immediately preceding the Closing Date. Uncollected income shall not be prorated at Closing.

v. All real and personal property taxes based on the most recent property tax bills available for the Property shall be prorated as of the Closing Date. Any tax bills received by Buyer after the Closing relating to a period prior to the Closing shall be prorated between the Parties as if said tax bills had been available as of the Closing.

vi. Seller shall pay at Closing the cost to reconvey any financing on the Property.

vii. Buyer shall pay the following closing costs: (1) transfer tax, if any; (2) the escrow fee; (3) recording fees for the Grant Deed, if any; (4) premium for the Title Policy and any endorsement thereto, including the cost of any survey which may be required; and (5) the Brokerage Commission (as defined in Section 16 below).

viii. Other fees and charges not expressly addressed herein will be allocated according to custom of the county in which the Property is located.

ix. Each Party shall pay its own attorneys' fees and other expenses incurred by it in connection with the Closing.

d. All payments made by any Party hereto shall be in legal tender of the United States of America paid in cash or be wire transfer of immediately available funds to the Escrow Holder.

7. Title. At the closing, Seller shall convey to Buyer by duly executed and acknowledged grant deed (the "**Grant Deed**"), fee simple title to the Property free and clear of all monetary liens and encumbrances created by Seller, except those matters approved by Buyer in writing prior to the expiration of the Review Deadline (or deemed to be approved by Buyer if no objections were made prior to the expiration of the Review Deadline), which Grant Deed shall be recorded in the Official Records of Marin County, California on the Closing Date.

8. Title Insurance. Delivery of title shall be evidenced by commitment of Title Company to provide a CLTA or ALTA extended coverage (in the event Buyer obtains a survey prior to the Review Deadline) owner's policy of title insurance, issued by Title Company in the amount of the Purchase Price, insuring that fee simple title to the Property is vested in Buyer upon the close of escrow subject only to those matters approved by Buyer prior to the expiration of the Review Deadline (or deemed to be approved by Buyer if no objections were made prior to the expiration of the Review Deadline) (the "**Title Policy**").

9. Seller's Representations. Seller represents and warrants to Buyer that: (a) Seller owns and has the power to convey the Property to Buyer; (b) except with respect to those certain tenants occupying the Property, namely MV Transportation, Inc. and Enterprise Rent-a-Car Co. of San Francisco LLC (collectively, the "**Tenants**"), the Property is unoccupied and no person other than Seller is in possession of the Property; (c) except with respect to the Tenants or Seller's Reports, Seller has no actual knowledge of any unrecorded agreements affecting the Property; (d) Seller has full power and authority to execute and deliver this Agreement and to consummate the transactions provided herein, and the persons signing this Agreement for Seller have full power and authority to sign for Seller and bind it to this Agreement; (e) this Agreement and the other documents to be executed by Seller hereunder, upon execution and delivery thereof by Seller, will have been duly entered into by Seller, and will constitute legal, valid, and binding obligations of Seller, and neither this Agreement nor anything provided to be done under this Agreement violates or shall violate any contract, document, understanding, agreement, judicial order, or instrument to which Seller is a party or to which it is bound; (f) to Seller's actual knowledge, there is no action, suit, litigation, arbitration, or administrative agency or other governmental proceeding, pending or threatened in writing, which affects the Property (including any bankruptcy, insolvency, or probate proceedings involving Seller or Seller's assets) or the ability of Buyer to operate the Property for its intended use; (g) to Seller's actual knowledge, Seller has received no written notice of any violations of any law, order, ordinance, or regulation affecting the Property; (h) Seller has not received written notice and has no actual knowledge of any pending or threatened condemnation of all or part of the Property (except Buyer's letter to Seller dated September 20, 2019, which letter has been rescinded in writing by Buyer); (i) Seller has not received any written notice or any written warning of any violation, administrative complaint, judicial complaint, or other formal or informal written notice alleging that conditions on the Property are or have been in violation of any Environmental Law or informing Seller than the Property is subject to investigation or inquiry regarding Hazardous Materials on the Property or the potential violation of any Environmental Law; (j) Seller has received no written notice that the Property is in violation or any federal, state, or local law, ordinance, or regulation relating to industrial hygiene or to the environmental conditions on, under, or about the Property, including but not limited to soils and groundwater conditions; neither Seller nor, to Seller's actual knowledge without duty of inquiry or investigation, any third party has used or installed any underground tank on, under, or about the Property; (j) Seller is represented by competent counsel; and (l) to Seller's actual knowledge, Seller is not in default under the Leases and no event has occurred that, with the passage of time or the giving of notice, or both, would constitute a default by Seller under the Leases, and Seller has no claim of default or offset or defense against the payment of any amounts required to be paid by Seller under the Leases, and has no claim against the Tenants. To the Seller's actual knowledge, there is no default by the Tenants under the Leases and no event has occurred that, with the passage of time or the giving of notice, or both, would constitute a default by the Tenants under the Leases. The foregoing representations and warranties of Seller shall survive the Closing for a period of twelve (12) months ("**Survival Period**").

Buyer shall have no right to rely on and Seller shall have no liability with respect to any representation or warranty (including any future certification or statement, actually or deemed made, as to representations or warranties) which Buyer actually knows to be inaccurate or untrue at the time such representation or warranty is given. The foregoing representations of Seller made hereinabove shall only survive the Closing for the Survival Period; provided, however, that any

Claim made by Buyer against Seller shall be commenced, if at all, within the Survival Period, and, if not so commenced within such time, thereafter Buyer shall be forever barred from making or bringing any such Claim as though said representations are then void and of no further force or effect.

10. Buyer's Representations. Buyer represents and warrants to Seller that (i) this Agreement and all documents executed by Buyer that are to be delivered to Seller at Closing are duly authorized, executed and delivered by Buyer, (ii) this Agreement and all documents executed by Buyer that are to be delivered to Seller at Closing do not, and at the time of Closing will not, violate any provision of any judicial order to which Buyer is a party or to which Buyer is subject and constitute (or in the case of closing documents will constitute) a valid and legally binding obligation of Buyer, (iii) Buyer has full and complete power and authority to enter into this Agreement and to perform its obligations hereunder, (iv) Buyer is not presently the subject of a bankruptcy, insolvency or probate proceedings and Buyer neither anticipates nor intends to file or cause to be filed any bankruptcy or insolvency proceeding involving Buyer or Buyer's assets during the pendency of this Agreement, (v) Buyer is a sophisticated investor with substantial experience in investing in assets of the same type as the Property and has such knowledge and experience in financial and business matters that Buyer is capable of evaluating the merits and risks of an investment in the Property, (vi) Buyer is represented by competent counsel, and (vii) Buyer shall furnish all of the funds for the purchase of the Property (other than funds supplied by institutional lenders which will hold valid mortgage liens against the Property) and such funds will not be from sources of funds or properties derived from any unlawful activity. Buyer represents to Seller that no specific site or property needs to be acquired, the property to be acquired is not part of an intended, planned, or designated project area where all or substantially all of the property within the area is to be acquired within specific time limits, and Buyer will not acquire the property if negotiations fail to result in an amicable agreement; Buyer has informed Seller in writing of what Buyer believes to be the market value of the property. The foregoing representations, warranties and acknowledgements of Buyer shall survive the Closing for the Survival Period.

11. Intentionally Omitted

12. Risk of Loss. All risk of loss shall remain with Seller until Close of Escrow. In the event that the Property or any material portion thereof is destroyed or damaged after the Effective Date and prior to the Close of Escrow or in the event of condemnation or taking or threatened condemnation or taking, Buyer or Seller may, at their option, elect to terminate this Agreement by written notice to the other Party, so long as such termination notice is received by the Party not giving such notice within ten (10) calendar days following written notice of such damage or condemnation, taking or threat thereof, in which event the Parties shall have no further obligation to each other under this Agreement except for those provisions that expressly survive termination. In the event of such termination, Buyer shall promptly be refunded the Deposit.

13. Notices. All notices pertaining to this Agreement shall be in writing delivered to the Parties either (a) personally by hand, courier service, or overnight delivery, in which case notice shall be deemed given when delivered, or (b) by first class mail, postage prepaid, at the addresses specified below, in which case notice shall be deemed given three (3) days following deposit. Telephone numbers are included for information only. The Parties shall endeavor to provide a

courtesy copy of any such notice by electronic mail, but such delivery shall not constitute notice. The Parties may, by notice as provided above, designate a different address to which notice shall be given.

SELLER:

Roger L. Kaehler, Trustee of The Kaehler Living Trust, dated February 21, 1991
14705 Carlson Street
Poway, CA 92064
Tel: (415) 328-2324
Email: rogerkaehler@yahoo.com

Paul S. Scheller, Trustee of The Scheller Living Trust, dated February 21, 1991
1025 Simmons Lane
Novato, CA 94947
Tel: (415)897-7141
Email: paul_scheller@comcast.net

BUYER:

Marin County Transit District
711 Grand Ave, Suite 110
San Rafael, CA 94901
Attn: Nancy Whelan, General Manager
Tel: (415) 226-0855
Email: nwhelan@marintransit.org

Copies of any notice to Seller should also be sent to:

Marin County
County Counsel Office
3501 Civic Center Drive
San Rafael CA 94903
Attn: Brian Case, Deputy County Counsel
Tel: (415) 499-6117
Email: BCase@marincounty.org

14. Intentionally Omitted

15. Default; Remedies.

a. In the event Buyer defaults in the performance of any of Buyer's obligations under this Agreement (each a "**Buyer Default**"), and Buyer fails to cure such Buyer Default within the time periods set forth in Section 15(c) below, Seller's sole and exclusive remedy shall be as follows: **IF BUYER FAILS TO PURCHASE THE PROPERTY BY REASON OF A DEFAULT OF BUYER, SELLER SHALL BE RELEASED FROM ITS OBLIGATION TO SELL THE PROPERTY TO BUYER. BUYER AND SELLER HEREBY ACKNOWLEDGE AND AGREE THAT IT WOULD BE IMPRACTICAL AND/OR EXTREMELY DIFFICULT TO FIX OR ESTABLISH THE ACTUAL DAMAGE SUSTAINED BY SELLER AS A RESULT OF SUCH DEFAULT BY BUYER AND AGREE THAT THE DEPOSIT (AND ALL INTEREST), BUYER'S PAYMENT OF ALL ESCROW CANCELLATION CHARGES AND THE DELIVERY TO SELLER BY BUYER OF THE DUE DILIGENCE MATERIALS (EXCEPT TO THE EXTENT PROTECTED FROM DISCLOSURE BY LAW) IS A REASONABLE APPROXIMATION THEREOF. ACCORDINGLY, IN THE EVENT BUYER FAILS TO PURCHASE THE PROPERTY AS A RESULT OF BUYER DEFAULT, THE DEPOSIT (AND ALL INTEREST) AND THE DELIVERY**

TO SELLER BY BUYER OF THE DUE DILIGENCE MATERIALS (EXCEPT TO THE EXTENT PROTECTED FROM DISCLOSURE BY LAW) SHALL CONSTITUTE AND BE DEEMED TO BE THE AGREED AND LIQUIDATED DAMAGES OF SELLER, AND SHALL BE PAID TO SELLER AS SELLER'S SOLE AND EXCLUSIVE REMEDY, PROVIDED, HOWEVER, THE FOREGOING SHALL NOT LIMIT BUYER'S OBLIGATIONS TO PAY ALL ATTORNEYS' FEES AND COSTS OF SELLER IF IT PREVAILS IN EFFORTS TO ENFORCE THIS SECTION 15 AND/OR BUYER'S INDEMNITY OBLIGATIONS UNDER SECTIONS 2 AND 16. EACH OF THE PAYMENT OF THE DEPOSIT (AND ALL INTEREST), THE PAYMENT BY BUYER OF ALL ESCROW CANCELLATION CHARGES, AND DELIVERY TO SELLER BY BUYER OF THE DUE DILIGENCE MATERIALS AS LIQUIDATED DAMAGES IS NOT INTENDED TO BE A FORFEITURE OR PENALTY, BUT IS INTENDED TO CONSTITUTE LIQUIDATED DAMAGES TO SELLER PURSUANT TO CALIFORNIA CIVIL CODE SECTIONS 1671, 1676 AND 1677.

SELLER'S INITIALS: _____ **BUYER'S INITIALS:** _____

b. In the event Seller defaults in the performance of any of Seller's obligations under this Agreement (each a "**Seller Default**"), and Seller fails to cure such Seller Default within the time periods set forth in Section 15.c below, Buyer shall have the right to bring an action for actual damages and/or specific performance; provided, if Buyer has actual knowledge of (1) a Seller Default and/or (2) any breach or inaccuracy in any representation of Seller made in this Agreement, and Buyer nonetheless elects to proceed to Closing, then, upon Closing, Buyer shall be conclusively deemed to have waived any such Seller Default and/or breach or inaccuracy and shall have no Claim against Seller with respect thereto. If Buyer does not elect one of the foregoing remedies, then Buyer shall either (i) waive the Seller Default by written notice to Seller, in which event the Parties shall close on and consummate the transaction contemplated herein, or (ii) terminate this Agreement by written notice to Seller. In the event of such termination, Buyer shall promptly be refunded the Deposit.

Notwithstanding anything to the contrary contained in this Section 15.b, and subject to the other limitations on Seller's liability set forth in this Agreement, in no event shall Seller's liability for a Claim made under this Agreement exceed in the aggregate $250,000.00 (the "**Cap Amount**"). In addition, Buyer may only make a Claim if such Claim exceeds $50,000.00 (the "**Floor Amount**"). Buyer waives any and all Claims it may have to any recovery in excess of the Cap Amount or less than the Floor Amount; provided, however, the foregoing Cap Amount shall not limit Seller's obligation to pay all attorneys' fees and costs of Buyer if it prevails in its efforts to enforce this Section 15 and/or Seller's indemnity obligations under Section 16.

c. Each Party shall give the other party prompt written notice upon learning of any breach or default by the other Party under this Agreement. The term "Cure Period" as used herein means a period commencing on the date Buyer or Seller receives from the other written notice of breach or default hereunder and continuing until (i) five (5) calendar days thereafter if the breach

or default is monetary, or (ii) fifteen (15) calendar days thereafter if the breach or default is non-monetary.

d. In no event shall a Party be liable to the other Party for any punitive, incidental or consequential damages under this Agreement whatsoever, all such damages hereby being expressly and intentionally waived by the Parties.

16. Broker Commissions.

a. The following real estate brokers and brokerage relationships exist in this transaction and are consented to by the Parties: Buyer hereby represents and warrants to Seller that Cushman & Wakefield represents the Buyer only (the "**Broker**"). The Parties acknowledge that other than the Broker listed herein, there are no other brokers representing the Parties or due any fees or commissions under this Agreement. Buyer and Seller each represent and warrant to the other that he/she/it has had no dealings with any person, firm, broker, or finder in connection with the negotiation of this Agreement, and/or the consummation of the purchase and sale contemplated herein, other than the Broker listed herein, and no broker or other person, firm, or entity, other than the Broker listed herein is/are entitled to any commission or finder's fee in connection with this transaction as the result of any dealings or acts of such Party. Buyer and Seller do each hereby agree to indemnify, defend, protect, and hold the other harmless from and against any Claims arising from or related to a claim by any broker, finder, or other similar party, other than the Broker listed herein, by reason of any dealings of acts of the indemnifying Party. The foregoing indemnity shall survive the Closing (or earlier termination of this Agreement).

b. A brokerage commission shall paid to Broker through Escrow Holder at Closing (and only if Closing actually occurs) by Buyer in an amount equal to One Hundred Thousand Dollars ($100,000) ("**Brokerage Commission**").

17. Time of the Essence; Dates. Time is of the essence in this Agreement. In the event that any date specified in this Agreement falls on Saturday, Sunday, or a public holiday, such date shall be deemed to be the succeeding day on which public agencies and major banks are open for business.

18. Binding on Successors. This Agreement shall be binding not only upon the Parties but also upon their heirs, personal representatives, assigns, and other successors in interest.

19. Additional Documents. Seller and Buyer agree to execute such additional documents, including escrow instructions, as may be reasonable and necessary to carry out the provisions of this Agreement.

20. Assignment. Neither Party may assign its interests under this Agreement without the written consent of the other Party.

21. Entire Agreement; Modification; Waiver. This Agreement constitutes the entire agreement between Buyer and Seller pertaining to the subject matter contained in it and supersedes all prior and contemporaneous agreements, representations, and understandings. No supplement,

modification, or amendment of this Agreement shall be binding unless executed in writing by both Parties. No waiver of any of the provisions of this Agreement shall be deemed or shall constitute a waiver or any other provision, whether or not similar, nor shall any waiver constitute a continuing waiver. No waiver shall be binding unless executed in writing by the Party making the waiver.

22. Counterparts. The Agreement may be executed in counterparts, each of which shall be deemed an original and which together shall constitute one and the same agreement. Executed counterparts delivered by facsimile or scanned and emailed shall be treated the same as originals.

23. Survival. The following provisions shall survive the (i) Closing: Section 2.c. [Failure of Conditions], Section 3 [Condition of the Property], Section 6.c [prorations], Section 9 [Seller's Representations], Section 10 [Buyer's Representations], Section 13 [Notices], Section 15 [Defaults; Remedies], Section 16 [Broker Commissions], Section 24 [Governing Law], and Section 29 [Attorneys' Fees] and (ii) the earlier termination of this Agreement: Section 2.a.1.B [Conditions to Closing: Buyer's Conditions] and Section 2.a.(1)(C) [Conditions to Closing: Buyer's Conditions], Section 2.c. [Failure of Conditions], Section 13 [Notices], Section 15 [Defaults; Remedies], Section 16 [Broker Commissions], Section 24 [Governing Law], and Section 29 [Attorneys' Fees].

24. Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the State of California. Venue for all litigation relative to this Agreement shall be in Marin County.

25. Interpretation. Each party and/or its counsel have reviewed and revised this Agreement and no rule of construction to the effect that any ambiguities are to be resolved against the drafting party shall be employed in the interpretation or enforcement of this Agreement or any amendments to this Agreement or any document executed and delivered by either party in connection with this Agreement.

26. No Third Party Beneficiary. Except as otherwise expressly set forth herein, Seller and Buyer do not intend and this Agreement shall not be construed to create a third-party beneficiary status or interest in, nor give any third-party beneficiary rights or remedies to, any other person or entity not a party to this Agreement.

27. Severability. If for any reason any provision of this Agreement shall be held to be unenforceable, it shall not affect the validity or enforceability of any other provision of this Agreement and to the extent any provision of this Agreement is not determined to be unenforceable, such provision or portion thereof, shall be and remain in full force and effect.

28. Exhibits. All exhibits attached hereto are deemed a part of this Agreement. Any and all future modifications of this Agreement will be effective only if in writing and signed by the parties thereto.

29. Attorneys' Fees. In the event any dispute between the parties with respect to this Agreement results in litigation or other proceedings, the prevailing party shall be reimbursed by the party not prevailing in such proceeding for all reasonable costs and expenses, including,

without limitation, reasonable attorneys' and experts' fees and costs incurred by the prevailing party in connection with such litigation or other proceeding and any appeal thereof. Such costs, expenses and fees shall be included in and made a part of the judgment recovered by the prevailing party, if any.

30. Tax Deferred Exchange. Seller and Buyer acknowledge and agree that the purchase and sale of the Property may be part of a tax-free exchange for either Buyer or Seller pursuant to Section 1031 of the Internal Revenue Code, the regulations promulgated thereunder, revenue procedures, pronouncements and other guidance issued by the Internal Revenue Service. Each party hereby agrees to cooperate with each other and take all reasonable steps on or before the Closing Date to facilitate such exchange if requested by the other party, provided that (a) no party making such accommodation shall be required to acquire any substitute property, (b) such exchange shall not affect the representations, warranties, liabilities and obligations of the parties to each other under this Agreement, (c) no party making such accommodation shall incur any additional cost, expense or liability in connection with such exchange (other than expenses of reviewing and executing documents required in connection with such exchange), and (d) no dates in this Agreement will be extended as a result thereof.

///SIGNATURES ON FOLLOWING PAGE///

IN WITNESS of the foregoing provisions, the Parties hereto have executed this Agreement as of the day and year first above written.

SELLER:

Roger L. Kaehler, Trustee of The Kaehler Living Trust, dated February 21, 1991, as to an undivided 50% interest

By: _____

Name: _____

Paul S. Scheller, Trustee of The Scheller Living Trust, dated February 21, 1991, as to an undivided 50% interest

By: _____

Name: _____

BUYER:

MARIN COUNTY TRANSIT DISTRICT

By: _____
Damon Connolly
President, Board of Directors

Approved as to Form

By: _____
Brian Case
Deputy County Counsel

S

EXHIBIT A TO PURCHASE AND SALE AGREEMENT

Legal Description of the Property

The land referred to is situated in the County of Marin, City of Novato, State of California, and is described as follows:

PARCEL ONE

Parcel Two, as shown upon that certain Parcel Map entitled "Parcel Map Rush Landing-Phase II, a Division of the Lands of Land Rush Partners, City of Novato, County of Marin, California", filed for record September 30, 1998 in Book 1998 of Parcel Maps, at Page 120, Marin County Records.

PARCEL TWO

An easement for roadway purposes upon, over and across the following described parcel of land: Beginning at a point distant South 15° 26' 46" West 158.58 feet from the Northwesterly corner of that certain parcel of land described as Parcel 3 of Annex "A" in the indenture made by and between the Northwestern Pacific Railroad Company and the State of California, recorded December 22, 1971 in Book 2528 of Official Records at Page 170, Marin County Records; thence along the Westerly line of said Company's Land and along the Southerly prolongation of said line, South 15° 26' 46" West, 602.51 feet; thence along a tangent curve to the right with a radius of 66.00 feet, through an angle of 45° 40' 24", an arc length of 52.61 feet to the 84.70 foot course in Parcel 7 of that Relinquishment No. 40302, as shown upon that certain Map entitled, "Relinquishment in the County of Marin", filed for record July 15, 1975 in State Highway Map Book No. 5, Page 3, Marin County Records; thence along last said course North 49° 55' 09" West, 37.22 feet to a curve concentric of with and distant 32.00 feet radially from the curve described above with a radius of 66.00 feet; thence along said concentric curve and long a line parallel with and distant 32.00 feet Westerly at right angles from the course described above with a length of 602.51 feet from a tangent that bears North 84° 15' 29" East, along a curve to the left with a radius of 34.00 feet, through an angle of 68° 48' 43", an arc length of 40.83 feet and North 15° 26' 46" East, 528.15 feet; thence along a tangent curve to the left with a radius of 1984.00 feet, through an angle of 2° 08' 52" an arc length of 74.37 feet to said 37.40 foot course; thence along last said course South 74° 33' 14" East, 33.39 feet to the point of beginning.

The bearings and distances used in the above descriptions are on the California Coordinate System, Zone 3. Multiply the above distances by 1.0000546 to obtain ground level distances.

EXHIBIT B TO PURCHASE AND SALE AGREEMENT

Recording Requested by, and
When Recorded Mail to,
and Mail Tax Statements to:

_____
_____
_____
Attention: _____

Space Above This Line for Recorder's Use

The undersigned declares exemption under the following:
Exempt from fee per GC 27383;

GRANT DEED

For valuable consideration, receipt and adequacy of which are hereby acknowledged, _____, a _____ ("**Grantor**"), hereby grants, sells, conveys and transfers to_____, a _____("**Grantee**"), that certain improved real property located in _____, _____, as legally described in Exhibit A (the "**Real Property**"), together with all improvements, structures and fixtures (collectively, the "**Improvements**") located thereon, and any and all apparatus, equipment, and appliances used in connection with the operation or occupancy of the Real Property and its Improvements owned by Grantor, and any and all rights, privileges, and easements, incidental or appurtenant to the Real Property or the Improvements, if any and only to the extent legally transferable, and any and all other development rights, air rights, water, water rights, riparian rights, and water stock relating to the Real Property and owned by Grantor, and any and all easements, rights-of-way, or other appurtenances used in connection with the beneficial use and enjoyment of the Real Property or the Improvements, and any and all of Grantor's right, title, and interest in and to all roads and alleys adjoining or servicing the Real Property.

///SIGNATURES ON FOLLOWING PAGE///

IN WITNESS WHEREOF, Grantor has caused its duly authorized representative to execute this instrument as of the date hereinafter written.

Dated: _____, 20__

GRANTOR:

_____,
a _____

By: _____
Name: _____
Title: _____

A notary public or other officer completing this certificate verifies only the identity of the individual who signed the document to which this certificate is attached, and not the truthfulness, accuracy, or validity of that document.

State of California)
)
County of _____)

On _____ before me, _____, notary public (here insert name and title of the officer), personally appeared _____, who proved to me on the basis of satisfactory evidence to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument the person(s), or the entity upon behalf of which the person(s) acted, executed the instrument.

I certify under PENALTY OF PERJURY under the laws of the State of California that the foregoing paragraph is true and correct.

WITNESS my hand and official seal.

Signature _____ (Seal)

EXHIBIT A TO GRANT DEED

LEGAL DESCRIPTION

To be attached

CERTIFICATE OF ACCEPTANCE TO GRANT DEED

This is to certify that the interest in real property conveyed to the Marin County Transit District by the foregoing GRANT DEED, which is dated _____, and executed by _____, is hereby accepted by the undersigned pursuant to authority conferred by Resolution No. ____, dated _____ . The Marin County Transit District, as grantee, consents to recordation of said GRANT DEED.

_____
Nancy Whelan
General Manager
Marin County Transit District

EXHIBIT C-1 TO PURCHASE AND SALE AGREEMENT

ASSIGNMENT OF CONTRACTS, WARRANTIES AND INTANGIBLES

This Assignment of Contracts, Warranties and Intangibles (the "Assignment") is made as of _____ ___, 2020, by and between _____, a _____ ("Assignor"), and _____, a _____ ("Assignee").

For valuable consideration, receipt of which is acknowledged, Assignor and Assignee agree as follows:

1. **ASSIGNMENT AND ASSUMPTION.**

(a) Assignor hereby assigns and transfers to Assignee all right, title and interest of Assignor in, to and under the contracts, including all amendments or modifications thereto (the original and all amendments or modifications, collectively, the "Contracts") relating to that certain real property with a street addresses of 600 Rush Landing Road, Novato, California (the "Property"), complete copies of which are included in **Schedule A** attached hereto and made a part hereof.

(b) Assignee hereby accepts the foregoing assignment and assumes and agrees to perform all of the covenants and agreements in the Contracts to be performed by Assignor thereunder that arise or accrue from and after the date of this Assignment.

(c) Assignor hereby assigns and transfers to Assignee all right, title and interest of Assignor in and to (i) all assignable existing warranties and guaranties issued to Assignor in connection with the Property or any improvements thereon or personal property used in connection therewith, and (ii) to the extent assignable, all entitlements, permits, marks, logos and names related exclusively to the real property and improvements described in preceding clause (i), and all other intangible personal property relating exclusively to the Property.

2. **FURTHER ASSURANCES.** Assignor and Assignee agree to execute such other documents and perform such other acts as may be reasonably necessary or proper and usual to effect this Assignment.

3. **SUCCESSORS AND ASSIGNS**. This Assignment shall be binding upon and shall inure to the benefit of Assignor and Assignee and their respective personal representatives, heirs, successors and assigns.

///SIGNATURES ON FOLLOWING PAGE///

IN WITNESS WHEREOF, Assignor and Assignee have executed this Assignment as of the date first hereinabove written.

ASSIGNOR:

By:
Name:
Its:

ASSIGNEE:

By:
Name:
Its:

SCHEDULE A TO ASSIGNMENT OF CONTRACTS, WARRANTIES AND INTANGIBLES

Copies of Contracts

EXHIBIT C-2 TO PURCHASE AND SALE AGREEMENT

ASSIGNMENT OF LEASES

This Assignment and Assumption of Leases (the "Assignment") is made as of ____ _____, 2020, by and between _____, a _____ ("Assignor"), and _____, a _____ ("Assignee").

For valuable consideration, receipt of which is acknowledged, Assignor and Assignee agree as follows:

1. ASSIGNMENT AND ASSUMPTION.

(a) Assignor hereby assigns and transfers to Assignee all right, title and interest of Assignor in, to and under the existing leases, including all amendments or modifications thereto (the original and all amendments or modifications, collectively the "Leases") relating to that certain real property with a street addresses of 600 Rush Landing Road, Novato, California (the "Property"), complete copies of which are included in Schedule A attached hereto and made a part hereof.

(b) Assignee hereby accepts the foregoing assignment and assumes and agrees to perform all of the covenants and agreements in the Leases to be performed by Assignor thereunder that arise or accrue from and after the date of this Assignment.

2. FURTHER ASSURANCES. Assignor and Assignee agree to execute such other documents and perform such other acts as may be reasonably necessary or proper and usual to effect this Assignment.

3. SUCCESSORS AND ASSIGNS. This Assignment shall be binding upon and shall inure to the benefit of Assignor and Assignee and their respective personal representatives, heirs, successors and assigns.

///SIGNATURES ON FOLLOWING PAGE///

IN WITNESS WHEREOF, Assignor and Assignee have executed this Assignment as of the date first hereinabove written.

ASSIGNOR:

By:
Name:
Its:

ASSIGNEE:

By:
Name:
Its:

SCHEDULE A TO ASSIGNMENT OF LEASES

Copies of Leases

EXHIBIT D TO PURCHASE AND SALE AGREEMENT

NATURAL HAZARD DISCLOSURE STATEMENT

This statement applies to the following described real property: 600 Rush Landing Road, Novato, California.

The undersigned Seller discloses the following information with the knowledge that even though this is not a warranty, the undersigned prospective Buyer may rely on this information in deciding whether and on what terms to purchase the subject real property. The following disclosures are made by the Seller based solely upon the information contained in the report attached hereto and made a part hereof. This information is merely a disclosure and shall not be deemed to be part of any contract between the Buyer and Seller.

THIS REAL PROPERTY LIES WITHIN THE FOLLOWING HAZARDOUS AREA(S):

A VERY HIGH FIRE HAZARD SEVERITY ZONE pursuant to Section 51178 or 51179 of the Government Code. The owner of this property is subject to the maintenance requirements of Section 51182 of the Government Code.

☐ Yes ☐ No

A WILDLAND AREA THAT MAY CONTAIN SUBSTANTIAL FOREST FIRE RISKS AND HAZARDS pursuant to Section 4125 of the Public Resources Code. The owner of this property is subject to the maintenance requirements of Section 4291 of the Public Resources Code. Additionally, it is not the state's responsibility to provide fire protection services to any building or structure located within the wildlands unless the Department of Forestry and Fire Protection has entered into a cooperative agreement with a local agency for those purposes pursuant to Section 4142 of the Public Resources Code.

☐ Yes ☐ No

THESE HAZARDS MAY LIMIT YOUR ABILITY TO DEVELOP THE REAL PROPERTY, TO OBTAIN INSURANCE, OR TO RECEIVE ASSISTANCE AFTER A DISASTER.

THE ATTACHED REPORT ON WHICH THESE DISCLOSURES ARE BASED ESTIMATE WHERE NATURAL HAZARDS EXIST. THEY ARE NOT DEFINITIVE INDICATORS OF WHETHER OR NOT A PROPERTY WILL BE AFFECTED BY A NATURAL DISASTER. BUYER IS HEREBY ADVISED TO OBTAIN INDEPENDENT PROFESSIONAL ADVICE REGARDING THOSE HAZARDS AND OTHER HAZARDS THAT MAY AFFECT THE SUBJECT PROPERTY.

This statement may be signed in one or more counterparts.

continued on next page\\\\

continued from previous page\\\\

Seller hereby states that the information set forth herein is true and correct to the best of the Seller's knowledge based solely upon the information contained in the attached report, and such knowledge is limited to be as of the date specified below. Seller has not independently verified the information contained in this statement and the attached report, and Seller is not personally aware of any errors or inaccuracies in the information contained in this statement.

SELLER:

_____,
a _____

By: _____
Name: _____
Title: _____

By: _____
Name: _____
Title: _____

Buyer hereby represents and warrants that it has read and understands the information contained in this disclosure statement and in the attached report and will rely upon the information contained in the report as though the report were addressed directly to Buyer.

BUYER:

_____,
a _____

By: _____
Name: _____
Title: _____

By: _____
Name: _____
Title: _____

EXHIBIT E TO PURCHASE AND SALE AGREEMENT

TENANT ESTOPPEL CERTIFICATE

TO: _____
_____
_____

RE: 600 Rush Landing Road, Novato, California (the "**Premises**")

The undersigned (the "**Tenant**") hereby certifies to _____, a _____ (the "**Buyer**"), the Buyer's lender, and to _____, a _____ ("**Landlord**"), the following information with respect to that certain lease agreement, dated _____, ____ (the "Lease," including any amendments to or modifications of the same) under which the Tenant is a tenant:

1. Lease. The Lease is in full force and effect and has not been modified or amended except as follows (if none, indicate so by writing "NONE" in the space indicated): _____
_____
_____.
A true and correct copy of the Lease (including all amendments to or modifications of the same) is attached hereto as Schedule 1. The Lease contains all of the understandings and agreements between Landlord and Tenant.

2. Premises. The Tenant leases that certain premises as described in the Lease, which includes the portion of the paved parking area illustrated on Schedule 2 attached hereto.

3. Base Rent. Base rental is due on the ____ day of each month. All fixed base rental has been paid to the end of the current calendar month, which is _____, and no rent under the Lease had been paid more than one month in advance of its due date except for any security deposit referenced herein. Current monthly fixed base rental for the Premises is $_____. The base rental is subject to the following escalations adjustments (if none, indicate so by writing "NONE" in the space indicated): _____
_____.

4. Common Area Maintenance; Other Charges. The Tenant is required to pay the following taxes, utilities, common area maintenance payments, and other charges under the Lease:

a. Operating Expenses: Tenant's share of Operating Expenses is _____ percent (__%), Tenant's most recent payment for its share of Operating Expenses was in the

amount of $_____ and was paid for the period _____.

b. Water/Sewer and Electric Utilities: Since there is only one water/sewer meter and one electric meter to the Building, Tenant's share of these utilities provided to the Premises is _____ percent (___%) of the total charge for the Building. Tenant's most recent payment for its share of these utilities was in the amount of $_____ and was paid for the period _____.

c. Other Utilities and Services: Landlord provides the following services at the Premises (if none, indicate so by writing "NONE" in the space indicated): _____
_____.

5. Term. The Lease term expires _____. The Lease provides for an option to renew the Lease term as follows (if none, indicate so by writing "NONE" in the space indicated): _____. The Lease contains no first right of refusal to lease or purchase, option to expand, option to terminate, or option to purchase except as follows (if none, indicate so by writing "NONE" in the space indicated): _____
_____.

6. Security Deposit. Landlord is presently holding a security deposit of $_____.

7. No Default; Claims.

a. Tenant is not in default under the Lease and, to the best of Tenant's knowledge, no event has occurred that, with the passage of time or the giving of notice, or both, would constitute a default by Tenant under the Lease.

b. Tenant has no claim of default or offset or defense against the payment of any amounts required to be paid by Tenant, and has no claim against Landlord. To the best of Tenant's knowledge, there is no default by Landlord under the Lease and no event has occurred that, with the passage of time or the giving of notice, or both, would constitute a default by Landlord under the Lease.

8. Tenant has not entered into any sublease, assignment or any other agreement transferring any of its interest in the Lease or the Premises.

9. Tenant recognizes and acknowledges it is making these certifications to you with the intent that the Landlord, the Buyer and Buyer's lenders, successors and assigns may rely hereon and as a material inducement to the Buyer's transaction with the Landlord, as the seller.

10. Tenant has the legal power and authority to make and deliver this certificate, and Tenant will be bound by the statements and certifications made herein.

///SIGNATURES ON FOLLOWING PAGE///

Dated: _____, _____

Very truly yours,

_____,
_____

By:_____
Its:_____

SCHEDULE 1 TO TENANT ESTOPPEL CERTIFICATE

COPIES OF LEASES AND AMENDMENTS OR MODIFICATIONS

SCHEDULE 2 TO TENANT ESTOPPEL CERTIFICATE

DIAGRAM OF PAVED PARKING AREA PORTION OF PREMISES

EXHIBIT F

BUYER'S NOTICE TO TENANTS

[MCTD letterhead]

[tenant name, per address for notice under existing leases]
_____
_____
_____

Re: 600 Rush Landing Road, Novato (APN 125-560-01)
Proposed acquisition of property; intention to take assignment of existing leases and continue existing leases
General Information Notice

Dear [tenant name]:

Marin County Transit District ("MCTD") is considering purchasing the property located at 600 Rush Landing Road, Novato, CA (APN 125-560-01) (the "Property"). We understand that you are currently leasing a portion of the Property as a business tenant. MCTD is a public entity and is required by law to deliver this notice upon the voluntary acquisition of real property.

The purpose of this notice is to inform you that when the current owner and MCTD close on the purchase of the Property, MCTD intends to take an assignment and assumption of the existing leases of the Property, including [tenant]'s lease, and to continue those existing leases under all of the same terms and conditions of the existing leases. MCTD's acquisition of the Property would not terminate [tenant]'s existing lease, and [tenant] would be expected to continue adhering to all of its rights and obligations under its existing lease.

Accordingly, MCTD has determined that when the current owner and MCTD close on the purchase of the Property, [tenant] will not be a displaced person in connection with the proposed purchase of the Property, as defined under 49 CFR §24.2(a)(9)(ii)(D), and, as such, will not be eligible for relocation assistance under the Uniform Relocation Assistance and Real Property Acquisition Policies Act ("URA").

VTY,

Nancy Whelan
General Manager
tel: 415-226-0855
nwhelan@marintransit.org

APPRAISAL OF

AN OFFICE BUILDING
600 RUSH LANDING ROAD
NOVATO, CA 94945



PREPARED FOR

MS. NANCY WHELAN, GENERAL MANAGER
MARIN COUNTY TRANSIT DISTRICT
711 GRAND AVENUE, STE. 110
SAN RAFAEL, CA 94901

AS OF

AUGUST 7, 2019

PREPARED BY

NANNETTE F. QUIGLEY
REAL ESTATE APPRAISER
19 PINE HILL COURT
SAN RAFAEL, CA 94903

NANNETTE F. QUIGLEY
REAL ESTATE APPRAISER

19 Pine Hill Ct.
San Rafael, California 94903
(415) 299-1812; FAX: (415) 472-2463; Email: nan.quigley@sbcglobal.net

October 7, 2019

Ms. Nancy Whelan, General Manager
Marin County Transit District
711 Grand Avenue, Ste. 110
San Rafael, CA 94901

Re: 600 Rush Landing Road
Novato, CA 94945
APN: 125-560-01

Dear Ms. Whelan:

As authorized, the above noted property has been inspected and appraised. The subject is improved with a 10,950 gross sf office building on a 2.50 acre site. The building is leased to two tenants, one space is owner occupied and the remaining space is vacant. Leases and rental rates were not provided. Due to the lack of lease information, a fee simple rather than leased fee valuation will be provided. This appraisal is made with the following hypothetical condition:

> *"A leased fee value could not be determined since leases were not provided. Therefore, a fee simple value will be used for the purposes of this report. If leases are provided, this opinion of value could change."*

There is some excess land, estimated at 65,340 sf or 1.50 acres that is not needed for the existing building on site. The excess land will be valued separately and then added to the fee simple value of the subject property. This appraisal is made with the following extraordinary assumption:

> *"The excess land estimated as 65,340 sf has not been surveyed. If the area is different in size, this opinion of value will most likely change."*

The purpose of this appraisal is to form an opinion of the current market value of the fee simple As Is value of the subject property. The intended use is for a potential purchase of the property for a federally assisted program. The intended user of this report is Marin County Transit District. The appraisal may not be used or relied upon by anyone other than the client for any purpose whatsoever, without the express written consent of the appraiser. This report is not intended for any other use. This letter must remain attached to the report, in order for the value opinion set forth to be considered valid.

I visited the property on August 7, 2019, and made all necessary investigation and analyses, to prepare the enclosed appraisal report. Research, analysis, and this report have been prepared according to the provisions of the Uniform Standards of Professional Appraisal Practice (USPAP) as established by the Appraisal Foundation and the Financial Institutions Reform, Recovery and Enforcement Act (FIRREA), 49CFR24.104 and FTA5010.1E.

Based on inspection, investigation, and analysis undertaken, the opinion has been formed, subject to the definition of value, assumptions and limiting conditions, and certification herein, that the improved property has a fee simple value, as of **August 7, 2019**, as follows:

FOUR MILLION EIGHT HUNDRED EIGHTY THOUSAND DOLLARS
$4,880,000.00

Respectfully submitted,

Nannette Quigley

Nannette F. Quigley
CA Certified General Real Property Appraiser
BREA License No. AG025795
Expiration: September 29, 2020

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ADDENDA

SUBJECT PHOTOGRAPHS



Front View



Front Entry



Side View (southern elevation) and Entrance to Parking



Side View (northern elevation)



Rear View (eastern elevation)



Monument Signage



Typical Parking at the Front



Excess Land - Fenced Parking Area used by MV Transportation



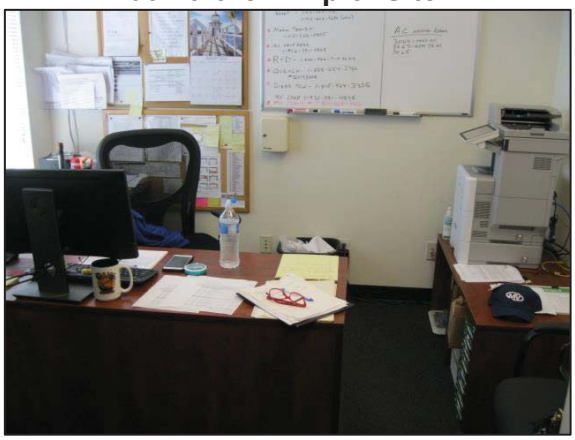
Excess Land - Fenced Parking Area used by Enterprise Rent-A-Car



Excess Land – Unusable Unpaved Area at Northern Tip of Site



Street Scene Looking South



MV Transportation Private Office

SUBJECT PHOTOGRAPHS



MV Transportation Break Room



MV Transportation Conference Room



Vacant 1st Floor Space



1st Floor Common Area Restroom

SUMMARY OF SALIENT FACTS AND CONCLUSIONS

Property Address:	600 Rush Landing Road Novato, CA 94945
Assessor's Parcel Number:	125-560-01
Owner:	Roger L Kaehler, Trustee of The Kaehler Living Trust, dated February 21, 1991, as to an undivided 50% interest, and Paul S. Scheller, Trustee of The Scheller Living Trust, dated February 21, 1991, as to an undivided 50% interest, as tenants in common
Building Area:	10,950 SF (gross)
Site Size:	108,900 SF or 2.50 acres (gross)
Zoning Land Use:	LI-O (Light Industrial/Office)
Flood Hazard Zone:	Zone AE
Census Tract Number:	1011.01
Thomas Bros. Map Number:	1A-F6
Present Use:	Office
Highest and best use:	Present Use
Ownership Valued:	Fee Simple
Purpose of the Appraisal:	As Is Market Value
Estimated Exposure Time:	Three to six months
Effective Date of the Appraisal:	**August 7, 2019**
Date of Inspection:	August 7, 2019
Date of Appraisal Report:	October 7, 2019
Market Value As Is	
Cost Approach:	Not Applied
Sales Comparison Approach:	$3,285,000 (10,950 sf x 300/sf)
Income Approach:	$3,194,646 ($143,759 NOI/4.50% OAR)
Market Value Fee Simple:	**$3,250,000**
Market Value Excess Land:	**$1,630,000**
Final Opinion of Value:	**$4,880,000**

IDENTIFICATION OF THE PROPERTY

The subject property is comprised of a 10,950 square foot, two story office building. It is a concrete block/wood frame building, constructed in 1998. It is commonly known as 600 Rush Landing Road, Novato, CA. It is also identified by Marin County parcel number 125-560-01.

LEGAL DESCRIPTION

A Preliminary Title Report was provided for review. For a complete legal description of the subject property, please refer to a copy of the Preliminary Title Report in the Addenda.

OWNERSHIP AND PROPERTY HISTORY

The property is currently vested in Roger L. Kaehler, Trustee of The Kaehler Living Trust dated February 21, 1991, as to an undivided 50% interest, and Paul S. Scheller, Trustee of The Scheller Living Trust, dated February 21, 1991, as to an undivided 50% interest, as tenants in common. The last time the property was listed for sale was in 2015. It was originally listed at $4,400,000 and then reduced to $4,000,000. It was taken off the market after 6 – 9 months. The listing broker (Brian Foster, Cushman & Wakefield) stated that it did not sell since the capitalization rate was not attractive. There have been no other sales or listings of the subject within the last five years.

DATES OF VALUATION

The effective date of the appraisal and the date of interior and exterior inspection is August 7, 2019 and the date of the appraisal report is August 29, 2019.

INTENDED USE AND USER OF THE APPRAISAL

The purpose of this appraisal is to form an opinion of the As Is current market value of the fee simple interest in the subject property. The intended use of this appraisal is for a potential purchase of the property for a federally assisted program. Marin County Transit District is the intended user of this report.

DEFINITIONS

Fee Simple is defined by the American Institute of Real Estate Appraisers as absolute ownership unencumbered by other interest or estate subject only to limitation of eminent domain, escheat, police power, and taxation.

Leased Fee is an ownership interest held by a landlord with the rights of use and occupancy conveyed by lease to others. The rights of the lessor (the leased fee owner) and the leased fee are specified by contract terms contained within the lease.

Leasehold Estate is the interest held by the lessee (the tenant or renter) through a lease conveying the rights of use and occupancy for a sated term under certain conditions.

Going Concern is defined as the value of a proven property operation. It includes the incremental value associated with the business concern, which is distinct from the value of the real estate. Going-concern value includes an intangible enhancement of the value of the operating business enterprise, which is produced by an assemblage of the land, buildings, labor, equipment, and the marketing operation. This assemblage creates an economically viable business that is expected to continue. Going-concern value refers to the total value for the property, including both real property and intangible personal property attributed to business value.

Market Value is the most probable price which a property should bring in a competitive and open market under all conditions requisite to a fair sale, the buyer and seller, each acting prudently, knowledgeably and assuming the price is not affected by undue stimulus. Implicit in the definition is the consummation of a sale as of a specifc date and the passing of title from seller to buyer, under conditions whereby:

1) buyer and seller are typically motivated,
2) both parties are well informed or well advised, and acting in what they consider their best interests;
3) a reasonable time is allowed for exposure in the open market;
4) payment is made in terms of cash in U.S.dollars or in terms of financial arrangements comparable thereto; and
5) the price represents the normal consideration for the property sold unaffected by special or creative financing or sales concessions granted by anyone associated with the sale.

(FIRREA, effective date August 24, 1990)

NON-REALTY ITEMS AND PERSONAL PROPERTY (FF&E)

This appraisal does not include any non-realty items including personal property, such as furniture, fixtures, and equipment.

UNAVAILABLE INFORMATION

- Environmental Reports, if any, were not made available to the appraiser. It is assumed that the subject property is not adversely affected by environmental conditions.
- Leases and income/expense information was not made available to the appraiser.

ESTIMATE OF EXPOSURE TIME

Standard 1-2(c) iv "When developing an opinion of market value, the appraiser must also develop an opinion of reasonable exposure time linked to the value opinion."

"Reasonable exposure time is one of a series of conditions in most market value definitions. Exposure time is always presumed to precede the effective date of the appraisal.

Exposure time may be defined as follows: The estimated length of time the property interest being appraised would have been offered on the market prior to the hypothetical consummation of a sale at market value on the effective date of the appraisal; a retrospective estimate based upon an analysis of past events assuming a competitive and open market.

Exposure time is different for various types of real estate and under various market conditions. It is noted that the overall concept of reasonable exposure encompasses not only adequate, sufficient and reasonable time, but also adequate, sufficient and reasonable effort. This statement focuses on the time component.

The fact that exposure time is always presumed to occur prior to the effective date of the appraisal is substantiated by related facts in the appraisal process: supply/demand conditions as of the effective date of the appraisal; the use of current cost information; the analysis of historical sales information (sold after exposure and after completion of negotiations between the seller and buyer); and the analysis of future income expectancy estimated from the effective date of the appraisal."[1]

The subject is a two story office building with a good quality and condition. The primary appeal would typically be to either an owner user or an investor. After a review of marketing periods for the sales, the subject, and the market overall, an exposure period for the property at $4,880,000 is estimated as **three to six months.**

SCOPE OF THE APPRAISAL

Pursuant to USPAP and Standards Rule 2.2, this is considered a:

APPRAISAL REPORTING	
X	**APPRAISAL REPORT**
	RESTRICTED USE REPORT

The appraisal process required researching the area for appropriate market information applicable to the subject property. In preparing this appraisal, I

- Inspected the subject site and interior/exterior of the improvements;
- Had conversations with real estate brokers, appraisers, and city officials. References to published market data were made;
- Gathered, confirmed, and analyzed comparable improved sales, rentals, and other pertinent data;

[1]Standards of Professional Appraisal Practice of The Appraisal Institute, The Appraisal Institute, Page 71.

- An exterior observation from the street was performed on the comparable improved sales and land sales;
- Operating expenses were abstracted from sales when possible, and published data sources were used as support.

The building is leased to two tenants, one space is owner occupied and the remaining space is vacant. Leases and rental rates were not provided. Due to the lack of lease information, a fee simple rather than leased fee valuation will be provided. This appraisal is made with the following hypothetical condition:

- A leased fee value could not be determined since leases were not provided. Therefore, a fee simple value will be used for the purposes of this report. If leases are provided, this opinion of value could change.

There is some excess land, estimated at 65,340 sf or 1.50 acres that is not needed for the existing building on site. The excess land will be valued separately and then added to the fee simple value of the subject property. This appraisal is made with the following extraordinary assumption:

- The excess land estimated as 65,340 sf has not been surveyed. If the area is different in size, this opinion of value will most likely change.

This report has been prepared in compliance with the Uniform Standards of Professional Appraisal Practice (USPAP) as established by the Appraisal Foundation and the Financial Institutions Reform, Recovery and Enforcement Act (FIRREA), 49CFR24.104, FTA5010.1E and any special instructions provided by the client. The scope of the work includes the research and analysis that is necessary to develop credible assignment results. This includes meeting the expectations of the parties who are regularly intended users for similar assignments as well as what an appraisers' peers' actions would be for the same or similar assignments.

*Observation of the subject by the appraisers does not constitute a complete building inspection. The appraisers only performed a visual inspection of accessible areas and cannot be relied upon to disclose conditions and/or defects in the property.

Methodology

There are three widely accepted approaches utilized when estimating the market value in a given property. They include the cost approach, the sales comparison approach and the income capitalization approach. Each approach is conducted independently of the other to arrive at an opinion of the subject property's estimated value. Upon completion of the three approaches, a final value conclusion is reached based on a weighted consideration and the overall reliability of each of the approaches utilized. The reliability of each approach is judged generally on the quantity and quality of the data generated and included in each of the individual approaches.

The three applicable approaches are discussed briefly as follows:

Cost Approach

In the cost approach, an estimated reproduction or replacement cost of the building and land, as of the date of the appraisal, is developed with an estimate of value (depreciation) that has taken place due to wear and tear, design and plan, or neighborhood influences. This approach is a reliable

indicator for newer properties and properties that are developed to their highest and best use. The age of the improvements make depreciation very subjective. The cost approach is not applicable to the solution of the appraisal problem but the sales comparison approach for the land is applicable since the subject property has excess land and there are a sufficient number of proximate, commercially zoned, suitably vacant land sales from which to make a credible and estimate. A cost approach was not developed as the conclusion may be misleading as noted in the comments above.

Sales Comparison Approach

In the sales comparison approach, the subject property is compared to similar properties that have been sold recently or for which listing prices or offering figures are known. Data for generally comparable properties are used and comparisons are made to demonstrate a probable price at which the subject property would sell if offered on the market. This is a good indication of value assuming the market data considered is recent and reliable. There was adequate market data from which to form an opinion of market value for the subject. Buyers who intend to occupy the property most commonly use this approach. Since the subject property would typically appeal to an investor, this approach is given less weight than the income capitalization approach.

Income Capitalization Approach

In the income capitalization approach, the current or estimated rental income for the subject is assigned. Deductions are then made for vacancy and collection loss and operating expenses. A conclusion about the prospective net operating income of the property is developed from these estimates. In most cases, the income capitalization approach is considered to be the best method of estimating value for an income producing property. Capitalization rates are typically a consideration with the purchase of this type of property. In most cases, the income capitalization approach is considered to be a good method of forming an opinion of value for income producing property as the individual expense, net income and cap rates are taken into account. This property would typically be purchased by an investor. Since the subject property would typically appeal to an investor, this approach is given more weight than the sales comparison approach.

Methods Utilized

For the reasons discussed above, only the sales comparison and income approaches to value have been developed in this analysis.

CITY DESCRIPTION – Novato

The City of Novato is located along the US 101 Highway corridor approximately 28 miles north of San Francisco and about equidistant (11 miles) from its nearest two neighboring cities: San Rafael to the south and Petaluma (in Sonoma County) to the north. State Highway 37 exits Highway 101 in southern Novato and links it with Sacramento and other inland cities of the North Bay area. Highway 580, a major east-west corridor exits Highway 101 in San Rafael and provides access to the East Bay area.

Incorporated in 1960, Novato is the largest city in Marin County both in population and in area. The city encompasses an area of 27 square miles. The city is surrounded by large tracts of unincorporated land. Most studies of Novato are based on its "sphere of influence" which includes not only the corporate limits but areas adjacent to the city exhibiting annexation potential as well. Novato's sphere of influence contains an area of 43 square miles and had a 1990 population of 54,000, and 70,400 in 2010.

A significant portion of the growth of Marin County is occurring in Novato. Between 1980 and 1990, Marin County's population was increasing at a rate of 0.4% per year while Novato's population was growing more than three times as fast at 1.3% per year. ABAG's population growth for Novato is compared with growth for the county as a whole:

YEAR	CITY POPULATION	PER CENT INCREASE	% OF COUNTY POPULATION
1990	53,827	----	23.39
1995	57,800	7.38	23.80
2000	61,700	6.75	24.28
2005	65,700	6.48	25.00
2010	70,400	7.15	26.07

As suggested by the historical trends and population projections, the City of Novato has been a major source of new housing in Marin County in recent years. Novato has accomplished significant growth primarily due to three reasons: 1.) the availability of large vacant tracts suitable for residential development, 2.) the limited land available in other Marin cities, and 3.) the relatively lower cost of housing when compared with other Marin cities.

The lower cost of Novato housing as compared to the county in general will continue to attract buyers to the northern end of the county. The mean sales price for a single-family residence in Marin County for 2018 was $1,647,096 with a total of 1,990 sales and an average listing period of 44 days. Novato had 407 sales with a mean sales price of $1,061,476 and 43 days on the market while San Rafael had 479 sales with a mean sales price of $1,318,554 and an average of 39 days on the market for 2018. The demand for homes in Marin remains strong with San Rafael leading in volume, followed by Novato.

The business areas in Novato are in a widely dispersed pattern. Retail, office and industrial uses extend from San Marin in the north to Bel Marin Keys and Ignacio on the south, along Redwood Boulevard, South Novato Boulevard, Rowland Boulevard and in the Downtown/Old Town area.

As to current development, Novato is compared with Marin County by commercial sector in the following table.

BASE COMMERCIAL SQUARE FOOTAGE 4th Quarter 2018			
	Marin County	Novato	% of County
Office	7,596,011	2,597,381	34.2
Retail	6,444,522	1,615,760	25.1
Industrial	6,444,347	1,778,659	27.6
Total	20,484,880	6,207,377	30.3

Source: *Keegan & Coppin.*

One measure of the strength of a particular sector is its vacancy rate. In the following table vacancy is looked at on a square foot basis.

VACANCY RATE COMMERCIAL SECTOR 4th Quarter 2018		
	Marin County	Novato
Office	24.4%*	43.0%*
Retail	6.3%	7.1%
Industrial	2.0%	3.0%

Source: *Keegan & Coppin.*
*574,071 s.f. vacant former Fireman's Fund buildings in Novato.

The foregoing table compares vacancy rates expressed as a percentage. Although the office vacancy for Marin County is 24.4%, nearly one half of the vacant office space is located on the former Fireman's Fund campus in Novato, By removing this single vacant property from the overall vacancy survey, the county wide vacancy rate adjusts to 16.8% and the Novato vacancy adjusts to 20.9%, which is a much better indicator of the overall strength and condition of the market. As the table clearly shows, office vacancy is considered very high and it may take years before this segment recovers. The industrial segment is strong as the vacancy rate is below the healthy benchmark of 5%. The retail segment is also considered strong since the vacancy rate is slightly above 5%.

The county as a whole has a slightly lower vacancy rate compared to Novato in both the retail and industrial segments. About one third of Novato's office vacancy is sublease vacancy created by downsized and out firms. Novato has the highest vacancy rate in the county for the office, industrial and retail segments.

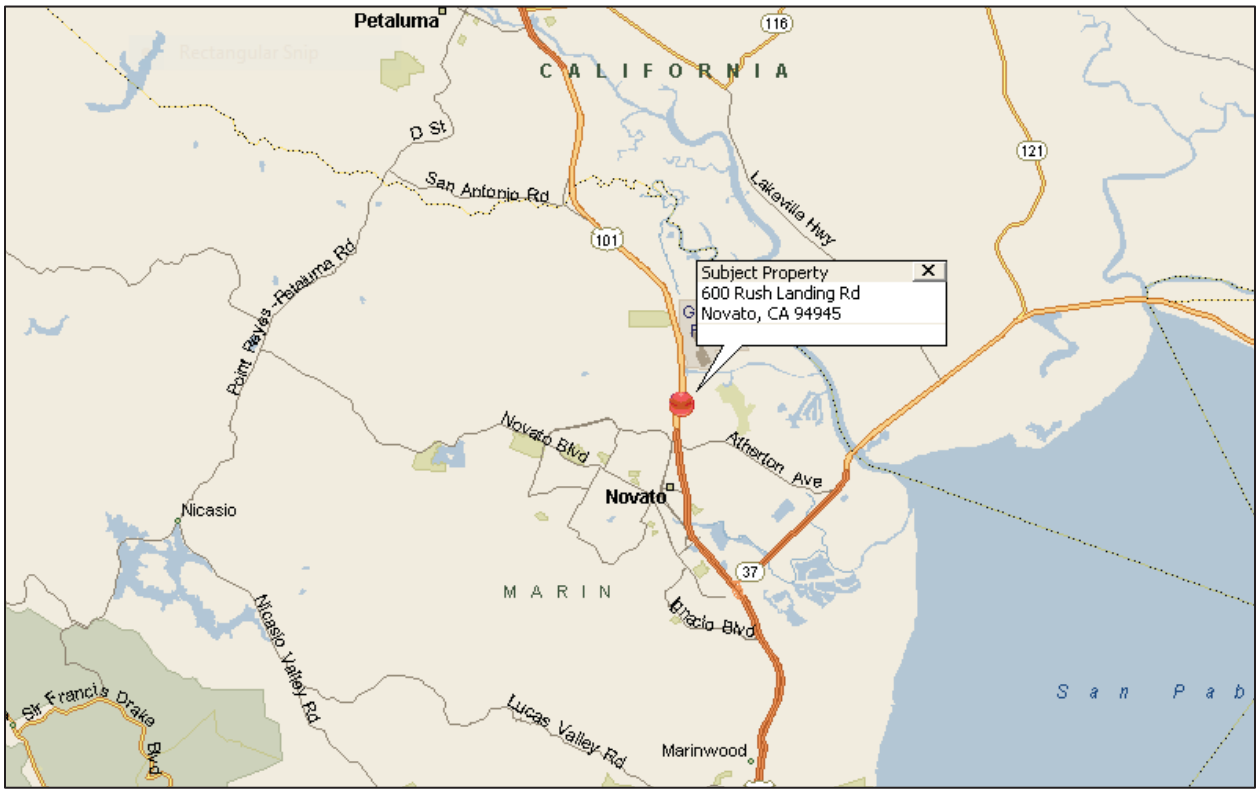
Mean household incomes in Novato fell well below the Marin county mean and the difference is expected to continue throughout the ABAG study period as the following chart indicates:

MEAN HOUSEHOLD INCOMES			
Year	Marin ($)	Novato ($)	% Novato
1990	83,155	72,344	87%
1995	86,800	76,384	88%
2000	96,600	86,974	90%
2005	108,600	98,826	91%
2010	118,600	109,112	92%

When one adjusts the above figures to include consideration of typical current housing costs, remaining household income for Novato is very similar to the rest of Marin County. The lowered housing costs in Novato lead to much lower mortgage payments and greater residual income for Novato residents.

In conclusion, much of Marin's future growth will occur in the Novato area. This holds true for both residential and commercial construction. Novato's image as a bedroom community is changing but there is still an imbalance with regard to jobs and housing. As a result, Novato has an extremely low per capita tax base. Novato's lower land and home prices make it attractive as a place to live and the business climate forecasts continue to be steady.

CITY LOCATION MAP



NEIGHBORHOOD DESCRIPTION

The subject property is located at the north end of the city limits of Novato. The subject neighborhood is a level, low-lying area bounded on the east by Rush Creek, on the south by Atherton Avenue, on the north by the Redwood Landfill and County Airport and on the west by Highway 101. The area thus described contains about 3,100 total acres. Areas to the south and east of the neighborhood are more densely populated urban and suburban areas of Novato. The area to the west of the neighborhood can be characterized as sparsely populated, larger tracts of rolling hills around Mount Burdell. The area to the north of the neighborhood can be characterized as sparsely populated larger tracts of low lying marsh and agricultural land.

The neighborhood contains varied land uses. There are 43 separate assessment parcels within the neighborhood and only seven of those parcels, or about 16%, have assessed improvement values. Four of the improved properties are commercially oriented and three are agriculturally oriented. The former Northwest Pacific Railroad right of way, now the SMART railroad track, run behind the building. The railroad track generally takes a path through the neighborhood that lies very near the path of Highway 101. About 33% of all neighborhood parcels are either in that right of way or are owned by governmental agencies. Neighborhood lot sizes range from 0.10 acres to 582 acres, with a median lot size of 25.83 acres and a mean lot size of 75.44 acres. The smaller properties tend to be located near Binford Road and the larger tracts of land are mostly to the north and west of Gnoss Field. Gnoss Field is a Marin County Airport located in the central southern section of the neighborhood. The field occupies about 120 acres and is operated by the county's Department of Public Works. It has one runway of 3,300 feet and one helipad, houses about 300 aircraft and businesses and is used for general aviation. Located just north of the airport is the Redwood Landfill, a solid waste dump facility controlled by Waste Management Inc. The facility is a 420 acre site of which 222.5 acres are dedicated to waste disposal and the balance supports composting, recycling, and operations facilities as well as open space and a fresh water lagoon.

Land ownership in the neighborhood is consolidated. About 65% of the private ownership parcels (19 total parcels) are held by four different landowners. The Silveira family controls 520 acres of ranch land and the J Cashew Corporation/JHW Family Limited Partners control about 57 acres of commercial/industrial land, including the site of Novato Self Storage, a two building, 140,000 square facility located across Binford Road.

Circulation in the neighborhood is accomplished along Binford Road or Rush Landing Road. Binford Road provides for a single lane of travel in each direction and it generally runs just east of the railroad right of way from Atherton Drive to the south to Airport Road to the north. Binford Road is accessed from Atherton Drive just adjacent to the Highway 101/San Marin exit. Properties lying to the north and west of Airport Road are accessed directly from Highway 101. Rush Landing Road is accessed via San Marin Drive to Redwood Blvd. to Rush Landing Road, a dead-end street terminating at the subject property.

Due to the subject’s Highway 101 frontage, the subject benefits from good freeway visibility and good freeway accessibility, with an interchange less than one mile south at the San Marin Drive/Atherton Avenue exit. However, access to the neighborhood is somewhat convoluted as it requires passing beneath the freeway after turning off of Redwood Boulevard. The location is isolated from other commercial services such as shops and restaurants.

The following are the proximate land uses surrounding the subject:

PROXIMATE USES	
North	Agricultural, Rush Creek Preserve, Redwood Landfill, Marin RV & Boat Storage, Gnoss Field
South	Self-storage, office, light industrial
East	SMART railroad tracks, Binford Road, Rush Creek, Basalt Creek, slough area, agricultural
West	Highway 101, agricultural

The following is a general neighborhood rating for the subject's area:

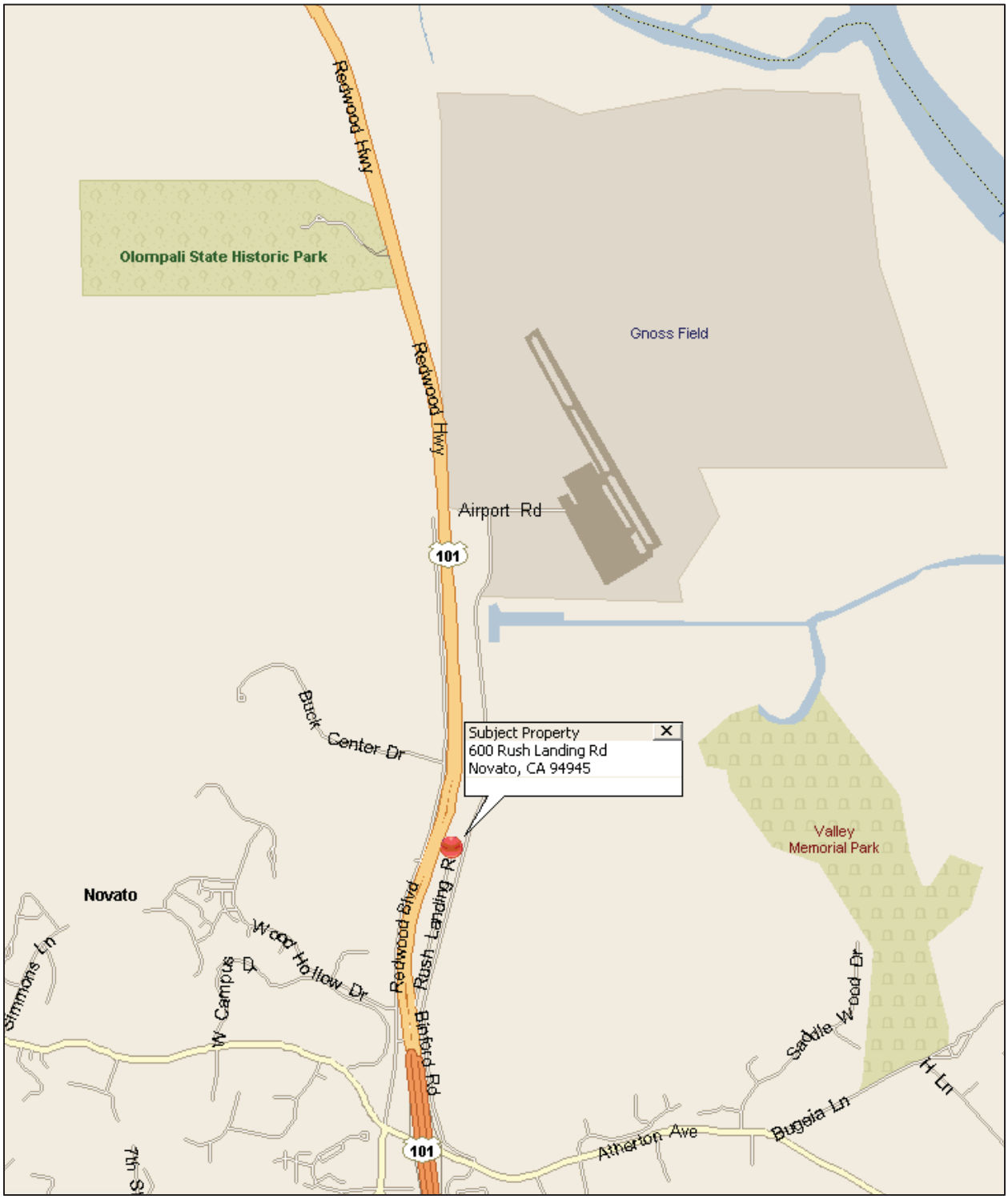
NEIGHBORHOOD RATINGS	
Predominant Land Use	Vacant land, commercial, agricultural
Maintenance/Condition	Average to Good
Property Compatibility	Good
Appeal/Appearance	Average to Good
Adverse Influence	None
Development Potential	Fair
Rental Demand	Average
Transportation/Access	Average to Good
Redevelopment Area	No

The subject neighborhood life cycle is marked and defined below. They are defined by the Dictionary of Real Estate Appraisal, 12th Edition:

SUBJECT PROPERTY LIFE CYCLE		
	Growth	A stage in a neighborhood's life cycle in which the neighborhood gains public favor and acceptance.
x	Stable	A stage in a neighborhood life cycle in which the neighborhood experiences equilibrium without market gains.
	Decline	A stage of diminishing demand in a neighborhood's life cycle.
	Revitalization	A stage in a neighborhood life cycle characterized by renewal, modernization, and increasing demand.

The overall neighborhood rating is average with good access to Highway 101.

NEIGHBORHOOD MAP



MARKET OVERVIEW

According to Cushman & Wakefield's *North Bay **Office** Q1 2019* research market report, the North Bay (Marin & Sonoma Counties) continued to record very low unemployment.

Economy

- The North Bay total employment in the region was 325,000 as of Q1 2019. The unemployment rate in the region declined -30 basis points (BPS) over the past year to 2.5%.

- **Outlook**: The 12 month forecast is that U.S. unemployment will decrease from 3.8%, North Bay unemployment will remain flat at 2.5% and North Bay employment will remain flat at 325,000.

Vacancy

- Vacancy in Marin County closed Q1 2019 at 10.6%, down -60 bps from Q4 2018. Historically driven by professional service users, the market for smaller spaces continued to tighten, decreasing vacancy in both the central and southern Marin submarkets. Marin County suffers from a lack of developable land and increasing construction costs which have created a relatively flat inventory. With little new space on the way, tenants are consistently looking to high quality, existing product and well-appointed spec-suites. The highest quality spaces are regularly transacting at full service rates above $5.50 psf. As these spaces are absorbed, overall asking rates decline with older, Class B spaces making up an increasing share of available inventory.

- In Novato, the vacancy rate of 11.4% in Q1 was the third highest in the county after San Rafael at 12.2% and Sausalito/Tiburon at 11.8%. Keegan & Coppin reported a substantially higher vacancy rate of 38.9% in Novato in Q1. Approximately 574,071 sf is attributed to the former Fireman's Fund campus in Novato. By removing this single vacant property from Novato, the vacancy rate adjusts to 16.8%, which is still considered high.

- **Outlook**: Vacancy is expected to decrease slightly over the course of 2019 as larger tenants absorb space leased in Q1.

Rents

- The average asking rate for Marin County office space was $3.14 psf for all classes and $3.20 psf for Class A space (full service). Quality central and southern Marin spaces serve as a relief valve for smaller tenants, in particular, attempting to escape the higher costs of San Francisco. As the rates increase in those southern North Bay markets, price sensitive tenants are likely to move further north for the right space. It is anticipated that this effect will continue driving larger tenant leasing activity in northern Marin and Sonoma County.

- The average asking rent in Novato was $2.63 psf for all classes and $2.66 psf for Class A space (full service). This represents the lowest average asking rent in the county.

- **Outlook:** Rents should increase modestly.

SITE DESCRIPTION

Location: 600 Rush Landing Road
Novato, CA 94945

APN	125-560-01
Thomas Bros. Map No.	1A/F6
Census tract	1011.01
Site Size	2.50 acres or 108,900 sf
Zoning	PD: Planned Development
Shape	Irregular - narrow and triangular
Site Frontage:	Interior parcel, end of cul-de-sac
Rush Landing Road:	183 feet
Topography	Level
Landscaping	Perimeter

Soil Conditions: Soil conditions are assumed to be stable. No adverse conditions are known that would preclude most types of development. The subject site is a portion of the old abandoned two lane alignment of Highway 101. This old highway was several feet below the grade level of the current highway. The site has been filled over the years. A large amount of old abandoned road bed was dumped on the site during the construction of Highway 101. The current owners have filled, graded and compacted the site. A wick system was used to remove moisture from the soil. This was an engineered procedure to make the site adaptable for construction of commercial buildings. The original parcel had an area of 6.874 acres. It was subdivided into two parcels and included the subject property and a public storage facility located south which was built at the same time as the subject property.

Off-site Improvements: All off-site improvements are in place. Street improvements include an asphalt paved, 2-lane street.

Utilities: All typical public utilities are available to the site including water, sewer, electrical, gas, and telephone.

Street Maintenance: County of Marin

Parking: 65 spaces plus 125 space parking lot

Comments on the site: The subject consists of an interior, irregular shaped lot. The assessor's plat map indicates a site size of 2.50 acres or 108,900 sf. It is narrow and triangular in shape. The widest portion is at the cul-de-sac frontage and tapers to a point of no dimension at its northern

intersection. The net area of the site is estimated at 2.25 acres or 98,010 sf taking into account approximately 0.25 acres or 10,890 sf at the northern tip of the site since it is not paved, fenced or used by the current tenant due to its narrow shape and utility. In addition, it appears that there are two high voltage PG&E power poles located in this unusable, narrow portion of the site. The site is approximately 1,280 feet long and is located on the northern end of the cul-de-sac on Rush Landing Road between Highway 101 to the west and the SMART railroad track to the east. A drainage swale is located between the subject and the railroad tracks. Just beyond the SMART tracks is Binford Road. The subject property has excellent visibility from Highway 101. It is a level site and slightly above Rush Landing Road level. Additional, limited street parking is available on Rush Landing Road. Fencing is installed along Highway 101 on the western side and along the eastern side adjacent to the SMART railroad tracks. A fenced secure storage yard is provided at the northern end of the site. The subject site is not located in a wetlands, agricultural preserve, or Alquist-Priolo Special Studies zone; however, it is in a flood zone.

The subject has an interior location with excellent freeway visibility; however, this if offset by its somewhat difficult access. The shape restricts development of the site as compared with a more typical rectangular parcel. Nonetheless, the current development utilizes the site in an efficient manner. It is possible to further develop the site in the future. Overall, the subject is considered an average site compared with other competing Novato commercial sites.

Seismic Information: The property is not located in a seismic special studies zone as noted by the Alquist-Priolo Special Studies Zones Act as identified on the map for the State of California Special Studies Zone.

Toxic Information: This appraisal assumes that there are no hazardous materials that would adversely affect the value of the subject.

Wetlands: The subject is not located in a designated wetlands area.

Agricultural Preserve: The subject property is not located in an agricultural preserve.

Environmental Observations: An environmental report was not provided for review. It should be noted that the appraiser did not conduct an environmental inspection of the subject property, and that the appraiser is not qualified to detect or evaluate environmental or geotechnical problems. Consequently, no responsibility is assumed for the analysis and/or impact of any environmental or geotechnical issues. It is recommended that lending institutions review all environmental issues concerning any property for which they are providing a mortgage loan. Reference should be made to the Assumption and Limiting Conditions in the Addenda section of this report, in which it is stated that this appraisal is based on the assumption that the subject property is free and clear of any toxic ground or building contamination.

Flood Zone: According to FEMA Community Panel Number 060173-06041C0164E, dated March 16, 2016, the subject property is located in flood zone AE. This is a designated flood hazard zone that typically requires flood insurance for loan underwriting purposes.

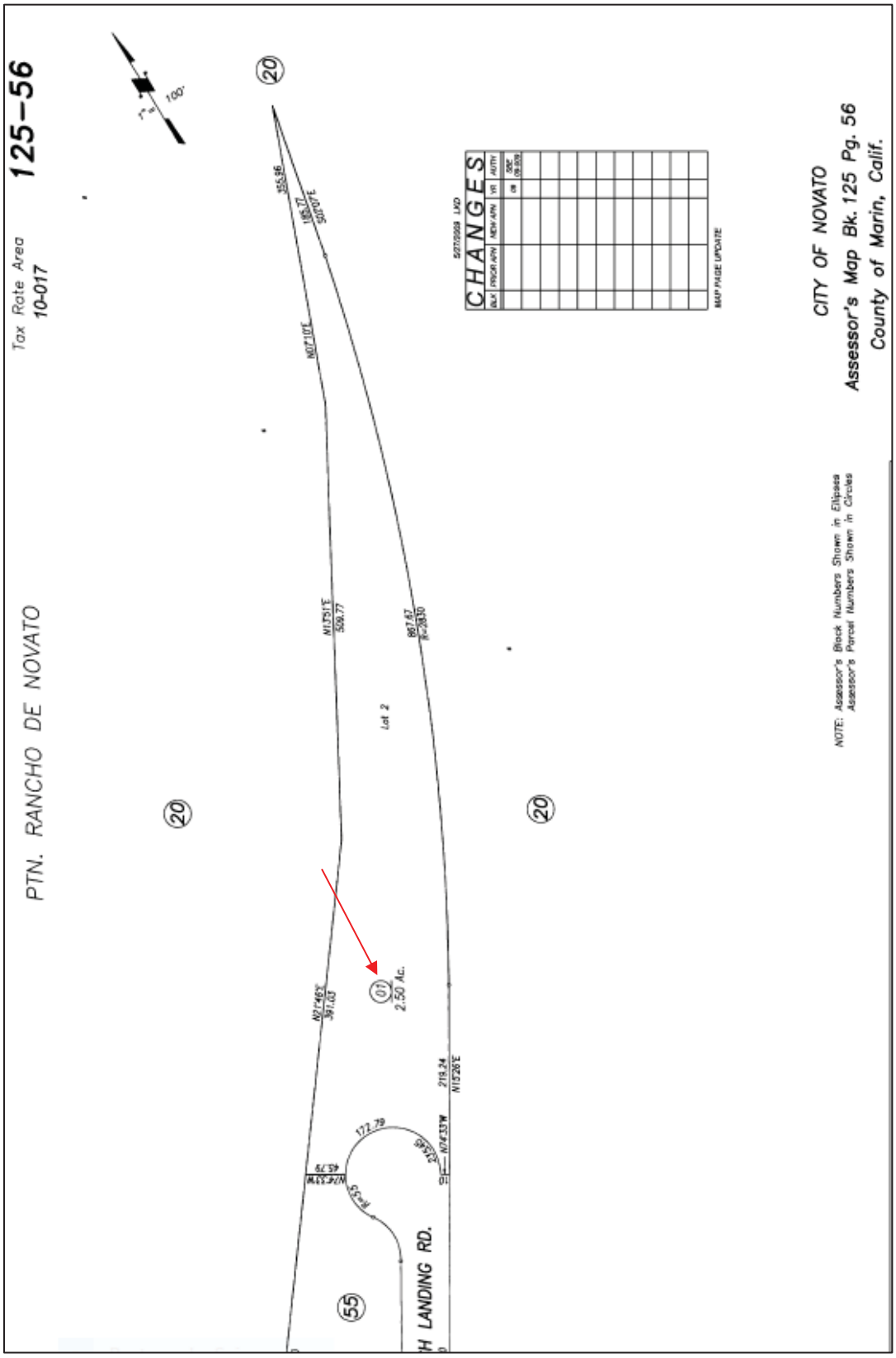
Preliminary Title Report: An Old Republic Preliminary Title Report dated August 7, 2019 was provided for review. It is located in the Addenda with a legal description and some exceptions summarized as:

-Joint Maintenance Agreement executed by North Marin County Water District and the State of California - 1974

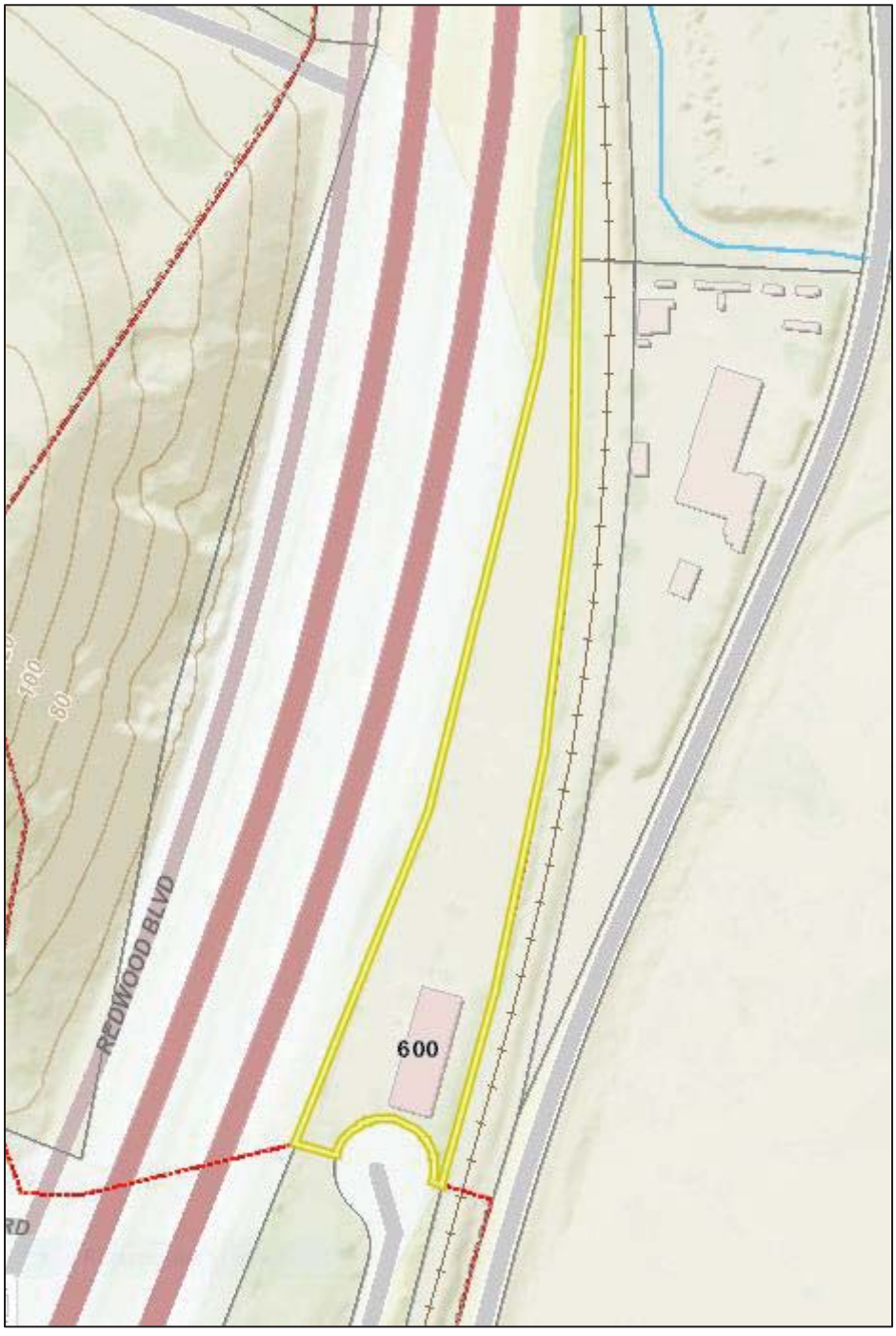
-Easement granted to William F. Raymond for construction and maintenance of poles, wires and cables, etc. – 1978
-Release and relinquishment of abutter's or access rights to and from the adjoining State highway (or Freeway), upon which premises abuts, to the State of California - 1978
-Easement granted to PG&E for construction and maintenance of poles, wires, and cables, etc. – 1979
-The Effect of that certain easement for the construction and maintenance of guy wires and cables together with appurtenances and rights incidental thereto as conveyed to PG&E – 1985
-Landscape Maintenance Agreement, executed by The City of Novato, a municipal corporation, and Redwood Park Ltd., a California limited partnership – 1987
-Terms and provisions as contained in an instrument, which, among other things, provides high pressure service, executed by North Marin Water District and Rush Landing, a California Partnership – 1988
-Easement granted to Novato Sanitary District, a public corporation, for sanitary sewer purposes – 1990
-Easement granted for public utilities and storm drainage
-Easement, affecting a one foot strip along the southern boundary, granted to Alan R. Brayton for the right to erect and maintain light poles and associated structures – 1997
-Consent to Common Use Agreement executed by North Main Water District and The City of Novato - 1998
-Consent to Common Use Agreement executed by PG&E and The City of Novato – 1998
-Landscape Maintenance Agreement, executed by Land Rush Partners, a general partnership, which, among other things, provides cost of common area landscape maintenance to be shared by present and/or future Owners of the subdivided 8.28 acre site comprising the Rush Landing Subdivision – 1998
-Easement Deed by Court Order in Settlement of Landowner Action, executed by The United States District Court for the Northern District of California San Francisco Division - 2013
-Easement for permanent telecommunication easement affecting the land
-Easement Deed granted to PG&E for a line of poles for the transmission and distribution of electric energy, and for communication purposes 2015

In the appraiser's opinion the above noted easements and exceptions do not appear to adversely affect the parcel. The final value assumes no adverse easements or conditions exist.

ASSESSOR'S PARCEL MAP



MARIN MAP PARCEL MAP



GOOGLE EARTH AERIAL VIEW



ZONING

Planned Development, (PD)

The subject is zoned PD, Planned Development, by the city of Novato. The General Plan has a land use designation of LIO (Light Industrial Office)

Permitted Uses: Light industrial, manufacturing, retail sales and office development.

Development Standards: The LIO General Plan designation has a .40 FAR. Development is subject to the Zoning Ordinance and General Plan.

Conclusion: A permit was issued 8/27/1998 for the development of the Enterprise Rent-a-Car facility. The subject is a legal, conforming use.

TAXES AND ASSESSMENTS

Since the passage of Proposition 13, in 1978, real property in California has been assessed at its 1976 value, increased at a maximum of 2% annually, unless there is a transfer of ownership or new construction. When either of these occur, the property is reassessed at full market value. Annual taxes are limited to 1% of the assessed value, plus any bonds.

Since the definition of market value assumes a sale, real estate taxes estimated in the income approach, if applicable, will be estimated by applying the current tax rate, to the estimated market value for the property.

The current property taxes and assessed values for the subject property are:

	Assessed Value 2018		Property Tax 2018
AP# 125-560-01	Land:	$ 701,280	
	Imps:	$1,761,018	
		$2,462,298	$34,750

The taxes are 1.1553% of the assessed value, which is $28,447 in base tax, and $6,303 in assessments. Taxes are current.

IMPROVEMENT DESCRIPTION

The property is improved with a two-story, multi-tenant office building built in 1998. There is also on-site parking, perimeter landscaping and excess land that is used for parking. The building is 10,950 gross sf per appraiser measurements and the Assessor's records of 10,927 gross sf are nearly identical. The appraiser measurements were obtained from the previous appraisal in 2015. The appraiser figures of 10,950 gross sf and 10,020 net rentable sf (based on the sketch) will be used for the purposes of this report.

Property Characteristics:

Building Type:	Two story office
Construction:	Concrete block/wood frame
Year Built/Age:	1998/21 years
Gross Building Area:	10,950 sf
Exterior:	Reinforced concrete foundation Split face concrete block building with abundant window lines on each level Standing seam metal panel with central well for placement of HVAC systems, fixed dual pane windows in metal frames, double glass main door front entrance
Interior:	1st floor is 5,090 gross sf and is demised into four tenant spaces and two common areas. This floor includes open office area, small private offices, two single stall restrooms (tile wainscotting, ceramic sink, toilet), and a conference room/large break room (formica cabinets/counter top, sink) in the MV Transportation suite. The first common area is at the front (western elevation) of the building and includes a lobby area, storage area, two common single stall restrooms and a central stairway to the upper level. The second common area is at the side (northern elevation) of the building and includes a lobby area, storage area and another stairway to the upper level. The upper floor is demised into one tenant space and also contains numerous small office, several large, open work areas, conference room, lunch room, computer room and electrical room. This floor also has two single stall restrooms. The appraiser was not able to access the upper floor and this information is based upon the 2015 appraisal. Finishes include carpet/vinyl/tile/concrete flooring, drywall walls and dropped acoustical panel ceiling with recessed fluorescent/tract lighting. Ceiling height is nine feet.
Plumbing:	Assumed to be adequate
Systems:	Roof top HVAC with 4 split system. It was reported that the AC was replaced in early 2019

Fire sprinklers/alarms/extinguishers

Pkg. Ratio: A total of approximately 190 parking spaces comprised of a 65 car parking lot (including 4 ADA spaces) servicing the building plus two fenced, paved parking lots for approximately 125 cars/small, medium and large buses. The two parking lots are located at the northern end of the site. One curb cut provides access to the parking. Ample parking ratio is 17.24/1,000 sf of gross building area.

Excess Land: The floor area ratio of .40 would allow up to 43,560 sf of building area based on a site size of 108,900 sf if adequate setbacks, parking and circulation were provided. The existing development is below this ratio at .10 with a building size of 10,950 sf. Due to the irregular and narrow shape of the site, full floor area ratio cannot be achieved. It does however have some excess land, not required for a typical office building. The existing building and necessary parking require approximately one acre or 43,560 sf of the parcel. The remaining 1.5 acres or 65,340 sf narrows to a point of no dimension at its northern boundary. The additional fenced storage lots are located at the northern portion of the site. The northern most triangular shaped portion, approximately 0.25 acres or 10,890 sf is not paved, fenced or used by the current tenant due to shape and utility. The remainder, approximately 1.25 acres or 54,450 sf, is considered excess land although impacted by the narrow shape. The potential excess land is estimated as:

Entire site:	108,900 sf
Building site:	43,560 sf
Gross excess land:	65,340 sf
Unusable excess land:	10,890 sf
Net excess land:	54,450 sf

This excess land may not be needed for the existing on site building and will be valued separately. The land needed to support the subject building is estimated at 43,560 sf indicating an FAR of 0.25 (10,950 sf building/43,560 sf site size) and parking ratio of 5.95 (based upon fenced parking lot with 65 parking spaces surrounding the building).

Landscaping: Perimeter landscaping

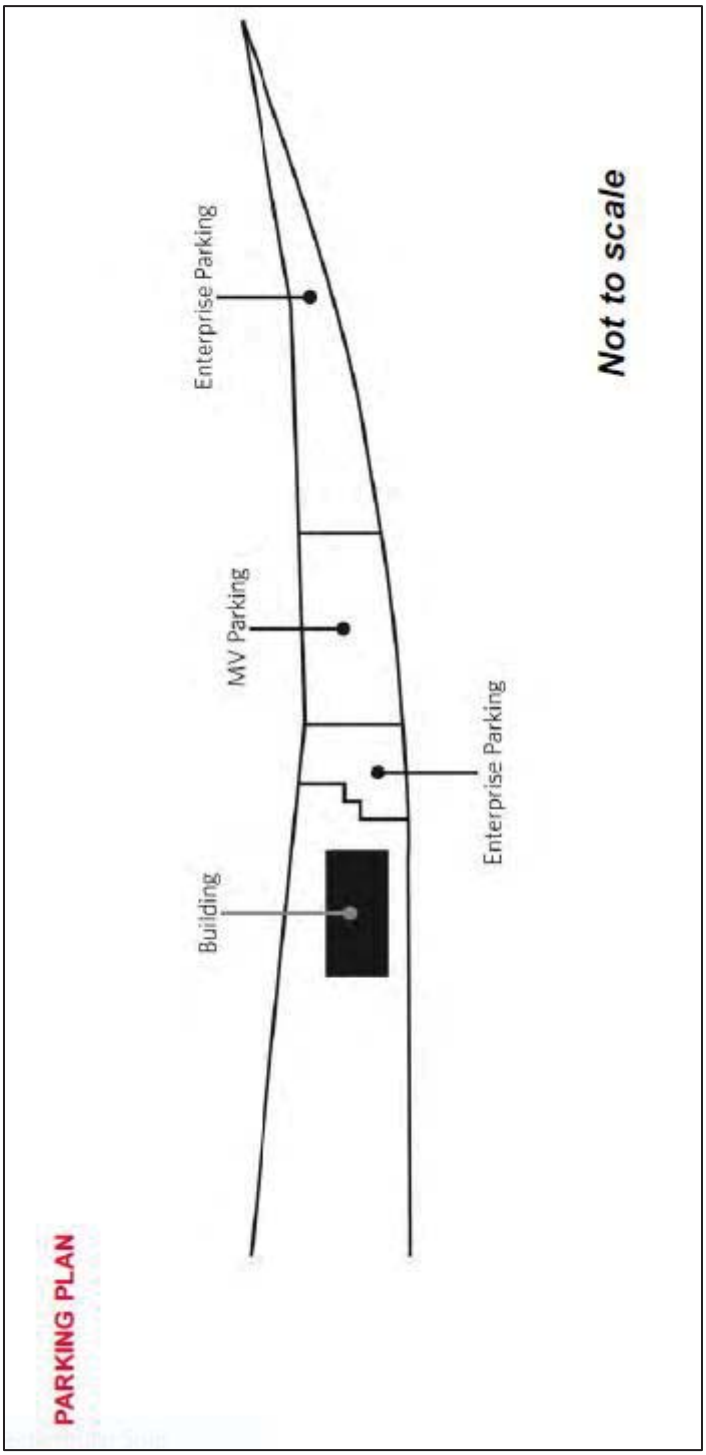
Other: Monument signage, parking lot lighting. It appears two high voltage PG&E power poles are located at the northern tip of the site on the unusable, narrow portion of the site.

ADA: The appraiser is not qualified to determine ADA compliance. ADA compliance is typically not required unless the property involves remodeling or renovation. Access to the ground floor and the employee restrooms appear to be ADA compliant.

Overall the subject improvements exhibit a good quality and condition. No items of deferred maintenance noted.

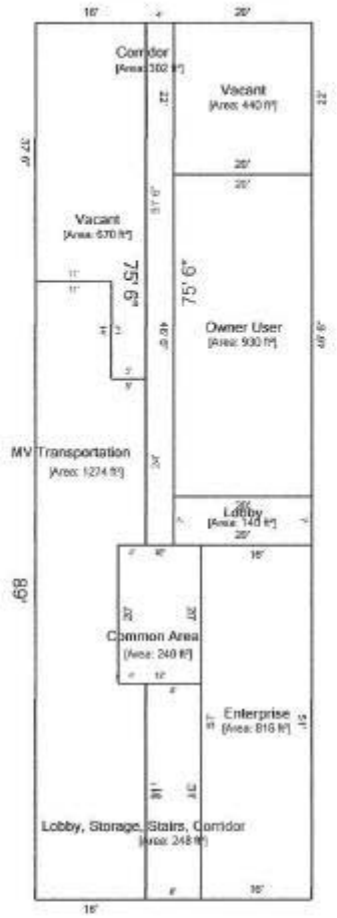
Site and floor plans follow.

SITE PLAN


Enterprise Parking
MV Parking
Enterprise Parking
Building
Not to scale
PARKING PLAN

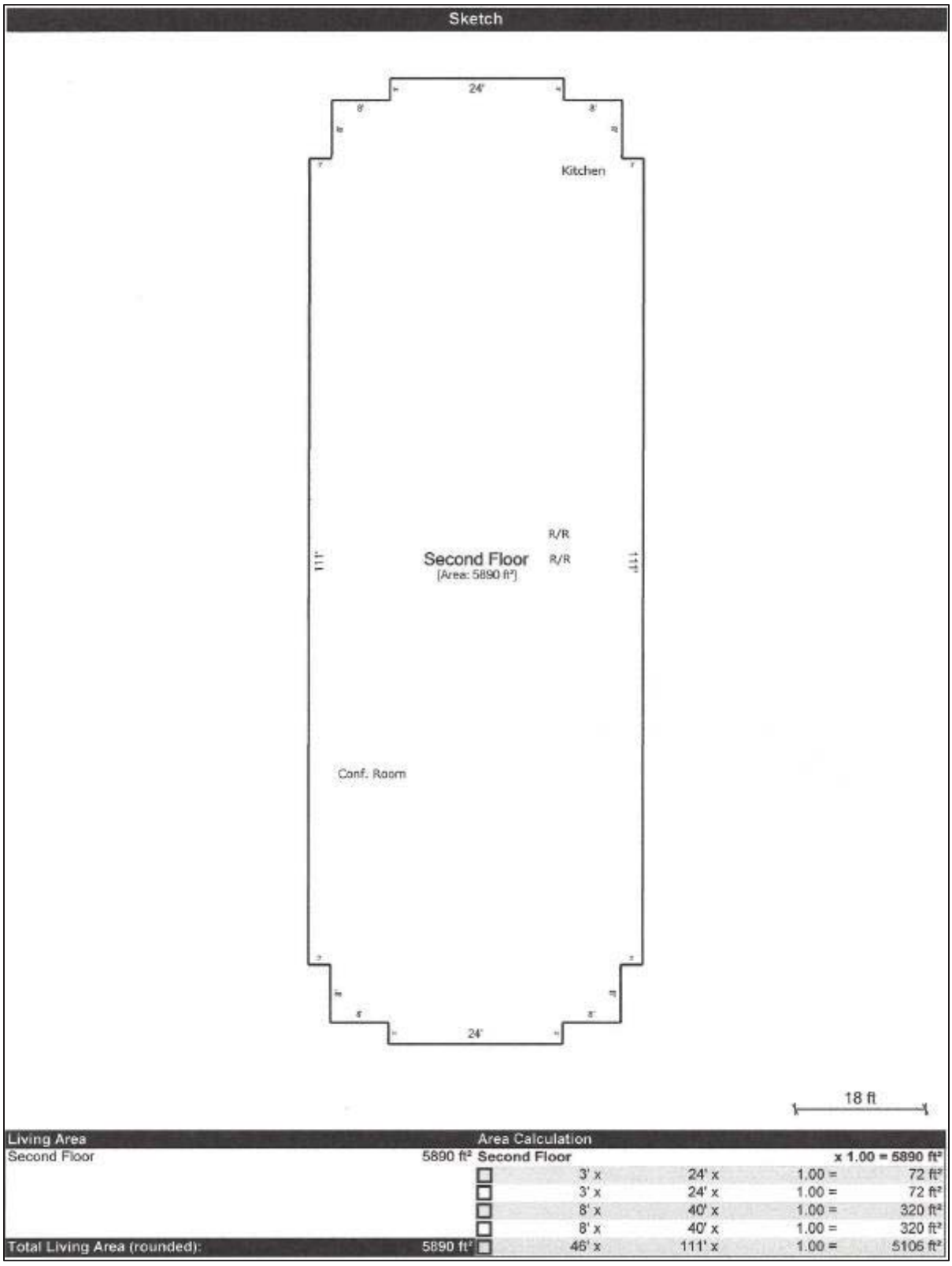
FLOOR PLAN – 1ST FLOOR

Sketch



Living Area		Area Calculation				
MV Transportation	1274 ft²	**MV Transportation**				**x 1.00 = 1274 ft²**
Lobby, Storage, Stairs, Corridor	248.00 ft²	☐	31' x	16' x	1.00 =	496 ft²
Common Area	240 ft²	☐	14' x	11' x	1.00 =	154 ft²
Enterprise	816 ft²	☐	16' x	24' x	1.00 =	384 ft²
Lobby	140.00 ft²	☐	20' x	12' x	1.00 =	240 ft²
Vacant	670.00 ft²	**Lobby, Storage, Stairs, Corridor**				**x 1.00 = 248.00 ft²**
Corridor	302.00 ft²	Δ	8' x	31' x	0.50 =	124 ft²
Vacant	440 ft²	Δ	8' x	31' x	0.50 =	124 ft²
Owner User	930.00 ft²	**Common Area**				**x 1.00 = 240 ft²**
		☐	12' x	20' x	1.00 =	240 ft²
		Enterprise				**x 1.00 = 816 ft²**
		☐	16' x	51' x	1.00 =	816 ft²
		Lobby				**x 1.00 = 140.00 ft²**
		☐	7' x	20' x	1.00 =	140 ft²
		Vacant				**x 1.00 = 670.00 ft²**
		☐	14' x	5' x	1.00 =	70 ft²
		☐	37' 6" x	16' x	1.00 =	600 ft²
		Corridor				**x 1.00 = 302.00 ft²**
		☐	75' 6" x	4' x	1.00 =	302 ft²
		Vacant				**x 1.00 = 440 ft²**
		☐	22' x	20' x	1.00 =	440 ft²
		Owner User				**x 1.00 = 930.00 ft²**
Total Living Area (rounded):	5060 ft²	☐	20' x	46' 6" x	1.00 =	930.00 ft²

FLOOR PLAN – 2ND FLOOR



Living Area		Area Calculation				
Second Floor	5890 ft²	Second Floor				x 1.00 = 5890 ft²
		☐	3' x	24' x	1.00 =	72 ft²
		☐	3' x	24' x	1.00 =	72 ft²
		☐	8' x	40' x	1.00 =	320 ft²
		☐	8' x	40' x	1.00 =	320 ft²
Total Living Area (rounded):	5890 ft²	☐	46' x	111' x	1.00 =	5106 ft²

HIGHEST & BEST USE

Definition

"Highest and best use of vacant land may be defined as:

> *the reasonably probable and legal use of vacant land or an improved property, which is physically possible, appropriately supported, financially feasible, and that results in the highest value."*[2]

Discussion

The highest and best use of a specific parcel of land is not determined through subjective analysis by the property owner, the developer, or the appraiser; rather, highest and best use is shaped by the competitive forces within the market where the property is located. Therefore, the analysis and interpretation of highest and best use is an economic study of market forces focused on the subject property. The use that maximizes the value represents the highest and best use.

Traditionally highest and best use analysis has been associated with land residual analysis, which is derived from classical economics. In a classic land residual analysis, value is attributed to the income that remains after improvement costs are compensated. Highest and best use of the land as though vacant indicates only how the land should be used if it were vacant. Although it is primarily a tool for land valuation, it is also used by appraisers to measure a building's value contribution on the rationale that property value minus land value under highest and best use equals improvement value.

Highest and best use of land as though vacant

Highest and best use of land or a site as though vacant assumes that a parcel of land is vacant or can be made vacant by demolishing any improvements. With this assumption uses that create value can be identified, and the appraiser can begin to select comparable properties and estimate land value. Land as though vacant is a fundamental concept of valuation theory and the basis for the cost approach. Because many appraisals include an allocation of value between the land and the buildings associated with it, a highest and best use analysis of the land as though vacant is frequently performed.

Highest and best use of property as improved

Highest and best use of a property as improved pertains to the use that should be made of an improved property in light of its improvements. The use that maximizes an investment property's value, consistent with the long-term rate of return and associated risk, is its highest and best use as improved.

[2] The Appraisal of Real Estate, Eleventh Edition, The Appraisal Institute, 1996, Page 297.

Criteria in highest and best use analysis

Market value of any property could vary greatly with different conclusions of highest and best use. The following factors have been considered in analyzing the subject property's highest and best use:

a. legally permissible;
b. physically possible;
c. financially feasible;
d. maximally productive;

Highest and Best Use as Vacant

If vacant, the property is a level site located in a mixed use neighborhood. The narrow shape of the site could limit potential construction. There are no other particular restrictions or site constraints with respect to size, topography and the like which would constrain the current proposed use or any alternative uses that are legally permissible. It is zoned for Planned Development use and the general plan land use designation is Light Industrial/Office. Light industrial, manufacturing, retail sales and office development uses are permitted. As a commercial building site, the restriction on size and the necessity to meet current parking requirements would be weighed as factors. As less development is allowed, builders want to construct buildings with higher rental rates, office or retail uses. This is offset by higher required parking ratios for these types of uses. The highest and best use of the property if vacant is as a commercial/industrial building site to be developed as allowed in the zoning. The highest and best use as if vacant would likely be a larger size project.

Highest and Best Use as Existing

The existing improvements are at a .10 FAR with a building size of 10,980 sf, lower than the .40 FAR that would be allowed under current zoning. The FAR of .40 would allow up to 43,560 sf of building area based on a site size of 108,900 sf if adequate setbacks, parking and circulation were provided. Due to the irregular and narrow shape of the site, full floor area ratio cannot be achieved. It does however have some excess land, not required for a typical office building. The existing building and necessary parking require approximately one acre of the parcel. The remaining 1.5 acres is more difficult to develop because it narrows to a point of no dimension at its northern boundary. The additional fenced parking lots are located at the northern portion of the site. The northern most triangular shaped portion, approximately 0.25 acres is not paved, fenced or used by the current tenants due to shape and utility. The remainder, approximately 1.25 acres, is capable of some further development although impacted by the narrow shape. Based upon the current FAR for the existing building, an additional building from 5,000 to 11,000 square feet could possibly be approved. In conclusion, the highest and best use would be development to the maximum build out, possibly an additional building described above.

The improvements add value to the site as if vacant and demolition would not be financially feasible. If the existing improvements are to be retained, the property’s highest and best use is based on how the property should be used to maximize its benefits. The question arises as to whether or not the existing use could be improved upon, and the conclusion is that it could be expanded until it reaches the maximum floor area ratio requirement taking into consideration parking, circulation and the narrow shape of the site. The office development has been well maintained over the years. The improvements have remaining economic life and add value to the underlying land. The current use is a conforming use.

This property benefits from on-site parking, excess land and highway visibility, with ready access to Highway 101. The subject was built in 1998, has been well maintained, and exhibits a good condition. There were no physical deficiencies noted at the time of inspection and the improvements have a long remaining economic or useful life. The existing improvements add value to the property and are the highest and best use as improved. An additional building could also possibly be constructed on the site.

SALES COMPARISON APPROACH - LAND

In the sales comparison approach the property is compared to sales of similar properties using a unit of comparison from the market. The typical unit of comparison for vacant commercial land is a price per square foot of land area, with a comparison made considering the location, zoning, size, access, development and approval level for each property.

Sales of vacant commercial and industrial land were researched in Marin County over the past three years, and those found comparable are summarized as:

Comparable Land Sale Summary

	Address	**Sale Date Sale Price**	**Land Area**	**Price/sf**	**Use**
1	7546 Redwood Blvd. Novato	12/18 $2,850,000	137,214 .sf 2.15 acres	**$22**	Zoned C-I Sale price includes approvals for hotel development The price/sf is $21 and adjusted price/sf is $22 taking into consideration $225,000 for demolition costs
2	2 Shoreline Pkwy. San Rafael	1/17 $4,500,000	177,289 sf 4.07 acres	**$25**	Zoned PD Gen Plan – LI/O Used for parking
3	399 Entrada Dr. Novato	5/16 $700,000	19,860 sf 0.46 acres	**$35**	Zoned CG Automotive planned use
4	1075 E. Francisco Blvd., San Rafael	11/18 $6,700,000	152,710 sf 3.51 acres	**$44**	Zoned CG Hotel planned use
5	7586-D Redwood Blvd., Novato	7/19 $900,000	18,077 sf 0.42 acres	**$50**	Zoned CI Dog boarding planned use
6	1530 4th St. San Rafael	3/16 $700,000	10,500 sf 0.24 acres	**$67**	Zoned WEV Purchased to provide additional parking

Comparable Land Sale Map



Comparable Land Sale Data Pages

Land Sale No. 1



Property Identification

Property Type	Commercial acreage
Address	7546 Redwood Boulevard, Novato, Marin County
Tax ID	143-011-06

Sale Data

Grantor	Dairymen's Milling Company
Grantee	RI Heritage Inn of Novato LLC
Sale Date	December 19, 2018
Deed Book/Page	43198
Financing	All cash
Verification	Steve Leonard, listing broker, Cushman & Wakefield; 10/6/17 email
Sale Price	$2,850,000
Adjusted Sale Price	$3,075,000 (includes $225,000 demolition cost)
Cash Equivalent	$3,075,000

Land Size Information

Gross Land Size	3.150 Acres or 137,214 SF

Land Sale No. 1 (Cont.)

Indicators

Sale Price/Gross Acre	$976,190
Sale Price/Gross SF	$22.41

Remarks

Level, corner site located in North Novato Gateway
SMART right-a-way is located adjacent and north of the property
Site is improved with a 45,210 sf structure that was a former feed store known as the Dairymen's Milling site which will need to be demolished. An upward adjustment is warranted for demolition of $225,000 ($5/sf x 45,210 sf = $226,050) indicating an adjusted sales price of $3,075,000 ($2,850,000 + $225,000). The sales price represents land value only
There is a rail spur at the site

This site has been a pending sale since 2016 or 2017 due to the lengthy process of obtaining approvals for hotel development. Close of escrow was contingent upon approvals in place for hotel development

Zoned C-I (Commercial Industrial)

All utilities are available

On the market nearly six years with an original asking price of $3,000,000

Land Sale No. 2



Property Identification

Property Type	Commercial acreage
Address	2 Shoreline Parkway, San Rafael, Marin County
Tax ID	009-320-49

Sale Data

Grantor	Cal Pox, Inc.
Grantee	Sojitz Automotive Real Estate
Sale Date	January 31, 2017
Deed Book/Page	4298
Verification	Vicki (from Stephanie Plante's office), seller, CPI Developers; 1/29/19 phone message
Financing	All cash
Sale Price	$4,500,000
Cash Equivalent	$4,500,000

Land Size Information

Gross Land Size	4.070 Acres or 177,289 SF

Land Sale No. 2 (Cont.)

Indicators

Sale Price/Gross Acre	$1,105,651
Sale Price/Gross SF	$25.38

Remarks

Level site has a rectangular shape
Paved lot is currently leased out to tenants to park vehicles
Located in East San Rafael with convenient access to Highway 101 and Interstate 580
Zoning is PD 1895 (Planned Development) and the General Plan is LI/O (Light Industrial/Office)

Purchased for investment purposes
No approvals at the time of sale

Land Sale No. 3



Property Identification

Record ID	627
Property Type	Commercial lot
Address	399 Entrada Drive, Novato, Marin County
Tax ID	160-202-04

Sale Data

Grantor	Madison Trust
Grantee	Dagovitz 2005 Trust
Sale Date	May 12, 2016
Deed Book/Page	20807
Verification	Angela Barker, listing broker, Meridian Commercial; 1/28/19 email January 28, 2019
Financing	All cash
Sale Price	$700,000
Cash Equivalent	$700,000

Land Size Information

Gross Land Size	0.456 Acres or 19,860 SF

Indicators

Sale Price/Gross Acre	$1,535,347

Land Sale No. 3 (Cont.)

Sale Price/Gross SF $35.25

Remarks

Vacant, corner parcel in the Ignacio area of south Novato, adjacent to the freeway, Highway101
Improved with an older 1,200 sf nursery building
Former service station site visible from the freeway
Level, paved lot
Zoned CG, General Commercial
Offered for sale on Loopnet starting 3/15 for $799,000, changed to $850,000
Plans to construct an auto repair facility

Sold for $700,000 after 300+ days on the market
After the sale, it appears it was put on the market in 2017 and taken off in 2018

Land Sale No. 4



Property Identification

Property Type	Commercial acreage
Address	1075 East Francisco Boulevard, San Rafael, Marin County
Tax ID	009-191-02, 03, 04, 09, 10

Sale Data

Grantor	Chrysler Group Realty Co LLC
Grantee	Marin Hospitality LLC
Sale Date	November 28, 2018
Deed Book/Page	40640
Financing	All cash
Verification	Mia Stewart, Executive Administrative Assistant to Tom Price (seller), Bay Automotive Properties LLC; 415-464-8800; 1/16/19 phone conversation
Sale Price	$6,700,000
Cash Equivalent	$6,700,000

Land Size Information

Gross Land Size	3.506 Acres or 152,710 SF

Land Sale No. 4 (Cont.)

Indicators

Sale Price/Gross Acre	$1,911,010
Sale Price/Gross SF	$43.87

Remarks

5 parcels on corner of East Francisco Blvd. and Castro Ave. in East San Rafael
Level site has a triangular shape and total 3.51 acres
Immediate access to Highway 101 and Interstate 580

Visible from Highway 580 - former Dodge/Chrysler Auto Dealership
Property is zoned CG - General Commercial - vacant land at the time of sale
Located in a flood zone AE- 100 year flood
Former dealership buildings demolished 2005. Plans for a new dealership were approved in 2008, but expired by 2012

The executive administrative assistant to the seller confirmed the current sales price and double checked by looking at the Settlement Agreement

No approvals at the time of current sale. The buyer submitted a conceptual review plan and a pre-application for a proposed hotel project, a four and five story, approximate 107,487 sf dual-branded hotel featuring Home2 Suites and Hampton Inn & Suites by Hilton. The city board believes the proposed project is a good project for the area, but parking, landscaping and design need improvement. The plans were sent back to the buyer for more detail and revisions

Previous sale in 3/14 was $3,500,000 or $23/sf indicating an increase of 91% over approximately 4.5 years. The listing agent for the 2014 sale, Don LeBuhn of CBRE, stated that he "could have sold it 100 times" that there was a lot of interest but the sellers didn't want to negotiate, and they couldn't find another dealership space in San Rafael. The listing agent had been working with the buyers for 3 years, and they finally made a deal. The planned use was automotive use at that time

Land Sale No. 5



Property Identification

Property Type	Industrial lot
Address	7586 Redwood Boulevard, Novato, Marin County
Tax ID	143-061-11

Sale Data

Grantor	Park-A-Pup LLC
Grantee	Dana Family Trust
Sale Date	July 3, 2019
Deed Book/Page	23196
Verification	Don Dana, seller; 8/13/19 phone conversation
Financing	$6,900,000 conv 1st from Community Bank
Sale Price	$900,000
Cash Equivalent	$900,000

Land Size Information

Gross Land Size	0.415 Acres or 18,077 SF

Land Sale No. 5 (Cont.)

Indicators

Sale Price/Gross Acre	$2,168,675
Sale Price/Gross SF	$49.79

Remarks

Vacant industrial lot in North Novato Gateway. Land Sale #1 is located four parcels south and the SMART railroad track is located adjacent and east of this site
The previously developed lot previously housed a 7,032 sf owner user industrial building that was demolished April 2019
Level rectangular site
All utilities are available
The site sold as an owner user opportunity for the local business, Park-A-Pup Kennels, to build a dog boarding facility and will be their second location. The proposed two story building will total 12,132 sf and will include a 1,000 sf retail storefront. Completion date is May 2020. The building was under construction at the site visit
The sellers, Don and Jeanne Dana, sold the site to Paul Dana, their son; however, this is considered an arms length transaction since the purchase price was based on an SBA appraisal for the unentitled land after the building was demolished and sold at the evaluated market value
Zoning is CI, Commercial/Industrial District

Previously sold 7/16 at $674,000 or $37.28 psf for land value only. The buyer stated that the site was purchased at a discount due to the complexity of the title and utilities issues. Formerly, this lot and the 20,495 sf lot to the north, APN 143-061-10, were one lot before the lot split many years ago. Although there was a lot split, the utilities were not separated since the buildings on each lot shared a common wall. At the time of the 2016 sale, the utilities were not separated

Land Sale No. 6



Property Identification

Property Type	Commercial lot
Address	1530 4th Street, San Rafael, Marin County
Tax ID	011-202-13

Sale Data

Grantor	McInnis, Susan E
Grantee	MJ Smith Family Properties LLC
Sale Date	March 24, 2016
Deed Book/Page	16-00012329
Verification	Paula Saling, appraiser
Financing	All cash
Sale Price	$700,000
Cash Equivalent	$700,000

Land Size Information

Gross Land Size	0.241 Acres or 10,500 SF

Land Sale No. 6 (Cont.)

Indicators

Sale Price/Gross Acre	$1,563,692
Sale Price/Gross SF	$66.67

Remarks

Vacant commercial lot on 4th Street in central San Rafael
Level rectangular site
All utilities are available
Paved and fenced - used for vehicle storage
The lot was purchased by a nearby owner, to provide additional parking for their tenant, Bordenave's bakery.
Zoning is WEV, West End Village

The sales can be directly compared to the subject as:

	SUBJECT	#1	#2	#3
Price per sf		**$22**	**$25**	**$35**
Sale Date	8/19	12/18; however, a pending sale since 2016 or 2017 **Inferior**	1/17 **Inferior**	5/16 **Inferior**
Location	Novato Hwy visibility	Novato **Inferior**	San Rafael **Superior**	Novato Hwy visibility
Land Area	108,900 sf	137,214 sf	177,289 sf **Inferior**	19,860 sf **Superior**
Topography/ Access	Level/ Average	Level/ Average	Level/ Average	Level/ Average
Zoning **FAR** **Planned Use**	PD FAR 0.40 Office	CI FAR 1.00 Hotel – entitlements in place **Superior**	PD FAR 0.26-0.38 Unknown	CG FAR 0.40 Auto repair
Restrictions **Shape**	Flood zone Narrow, triangular shape	None **Superior**	Flood zone **Superior**	None **Superior**
Overall		**Inferior**	**Inferior**	**Superior**

	SUBJECT	#4	#5	#6
Price per sf		**$44**	**$50**	**$67**
Sale Date	8/19	11/18	7/19	3/16 **Inferior**
Location	Novato Hwy visibility	San Rafael Hwy visibility **Superior**	Novato **Inferior**	San Rafael Downtown **Superior**
Land Area	108,900 sf	152,710 sf	18,077 sf **Superior**	10,500 sf **Superior**
Topography/ Access	Level/ Average	Level/ Very good **Superior**	Level/ Average	Level/ Very good **Superior**
Zoning **FAR** **Planned Use**	PD FAR 0.40 Office	CG FAR 0.21-0.32 Hotel	CI FAR 1.00 Dog boarding **Superior**	WEV FAR 0.70 Vehicle storage **Superior**
Restrictions	Flood zone Narrow, triangular shape	Flood zone **Superior**	None **Superior**	None **Superior**
Overall		**Superior**	**Superior**	**Superior**

Sale Date: These are somewhat recent sales of commercial and industrial land that occurred within the past three years. Sales #2, #3 and #6 sold over 2.5 years ago and are considered inferior. Sale #1 sold 12/18; however, this site has been a pending sale since 2016 or 2017 due to the lengthy process of obtaining approvals for hotel development.

Location: Generally properties in central Marin have a higher market value than northern Marin County. The subject benefits from Highway 101 visibility. Sales #1 and #5 are located in Novato but lack highway visibility and are considered inferior. Sales #2, #4 and #6 are located in San Rafael and are considered superior.

Land Area: The adjustment for land size recognizes the inverse relationship between absolute size and unit pricing. In the market place, all other things being equal, unit prices (sales price/sf) tend to fall as absolute size rises. This results, in part, to an ever decreasing pool of potential buyers as absolute size increases. Sale #2 is larger and is considered inferior while Sales #3, #5 and #6 are significantly smaller and are considered superior.

Topography/Access: The subject property is a level parcel fronting on a paved street with average access. Sales #4 and #6 have superior access and are considered superior.

Zoning/FAR/Planned Use: The sales have similar allowed uses per zoning as the subject. The subject has an allowed FAR of 0.40. Sales #1, #5 and #6 have a superior FAR and are considered superior to the subject. The buyer for Sale #4 is now applying for an FAR of 0.70, but it had no approvals at the time of sale. The buyer for Sale #5 now has approvals for a FAR of 0.66, but it had no approvals at the time of sale.

Restrictions: The subject is located in a flood zone but has improvements in place. The flood zone for the subject does not appear to be an adverse restriction. The flood zone does not appear to have an adverse influence and properties not located in a flood zone are considered similar to the subject.

The subject consists of an interior, irregular shaped lot that is narrow and triangular in shape. The shape restricts development of the site as compared with a more typical rectangular parcel. Nonetheless, the current development utilizes the site in an efficient manner and it is possible to further develop the site in the future. All sales have a shape that do not restrict development and are considered superior to the subject.

Sale #1 and #2 have inferior and superior attributes and are overall considered inferior to the subject. Overall Sales #1 and #2 are inferior to the subject while Sales #3 - #6 are superior indicating a range above $25/sf and below $35/sf. A value of $30 per square foot for the site is applied as:

108,900 sf land area x $30 per square foot =		$3,267,000
	Rounded to	$3,270,000

Therefore, a value of $30 per square foot for the subject excess land is applied as:

54,450 sf excess and area x $30 per square foot =		$1,633,500
	Rounded to	$1,630,000

SALES COMPARISON APPROACH

In the sales comparison approach the property is compared to sales of similar properties in the area around the date of value, using a unit of comparison from the market. The typical unit of comparison for commercial buildings in this area is a price per square foot of gross building area.

Sales of small to medium sized office buildings in Marin County were researched over the past two years. Those found comparable are summarized as:

COMPARABLE SALE SUMMARY

	Address	**Sale Date Sale Price**	**Gross Area**	**Price/sf**	**OAR/ Type**
1	371 Bel Marin Keys Boulevard, Novato	5/19 $7,400,000	32,000 sf	**$231**	3 story office – multi-tenant
2	859 Diablo Avenue, Novato	6/18 $1,336,000	5,404 sf	**$247**	**5.15% OAR** 2 story office – multi tenant
3	18 Professional Center Parkway, San Rafael	1/19 $2,300,000	9,190 sf	**$250**	3 story office – multi-tenant
4	18 Commercial Boulevard, Novato	9/17 $1,470,000	5,641 sf	**$261**	2 story office – single tenant
5	818 5th Avenue, San Rafael	2/18 $3,450,0000	11,630 sf	**$297**	**4.48% OAR** 3 story office – multi-tenant
6	1111 Andersen Drive, San Rafael	4/19 $12,800,000	29,000 sf	**$441**	**4.54% OAR** 2 story office – single-tenant

COMPARABLE SALE LOCATION MAP



Comparable Sale Data Pages

Improved Sale No. 1



Property Identification

Property Type	Office building
Address	Bel Center, 371 Bel Marin Keys Boulevard, Novato, Marin County
Tax ID	157-400-55, 157-400-56

Sale Data

Grantor	Piazza Trading & Co. Ltd.
Grantee	Special Select Partners LLC
Sale Date	May 24, 2019
Deed Book/Page	16977
Financing	$5,677,000 conv 1st from City Bank National
Verification	Brian Foster, listing agent, Cushman & Wakefield, 8/8/19 phone conversation
Sale Price	$7,400,000
Cash Equivalent	$7,400,000

Land Data

Land Size	1.65 Acres or 71,940 SF

General Physical Data

Building Type	Multi Tenant
SF	32,000

Improved Sale No. 1 (Cont.)

Year Built 1991

Indicators
Sale Price/ SF $231.25

Remarks
Multi-tenant office building in Bel Marin Keys Business Park in southern Novato, close to Highways 101 and 37 and within close proximity to amenities
Two story, reinforced concrete building
Elevator served, floor to ceiling glass line
6 tenants occupied the building and there was 40% vacancy at the time of sale. The buyer will occupy the vacant space after the close of escrow
Purchased for investment purposes
125 parking spaces for a parking ratio of 3.91/1,000 sf of building area

Sold below listing price of $9,000,000 after 231 days on market

Improved Sale No. 2



Property Identification

Property Type	Office building
Address	Diablo Plaza Professional Building, 859 Diablo Avenue, Novato, Marin County
Tax ID	140-053-06

Sale Data

Grantor	Schmale P C & P M Trust
Grantee	Barkhordarian Victor Trust
Sale Date	June 6, 2018
Deed Book/Page	20231
Financing	$460,000 conv 1st from Bank of Marin
Verification	John Williams, listing agent, SVN; 8/7/19 email
Sale Price	$1,336,000
Cash Equivalent	$1,336,000

Land Data

Land Size	0.32 Acres or 13,750 SF

General Physical Data

Building Type	Multi Tenant

Improved Sale No. 2 (Cont.)

SF	5,404
Year Built	1986

Income Analysis

Effective Gross Income	$104,217
Expenses	$ 35,370 (33%)
Net Operating Income	$ 68,847

Indicators

Sale Price/SF	$247.22
Gross Income Multiplier	12.82
Expenses/SF	$6.55
Overall or Cap Rate	5.15%
Net Operating Income/SF	$12.74

Remarks

Multi-tenant office building in Old Town in central Novato, close to Highway 101 and within close proximity to amenities. High identity location near Novato Blvd. and Diablo Ave.
Two story, wood frame building
There are 4 suites, 4 restrooms and a separate free standing storage building
At the time of sale, 2 suites are occupied by the seller, 1 suite is occupied by a tenant and 1 suite is vacant. The seller plans to vacate
18 parking spaces for a parking ratio of 3.33/1,000 sf of building area

Sold below listing price of $1,400,000 after 65 days on market

Improved Sale No. 3



Property Identification

Property Type	Office building
Address	18 Professional Center Parkway, San Rafael, Marin County
Tax ID	155-071-23

Sale Data

Grantor	Nelson G D & M L Family Trust
Grantee	Lifehouse
Sale Date	January 14, 2019
Deed Book/Page	1216
Financing	$1,400,000 conv 1st from Bank of Marin
Verification	Glen Dowling, listing agent, JLL; 8/8/19 email
Sale Price	$2,300,000
Cash Equivalent	$2,300,000

Land Data

Land Size	0.61 Acres or 26,450 SF

General Physical Data

Building Type	Multi Tenant

Improved Sale No. 3 (Cont.)

SF	9,190
Year Built	1966

Indicators

Sale Price/SF	$250.27

Remarks

Multi-tenant office building in north San Rafael, close to Highway 101 and within close proximity to amenities
Three story, wood frame building
Elevator served, expansive lobby area
The seller occupied the building and there was 1 tenant in place at the time of sale. The seller was willing to sell it as a 100% leased investment or to an owner user
Purchased for owner user purposes. The buyer will occupy the property for their Lifehouse headquarters. The seller will remain in the property for 6 months while the buyer acquires permits for the significant remodel they have planned for the building
28 parking spaces for a parking ratio of 3.05/1,000 sf of building area

Sold below listing price of $2,950,000 after 608 days on market

Improved Sale No. 4



Property Identification

Property Type	Office building
Address	18 Commercial Boulevard, Novato, Marin County
Tax ID	157-431-18

Sale Data

Grantor	Buck Institute For Education
Grantee	North Mountain Investors LLC
Sale Date	September 14, 2017
Deed Book/Page	36753
Financing	All cash
Verification	Brian Foster, listing agent, Cushman & Wakefield; 8/8/19 phone conversation
Sale Price	$1,470,000
Cash Equivalent	$1,470,000

Land Data

Land Size	0.33 Acres or 14,551 SF

General Physical Data

Building Type	Single Tenant
SF	5,641
Year Built	1980

Improved Sale No. 4 (Cont.)

Indicators

Sale Price/SF	$260.59

Remarks

Single-tenant office building in Bel Marin Keys Business Park in southern Novato, close to Highways 101 and 37 and within close proximity to amenities
Two story, wood frame building located on a corner lot
Two story lobby, high-end finishes, 6 offices, conference room with video conferencing, large break room, secure IT room with AC, 2 conference/training rooms
Purchased for owner user purposes by the tenant
Two spaces are currently available for lease. Ste. 100 is a 250 sf space and Ste. 125 is a 1,250 sf space. Both spaces are available for $2.00 psf, full service. Shared conference and breakroom facilities
11 parking spaces for a parking ratio of 1.95/1,000 sf of building area

Sold below listing price of $1,699,000 after 184 days on market

Improved Sale No. 5



Property Identification

Property Type	Office building
Address	818 5th Avenue, San Rafael, Marin County
Tax ID	011-223-05, 011-224-04

Sale Data

Grantor	Shannon Family LP
Grantee	818 Fifth Street LLC
Sale Date	February 28, 2018
Deed Book/Page	6790
Financing	$2,805,000 conv 1st from JP Morgan Chase Bank
Verification	Mark Cooper, listing agent, HL Commercial Real Estate; 8/7/19 phone conversation
Sale Price	$3,300,000
Cash Equivalent	$3,450,000 (includes $150,000 for deferred maintenance)

Land Data

Land Size	0.27 Acres or 11,939 SF

General Physical Data

Building Type	Multi Tenant
SF	11,630
Year Built	1965

Income Analysis

Potential Gross Income	$276,780

Improved Sale No. 5 (Cont.)

Vacancy	8%
Effective Gross Income	$254,638
Expenses	$100,158 (39%)
Net Operating Income	$154,480

Indicators

Sale Price/SF	$296.65
Gross Income Multiplier	12.46
Eff. Gross Income Multiplier	13.55
Expenses/SF	$8.61
Overall or Cap Rate	4.48%
Net Operating Income/SF	$13.28

Remarks

Sales price is $3,300,000 plus $150,000 for deferred maintenance for water damage and HVAC issues for a revised sales price of $3,450,000
Sale includes a three story, wood frame/concrete block building on a 7,975 sf parcel and a separate 3,964 sf parking lot parcel located across the street. The parking lot is used by the tenants, but is not deed restricted to the property. The remote lot could be a separate development opportunity
Located in downtown San Rafael, close to Highway 101 and within close proximity to amenities. Located 2 blocks from the SMART train station
The larger, improved parcel is adjacent to Garden Lane, an alley with access from Mission Ave. to 5th Ave.
Approximately 8 tenants at the time of sale. The buyer planned to occupy some of the space after the sale
The penthouse unit has an open floor plan with a small private roof top deck. Come units offer view of Mt. Tam
Since the sale, the buyer is completely renovating the building and some of the building was under renovation at the site visit
There is an elevator and most offices have kitchenettes. All gas/electricity services are sub-metered and charged back to the tenants. Tenants are also responsible for their own janitorial service
Currently there are 3 spaces for lease for renovated spaces on a modified gross basis (tenant is responsible for gas/electricity and janitorial). Ste. 100 is a 1,541 sf space available for $3.00, Ste. 101 is a 1,137 sf space also available for $3.00 and Ste. 300 is a 2,698 sf space available for $3.95/sf. Ste. 300 is a third floor penthouse office suite with Mt. Tam views and brand new build out of space and common areas
23 total parking spaces for a parking ratio of 7.30/1,000 sf of building area

Sold below asking price of $3,699,000 after 380 days on market

Improved Sale No. 6



Property Identification

Property Type	Office building
Address	1111 Andersen Drive, San Rafael, Marin County
Tax ID	018-180-63

Sale Data

Grantor	Proaps, Ada M. Trust Et Al/Simon, Hilton Trust Et Al
Grantee	Ross Valley Sanitation District
Sale Date	April 2, 2019
Deed Book/Page	10587
Financing	Revenue bonds
Verification	Jerry Suyderhoud, listing agent, Newmark Knight Frank; 4/10/19 email Appraisal/Potential purchase
Sale Price	$12,800,000
Cash Equivalent	$12,800,000

Land Data

Land Size	3.33 Acres or 145,054 SF

General Physical Data

Building Type	Single Tenant
SF	29,000
Year Built	1984

Income Analysis

Potential Gross Income	$581,100

Improved Sale No. 6 (Cont.)

Vacancy	0%
Effective Gross Income	$581,100
Expenses	$ 0 (0%)
Net Operating Income	$581,100

Indicators

Sale Price/SF	$441.38
Gross Income Multiplier	22.03
Eff. Gross Income Multiplier	22.03
Expenses/SF	$0.00
Overall or Cap Rate	4.54%
Net Operating Income/SF	$20.04

Remarks

Two story, concrete office/warehouse building with 4,000 sf of warehouse
This site benefits from Interstate 580 visibility
Leased by Comcast as North Bay site for its fulfillment operations
Purchased for owner user purposes by Ross Valley Sanitary District, a government agency
The tenant is current underutilizing the building and the buyer may move in to the second floor
Current rent is $1.67/sf, NNN (tenant responsible for all operating expenses). Leased to 1/23, with 2, five year options. There are 2% annual rent increases. Lease is guaranteed by Viacom International, Inc.
Tenant has been in place since 1984
The building is demised into open office, perimeter office and warehouse areas
Amenities include fire sprinklers, elevator and three roll-up doors. Roof was replaced in 2013
211 parking spaces for a parking ratio of 7.30/1,000 sf of building area
Two appraisals were conducted at the time of sale and the buyer paid above market value

Sold below asking price of $12,950,000 after 112 days on market

The sales range from $1,336,000 to $12,800,000 for properties that have 5,404 sf to 32,000 sf of gross building area. These sales of office properties, which occurred approximately over the past two years, are all located in Novato and San Rafael.

The subject property can be directly compared to the sales as:

	SUBJECT	**#1**	**#2**	**#3**
Price/sf		**$231**	**$247**	**$250**
Sale Date	8/19	5/19	6/18	1/19
Building Area	10,950 sf	32,000 sf **Inferior** **+20%**	5,404 sf **Superior** **-10%**	9,190 sf
Location	Novato Hwy visibility	Novato Bel Marin Keys Business Park **Inferior** **+10%**	Novato Old Town **Superior** **-5%**	San Rafael North
Quality/ Appeal	Good	Very good **Superior** **-5%**	Good	Good
Yr. Built/ Condition	1998/good	1991/good	1986/avg **Inferior** **+5%**	1966/avg **Inferior** **+10%**
Land Area **FAR** **Pking Ratio**	43,560 sf 0.25 FAR 5.95	71,940 sf 0.44 FAR 3.91 **Inferior** **+13%**	13,750 sf 0.39 FAR 3.33 **Inferior** **+16%**	26,450 sf 0.35 FAR 3.05 **Inferior** **+17%**
Overall		**Inferior** **+38%** **$319**	**Inferior** **+6%** **$262**	**Inferior** **+27%** **+$318**

	SUBJECT	#4	#5	#6
Price/sf		**$261**	**$297**	**$441**
Sale Date	8/19	9/17	2/18	4/19
Building Area	10,950 sf	5,641 sf **Superior -10%**	11,630 sf	29,000 sf **Inferior +20%**
Location	Novato Hwy visibility	Novato Bel Marin Keys Business Park **Inferior +5%**	San Rafael Downtown **Superior -20%**	San Rafael Hwy visibility **Superior -20%**
Quality/ Appeal	Good	Good	Good	Good
Yr. built/ Condition	1998/good	1980/good	1965/avg **Inferior +10%**	1984/good
Land Area FAR Pkg Ratio	43,560 sf 0.25 FAR 5.95	14,551 sf 0.39 FAR 1.95 **Inferior +23%**	11,939 sf 0.97 FAR 1.98 **Inferior +20%**	145,054 sf 0.20 FAR 7.30 **Superior -5%**
Overall		**Inferior +18% $308**	**Inferior +10% $327**	**Superior -10% $397**

-

Adjustments are made to the comparables for physical differences and appear in the adjustment chart. Factors considered market significant and requiring adjustment are as follows.

Building Area: Generally a smaller building will sell for a higher price per square foot than a comparable larger building. Sales #1 and #6 have a larger size and are considered inferior while Sale #2 and #4 are smaller and are considered superior.

Location: Location adjustments reflect the overall superiority or inferiority of the local market in which the comparables are located. This is determined by influences such as competition, future/potential activity, price and rent levels, visibility and accessibility. Elements, like linkages and access to thoroughfares and public transportation, other supporting uses, and other development in the immediate area, are also considered. The primary criterion for the adjustments was their proximity to downtown tempered with their location near the freeway.

Also taken into consideration are frontage and visibility. The subject has an interior location with excellent freeway visibility; however, this if offset by its somewhat difficult access. Sale #4 benefits from a corner orientation; however, Sales #1 and #4 have inferior locations in Bel Marin Keys that lack highway visibility and are considered inferior. Sale #2 has a superior location adjacent to downtown Novato. Sale #5 is located in downtown San Rafael while Sale #6 is located in San Rafael with highway visibility and both are considered superior.

Quality/Appeal: General perceptions of quality can impact value substantially. The subject exhibits a good quality/appeal. Sale #1 exhibits a superior quality/appeal and is considered superior.

Year built/Condition: The subject was built in 1998 and exhibits a good condition. Sales #2, #3 and #5 exhibit an inferior condition.

Land Area/FAR/Parking: The Land Area/FAR/Parking adjustment reflects the premium that is typically paid for properties with additional land. The basis for the adjustment is the consideration of the various sale comparable parking ratios as compared with the subject's parking ratio. Also factored into the analysis is the footprint of any improvements, FAR and the utility of any excess land. The subject has a FAR of 0.10, a parking ratio of 17.24/1,000 sf of building area, and is considered to have excess land. Taking into consideration the FAR, required parking and layout of the building, it is estimated that there is approximately 54,450 sf or 1.25 acres of excess land (108,900 sf site size – 43,560 sf land area required for building – 10,890 sf unusable area). The excess land is valued separately. The subject therefore is considered to have a site size of 43,560 sf (108,900 sf site size – 54,450 sf excess land – 10,890 sf unusable area) and FAR of 0.25. On site parking is approximately 65 vehicles indicating a parking ratio of 5.95/1,000 sf of building area. Sales #1 - #5 have a lower parking ratio and are considered inferior while Sale #6 has a superior parking ratio and is considered superior.

The six sales were considered reasonably good indicators of value. The sales indicated adjusted prices of $319, $262, $318, $308, $327 and $397 psf. The average of the sales is $322 psf. The three Novato sales have a range of $262 - $319 psf with an average of $296 psf while the three San Rafael sales have a range of $318 to $397 psf with an average of $347 psf. Sale #6 at $397 psf is similar to the subject since it has excess land; however, the buyer paid above market value. Placing most weight on the Novato sales with a range of $262 - $319 psf, a value of $300 psf is chosen and applied as:

10,950 sf Gross Building x $300 per sf = $3,285,000

INCOME CAPITALIZATION APPROACH

In the income approach the property is compared to sales of similar properties using a capitalization or overall rate (OAR). The OAR is a rate derived from the net income and selling price of the comparable properties. This rate is applied to the net income of the subject property for a value estimate.

The subject is demised into four suites: Stes. 101A/ 201 with 6,706 sf, (Ste. 101A with 816 sf on 1st fl. & Ste. 201 with 5,890 sf on 2nd fl. occupied by Enterprise Rent-A-Car); Ste.101B with 1,274 sf (1st fl. space occupied by MV Transportation), Ste. 101C with 930 sf (1st fl. space occupied by the owner) and Ste. 101D with 1,110 sf (1st fl. vacant space). The vacant space is not marketed for lease as of the date of value.

Only a copy of the First Amendment To Lease for MV Transportation was provided. Copies of the remaining leases and income/expenses were not provided. Since lease terms were not provided, the size of the suites is based upon the net rentable area.

For an estimate of market rent for the property, leases and asking rents were investigated in the area and the following Novato office properties found comparable:

Comparable Office Lease Summary

	Tenant Address	**Lease Start Date**	**Rentable Area (sf)**	**Monthly Rent Per sf**	**Terms**
A	Walter Zebrowski Associates 695 De Long Ave. Novato	9/18	2,793	$1.46= **$1.81**	Gross FS Sublease space, As Is Blt. 1985, 2 sty. 11,262 sf bldg. 3.55/1,000 sf parking
B	Forefront Telecare 201 Alameda Del Prado, Ste. 103 Novato	2/18	5,043	**$2.20**	FS, 75 mos. 1st fl. space, As Is, 3 mos. free rent, 3% ann. inc. Blt. 1985, 2 sty. 31,400 sf bldg., 3.00/1,000 sf parking
	Ste. 102	Listed	2,842	**$2.25**	FS Sublease space, 3% ann. inc.
C	Infor (US), Inc. Woodside Office Ctr. 7250 Redwood Blvd., Ste. 102 Novato	9/17	3,132	**$2.50**	FS, 67 mos. 1st fl. space, turn key, 3% ann. inc. Blt. 2002, 3 sty. 87,000 sf bldg.
	Stes. 208, 211, 214, 350, 380	Listed	1,271 – 3,629	**$2.85**	FS
D	Winan's International Pell Plaza 504 Redwood Blvd., Ste. 210 Novato	10/19	3,360	**$2.50**	FS, 84 mos. 2nd fl. space, $20 psf TIs, tenant in space since 2016, expanding into more space Blt. 1991, 3 sty. 95,000 sf bldg. 4.00/1,000 sf parking
E	Group 5 San Marin Executive Center 505 San Marin Dr. Bldg A., Ste. 240 Novato	12/18	1,591	**$2.59**	FS, 60 mos. 2nd fl. space, As Is, 5 mos. free rent, 4% ann. inc. Blt. 1982, 3 sty. 19,577 sf bldg.
	Stes. 100B, 180B, 220A, 210B, 220B	Listed	817 – 4,234	**$2.25**	FS

	Tenant Address	**Lease Date**	**Rentable Area (sf)**	**Current Price Per sf**	**Terms**
F	Hamilton Landing 6 Hamilton Landing, Ste. 200 Novato	Listed	8,724	**$3.35**	FS, 63 mos. 2nd fl. space, can be combined with Stes. 205/220 for 13,730 sf Former Air Force base is fully renovated Blt. 1936, renovated 2000

G = Gross – tenant pays utilities and janitorial
FS = Full Service – landlord pays all operating expenses including utilities, janitorial, repairs/maintenance real estate taxes and insurance

Leases A - E and Listing F are at $1.81 to $3.35 per square foot when converted to full service (FS) terms.

Lease A is inferior and below the range as it represents sublease space. Listing F is superior mostly due to quality/appeal and is above the range. The remaining leases, Leases B, C, D and E have a range of $2.20 - $2.59 psf. Lease B is considered inferior to the subject mostly due to condition while Leases C, D and E are considered superior to the subject mostly due to quality/appeal.

After a review of comparable rentals and the asking rent, market rent for the property is estimated as above Lease B at $2.20 psf and below Leases C, D and E at $2.50 – 2.59 psf. The estimated market rent is $2.35 psf, full service, for the subject's four spaces. The asking rents for Leases C and E indicate that there is not a difference in asking rent for different sizes in this size category.

Potential Gross Income

The following is the potential gross income based on market rent.

SUBJECT'S POTENTIAL GROSS INCOME			
Tenant	**Size (SF)**	**Market Rent/SF**	**Monthly Income**
Enterprise Stes. 101A/201	6,706	$2.35	$15,759.10
MV Transportation Ste. 101B	1,274	$2.35	$2,993.90
Owner User Ste. 101C	930	$2.35	$2,185.50
Vacant Ste. 101D	1,110	$2.35	$2,608.50
			$23,547.00
POTENTIAL GROSS INCOME:			**$282,564**

Market rent will be used for the building, on a full service expense basis. Potential monthly market rent is $23,547 and potential gross income is $282,564 ($23,547 x 12).

Vacancy and Collection Losses

Actual annual rent collection is normally somewhat less than the gross potential income. This is due to vacancy periods between tenancies and the occasional failure of tenants to pay rent. The two surveys indicate vacancy rates of 11.4% - 16.8%. There was one vacancy at the site visit indicating an 11% vacancy rate. The space is not currently marketed for lease; however, it has been marketed for lease in the past and the space was eventually taken off the market. When the appraiser valued the subject property in 4/15, both Stes. 101C and 101D were vacant and had been on the market over four years. Due to the subject's Highway 101 frontage, the subject benefits from good freeway visibility and good freeway accessibility, with an interchange less than one mile south at the San Marin Drive/Atherton Avenue exit. However, access to the neighborhood is somewhat convoluted as it requires passing beneath the freeway after turning off of Redwood Boulevard. The location is isolated from other commercial services such as shops and restaurants. The overall location of the neighborhood is average. Based upon the history of the subject property as well as considering the current market conditions, a stabilized vacancy rate of 10.0% is estimated. The subject is located in an over-built market and has a competitive weakness of only an average location in Novato that has resulted in a lingering vacancy problem.

Property Expenses

The appraiser utilized the expense basis, full service, as this is likely for the type of product similar to the subject. With a full service lease the landlord pays for landlord pays all operating expenses including utilities, janitorial, repairs/maintenance, real estate taxes and insurance.

Real Estate Taxes are based on the sale of the property at market value from the sales comparison approach at $3,285,000. With a tax rate of 1.1553%, the tax is $37,952, plus $6,303 in assessments for a total of **$44,255**.

Insurance is estimated at $0.31 psf or $3,106 annually, based on the actual expense in 2014 with annual increases. Flood insurance is also included in this amount. The subject insurance amount was compared to two office buildings located in San Rafael and is considered reasonable.

Property Management expenses for a property with four tenant spaces is estimated at 3% of EGI. This typically ranges from 2% to 6% of EGI.

Maintenance & Repairs is estimated at 3% of EGI.

Janitorial, Gas/Electricity, Water is estimated based upon two office buildings located in San Rafael.

Landscaping and **Garbage** is estimated based on the actual expense in 2014 with annual increases.

Replacement & Reserves is estimated at 1% of EGI.

Total Operating Expenses: Total annual operating expenses are estimated to be **$11.03** per square foot and as a percentage of EGI the estimated expenses are 43**%** which is also considered reasonable for a building with full service lease terms.

OAR

To choose an OAR, the sales report:

	Address	**Sale Date** **Net Income**	**Expenses**	**OAR**
2	859 Diablo Avenue Novato	6/18 $79,882	33% exp	**5.15%**
5	818 5th Avenue, San Rafael	2/18 $154,480	8% vac 39% exp	**4.48%**
6	1111 Andersen Drive, San Rafael	2/19 $581,100	0% vac 0% exp	**4.54%**

The OARs from the sales have a narrow range from 4.48% to 5.15% with a mean of 4.72%. Reference to the *Bay Area 2nd Quarter 2019 Investment MarketBeat* prepared by Cushman & Wakefield stated an average going-in cap rate for office at 4.90%. Based on the sales in the previous chart it is evident that the overall Bay Area market is performing similar to the subject submarket.

Small one or two occupant buildings are particularly attractive to owner occupants. As such, the sales price per square foot is generally higher and the OAR is lower. Larger single tenant buildings are less attractive for owner occupancy or investment purposes due to the higher vacancy risk. The subject property is suitable for an investor or an owner user.

The sales have higher expense ratios because they have modified gross and NNN expense basis rather than a full service expense basis. The subject is most similar in net operating income per square foot to Sale #5 at 4.48%. Placing most weight on Sale #5, an OAR slightly below the mean is considered appropriate and is estimated at 4.50%.

The following chart summarizes the proforma income/expense information.

INCOME PROFORMA			
Potential Monthly Market Rent			$23,547
Potential Gross Annual Income			**$282,564**
Vacancy & Collection Loss	10.0%		$28,256
Effective Gross Income			**$254,308**
Property Taxes			$44,255
Insurance	$0.31 psf		$3,106
Property Management	3.0% EGI		$7,629
Maintenance & Repairs	3.0% EGI		$7,629
Janitorial	$1.00 psf		$10,020
Landscaping			$3,247
Gas/Electricity	$2.75 psf		$27,555
Water	$0.20 psf		$2,004
Garbage	$0.26 psf		$2,560
Replacement & Reserves	1.0% EGI		$2,543
Total Expenses			**$110,549**
Expenses per Rentable SF		$11.03	
% of Effective Gross Income		43%	
Net Operating Income			**$143,759**
Direct Capitalization Value Conclusion:			
NOI	Cap Rate	Value	
$143,759	4.50%	$3,194,646	
INDICATED VALUE (rounded)			**$3,190,000**

RECONCILIATION AND VALUE CONCLUSION

Values have been estimated for the property at 600 Rush Landing Road, Novato, as:

Sales Comparison Approach	
Gross Building Area 10,950 sf x $300 =	$3,285,000
Income Approach	
Net Income $143,759 divided by 4.50% OAR =	$3,194,646

The sales comparison approach and income approach support a range of value from $3,190,000 to $3,290,000 for the property. Both methods of valuation are based on market indicators from sales of similar properties in the area.

The sales comparison approach is based on recent sales of similar properties in the area. The income approach is based on rental of the property at market rent and a market derived OAR. Market rent, expenses and the capitalization rate are reasonably well supported. The market data used to develop both the sales comparison and income approaches is recent data of the quality and quantity sufficient to provide confidence in those approaches.

Based on the foregoing and upon the assumption that the typical purchaser of the subject property would be either an owner user or an investor, approximately equal weight is based on both approaches to value. Investor buildings typically place more weight on the Income Capitalization Approach while owner user buildings typically place more weight on the Sales Comparison Approach.

Considering the analysis in the Sales Comparison and Income Approaches, a value of $3,250,000 is well supported. This is $297 per square foot of building area, which is within the range of market indicators, and an OAR of 4.42%, that is also within the range indicated by the sales.

In my opinion the market value of the fee simple in the property at 600 Rush Landing Road, Novato, CA, as of August 7, 2019 is $3,250,000. To this the excess land value is added for a total market value of:

Market Value of Fee Simple Interest	$3,250,000
Market Value of Excess Land	$1,630,000
Total Market Value:	$4,880,000

CERTIFICATION

I certify that, to the best of my knowledge and belief:

1. The statements of fact contained in this report are true and correct.

2. The reported analyses, opinions, and conclusions are limited only by the reported assumptions and limiting conditions and are my personal, impartial, and unbiased professional analyses, opinions, and conclusions.

3. I have no present or prospective interest in the property that is the subject of this report and no personal interest with respect to the parties involved.

4. I have no bias with respect to the property that is the subject of this report or to the parties involved with this assignment.

5. I have performed no other services, as an appraiser or in any other capacity, regarding the property that is the subject of the work under review within the three-year period immediately preceding acceptance of this assignment. It is noted that I previously appraised this property in April 2015.

6. My engagement in this assignment was not contingent upon developing or reporting predetermined results.

7. My compensation for completing this assignment is not contingent upon the development or reporting of a predetermined value or direction in value that favors the cause of the client, the amount of the value opinion, the attainment of a stipulated result, or the occurrence of a subsequent event directly related to the intended use of this appraisal.

8. My analyses, opinions, and conclusions were developed, and this report has been prepared, in conformity with the *Uniform Standards of Professional Appraisal Practice, 49CFR24.104 and FTA5010.1E.*

9. I have made a personal inspection of the property that is the subject of this report.

10. No one provided significant real property appraisal assistance to the person signing this certification, unless otherwise noted.

11. The “Opinion of Market Value” in the appraisal report is not based in whole or in part upon the race, color, religion, sex, handicap, familial status, health, or national origin of the present or prospective owners, occupants or users of the properties in the vicinity of the property appraised.

12. As of the date of this report, I have completed the requirements of the continuing education program of the State of California Certified General Real Property Appraiser.

13. The undersigned appraiser hereby acknowledges that she is fully qualified and competent in her training, knowledge and experience to perform this appraisal. If, after acceptance of the appraisal assignment and during the course of conducting the appraisal, the appraiser discovers that she is not fully competent to perform the appraisal, the appraiser will comply with Competency Provision of USPAP.

Nannette Quigley

_____

Nannette F. Quigley
Certified General Real Estate Appraiser
State of California # AGO25795
Expiration: September 29, 2020

ADDENDA

QUALIFICATIONS

NANNETTE F. QUIGLEY, AG

EDUCATION

UC Berkeley, B.A. degree, Political Economics
Continuing education – State of California

AFFILIATIONS

State of California Certified General Real Estate Appraiser #AG025795	1995 - present
Real Estate Appraisers Association – North Bay	2013 - present

EXPERIENCE

Independent Commercial Property Appraiser	1997 - present
Commercial Property Appraiser/Researcher – Bank of America	1994 - 1996
Financial Institutions –	
Finance Officer - Bank of America Commercial Appraisal Group	1992-1994
Credit Officer - Security Pacific National Bank, Special Assets Commercial Division	1991-1992
Credit Analyst - Hong Kong & Shanghai Bank, Corporate Banking Division	1990-1991
Account Officer - Security Pacific National Bank, Special Assets Real Estate Division	1986-1990
Administrative Assistant to Operations Officer – Security Pacific National Bank, San Rafael Branch	1985-1986



Business, Consumer Services & Housing Agency

BUREAU OF REAL ESTATE APPRAISERS

REAL ESTATE APPRAISER LICENSE

Nannette F. Quigley

has successfully met the requirements for a license as a residential and commercial real estate appraiser in the State of California and is, therefore, entitled to use the title:

"Certified General Real Estate Appraiser"

This license has been issued in accordance with the provisions of the Real Estate Appraisers' Licensing and Certification Law.

BREA APPRAISER IDENTIFICATION NUMBER: AG 025795

Effective Date: September 30, 2018
Date Expires: September 29, 2020

Jim Martin, Bureau Chief, BREA

3042138

THIS DOCUMENT CONTAINS A TRUE WATERMARK - HOLD UP TO LIGHT TO SEE "CHAIN LINK"

ASSUMPTIONS AND LIMITING CONDITIONS

This appraisal report has been made with the following general Assumptions:

1. No responsibility is assumed for the legal description provided or for matters pertaining to legal or title considerations. Title to the property is assumed to be good and marketable unless otherwise stated.
2. The property is appraised free and clear of any or all liens or encumbrances unless otherwise stated.
3. Responsible ownership and competent property management are assumed.
4. The information furnished by others is believed to be reliable, but no warranty is given for its accuracy.
5. All engineering studies are assumed to be correct. The plot plans and illustrative material in this report are included only to help the reader visualize the property.
6. It is assumed that there are no hidden or apparent conditions of the property, subsoil, or structures that render it more or less valuable. No responsibility is assumed for such conditions or for obtaining the engineering studies that may be required to discover them.
7. It is assumed that the property conforms to all applicable federal, state and local environmental regulations and laws unless the lack of compliance is stated, described, and considered in the appraisal report.
8. It is assumed that the property conforms to all applicable zoning and use regulations and restrictions unless a nonconformity has been identified, described, and considered in the appraisal report.
9. It is assumed that all required licenses, certificates of occupancy, consents, and other legislative or administrative authority from any local, state or national government or private entity or organization have been or can be obtained or renewed for any use on which the value estimate contained in this report is based.
10. It is assumed that the use of the land and improvements is confined within the boundaries or property lines of the property described and that there is no encroachment or trespass unless noted in the report.
11. An UST (underground fuel storage tank) has been removed from the property. The existence of hazardous material, which may or may not be present on the property, was not observed by the appraiser. The appraiser has no knowledge of the existence of such materials on or in the property. The appraiser, however, is not qualified to detect such substances. The presence of substances such as asbestos, urea-formaldehyde foam insulation, and other potentially hazardous materials may affect the value of the property. The value estimated is predicated on the assumption that there is no such material on or in the property that would cause a loss in value. No responsibility is assumed for such conditions or for any expertise or engineering knowledge required to discover them. The client is urged to retain an expert in this field, if desired.

ASSUMPTIONS AND LIMITING CONDITIONS, (Cont.)

This appraisal report has been made with the following general Limiting Conditions:

1. Any allocation of the total value estimated in this report between the land and the improvements applies only under the stated program of utilization. The separate values allocated to the land and buildings must not be used in conjunction with any other appraisal and are invalid if so used.
2. Possession of this report or a copy thereof, does not carry with it the right of publication.
3. The appraiser, by reason of this appraisal, is not required to give further consultation or testimony or to be in attendance in court with reference to the property in question unless arrangements have been previously made.
4. Neither all nor any part of the contents of this report shall be conveyed to any person or entity, other than the appraiser's or firm's client, through advertising, solicitation materials, public relations, news, sales or other media without the written consent and approval of the authors, particularly as to valuation conclusions, the identity of the appraiser or firm with which the appraiser is connected, or any reference to the Appraisal Institute or MAI designation. Further, the appraiser or firm assumes no obligation, liability, or accountability to any third party. If this report is placed in the hands of anyone but the client, client shall make such party aware of all the assumptions and limiting conditions of the assignment.
5. The purpose of this report, and the replacement cost estimate if used, is to estimate the market value of the subject property for the use under the section "Use of the Appraisal", and may not be used for other purposes.

This appraisal is made with the following specific limiting conditions:

1. This appraisal report presents only summary discussions of the data, reasoning and analysis that were used in the appraisal process to develop the value estimate. Supporting documentation is retained in my files, and the depth of discussion is specific to your needs and for the intended use. I am not responsible for its unauthorized use.

2. The interior of Stes. 101A, 101B and 101D were visited and reported to be representative of all units in the building. If other units are different than described this opinion of value may change.

This appraisal is made with the following hypothetical condition:

1. A leased fee value could not be determined since leases were not provided. Therefore, a fee simple value will be used for the purposes of this report. If leases are provided, this opinion of value could change.

This appraisal is made with the following extraordinary assumption:

1. The excess land estimated as 65,340 sf has not been surveyed. If the area is different in size, this opinion of value will most likely change.

ORDER NO. : 0436023982

EXHIBIT A

The land referred to is situated in the County of Marin, City of Novato, State of California, and is described as follows:

PARCEL ONE

Parcel Two, as shown upon that certain Parcel Map entitled "Parcel Map Rush Landing-Phase II, a Division of the Lands of Land Rush Partners, City of Novato, County of Marin, California", filed for record September 30, 1998 in Book 1998 of Parcel Maps, at Page 120, Marin County Records.

PARCEL TWO

An easement for roadway purposes upon, over and across the following described parcel of land:

Beginning at a point distant South 15° 26' 46" West 158.58 feet from the Northwesterly corner of that certain parcel of land described as Parcel 3 of Annex "A" in the indenture made by and between the Northwestern Pacific Railroad Company and the State of California, recorded December 22, 1971 in Book 2528 of Official Records at Page 170, Marin County Records; thence along the Westerly line of said Company's Land and along the Southerly prolongation of said line, South 15° 26' 46" West, 602.51 feet; thence along a tangent curve to the right with a radius of 66.00 feet, through an angle of 45° 40' 24", an arc length of 52.61 feet to the 84.70 foot course in Parcel 7 of that Relinquishment No. 40302, as shown upon that certain Map entitled, "Relinquishment in the County of Marin", filed for record July 15, 1975 in State Highway Map Book No. 5, Page 3, Marin County Records; thence along last said course North 49° 55' 09" West, 37.22 feet to a curve concentric of with and distant 32.00 feet radially from the curve described above with a radius of 66.00 feet; thence along said concentric curve and long a line parallel with and distant 32.00 feet Westerly at right angles from the course described above with a length of 602.51 feet from a tangent that bears North 84° 15' 29" East, along a curve to the left with a radius of 34.00 feet, through an angle of 68° 48' 43", an arc length of 40.83 feet and North 15° 26' 46" East, 528.15 feet; thence along a tangent curve to the left with a radius of 1984.00 feet, through an angle of 2° 08' 52" an arc length of 74.37 feet to said 37.40 foot course; thence along last said course South 74° 33' 14" East, 33.39 feet to the point of beginning.

The bearings and distances used in the above descriptions are on the California Coordinate System, Zone 3. Multiply the above distances by 1.0000546 to obtain ground level distances.

APN: 125-560-01

OLD REPUBLIC TITLE COMPANY

1400A Grant Avenue
Novato, CA 94945
(415) 897-9632 Fax: (415) 892-1137

PRELIMINARY REPORT

Our Order Number 0436023982-DM

CUSHMAN & WAKEFIELD
900 Larkspur Landing Circle #295
Larkspur, CA 94939

Attention: BRIAN FOSTER

When Replying Please Contact:

Diana McInnis
dmcinnis@ortc.com
(415) 897-9632

Buyer:

MARIN TRANSIT DISTRICT

Property Address:

600 Rush Landing Road, Novato, CA 94945

In response to the above referenced application for a policy of title insurance, OLD REPUBLIC TITLE COMPANY, as issuing Agent of Old Republic National Title Insurance Company, hereby reports that it is prepared to issue, or cause to be issued, as of the date hereof, a Policy or Policies of Title Insurance describing the land and the estate or interest therein hereinafter set forth, insuring against loss which may be sustained by reason of any defect, lien or encumbrance not shown or referred to as an Exception below or not excluded from coverage pursuant to the printed Schedules, Conditions and Stipulations of said policy forms.

The printed Exceptions and Exclusions from the coverage and Limitations on Covered Risks of said Policy or Policies are set forth in Exhibit I attached. The policy to be issued may contain an arbitration clause. When the Amount of Insurance is less than that set forth in the arbitration clause, all arbitrable matters shall be arbitrated at the option of either the Company or the Insured as the exclusive remedy of the parties. Limitations on Covered Risks applicable to the Homeowner's Policy of Title Insurance which establish a Deductible Amount and a Maximum Dollar Limit of Liability for certain coverages are also set forth in Exhibit I. Copies of the Policy forms should be read. They are available from the office which issued this report.

Please read the exceptions shown or referred to below and the exceptions and exclusions set forth in Exhibit I of this report carefully. The exceptions and exclusions are meant to provide you with notice of matters which are not covered under the terms of the title insurance policy and should be carefully considered.
It is important to note that this preliminary report is not a written representation as to the condition of title and may not list all liens, defects, and encumbrances affecting title to the land.

This report (and any supplements or amendments hereto) is issued solely for the purpose of facilitating the issuance of a policy of title insurance and no liability is assumed hereby. If it is desired that liability be assumed prior to the issuance of a policy of title insurance, a Binder or Commitment should be requested.

Dated as of August 7, 2019, at 7:30 AM

OLD REPUBLIC TITLE COMPANY
For Exceptions Shown or Referred to, See Attached

Page 1 of 11 Pages

OLD REPUBLIC TITLE COMPANY
ORDER NO. 0436023982-DM

The form of policy of title insurance contemplated by this report is:

CLTA Standard Coverage Policy -1990; AND ALTA Loan Policy - 2006. A specific request should be made if another form or additional coverage is desired.

The estate or interest in the land hereinafter described or referred or covered by this Report is:

Fee as to Parcel(s) One and an Easement as to Parcel(s) Two

Title to said estate or interest at the date hereof is vested in:

Roger L. Kaehler, Trustee of The Kaehler Living Trust, dated February 21, 1991, as to an undivided 50% interest, and Paul S. Scheller, Trustee of The Scheller Living Trust, dated February 21, 1991, as to an undivided 50% interest, as tenants in common

The land referred to in this Report is situated in the County of Marin, City of Novato, State of California, and is described as follows:

PARCEL ONE

Parcel Two, as shown upon that certain Parcel Map entitled "Parcel Map Rush Landing-Phase II, a Division of the Lands of Land Rush Partners, City of Novato, County of Marin, California", filed for record September 30, 1998 in Book 1998 of Parcel Maps, at Page 120, Marin County Records.

PARCEL TWO

An easement for roadway purposes upon, over and across the following described parcel of land:

Beginning at a point distant South 15° 26' 46" West 158.58 feet from the Northwesterly corner of that certain parcel of land described as Parcel 3 of Annex "A" in the indenture made by and between the Northwestern Pacific Railroad Company and the State of California, recorded December 22, 1971 in Book 2528 of Official Records at Page 170, Marin County Records; thence along the Westerly line of said Company's Land and along the Southerly prolongation of said line, South 15° 26' 46" West, 602.51 feet; thence along a tangent curve to the right with a radius of 66.00 feet, through an angle of 45° 40' 24", an arc length of 52.61 feet to the 84.70 foot course in Parcel 7 of that Relinquishment No. 40302, as shown upon that certain Map entitled, "Relinquishment in the County of Marin", filed for record July 15, 1975 in State Highway Map Book No. 5, Page 3, Marin County Records; thence along last said course North 49° 55' 09" West, 37.22 feet to a curve concentric of with and distant 32.00 feet radially from the curve described above with a radius of 66.00 feet; thence along said concentric curve and long a line parallel with and distant 32.00 feet Westerly at right angles from the course described above with a length of 602.51 feet from a tangent that bears North 84° 15' 29" East, along a curve to the left with a radius of 34.00 feet, through an angle of 68° 48' 43", an arc length of 40.83 feet and North 15° 26' 46" East, 528.15 feet; thence along a tangent curve to the left with a radius of 1984.00 feet, through an angle of 2° 08' 52" an arc length of 74.37 feet to said 37.40 foot course; thence along last said course South 74° 33' 14" East, 33.39 feet to the point of beginning.

The bearings and distances used in the above descriptions are on the California Coordinate System, Zone 3. Multiply the above distances by 1.0000546 to obtain ground level distances.

APN: 125-560-01

OLD REPUBLIC TITLE COMPANY
ORDER NO. 0436023982-DM

At the date hereof exceptions to coverage in addition to the Exceptions and Exclusions in said policy form would be as follows:

1. Taxes and assessments, general and special, for the fiscal year 2019 - 2020, a lien, but not yet due or payable.

2. Taxes and assessments, general and special, for the fiscal year 2018 - 2019, as follows:

Assessor's Parcel No	:	125-560-01	
Bill No.	:	18-1046389	
Code No.	:	010-017	
1st Installment	:	$17,374.81	Marked Paid
2nd Installment	:	$17,374.81	Marked Paid
Land Value	:	$701,280.00	
Imp. Value	:	$1,761,018.00	

3. The lien of supplemental taxes, if any, assessed pursuant to the provisions of Section 75, et seq., of the Revenue and Taxation Code of the State of California.

4. Terms and provisions as contained in an instrument,

Entitled	:	Joint Maintenance Agreement
Executed By	:	North Marin County Water District and the State of California
Recorded	:	October 11, 1974 in Book 2837 of Official Records, Page 493

Note: Reference is made to said instrument for full particulars.

5. An easement affecting that portion of said land and for the purposes stated herein and incidental purposes as provided in the following

Granted To	:	William F. Raymond
For	:	Construction and maintenance of poles, wires and cables, etc.
Recorded	:	October 16, 1978 in Book 3448 of Official Records, Page 363
Affects	:	As described therein

The right to trim trees along the route thereof was also granted.

Said easement was reserved to be granted to Pacific Gas and Electric Company.

Rectangular Snip

6. Release and relinquishment of abutter's or access rights to and from the adjoining State highway (or Freeway), upon which premises abuts, as follows:

Instrument	:	Deed
To	:	State of California
Recorded	:	October 16, 1978 in Book 3448 of Official Records, Page 363

7. An easement affecting that portion of said land and for the purposes stated herein and incidental purposes as provided in the following

Granted To	:	Pacific Gas and Electric Company
For	:	Construction and maintenance of poles, wires and cables, etc.
Recorded	:	June 6, 1979 in Book 3556 of Official Records, Page 671
Affects	:	As described therein

The right to trim trees along the route thereof was also granted.

8. The Effect of that certain easement for the construction and maintenance of guy wires and cables together with appurtenances and rights incidental thereto as conveyed to Pacific Gas and Electric Company, a California corporation by Instrument recorded August 7, 1985 under Recorder's Serial Number 85-33584, Marin County Records.

At the time of said conveyance of said easement above, the Grantor had no vested interest in the property described herein.

9. Terms and provisions as contained in an instrument,

Entitled	:	Landscape Maintenance Agreement
Executed By	:	The City of Novato, a municipal corporation and Redwood Park Ltd., a California limited partnership
Recorded	:	April 3, 1987 in Official Records under Recorder's Serial Number 87-22241

Note: Reference is made to said instrument for full particulars.

10. Terms and provisions as contained in an instrument,

Executed By	:	North Marin Water District and Rush Landing, a California partnership
Recorded	:	October 26, 1988 in Official Records under Recorder's Serial Number 88-61316

Which, among other things, provides: High Pressure Service

Note: Reference is made to said instrument for full particulars.

Affects this and other property.

11. An easement affecting that portion of said land and for the purposes stated herein and incidental purposes as provided in the following

Granted To	:	Novato Sanitary District, a public corporation
For	:	Sanitary sewer purposes
Recorded	:	April 10, 1990 in Official Records under Recorder's Serial Number 90-20961
Affects	:	As described therein

12. An easement affecting that portion of said land and for the purposes stated herein and incidental purposes as shown on the filed map.

For	:	Public utilities
Affects	:	As shown on said Map
For	:	Storm Drainage
Affects	:	As shown on said Map

13. An easement affecting that portion of said land and for the purposes stated herein and incidental purposes as provided in the following

Instrument	:	Grant of Easement
Granted To	:	Alan R. Brayton
For	:	Right to erect and maintain light poles and associated structures
Recorded	:	May 23, 1997 in Official Records under Recorder's Serial Number 97-027265
Affects	:	A one (1) foot strip along the Southern boundary

The present ownership of said easement and other matters affecting the interests thereto, if any, are not shown herein.

14. Terms and provisions as contained in an instrument,

Entitled	:	Consent to Common Use Agreement
Executed By	:	North Marin Water District and The City of Novato
Dated	:	September 22, 1998
Recorded	:	September 30, 1998 in Official Records under Recorder's Serial Number 1998-0071652

Which, among other things, provides: The City and the District may use the are of common use for the purposes describe din the Rush Landing Phase 2 Subdivision Map's dedication of the right-of-way.

Note: Reference is made to said instrument for full particulars.

15. Terms and provisions as contained in an instrument,

Entitled	:	Consent to Common Use Agreement
Executed By	:	Pacific Gas and Electric Company and The City of Novato
Dated	:	September 22, 1998
Recorded	:	September 30, 1998 in Official Records under Recorder's Serial Number 1998-0071653

Which, among other things, provides: Mutual use of an easement.

Note: Reference is made to said instrument for full particulars.

16. Terms and provisions as contained in an instrument,

Entitled	:	Landscape Maintenance Agreement
Executed By	:	Land Rush Partners, a general partnership
Recorded	:	September 30, 1998 in Official Records under Recorder's Serial Number 1998-0071654

Which, among other things, provides: Cost of common area landscape maintenance is to be shared by present and/or future Owners of the subdivided 8.28 acre site comprising the Rush Landing Subdivision.

Note: Reference is made to said instrument for full particulars.

Rectangular Snip

OLD REPUBLIC TITLE COMPANY
ORDER NO. 0436023982-DM

17. Terms and provisions as contained in an instrument,

Entitled	:	Easement Deed by Court Order in Settlement of Landowner Action
Executed By	:	The United States District Court for the Northern District of California San Francisco Division
Dated	:	June 27, 2013
Recorded	:	December 27, 2013 in Official Records under Recorder's Serial Number 2013-0076346
Returned to Address	:	Qwest Communications Company, LLC, Sherman & Howard LLC, 633 Seventeenth Street-Suite 300, Denver, CO 80202-3622

Note: Reference is made to said instrument for full particulars.

18. An easement affecting that portion of said land and for the purposes stated herein and incidental purposes as provided in the above mentioned instrument,

For	:	Permanent telecommunication easement
Affects	:	The land

19. An easement affecting that portion of said land and for the purposes stated herein and incidental purposes as provided in the following

Instrument	:	Easement Deed
Granted To	:	Pacific Gas and Electric Company
For	:	A line of poles for the transmission and distribution of electric energy, and for communication purposes
Dated	:	June 5, 2015
Recorded	:	August 13, 2015 in Official Records under Recorder's Serial Number 2015-0039475
Affects	:	Herein portion of said land as depicted on the map attached therein

20. Deed of Trust to secure an indebtedness of the amount stated below and any other amounts payable under the terms thereof,

Amount	:	$1,500,000.00
Trustor/Borrower	:	Roger L. Kaehler, Trustee of The Kaehler Living Trust, dated February 21, 1991, as to an undivided 50% interest, and Paul S. Scheller, Trustee of The Scheller Living Trust, dated February 21, 1991, as to an undivided 50% interest, as tenants in common
Trustee	:	Bank of Marin
Beneficiary/Lender	:	Bank of Marin
Dated	:	November 17, 2016
Recorded	:	December 1, 2016 in Official Records under Recorder's Serial Number 2016-0056059

21. Terms and conditions contained in the Kaehler Living Trust dated February 21, 1991 as disclosed by Grant Deed.

Dated	:	November 23, 2016
Recorded		December 1, 2016 in Official Records under Recorder's Serial Number 2016-0056058

The requirement that:

A Certification of Trust be furnished in accordance with Probate Code Section 18100.5; and

If the acting trustee is a successor trustee the additional requirement the Company is provided a complete copy of the trust, with all amendments and any intervening trustee is no longer acting in that capacity by providing copies of resignation letters, etc.

The Company reserves the right to make additional exceptions and/or requirements upon review of the above.

22. Terms and conditions contained in the Scheller Living Trust dated February 21, 1991 as disclosed by Grant Deed.

Dated : November 23, 2016
Recorded December 1, 2016 in Official Records under Recorder's Serial Number 2016-0056058

The requirement that:

A Certification of Trust be furnished in accordance with Probate Code Section 18100.5; and

If the acting trustee is a successor trustee the additional requirement the Company is provided a complete copy of the trust, with all amendments and any intervening trustee is no longer acting in that capacity by providing copies of resignation letters, etc.

The Company reserves the right to make additional exceptions and/or requirements upon review of the above.

23. Any facts, rights, interests, or claims that are not shown by the Public Records but that could be ascertained by an inspection of the Land or that may be asserted by persons in possession of the Land.

24. The requirement that the Company be provided with a copy of the "rent roll" and "tenant estoppel certificates" for its review.

The Company may have different and/or additional requirements after its review.

25. The requirement that this Company be provided with an opportunity to inspect the land (the Company reserves the right to make additional exceptions and/or requirements upon completion of its inspection).

26. The requirement that this Company be provided with a suitable Owner's Declaration (form ORT 174). The Company reserves the right to make additional exceptions and/or requirements upon review of the Owner's Declaration.

27. Any unrecorded and subsisting leases.

OLD REPUBLIC TITLE COMPANY
ORDER NO. 0436023982-DM

---------- **Informational Notes** ----------

A. The applicable rate(s) for the policy(s) being offered by this report or commitment appears to be section(s) 1.1 and 2.1.

B. The above numbered report (including any supplements or amendments thereto) is hereby modified and/or supplemented to reflect the following additional items relating to the issuance of an American Land Title Association loan form policy:

NONE

NOTE: Our investigation has been completed and there is located on said land a commercial building known as 600 Rush Landing Road, Novato, CA 94945.

The ALTA loan policy, when issued, will contain the CLTA 100 Endorsement and 116 series Endorsement.

Unless shown elsewhere in the body of this report, there appear of record no transfers or agreements to transfer the land described herein within the last three years prior to the date hereof, except as follows:

Grant Deed executed by Land Rush Partners, a California General Partnership to Roger L. Kaehler, Trustee of the Kaehler Living Trust dated February 21, 1991 and restated on May 27, 2011 as to an undivided 5/12ths interest; John G. Stuber, Trustee of the Stuber 2002 Family Trust dated September 9, 2002 as amended and restated in its entirety on April 22, 2013 as to an undivided 4/12ths interest; and Paul S. Scheller, Trustee of the Scheller Living Trust dated February 21, 1991 as amended on January 7, 1994 as to an undivided 3/12ths interest recorded September 14, 2016 in Official Records under Recorder's Serial Number 2016-0041495.

Rectangular Snip

C. NOTE: The last recorded transfer or agreement to transfer the land described herein is as follows:

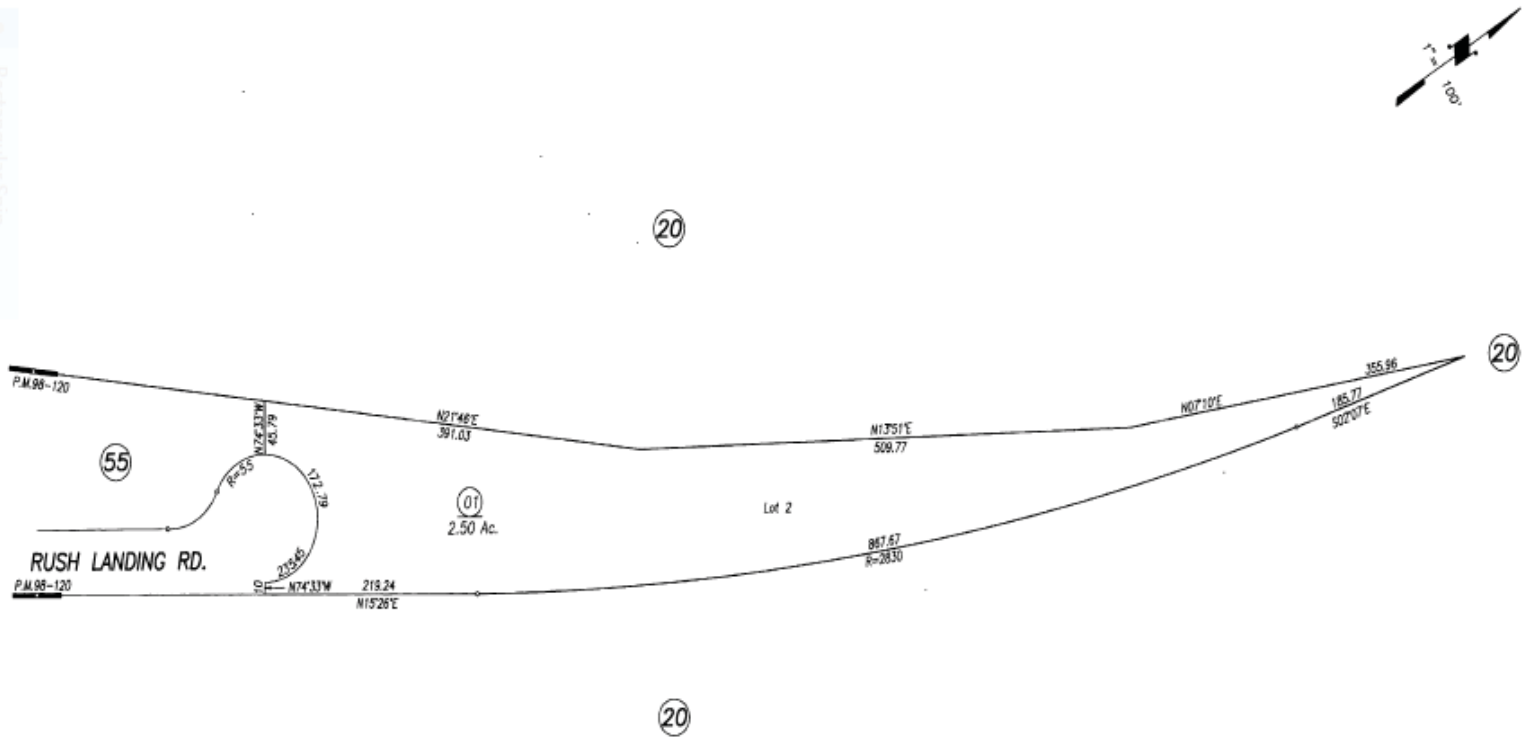
Instrument Entitled	:	Grant Deed
By/From	:	Roger L. Kaehler, Trustee of the Kaehler Living Trust dated February 21, 1991 and restated on May 27, 2011 and John G. Stuber, Trustee of the Stuber 2002 Family Trust dated September 9, 2002 as amended and restated in its entirety on April 22, 2013 and Paul S. Scheller, Trustee of the Scheller Living Trust dated February 21, 1991
To	:	Roger L. Kaehler, Trustee of The Kaehler Living Trust dated February 21, 1991 as to an undivided 50% interest and Paul S. Scheller, Trustee of The Scheller Living Trust dated February 21, 1991 as to an undivided 50% Interest as Tenants in Common
Dated	:	November 23, 2016
Recorded	:	December 1, 2016 in Official Records under Recorder's Serial Number 2016-0056058

O.N.
MMV/mm

PTN. RANCHO DE NOVATO

Tax Rate Area 10-007

125-56



		ASSESSOR'S CADASTRAL MAP
		1. THIS MAP WAS PREPARED FOR ASSESSMENT PURPOSES ONLY.
		2. NO LIABILITY IS ASSUMED FOR THE ACCURACY OF THE DATA SHOWN.
		3. ASSESSOR'S PARCELS MAY NOT COMPLY WITH LOCAL LOT-SPLIT OR BUILDING SITE ORDINANCES.
Mpcl/New Pg. 12-11-98	MDS	
REVISION (C) DATE	BY	

CITY OF NOVATO

Assessor's Map Bk. 125 Pg. 56

County of Marin, Calif.

NOTE: Assessor's Block Numbers Shown in Ellipses
Assessor's Parcel Numbers Shown in Circles

marin transit

711 grand ave, #110
san rafael, ca 94901

ph: 415.226.0855
fax: 415.226.0856
marintransit.org

November 18, 2019

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

SUBJECT: FASTER Bay Area Initiative

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 the General Manager to transmit a project list (Attachment 1) to assist in the development of a FASTER Bay Area initiative.

SUMMARY: Marin Transit has been participating with transit agencies across the Bay Area in the FASTER Bay Area transit initiative to develop an improved public transit network. Congestion Management Agencies such as the Transportation Authority of Marin and state legislators have recently focused on identifying potential near-term and longer-term projects that may be included in a FASTER measure and expenditure plan.

Marin Transit staff have drafted a list of potential projects that could be used as input to the development of the FASTER measure. The list is shown in Attachment 1.

BACKGROUND: At a joint Board meeting of Marin Transit and Transportation Authority of Marin (TAM) on September 26, 2019, a representative of the FASTER Bay Area organizing team presented a proposal for a regional one-cent sales tax measure to develop a "public transit network that is reliable, coordinated and easy-to-use for the Bay Area." The presentation was provided for information and discussion by the Board members of the two agencies.

On October 12, 2019, the FASTER team released a framework for the regional sales tax measure identifying four primary categories of funding dedicated to transit and policy change:

1. FASTER Rapid Transit Network Build Out and Operations
2. Connections to FASTER Rapid Transit Network
3. An Affordable and Seamless Network
4. Employer-funded Congestion Reduction Programs

At TAM's Board meeting on October 24, 2019, TAM staff presented a list of potential projects and agreed to return to their Board in

November with a refined list and criteria for evaluating proposed projects.
In addition to presentations and discussions with stakeholder groups, elected officials, transit agencies, and community groups, FASTER has convened a Technical Advisory Group consisting of transit agency and county transportation agency staff. The three transit agencies serving Marin, Marin Transit, Golden Gate Transit, and SMART, and TAM staff are represented on the Technical Advisory Group. The Group meets every two weeks and is discussing prioritization criteria and eligible uses for the funding categories.

DISCUSSION: As the local transit provider in Marin, Marin Transit provides local connections to the inter-county bus, rail, and ferry system. Marin Transit has a role as a feeder to the regional transit services and has an interest in an improved regional network. As such, staff is participating in the FASTER Technical Advisory Group and working with TAM staff on input to development of the FASTER measure.

State legislation is required for a regional ballot measure to be considered by the voters. Staff understands that state elected officials have asked for projects to be funded by a measure be identified by the Bay Area counties and transit agencies. Near term projects that can be implemented in five years are of particular interest to legislators. Staff have drafted a potential Marin County project list for your Board's consideration.

The project list is organized into the four funding categories identified by the FASTER team. The table below shows how this organization was used to identify projects specific to Marin County

FASTER Category		Marin Project Assignments
I.	Faster Rapid Transit Network Build Out and Operations	Transit Improvements that Support Regional Connectivity Across County Boundaries
II.	Connections to the Faster Rapid Transit Network	Transit Improvements that Support Local Connectivity to the Regional Network, Supporting First/Last Mile Connectivity
III.	Affordable and Seamless Network	Strategies to Make Transit More Affordable, Convenient, and Legible for Users
IV.	Employer Funded Congestion Reduction Programs	Strategies to Achieve Employer Support of Transit Options

The Regional Rapid network is the backbone of a Bay Area wide system and offers the best opportunities for transit system integration between individual operators. Opportunities to facilitate advances in a "seamless" network are found where regional transit systems interface with each other and where regional and local system interface. Fewer opportunities exist between local operators that do not have overlapping service areas and share riders.
Marin Transit's suggested list of projects is summarized in Attachment 1. These improvements are organized by corridor and focus primarily on the regional rail, ferry, and bus modes and improvements in service levels and the needed equipment and supportive infrastructure. Marin Transit staff evaluated these projects against six criteria and made rough cost estimates for the projects. This information is shown in Attachment 2.

The FASTER Bay Area initiative continues to evolve as stakeholder and public input is received. The source of funding and expenditure plan are being refined over the next few weeks. With Marin Transit Board concurrence, staff will provide a list of potential Marin County transit projects to be considered for the regional transit measure's expenditure plan. This list may be provided to the Transportation Authority of Marin, the FASTER Bay Area Team, and state legislators over the next few months.

Marin Transit staff will continue to work with the FASTER Technical Advisory Group and TAM staff to provide input on the regional measure. We will report back to the Marin Transit Board with developments on the measure.

FISCAL/STAFFING IMPACT: There is no fiscal impact associated with this item.

Respectfully submitted,

Nancy Whelan
General Manager

Attachments:
1. List of potential Marin County transit projects for the FASTER initiative
2. Worksheet of potential Marin County transit projects and evaluation matrix

Marin Transit Proposed Projects for FASTER Initiative **Attachment 1**

DRAFT

Corridor/Hub	Project	Project Components	Timeline
FASTER RAPID TRANSIT NETWORK BUILD OUT AND OPERATIONS			
US 101 (Sonoma-Marin-SF)	**Expand Ferry Service**	Increase revenue service	Near
		Expand and electrify fleet	Long
		Expand and/or improve landside facilities	Long
	Expand and improve regional bus service	Expand revenue service	Near
		Expand and electrify fleet	Near
		Increasing HOV lane hours and passengers/vehicle requirements	Near
		Providing express (HOT) lanes	Long
		Implement bus on shoulder where cost effective	Near
	Improve Highway 101 bus pad and interchange stops/stations	Make pedestrian and ADA accessibility improvements	Near
		Enhance stop/station amenities and wayfinding	Near
I 580 Corridor (Marin-Contra Costa) Improvements	**Add ferry service**	Add revenue service	Near
		Expand and electrify fleet	Long
		Expand and/or improve landside facilities	Long
	Expand and improve regional bus service on the Richmond Bridge	Increase revenue service	Near
		Expand and electrify fleet	Near
		Add/Assign HOV lanes on Richmond/San Rafael bridge	Near
		Add express (HOT) lanes on I 580	Long
	Add rail service to new or existing Richmond Bridge	Add revenue service	Long
		Purchase fleet	Long
		Construct alignment and stations	Long

Marin Transit Proposed Projects for FASTER Initiative **Attachment 1**
DRAFT

CA 37 Corridor (Marin-Napa-Solano) Improvements	**Add ferry service**	Add revenue service	Near
		Expand and electrify fleet	Long
		Expand and/or improve landside facilities to handle expanded ferry service	Long
	Add regional bus service	Increase revenue service	Near
		Expand and electrify fleet	Near
		Create transit priority lanes or queue jumps	Near
		Implement bus on shoulder where cost effective	Near
		Add HOV or express (HOT) lanes on CA37	Long
	Add rail service between Novato and Suisun City	Add revenue service	Long
		Purchase fleet	Long
		Construct alignment and stations	Long
Downtown San Rafael	**Expand and improve regional transit hubs including wayfinding, pedestrian and bike access**	Relocate San Rafael Bus Depot to be integrated with Train Station. Improve facility to support improved operations, passenger experience, and charging for electric buses	Long
Larkspur Landing		Improve rail to ferry connection in Larkspur	Long
Downtown Sausalito		Improve connectivity to ferry terminal	Long
SMART stations (Countywide)		Improve station access to SMART stations (per MTC SMART Integration Plan)	Near
SMART Facilities	**Expand and improve maintenance/support facilities and charging infrastructure for added services and equipment**	Expand transit operations and maintenance facilities to handle electrification and expansion of fleet	Long
Golden Gate Facilities			
WETA Facilities			

CONNECTIONS TO FASTER RAPID TRANSIT NETWORK			
San Rafael/Fairfax Corridor Improvements	**Expand and improve local transit service**	Provide transit priority including synchronize signals, queue jumps	Near
		Provide dedicated transit ROW where feasible	Long
		Increase transit service frequency and span of service	Near
		Expand and electrify fleet	Near
Larkspur/Fairfax Corridor Improvements	**Expand and improve local transit service**	Provide transit priority including synchronize signals, queue jumps	Near
		Provide dedicated transit ROW where feasible	Long
		Increase transit service frequency and span of service	Near
		Expand and electrify fleet	Near
Sausalito/Mill Valley Corridor Improvements	**Expand and improve local transit service**	Provide transit priority including synchronize signals, queue jumps	Near
		Provide dedicated transit ROW where feasible	Long
		Increase transit service frequency and span of service	Near
		Expand and electrify fleet	Near
Tiburon/Mill Valley Corridor Improvements	**Expand and improve local transit service**	Provide transit priority including synchronize signals, queue jumps	Near
		Provide dedicated transit ROW where feasible	Long
		Increase transit service frequency and span of service	Near
		Expand and electrify fleet	Near
Downtown Novato/Hamilton Corridor Improvements	**Expand and improve local transit service**	Provide transit priority including synchronize signals, queue jumps	Near
		Provide dedicated transit ROW where feasible	Long
		Increase transit service frequency and span of service	Near
		Expand and electrify fleet	Near
Novato-Hamilton Area	**Expand and improve local transit hubs including wayfinding, pedestrian and bike access**	Implement access, safety, circulation, and amenity improvements in areas and stops with high transit ridership	Near
Northgate/Terra Linda			Near
Canal Area			Near
Downtown San Anselmo			Near
Downtown Fairfax			Near
College of Marin-Kentfield			Near
Downtown Mill Valley			Near
Downtown Tiburon			Near
Marin City			Near
Pohono/Manzanita			Near

Marin County (various)	**Dedicated bike parking at all transit hubs**	Implement appropriate bike parking at all identified transfer stops (4), freeway bus pads (20) and high ridership/timepoint (32)	Near
Marin Transit Facilities	**Expand and improve maintenance/support facilities and charging infrastructure for added services and equipment**	Expand transit operations and maintenance facilities to handle electrification and expansion of fleet	Long
AFFORDABLE AND SEAMLESS NETWORK			
Region-wide	**Provide low income fare assistance**	Reduce fares to 50% of regular cash fare for eligible low income Clipper users	Near
	Further integrate fares in the North Bay	Develop a uniform regional fare, local fare, and transfer agreement	Near
EMPLOYER FUNDED CONGESTION REDUCTION PROGRAMS			
Region-wide	**Develop a regional transit impact fee for office/commercial development**	Mandate a Transit Impact Fee for Employers (50 employees +) located outside existing transit corridors	Near

FASTER FUNDING CATEGORIES	Implementation Horizon		40 Year Cost Estimate		Criteria					
	0-5 years	Longer Term	Capital	Operations	Gets buses out of traffic	Reduces overcrowding	Achieves 15 min. service frequency	Speeds up transit to be more competitive with driving	Serves multiple modes connecting regional transit with local bus and active transportation	Cost effective (cost per rider/user)
1 FASTER RAPID TRANSIT NETWORK BUILD OUT AND OPERATIONS										
A US 101 Corridor (Sonoma-Marin-SF) Improvements										
> Expand ferry service										
Increase revenue service	x			$$$$		x	x	x		
Expand and electrify fleet		x	$$			x		x	x	x
Expand and/or improve landside facilities		x	$$			x		x	x	x
> Expand and improve regional bus service										
Expand revenue service	x			$$$$		x				
Expand and electrify fleet	x		$$			x	x	x		
Increasing HOV lane hours and passengers/vehicle requirements on US 101	x			$	x			x	x	x
Providing express (HOT) lanes on US 101		x	$$		x			x	x	x
Implement bus on shoulder where cost effective	x		$$		x			x	x	x
> Improve Highway 101 bus pad and interchange stops/stations										
Make pedestrian and ADA accessible improvements	x		$$						x	x
Enhance stop/station amenities and wayfinding	x		$						x	x
B I 580 Corridor (Marin-Contra Costa) Improvements										
> Add ferry service										
Add revenue service	x			$$$$		x	x	x		
Expand and electrify fleet		x	$$			x		x	x	x
Expand and/or improve landside facilities		x	$$			x		x	x	x
> Expand and improve regional bus service on the Richmond Bridge										
Increase revenue service	x			$$$		x	x	x		
Expand and electrify fleet	x		$$							
Add/Assign HOV lanes on Richmond/San Rafael bridge	x			$$	x			x	x	x
Add express (HOT) lanes on I 580		x			x			x	x	x
> Add rail service to new or existing Richmond Bridge										
Add revenue service		x		$$$$$				x	x	
Purchase fleet		x	$$$$					x	x	
Construct alignment and stations		x	$$$$$					x	x	
C CA 37 Corridor (Marin-Napa-Solano) Improvements										
> Add ferry service										
Add revenue service	x			$$$		x	x	x		
Expand and electrify fleet		x	$$			x		x	x	x
Expand and/or improve landside facilities to handle expanded ferry service		x	$$			x		x	x	x
> Add regional bus service										
Increase revenue service	x			$$$		x	x	x		
Expand and electrify fleet	x		$$			x		x	x	x
Create transit priority lanes or queue jumps	x			$	x			x	x	x
Implement bus on shoulder where cost effective	x			$$	x			x	x	x
Add HOV or express (HOT) lanes on CA37		x	$$		x			x	x	x
> Add rail service between Novato and Suisun City								x	x	
Add revenue service		x		$$$$$						
Purchase fleet		x	$$$$					x	x	
Construct alignment and stations		x	$$$$					x	x	
D Expand and improve regional transit hubs including wayfinding, pedestrian and bike access										
> **Downtown San Rafael:** Relocate San Rafael Bus Depot to be integrated with Train Station. Improve facility to support improved operations, passenger experience, and charging for electric buses	x		$$		x				x	
> **Larkspur:** Improve rail to ferry connection in Larkspur		x	$$			x		x	x	
> **Downtown Sausalito:** Improve connectivity to ferry terminal		x	$$					x	x	
> **SMART stations (Countywide):** Improve station access to SMART stations (per MTC SMART Integration Plan)	x		$$$					x	x	
E Expand and improve maintenance/support facilities and charging infrastructure for added services and equipment										
> Expand transit operations and maintenance facilities to handle electrification and expansion of fleet		x	$$	$$			x			

FASTER FUNDING CATEGORIES	Implementation Horizon		40 Year Cost Estimate		Criteria					
	0-5 years	Longer Term	Capital	Operations	Gets buses out of traffic	Reduces overcrowding	Achieves 15 min. service frequency	Speeds up transit to be more competitive with driving	Serves multiple modes connecting regional transit with local bus and active transportation	Cost effective (cost per rider/user)
2 CONNECTIONS TO FASTER RAPID TRANSIT NETWORK										
A San Rafael/Fairfax Corridor Improvements										
> Provide transit priority including synchronize signals, queue jumps	x		$$		x			x		x
> Provide dedicated transit ROW where feasible		x	$$$		x			x		x
> Increase transit service frequency and span of service	x			$	x	x	x	x		
> Expand and electrify fleet	x		$			x	x			
B Larkspur/Fairfax Corridor Improvements										
> Provide transit priority including synchronize signals, queue jumps	x		$$		x		x	x		x
> Provide dedicated transit ROW where feasible		x	$$$		x			x		x
> Increase transit service frequency and span of service	x			$		x	x	x		x
> Expand and electrify fleet	x		$			x	x	x		
C Sausalito/Mill Valley Corridor Improvements										
> Provide transit priority including synchronize signals, queue jumps	x		$$		x		x	x		x
> Provide dedicated transit ROW where feasible		x	$$$		x			x		x
> Increase transit service frequency and span of service	x			$		x	x	x		x
> Expand and electrify fleet	x		$			x	x	x		
D Tiburon/Mill Valley Corridor Improvements										
> Provide transit priority including synchronize signals, queue jumps	x		$$		x		x	x		x
> Provide dedicated transit ROW where feasible		x	$$$		x			x		x
> Increase transit service frequency and span of service	x			$		x	x	x		x
> Expand and electrify fleet	x		$			x	x	x		
E Downtown Novato/Hamilton Corridor Improvements										
> Provide transit priority including synchronize signals, queue jumps	x		$$		x		x	x		x
> Provide dedicated transit ROW where feasible		x	$$$		x			x		x
> Increase transit service frequency and span of service	x			$		x	x	x		x
> Expand and electrify fleet	x		$			x	x	x		
F Expand and improve local transit hubs including wayfinding, pedestrian and bike access										
> **Novato-Hamilton:** Access, safety, circulation, and amenity improvements	x		$					x	x	x
> **Northgate/Terra Linda:** Access, safety, circulation, and amenity improvements	x		$					x	x	x
> **Canal Area:** Access, safety, and amenity improvements	x		$					x	x	x
> **Downtown San Anselmo:** Access, safety, circulation, and amenity improvements	x		$					x	x	x
> **Downtown Fairfax:** Access, safety, circulation, and amenity improvements	x		$					x	x	x
> **College of Marin-Kentfield:** Access, safety, circulation, and amenity improvements	x		$					x	x	x
> **Downtown Mill Valley:** Access, safety, circulation, and amenity improvements	x		$					x	x	x
> **Downtown Tiburon:** Access, safety, circulation, and amenity improvements	x		$					x	x	x
> **Marin City:** Access, safety, and amenity improvements	x		$					x	x	x
> **Pohono/Manzanita:** Access, safety, circulation, and amenity improvements	x		$					x	x	x
> **Marin County (various):** Dedicated bike parking at all transit hubs	x		$						x	x
G Expand and improve maintenance/support facilities and charging infrastructure for added services and equipment										
> **Expand transit operations and maintenance facilities to handle electrification and expansion of fleet**		x	$$	$$				x	x	
3 AFFORDABLE AND SEAMLESS NETWORK										
A Provide low income fare assistance										
> **Reduce fares to 50% of regular cash fare for eligible low income Clipper users**	x			$						x
B Further integrate fares in the North Bay										
> **Develop a uniform regional fare, local fare, and transfer agreement**	x			$						
4 EMPLOYER FUNDED CONGESTION REDUCTION PROGRAMS										
A Mandate a Transit Impact Fee for Employers (50 employees +) located outside existing transit corridors	x									x

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November 18, 2019

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

SUBJECT: Marin Transit Fare Policy, Program Eligibility, and Low-Income Fare Assistance Proposal

Dear Board Members:

RECOMMENDATION: Set a public hearing on proposed changes to fare policies and programs for January 6, 2020 at 10 a.m.

SUMMARY: As part of the 2020 Short Range Transit Plan update, staff performed a comprehensive evaluation of fare policies and eligibility standards for Marin Access programs. Staff requests that your Board set a public hearing on proposed changes to the District's fare policies, eligibility, and fare assistance for January 6, 2020.

Staff conducted a survey of riders and detailed data analysis to develop the recommended fare change proposal. In September 2019, staff provided your Board with a summary of current fares and eligibility standards and presented a set of initial recommendations to change fare and eligibility policies.

Based on your Board's feedback, staff updated the proposal on Fare Policy, Program Eligibility, and Low-Income Fare Assistance. The attached report and presentation provide an overview of proposed changes to the District fares and eligibility policies. The three areas evaluated include:

1. Low-income fare assistance (LIFA) for older adults and persons with disabilities;
2. Program eligibility for demand response programs; and
3. Fare policies.

Due to the interrelationships between these policies, staff considered changes in the three areas concurrently.

BACKGROUND: Marin Transit explored changes to its fare policies in the 2016 and 2018 Short Range Transit Plans (SRTP), and

recommended changes to the Marin Access fares and eligibility thresholds in the 2016 Marin Access Strategic Analysis and Recommendations Study.

Staff have carefully weighed these recommendations and guidelines to ensure they are consistent with regional goals and facilitate transfers with our partner transit agencies. This process began with a comprehensive review of fare pricing, policies, and program eligibility standards as the basis for developing a proposal your Board's consideration. The changing structure of the regional Clipper electronic fare payment program also influenced the recommendations. Finally, Marin Transit cannot independently change its fares within the Clipper system as it shares its fare table in Clipper with Golden Gate Transit. All changes to local fares must be agreed upon by both Marin Transit and Golden Gate Transit until Marin Transit is provided independence under Clipper.

Based on these factors, staff updated the proposed changes as an important next step in implementing new programs and advanced technologies. Staff will continue to conduct outreach to riders who may be impacted by this proposal and will prepare a Title VI Fare Equity Analysis for your review.

Staff requests that your Board set a public hearing for the January 6, 2020 meeting to receive any public comment prior to taking an action to adopt the fare and eligibility changes in February. Marin Transit will open an online comment portal for the public and will invite comments by mail, phone, or in-person at the public hearing. Staff will present a summary of all comments to your Board at the February 2020 meeting.

FISCAL/STAFFING IMPACT: There is no fiscal impact associated with this item. When the proposed policy changes are adopted and implemented, the District's fare revenue loss is anticipated at between $6,000 to $175,000 in Phase 1 (FY2021), and $76,000 in Phase 2 (FY2024). These amounts are within the anticipated budget in the ten-year financial projections.

Respectfully submitted,



Aida Banihashemi
Planning Manager

Attachments: Marin Transit Fare Policy, Program Eligibility, and Low-Income Fare Assistance Report
Marin Transit Fare & Eligibility Policy Change Recommendations Presentation

Fare Policy, Program Eligibility, and Low-Income Fare Assistance Background

The Marin Transit 2016 and 2018 Short Range Transit Plans took an in-depth look at Marin Transit's fare policy, and proposed changes to the structure and fare prices in response to the following policy goals:

- Maintain cost effectiveness targets by service typology;
- Offer fare media that encourages ridership and simplifies payment;
- Keep Marin Transit fares in line with peer agencies;
- Provide non-cash options to support operational efficiency; and
- Maximize social equity by providing mobility for all within the county

In 2016, the District released the Marin Access Strategic Analysis and Recommendations report which provides an in-depth overview of Marin Access programs and riders and the market forces that influence current and future demand. The study examined how Marin Access services are being utilized, what aspects of the programs are well-performing, and what changes in policy or programs will improve the rider experience and enhance mobility management in the county. This study identified opportunities and constraints to improve Marin Access fare and eligibility policies and recommended the following strategies:

- Reevaluate fare policies to optimize public subsidy, achieve sustainable programs, ensure fares are equitable and maintain a safety net for low-income individuals, and create pricing that manages consumer demand for services
- Reassess eligibility thresholds to achieve consistency and equity across all Marin Access and Marin Transit programs

Staff revisited previous recommendations on fares and eligibility criteria for Marin Access program and the Low-Income Fare Assistance (LIFA) that is offered to seniors and those with disabilities.

A comprehensive review of fares and eligibility thresholds together has not been completed to date. With the addition of new programs such as Connect, upgraded technology expected to come online in 2020 such as the ability to pay fares via an online "wallet," and growing needs in the community, revisiting the fares and eligibility policies were deemed necessary.

As part of the SRTP 2020-2029, staff conducted a comprehensive evaluation of fare pricing, policies, and program eligibility standards to develop updates to fare policy that will benefit riders and increase the financial sustainability of Marin Transit programs. Staff also conducted a survey of riders in November and December 2018 to inform these efforts, better understand why riders use certain payment methods, and identify possible incentives to achieve fare proposal goals.

The following Appendix reflects these updates and changes.

Guidelines for Setting Fares and Eligibility Standards

As a result of evaluating fare pricing, policies, and program eligibility standards, staff identified the following challenges and established fare policy and eligibility goals that guided the recommended policy changes.

Key Considerations and Challenges

- Marin Transit has not increased its Fixed Route and Paratransit fares since 2004.

- Fare revenues in Demand Response programs do not keep pace with increasing operations costs and do not meet current financial performance targets.
- Marin Transit's ADA Paratransit fare is the second lowest among peer agencies in the Bay Area.
- Some fares do not reflect the premium features offered across various services and programs. For example, the fare for some curb to curb, non-ADA demand response services is lower than the Fixed Route fare.
- Marin Transit cannot independently change its fares within the Clipper system as its fare table in Clipper is shared with Golden Gate Transit. Until Clipper independence is reached, all changes to local fares must be agreed upon by both agencies.
- Even though the fare for local trips is $2, Clipper users on local routes are required to tag-on/tag-off. This continues to be an obstacle for attracting local passengers to use Clipper. When a passenger forgets to tag off on exiting a Marin Transit bus, they are charged a higher regional fare.
- Eligibility criteria to receive low-income fare assistance is inconsistent across services and programs. This has led to rider and community partner confusion.

Rider Survey

In 2018, Marin Transit staff conducted a survey of riders as part of a larger agency effort to simplify its fare structure. The goal of the survey was to better understand why use certain payment methods and identify possible incentives to achieve goals of the fare proposal. The survey also intended to identify level of rider's awareness of different fare media options, determine willingness to shift away from cash to period passes and Clipper, and gauge rider's interest in mobile ticketing.

The fare payment survey was administered online and on-board in both English and Spanish. A total of 535 responses were received with 301 responses coming from onboard riders and 234 responses online. About 17 percent of riders responded in Spanish, and 25 percent of onboard surveys were completed in Spanish. Over 85 percent of all respondents identified themselves as transit riders.

In summary, cash was overwhelmingly perceived as an easy and convenient way to pay. Common theme in survey responses included:

- Lack of knowledge on Clipper and passes,
- Cash being known as the only fare payment method, and
- Financial challenges with affording a prepaid fare payment option

The survey results also confirmed that over a quarter of cash users will be willing to consider using passes if they were less expensive, while more than 60% of cash users were not aware of the 10% Clipper discount. Additionally, over 25% of cash users indicated concerns of being overcharged when paying by Clipper.

Lastly, about 67% of surveyed riders responded they were interested in mobile ticketing. Of those riders, 41% currently pay with cash, 40% percent pay with Clipper, and 19% percent use a pass product.

The results of the survey confirmed that while there are opportunities to shift away from cash to support operational efficiencies, cash may remain as the preferred method of fare payment for about 19% of the riders who indicated that they will not consider using any other fare media.

Staff also concluded that pass and Clipper usage can be incentivized through pricing adjustments, and considering the limited level of riders knowledge on some of the fare products, a focused marketing and

education on fares is recommended to reinforce the impact of the policy updates and lead to riders behavioral changes in fare payment.

Fare and Eligibility Policy Goals

The 2020-2029 SRTP recommendations for fare policy and eligibility standards are targeted at the following goals:

- Simplify senior/ADA program eligibility;
- Encourage pass and Clipper usage over cash payment to streamline and improve operations;
- Offer fare media that incentivizes ridership and simplifies payment;
- Keep fares and subsidy levels commensurate with the services offered across programs;
- Adjust fare assistance programs to maximize social equity and provide mobility options for all Marin residents;
- Maintain cost effectiveness targets by service typology; and
- Keep Marin Transit fare policies consistent with regional efforts to coordinate and integrate transit agencies fares.

The proposed policy changes fall into the following three categories:

- Fare policies;
- Low-income fare assistance (LIFA) for older adults and those with disabilities; and
- Program eligibility for demand response programs.

Due to the interrelationship between these policies, staff considered changes to these three areas concurrently.

Fare Policy

The 2018 Short Range Transit Plan described recommendations for system-wide changes to fare pricing and structure. Staff are using the 2018 SRTP update as a guide for the updated fare policy changes. Staff continue to carefully weigh potential recommendations and guidelines to ensure they are consistent with regional goals and facilitate transfers with our partner transit agencies.

The 2018 SRTP recommended fixed route changes to Clipper pricing and youth fares. Staff did not recommend any major changes to fixed route fares due to the following factors:

- Marin Transit and Golden Gate Transit are embedded within the Clipper regional fare system, and changes related to fare structure cannot be achieved independently within the Clipper environment. Golden Gate Transit declined to support proposed changes to youth fares.
- Regional efforts are underway by MTC and San Francisco Planning and Urban Research (SPUR) to simplify fares and improve coordination within the region. Recommendations for significant changes to fixed routes fares should follow guidance from the region and additional coordination with our partner transit agencies.

Marin Transit will be designated as an independent operator under Clipper 2.0, which is expected to occur by 2023. Staff recommends postponing fixed route fare changes to when the District has control over its fare pricing, while remaining consistent with any future regional guidance.

The proposed eligibility and fare policy changes fall into two main categories are shown in Table B-1:

- Adjust pricing and structure of Fixed Route Fare Media (passes)
- Implement a phased update for fare structure and pricing of Marin Access/ Paratransit programs

Fixed Route Fare Media Changes

7-day Passes:

Proposed Change:

- Eliminate the 7-day Pass for all fare categories, including Adult/Senior/Youth

The following are expected impacts of these changes:

- Eliminate the administrative burden associated with providing weekly passes that are currently underutilized.
- Minimal impact on current pass users. This is due to very low usage of this pass (below one percent). Lowering monthly pass prices will be provide a new cost-effective option.

Monthly Passes:

Proposed Changes:

- Reduce Adults Monthly Pass prices to $40 (-50% compared to current $80 pass price)
- Reduce Senior Monthly Pass price to $20 (-25% compared to current $25 pass price)

The following are expected impacts of these changes:

- Make monthly passes a more attractive option to encourage pass usage over cash fare payments.
- Provide additional discount for regular riders who rely on public transit.
- Encourage additional usage of the services.

Demand Response Program Fares and Fare Policy

Dial-a-Ride (DAR) Fares

Proposed Changes:

- Increase DAR fare to $4.00 for the general public (from $2.00 to $4.00 for the Novato DAR and from $2.50 to $4.00 for Rural DAR).
- Increase Senior/ADA DAR fare from $1.00 to $2.00.

The following are expected impacts of these changes:

- Fare pricing to align with the premium aspects of DAR services compared to Fixed-Route (i.e. on-demand curb-to-curb pick-up and drop-off services).
- DAR pricing to support operational efficiencies and cost performance targets.

- Higher DAR fares will be an incentive for the general public to use Fixed Route services over DAR where possible. This will free up additional capacity for Senior/ADA riders and alleviate current capacity issues.

ADA Paratransit Fares

Proposed Changes:

- Increase all paratransit program fares to $3.00 in Phase 1, effective July 1, 2020. This equates to a 50% increase in the fare for current mandated paratransit and a 20% increase compared to the current extended, or non-mandated, service area for paratransit services.
- Increase all paratransit fares to $4.00 in Phase 2, effective July 1, 2023.

The following are expected impacts of these changes:

- A competitive pricing structure will encourage riders to use Fixed Route services or other Marin Access programs over ADA Paratransit services, where possible.
- Fare pricing will keep pace with growing paratransit operations costs and help meet District's performance targets.
- Staff proposes increased eligibility thresholds and additional fare assistance subsidy levels for the Low-Income Fare Assistance Program to alleviate or eliminate the impact of fare increase on low-income riders.

Catch-A-Ride (CAR) Fare Structure

Proposed Changes:

- Adjust CAR fare structure to require an initial $4.00 fare from rider to activate the subsidy of $14 per trip, effective July 1, 2020. The rider will pay 100 percent of the trip cost beyond $18. The subsidy per trip level will remain the same as currently provided for CAR riders that are not income eligible. Increase the limit of allowable subsidized trips from eight to ten trips per month. This is 25 percent more trips compared to the current program.
- Adjust CAR base fare from $4.00 to $5.00, effective July 1, 2023. All other fare rules stay the same. The rider will pay 100 percent of the trip cost beyond $19.

The following are expected impacts of these changes:

- The initial $4 contribution encourages use of Fixed Route services over CAR where possible
- Increased fare revenue will allow program to continue to meet District's performance targets
- Riders will have an additional two CAR trips per month to support increased trip making

Volunteer Driver Reimbursement Subsidy

Proposed Changes:

- Increase volunteer driver mileage reimbursement to $0.60/mile. This will be a 70% mileage reimbursement increase for STAR and 50% mileage reimbursement increase for TRIP compared to current rates.

The following are expected impacts of these changes:

- Higher mileage reimbursements will increase the incentives for volunteer drivers to participate in the program
- Increased incentives will encourage riders take more trips using the Volunteer Driver Programs, which are more cost-effective than paratransit or other Marin Access services
- Provides additional support for Senior/ADA riders to ask for and receive ride assistance

Table B-1: Proposed Fare Changes

Program	Current	Proposed Phase 1 (July 1, 2020)	Proposed Phase 2 (July 1, 2023)
Adult			
Adult Cash Fare	$2.00	No change	No change
Adult Clipper Single Ride	$1.80	No change	No change
Adult 1-Day Pass	$5.00	No change	No change
Adult 7-Day Pass	$20.00	Eliminate	No change
Adult 31-Day Pass	$80.00	$40.00	No change
Seniors 65+ / Persons with Disabilities			
S/D Cash Fare	$1.00	No change	No change
S/D Clipper Single Ride	$1.00	No change	No change
S/D 1-Day Pass	$2.50	No change	No change
S/D 7-Day Pass	$10.00	Eliminate	No change
S/D 31-Day Pass	$25.00	$20.00	No change
Youth Ages 5 - 18			
Youth Cash Fare	$1.00	No change	No change
Youth Clipper Single Ride	$1.00	No change	No change
Youth 1-Day Pass	$2.50	No change	No change
Youth 7-Day Pass	$10.00	Eliminate	No change
Youth 31-Day Pass	$40.00	Eliminate	No change
6 Month Youth Pass	$175.00	Eliminate	No change
Annual Youth Pass	$325.00	No change	No change
Annual Youth Pass - low income	Free	No change	No change
Marin Access			
Novato Dial-A-Ride	$2.00/$1.00	$4.00/$2.00	No change
Rural Dial-A-Ride	$2.50	$4.00/$2.00	No change
Paratransit - Mandated	$2.00	$3.00	$4.00
Paratransit - Extended	$2.50	$3.00	$4.00
Catch A Ride	Free up to $14.00/$18.00 (1) Limit of 8 trips/month	$4.00 + 100% of fare above $18.00 Limit of 10 trips/month	$5.00 + 100% of fare above $19.00 Limit of 10 trips/ month
Volunteer Driver	No Fare - Driver reimbursement $.35/mile or $.40/mile West Marin	No Fare - increase driver reimbursement to $0.60/mile	No change

Note: (1) Qualified low-income riders get an additional $4.00 in subsidy per ride or free rides up to $18.00.

Low-Income Fare Assistance

Low-Income Fare Scholarship program provides fare assistance to Paratransit and Catch-A-Ride passengers who qualify as low income. Income qualified paratransit riders receive up to $40 per quarter to use for local paratransit rides or 80 rides per year. In terms of eligibility, all ADA eligible clients who are recipients of Supplemental Security Income (SSI) will be eligible to receive Paratransit low-income scholarship. Income eligibility for Catch-A-Ride service is determined based on Elder Economic Index and is self-reported. Eligible low-income riders receive an additional $4 subsidy per trip on Catch-A-Ride.

Under current policy, fare assistance eligibility varies across these programs, and the scholarship is limited to Catch-A-Ride and Paratransit services. Additionally, the documentation required to demonstrate eligibility is inconsistent and varies across transportation services. Income disclosure in multiple instances has been a burden for many applicants, and staff believe that this requirement has prevented access to fare assistance. Staff proposes to consolidate eligibility for both programs to simplify the application process and provide a higher financial safety net for older adults and those with disabilities in financial need.

The proposed changes to low-income fare assistance program fall into two categories: eligibility and application process, and financial assistance, as listed in the following sections. Table B-2 presents a summary of current and proposed changes to the fare assistance program.

Eligibility and Application Process

- Consolidate eligibility criteria for fare assistance and make it applicable to all programs. Consistent eligibility standard improves operations, and District's ability to serve those with financial need.
- Registered Medi-Cal participants or riders with income at or below the current Elder Economic Index that correlates with their living situation will be eligible.
- Medi-Cal eligibility will be verified by the Travel Navigator team via County of Marin. Income-based eligibility for non-Medi-Cal participants will be assessed based on the applicant's income documentation.
- LIFA will be offered to all eligible applicants across Marin Access programs during the program eligibility determination process. The LIFA application and determination process can be consolidated with program eligibility, while one will not hold up the process for the other.
- LIFA eligibility will require annual renewal at the start of each calendar year. Those that qualify based on Medi-Cal eligibility will be renewed through coordination between the Travel Navigator department and the County of Marin. Those that qualify based on income will be required to provide updated income documentation each calendar year. Clients will communicate with the Travel Navigator to renew their eligibility.

Financial Assistance

Fare Assistance Credit:

- All low-income riders eligible for LIFA will receive $20 in credit each month in phase 1 (effective July 1, 2020), and $25 in phase 2 (effective July 1, 2023). The LIFA credit can be used toward the

base fare of all Marin Access program including Paratransit, Catch-A-Ride, Dial-A-Ride and Connect. LIFA credit cannot be applied to the balance of trip over $18 in Catch-A-Ride service.

- LIFA credit is applied for all eligible clients on a monthly basis, to a maximum of $240 in credit per year. The LIFA credit will not roll over annually and is reset at the start of each calendar year. The unused credit will expire at the end of each calendar year and has no cash value.
- LIFA credit cannot be applied to trips for companions and will not be reimbursed in the event of no-shows of same day cancellations. Incidents out of the rider's control will be reviewed on a case by case basis.

Fixed Route Pass:

- All LIFA eligible riders will be eligible to receive free access to Fixed Route services. Eligible clients will have to opt in to receiving the fixed route pass. Opting in includes completing a fixed route pass request form, review of a short video designed to orient the applicant on to how to use the pass and more generally how to use fixed route service, review and signature of a certification form stating that they understand the policies for use, and a usable photo that will be affixed to their Marin Access badge. Transportation to and from Marin Access orientation sessions is the responsibility of the applicant. Alternatively, applicants can use the Marin Transit website to complete the opt in process or attend a Marin Access orientation session offered on a bi-weekly basis.
- All eligible clients will receive a Marin Access badge that includes their name, Marin Access ID number, and photos that comply with the following requirements:
    - Must be current and show the applicants face in a clearly visible fashion;
    - Travel Navigators will assess the usability of photos provided; and
    - Photos will also be uploaded to the platform used for scheduling and routing to improve ability to detect fraudulent use of services.
- The fixed route pass will be renewed annually with the period of validity signified by a sticker that will be attached to the badge indicating the current year
- Clients can replace a lost Marin Access Badge only once annually at a cost of $20. Clients who lose their badge must fill out a lost badge form and return it to the Travel Navigators. The client will need to pick up all replacement badges to verify their identity and can make alternative arrangements on a case by case basis with approval from Marin Transit staff.

The following are expected impacts of these changes:

- The new low-income eligibility threshold will significantly increase the number of riders eligible to receive LIFA fare assistance and offset any proposed increases in fares;
- A streamlined application process for Medi-Cal participants and options for documenting income will remove the burden of duplicated paperwork for riders to obtain and/or demonstrate to demonstrate LIFA eligibility;
- Replacing ticket booklets with ride credits in riders' accounts will eliminate administrative work and reduce management costs; and
- All potential LIFA eligible riders will be able to opt into multiple programs without the need for separate applications.

Table B-2: Overview of Current and Proposed Low-Income Fare Assistance Programs for Marin Access Clients

	Current Programs		Proposed LIFA
	Paratransit Fare Assistance	Catch A Ride Fare Assistance	
Program Eligibility[1]	Marin County resident or visitor and approved for ADA service based on ability-based evaluation	Marin County resident, age 80+, or 60-79 and no longer driving -or- ADA approved	Marin County Resident, age 65+ -or- ADA approved
LIFA Eligibility Threshold	SSI Eligibility [2]	Income Tied to Elder Economic Index[3]	Income Tied to Elder Economic Index[3] or Medi-Cal Qualified
Financial Assistance	Ticket booklets valued at total of $40 per quarter	Additional $4 subsidy per ride (up to $32 per month)	- $20.00 in credit each month for use on all Demand Response programs.(4) - Monthly Pass for free access to Fixed Route.
Documentation Required to Demonstrate Eligibility	SSI Eligibility Letter	Self-Reported	- Medi-Cal status can be confirmed with County of Marin - Proof of age/address/income required (documentation can include SSI letter, AGI from federal income tax forms, recent paystubs, Marin County General Assistance Letter, etc.)
Program Applicability	Paratransit Only	Catch-A-Ride Only	Paratransit, Catch-A-Ride, and Dial-A-Ride
Process	Two 10-ticket/ride booklets mailed to participant on a quarterly basis by Travel Navigators	Additional subsidy applied at booking beyond CAR subsidy	Credit added into e-wallet account to scheduling software and applied at time of booking; Fixed Route monthly pass distribution TBD
Delivery	Paper, manual process	None - managed through Access database	None - managed through scheduling software
Eligibility Renewal	N/A	N/A	Annual

Notes:

1. Recipient of LIFA must apply and be approved for one of the Marin Access programs including ADA paratransit, Volunteer Driver, or Catch-A-Ride.
2. The income limit for SSI is the federal benefit rate (FBR), which is $771 per month/$9,252 annually for an individual and $1,157 per month/$13,884 for a couple in 2019.
3. Based on annual household income: $22,272 / 1-person household, Owner w/o Mortgage
4. Demand Response programs include Paratransit, Catch-A-Ride, Connect, Novato Dial-A-Ride, Pt Reyes Dial-A-Ride, and Dillon Beach Dial-A-Ride.

Program Eligibility (Demand Response Programs)

To simplify and coordinate eligibility for programs targeted at older adults and persons with disabilities, staff proposes changes to the Catch-A-Ride and the Volunteer Driver programs. Table B-3 shows a summary of current and proposed changes to the fare assistance program. The proposed changes include.

- Standardize eligibility criteria across Volunteer Driver and Catch-A-Ride programs to include Marin County residents who are either 65+ or ADA eligible; and
- Proposed eligibility criteria will apply to all new applicants only, and current clients will be grandfathered into programs.

Staff expects the following results:

- Consistent and simplified eligibility criteria will make the program easier for applicants to understand and for community partners to share;
- The number of eligible riders will increase due to removing the 80+ age limit and the "no longer driving" criteria from Catch-A-Ride eligibility; and
- New streamlined eligibility criteria will encourage seniors to consider "giving up the keys" earlier by educating them about their transportation options before they lose their ability to drive.

Table B-3: Overview of Demand Response Program Current and Proposed Eligibility

Demand Response Program Eligibility	Existing Eligibility Criteria	Proposed Eligibility Criteria
Local Paratransit (mandated and extended)	Marin County resident or visitor and approved for ADA service based on ability-based evaluation	No Change
Volunteer Driver Reimbursement Programs (STAR & TRIP)	Marin County resident, age 60+ -or- ADA approved	Marin County Resident, age 65+[1] -or- ADA approved
Catch A Ride	Marin County resident, age 80+, or 60-79 and no longer driving -or- ADA approved	Marin County Resident, age 65+ -or- ADA approved
Marin Transit Connect Dial-A-Ride	None (General Public Services)	No Change

Notes:

1. Existing clients are grandfathered into program. New eligibility criteria apply to all new applicants.

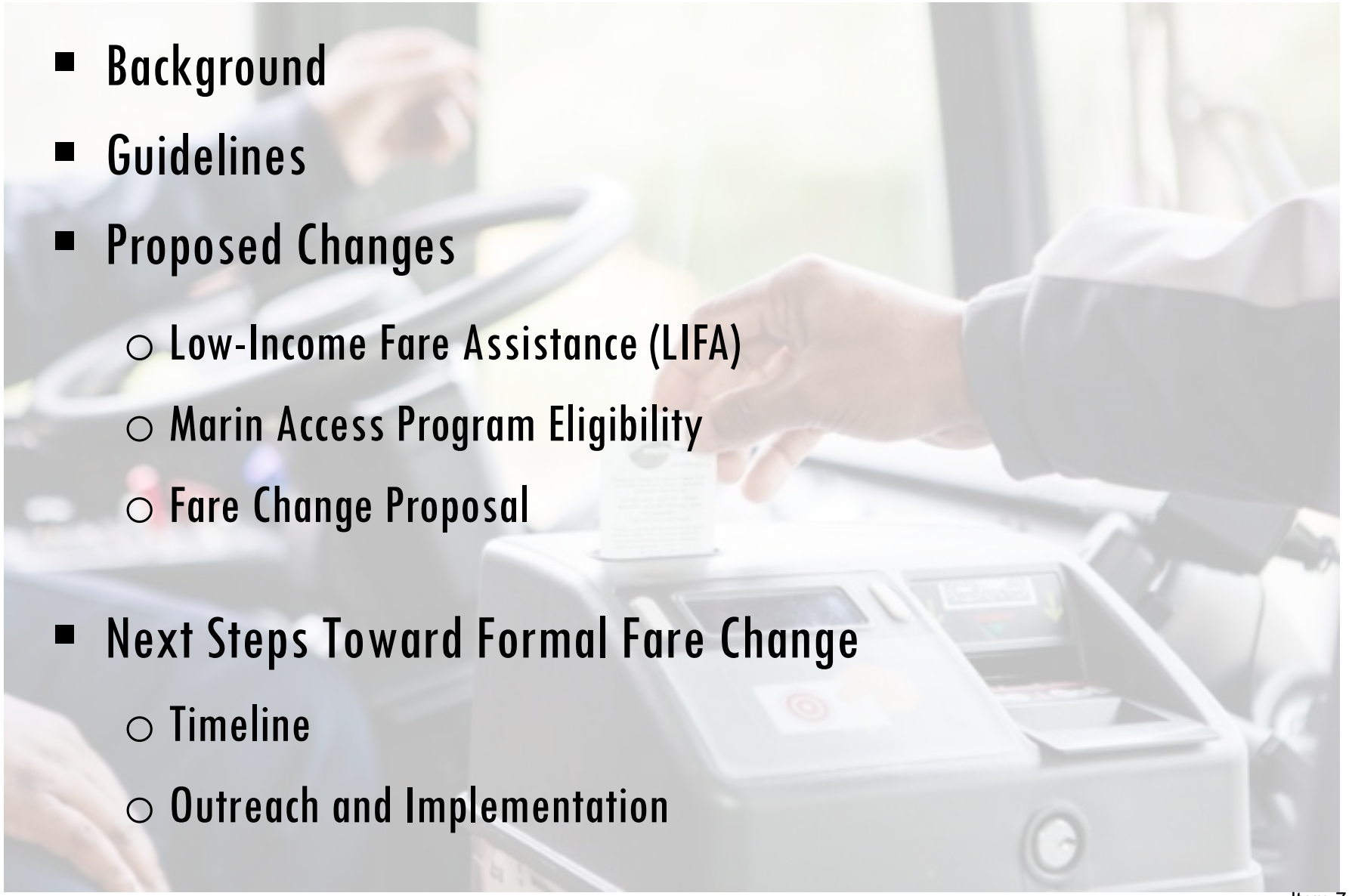
The process for adoption of the fare and eligibility policy changes includes the public comment period. Staff will also prepare a Title VI fare equity analysis for the Board of Directors to review.

Marin Transit Fare & Eligibility Policy Change Recommendations

Marin Transit Board of Directors

November 18, 2019

Presentation Outline

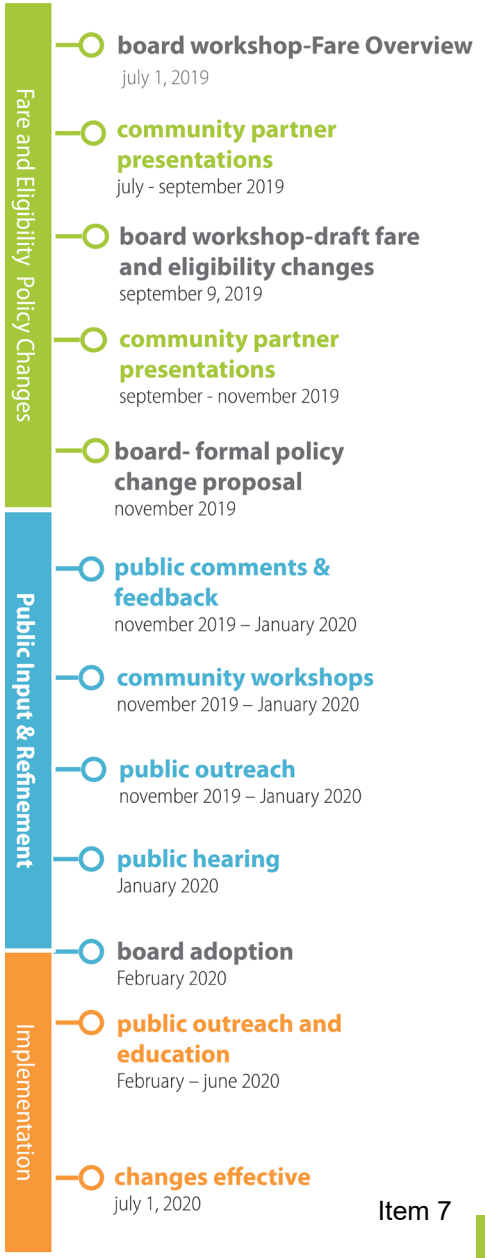


- Background
- Guidelines
- Proposed Changes
  - Low-Income Fare Assistance (LIFA)
  - Marin Access Program Eligibility
  - Fare Change Proposal
- Next Steps Toward Formal Fare Change
  - Timeline
  - Outreach and Implementation

Background

- 2018 Fare and Eligibility Study
- Fare overview, July 2019
- Draft fare and eligibility proposal, September 2019
- Formal policy change proposal, November 2019

WE ARE HERE



Guidelines for Fare and Eligibility Policy Changes

*Maintain **cost effectiveness targets** by service typology*

***Balance subsidy and fares** to align with the level of service provided and our peer agencies.*

*Streamline and improve operations through encouraging **pass/Clipper usage over cash payment***

*Adjust fare assistance programs to **maximize social equity** and provide mobility options for all within the County.*

*Offer fares that encourages ridership and **simplifies payment***

Proposed Changes - Low Income Fare Assistance

LIFA Eligibility for all Marin Programs

Based on Elder Economic Index

-or-

Registered Medi-Cal

Fare Assistance Subsidy

All LIFA-eligible riders to receive

- Free unlimited access to Fixed Route (New Benefit)
- $20.00 in credit/month in Phase 1 effective July 2020 for use on Marin Access programs (Paratransit, CAR, DAR, Connect)
- Credit will increase to $25/month in Phase 2 effective July 2023

Low Income Fare Assistance (Cont'd)

Fare Assistance Policy

- Annual renewal process required at the start of each calendar year
- Value will roll over monthly and does not roll over annually
- Eligibility determination
  - Medi-Cal: Coordinate with County to verify
  - Income-based: Applicant demonstrates income eligibility

Proposed Changes – Program Eligibility

- Consolidate eligibility criteria for Volunteer Driver and Catch-A-Ride programs to Marin County residents who are:

65+

-or-

ADA eligible



Benefits

- Improved legibility of programs for clients
- Standardize the age requirement to 65 to increase number of eligible riders
- Streamline program eligibility criteria to encourage seniors to consider "giving up the keys" and to learn about programs in early stages of aging

Proposed Fare Changes

Fixed Route

- Eliminate 7-day Pass across Adult/Senior/Youth categories
- Reduce Adult fixed route monthly pass from $80 to $40
- Reduce Seniors fixed route monthly pass from $25 to $20





ADA Paratransit

- Increase fares from $2.00 to $3.00 in Phase 1, effective July 2020, and to $4.00 in phase 2 effective July 2023

Proposed Fare Changes – Cont'd

Dial-A-Ride

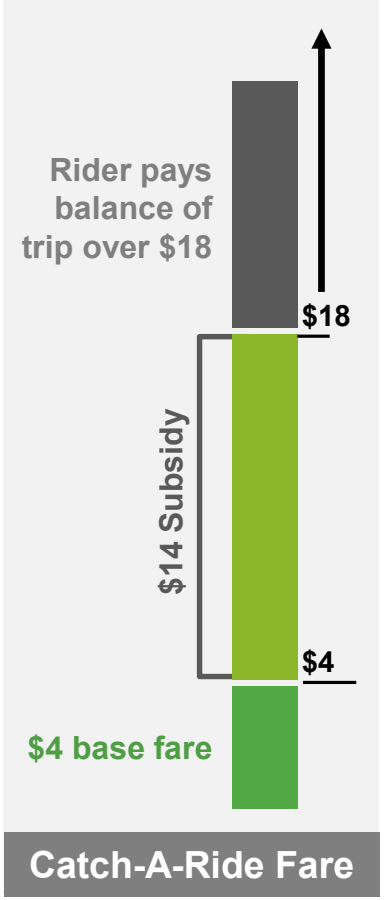
- Increase Dial-A-Ride fare to $4 for general public, and to $2 for senior/ADA

Catch-A-Ride (Subsided Taxi)

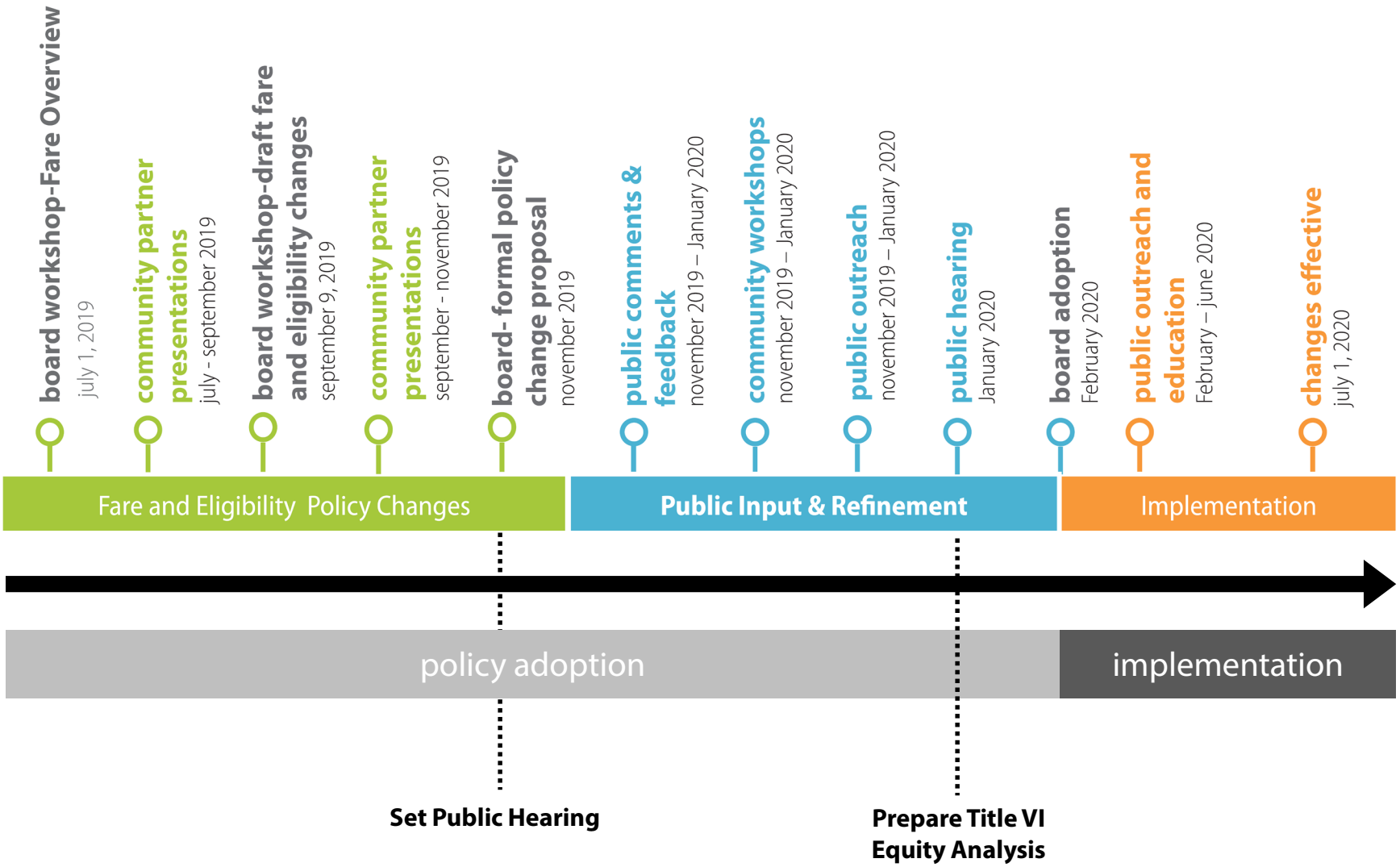
- Adjust to require an initial $4.00 fare in Phase 1 (effective July 2020) and $5 in Phase 2 (effective July 2023). Rider receives $14 in subsidy and pays balance of trip cost above $18
- Increase trips from 8 to10 trips per month

Volunteer Driver Program

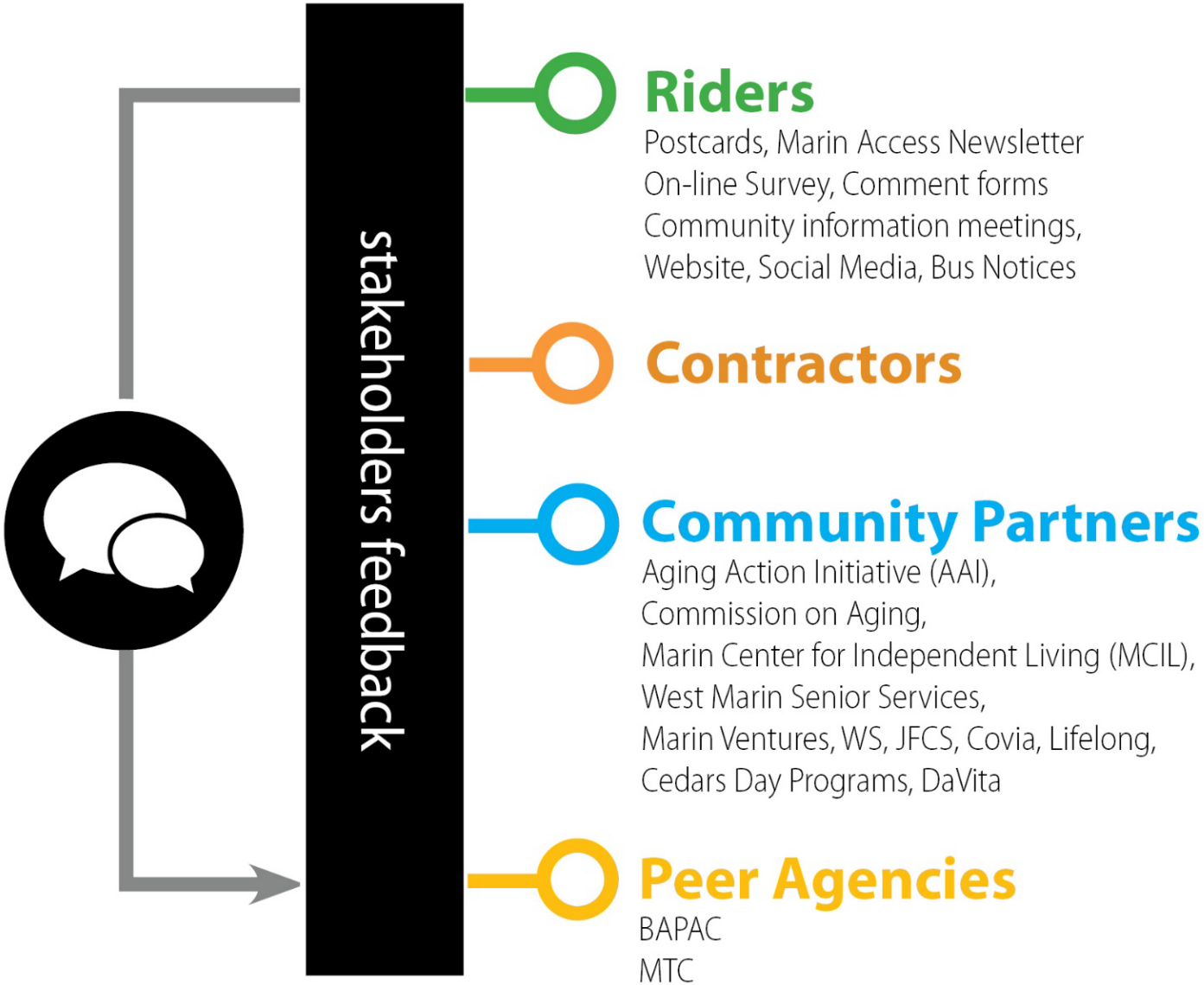
- Increase driver reimbursement subsidy from $0.35/mile and $0.40/mile in West Marin to $0.60/mile in all areas



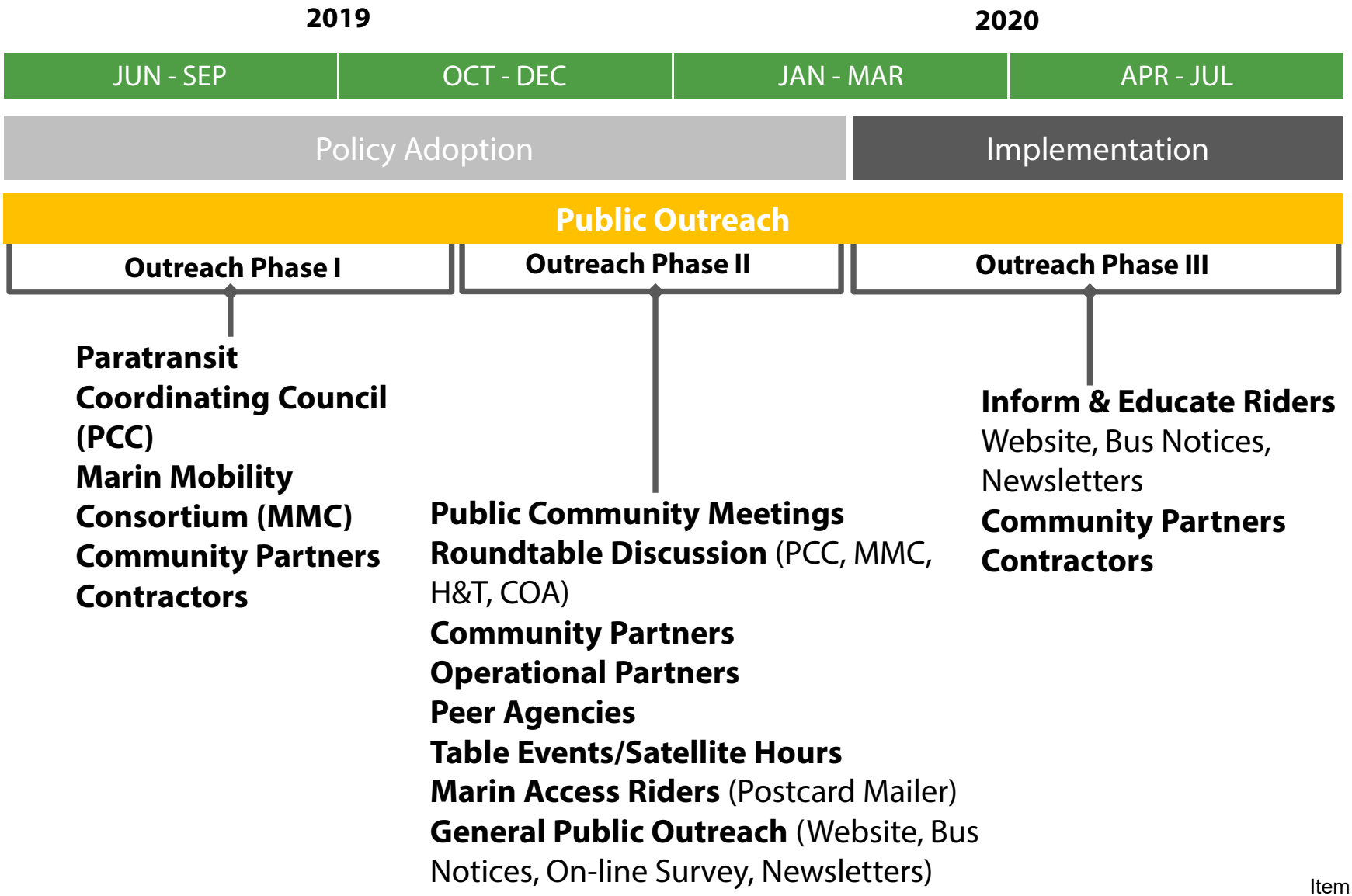
Timeline


board workshop-Fare Overview
july 1, 2019
community partner presentations
july - september 2019
board workshop-draft fare and eligibility changes
september 9, 2019
community partner presentations
september - november 2019
board- formal policy change proposal
november 2019
public comments & feedback
november 2019 – January 2020
community workshops
november 2019 – January 2020
public outreach
november 2019 – January 2020
public hearing
January 2020
board adoption
February 2020
public outreach and education
February – june 2020
changes effective
july 1, 2020
Fare and Eligibility Policy Changes
Public Input & Refinement
Implementation
policy adoption
implementation
Set Public Hearing
Prepare Title VI Equity Analysis

Outreach & Education



Public Outreach



Public Outreach Materials

- Post card, FAQ, Comment Forms
- Bus Notices, E-Blast, etc.
- Dedicated Webpage
- Spanish and English Platforms





Next Steps

- Receive initial feedback
- Continue outreach and gather feedback from stakeholders
- Set Public Hearing for January 6, 2020
- Initiate Title VI Fare Equity Analysis
- Consider adopting changes in February 2020
- Changes effective July 2020



Thank You

Aida Banihashemi
Planning Manager, Marin Transit
abanihashemi@marintransit.org

Financial Analysis

PROGRAM	PHASE I (FY2021)	PHASE II (FY2024)
	REVENUE IMPACT	
FIXED ROUTE FARE REVENUE		
Period Passes	-$172,000	-$172,000
MARIN ACCESS		
Paratransit Fare	$114,000	$228,000
Low Income Fare Assistance (LIFA)	-$94,000	-$123,000
Catch-A-Ride Fare	$28,000	$42,000
Vol Drivers Reimbursement	-$51,000	-$51,000
TOTAL FARE REVENUE IMPACT	**-$175,000 (-5%)**	**-$76,000 (-2%)**

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November 18, 2019

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

SUBJECT: Draft FY 2020-2029 Marin Transit Short Range Transit Plan

Dear Board Members:

RECOMMENDATION: Set public hearing on Draft Short Range Transit Plan for Monday, January 6, 2020 at 10 a.m.

SUMMARY:
Staff have developed a Draft FY 2019/20 – FY 2028/29 Short Range Transit Plan (SRTP) for public review and comment. The SRTP provides the District with a framework for service and capital planning and provides necessary financial planning input for the Metropolitan Transportation Commission (MTC) and the Transportation Authority of Marin (TAM). The SRTP update satisfies the goals of the Measure A and Measure AA transportation sales tax expenditure plan. Measure A and Measure AA call for an update to this document every two years.

The SRTP summarizes Marin Transit accomplishments since the approval of the previous update in 2017 and sets out activities and programs for the next ten years. The document is organized into five chapters: System Overview, Goals/Targets & Performance, Service Plan, Capital Plan, and Financial Plan.

Marin Transit significantly expanded local fixed route services in 2016 (+19%). Since then, staff have made incremental changes to address underperforming route segments. Fixed route service levels are planned to remain constant throughout the ten-year horizon though staff is considering several minor service changes to enhance service performance and efficiency.

Since the last SRTP, there have been significant changes in Marin Transit's local and State operations funding, and Marin Transit continues to be in a strong financial position. The major revenue changes are sales tax revenue extends through the entire plan period at a lower annual amount, particularly for capital projects and there is increased state funding for operations and capital projects.

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supervisor district 3

eric lucan
alternate
city of novato

Aside from service updates, the plan does update other elements of the plan. These include:

- Rider profile and customer satisfaction ratings from the most recent systemwide onboard survey;
- Demographic profiles based on most recent census information;
- Assessment of paratransit usage, and the results of internal modeling to estimate future demand and shifts between paratransit and other mobility management programs;
- The District's goals and performance targets to quantify the performance of the system and the District's ability to meet the goals of Measure A and Measure AA;
- The Service plan reflects recommendations from the 2016 Marin Access Strategic Plan and Recommendations Study;
- The Capital plan outlines Marin Transit's fleet replacement and expansion schedule, and includes plans for bus stop and facility improvements; and
- The Financial plan reflects anticipated District revenues and expenditures and discusses future fare and eligibility policies.

At MTC's request, Marin Transit will submit the Draft SRTP for their review and comment later this month. The draft plan is available for download from the Transit District's web site at www.marintransit.org. Digital copies are also available for distribution free of charge and in hard copy format by contacting Marin Transit staff at info@marintransit.org or by calling (415) 226-0855.

Staff requests that your Board set a public hearing at the January 6, 2020 Marin Transit Board Meeting to receive any public comment. Following setting of the public hearing, staff will open an online comment portal for the public to submit comments. This portal will be in addition to taking comments by mail, phone, or in-person at the public hearing. Staff will present a summary of all comments to your Board at the January 6, 2020 meeting in advance of the public hearing. With direction from your Board, staff will present the revised final draft of the plan for adoption at the February 2020 meeting.

The SRTP is a planning document that illustrates the future direction of the District. Any plan recommendation that requires future Board action will be developed as a separate task with the appropriate amount of outreach and public notification and, if needed, a budget adjustment request. Board approval of the SRTP indicates acceptance of District goals and targets to measure service performance and the long-range strategic vision for service, capital, and financial planning.

FISCAL/STAFFING IMPACT: There is no fiscal impact associated with this item.

Respectfully submitted,



Aida Banihashemi
Planning Manager

Attachment - Draft Marin Transit Short Range Transit Plan for FY 2019/20 – FY 2028/29











MARIN TRANSIT

2020-2029 Short Range Transit Plan

DRAFT | November 2019

Title Page

Acknowledgements

Board of Directors

Damon Connolly, Supervisor District 1
Katie Rice, Supervisor District 2
Kathrin Sears, Supervisor District 3
Dennis Rodoni, Supervisor District 4
Judy Arnold, Supervisor District 5
Stephanie Moulton-Peters, City of Mill Valley
Kate Colin, City of San Rafael
Eric Lucan, City of Novato (alternate)

Approved by Marin Transit Board of Directors on February 3, 2020

Prepared by Marin Transit staff

Federal transportation statutes require that the Metropolitan Transportation Commission (MTC), in partnership with state and local agencies, develop and periodically update a long-range Regional Transportation Plan (RTP), and a Transportation Improvement Program (TIP) that implements the RTP by programming federal funds to transportation projects contained in the RTP. In order to effectively execute these planning and programming responsibilities, MTC requires that each transit operator in its region that receives federal funding through the TIP, prepare, adopt and submit to MTC a Short Range Transit Plan (SRTP).

The preparation of this report has been funded in part by a grant from the U.S. Department of Transportation (DOT) through section 5303 of the Federal Transit Act. The contents of this SRTP reflect the views of Marin Transit, and not necessarily those of the Federal Transit Administration (FTA) or MTC. Marin Transit is solely responsible for the accuracy of the information presented in this SRTP.

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Chapter 1: System Overview

District History

The Marin County Transit District (Marin Transit) was formed by a vote of the people of Marin County in 1964 to provide local transit service within Marin County. Marin Transit does not own any facilities and does not employ its own drivers. Instead, Marin Transit contracts with Golden Gate Transit, Marin Airporter, MV Transportation, and Whistlestop to operate local bus and paratransit services.

Prior to late 2003, Marin County's transit district primarily managed and administered the contract for local and regional paratransit serving eligible seniors and disabled individuals. Marin Transit was historically a "pass through" agency providing funds for local services managed by Golden Gate Transit. With the 2003 service restructuring, Marin Transit began to take responsibility for planning, outreach, oversight, and management of local fixed route transit services throughout the county.

In 2004, Marin County voters approved a ½ cent transportation sales tax increase. Measure A provided a dedicated funding source for local public transit under a 20-year expenditure plan. This new funding enabled the District to pay for local big bus fixed route services, pay for and expand the rural Stagecoach service, and introduce the community shuttle program. Marin voters renewed the local ½ cent sales tax (Measure AA) for an additional 30 years in November 2018.

Marin County initiated the Muir Woods Shuttle in 2005 as a demonstration project. Marin Transit took over responsibility for the program in 2009. The Shuttle has significantly reduced transportation impacts on the National Monument and surrounding areas. The program is managed and funded under a formal partnership between the District and the National Park Service.

Marin Transit has also taken an active role in planning, managing, and recently funding various home to school transportation services for K-12 students in Marin County. The District adds Supplemental Service to the regular fixed route services on school days and partners with most school districts to support or directly provide yellow school bus services. A partnership with the College of Marin enables all enrolled students to ride the local services for free.

The District has added staff commensurate with its increased responsibilities and measured growth in services and functions. Prior to Measure A approval, Marin Transit had one full-time and one part-time employee. With the stability of Measure A, the number of full-time employees grew from 1.5 to 3.5 in 2006 and 5 employees in 2008. As of 2019, the District has 15 full-time employees.

Planning History and Studies

Measure A Expenditure Plan *2004*

The Measure A Expenditure Plan provided a framework for the use of the Measure A ½ cent sales tax devoted to transportation improvements within Marin County. Fifty-five percent of this funding is designated for Strategy 1 of the plan to provide a seamless local bus transit system that improves mobility and meets community needs. There are four specific sub-strategies under Strategy 1 with accompanying service goals:

Maintain and expand local bus transit service

- Provide transit service every 15 minutes in the following corridors:
  - Highway 101 throughout Marin County connecting to San Francisco
  - San Rafael-College of Marin via Andersen/Sir Francis Drake
  - San Rafael-San Anselmo via Red Hill/4th Street
  - San Rafael Transit Center – Civic Center and Northgate Mall.
- Provide transit service every 30 minutes in the following corridors:
  - Sausalito to Marin City and the Toll Plaza via Bridgeway
  - Mill Valley on Miller Avenue and East Blithedale
  - Corte Madera and Larkspur via Tamalpais/Magnolia and Sir Francis Drake
  - San Anselmo to Fairfax via Sir Francis Drake and Red Hill Road
  - San Rafael via Lincoln to Civic Center, Merrydale, and on to Kaiser Hospital
  - Novato service in the Hamilton area, in the Ignacio area east of Palmer and S. Novato Boulevard
  - Corridor service from Novato to the San Rafael Transit Center with connection to College of Marin
- Provide accessible neighborhood scaled shuttles using small buses in the following communities:
  - Novato
  - Mill Valley
  - Sausalito
  - Belvedere and Tiburon
  - San Rafael
  - Ross Valley
  - West Marin (maintain and expand Stagecoach service)
- Restore night service and ferry connector shuttles as demand requires
- Provide flexible services for hillier or less populated areas with transit demand
- Provide enhanced school bus service using creative transportation solutions

Maintain and improve the rural bus transit system

- Develop a seven-day a week operation
- Develop a north and south route service

Maintain and expand transit service and program for those with special needs

- Maintain and expand transportation services for seniors and the disabled
- Continue and extend paratransit service to all of Marin County
- Develop new shared ride, wheelchair accessible taxi services that augments paratransit services
- Expand group transportation and shuttle services focused on seniors
- Provide discounted fares for very low-income seniors and person with disabilities, as well as the lowest income members of our community
- Provide discounted transit passes to youth

Invest in bus transit facilities for a clean and efficient transit system

- Transit hubs in Novato and Southern Marin

- Clean fuel vehicles
- Bus stop amenities (bike racks, shelters, benches, etc.)
- Bike racks on buses
- Accurate signage and real-time information

The Expenditure Plan requires Marin Transit to develop and maintain a Short Range Transit Plan responsive to the changing transit needs of the county.

Measure AA Expenditure Plan *2018*

The Measure AA Expenditure Plan defines how the extension of the 1/2-cent transportation sales tax will fund essential transportation needs in Marin. These include local street and road maintenance, Safe Routes to Schools programs, high quality local transit service, and highway and interchange improvements.

Marin voters approved the 2018 Marin County Transportation Sales Tax Renewal Expenditure Plan by a 76.7% margin in November 2018. This extends the ½- cent transportation sales tax for another 20 years through 2039. The goal of the Measure AA Expenditure Plan is to reduce congestion and greenhouse gas emissions, maintain and improve local transportation infrastructure, and provide high quality transportation options for people of all ages who live, work, and travel in Marin County.

Fifty-five percent of Measure AA funding is designated for Category 4 of the plan that calls for efficient and effective local transit services to reduce congestion and meet community needs, including services to schools and specialized service for seniors and persons with disabilities. Under this category, the sales tax enables Marin County to:

- Preserve existing transit service and provide a robust local public transit system dedicated to delivering workers and students to their jobs and schools.
- Maintain and expand rural and recreational bus services such as the Muir Woods Shuttle and the West Marin Stagecoach.
- Maintain and expand transit services and paratransit services for Marin's seniors, persons with disabilities, and those with special needs.
- Dedicate funds for yellow school bus and other school transit services to provide matching funds for alternative fuel buses, such as all-electric buses, and plan for alternatives to traditional transit services.

Invest in bus transit facilities Short Range Transit Plans *FY 2006-2015, FY 2009-2018, FY 2010-2019, FY 2012-2021, FY 2016-2025, FY 2018-2027*

Marin Transit released its first Short Range Transit Plan in March 2006. This document:

- Developed a detailed understanding of the existing local service network;
- Refined standards for productivity and mobility that ensure sales tax funds and other funding resources are spent in the most efficient and cost-effective manner;
- Used current and projected travel demand, land use, and demographics in the county to identify service gaps and appropriate service levels in a constrained financial environment;
- Developed supporting capital, marketing, and administrative plans;
- Involved the public in deciding the transit future for Marin County; and

- Developed polices to evaluate services and make adjustments over time.

The implementation of many of the objectives outlined in the March 2006 Short Range Transit Plan are described in subsequent SRTP updates released in 2009, 2010, and 2011. In 2012, Marin Transit completed a comprehensive update of the SRTP that introduced service typology definitions and tiered performance standards based on these assignments. In the 2015 SRTP, Marin Transit described a proposal for major fixed route service changes and restructuring that was implemented in June 2016. The Board adopted the most SRTP in December 2017.

Strategic Marketing Plan *2008*

The Strategic Marketing Plan provided Marin Transit with recommended short-, medium-, and long-term strategies for passenger information materials, bus stop signage, and an advertising campaign. The effort started with a marketing baseline inventory and identification of the District's market research needs. The consultant conducted stakeholder interviews and two sets of focus groups with current and potential riders. In addition to the strategies, the plan provided a budget with cost estimates for each aspect of the plan and an implementation timeline.

Marin Transit Systemwide Onboard Survey *2008, 2012, 2017*

The District completed a 2008 onboard survey and summary report to ascertain rider satisfaction, develop a comprehensive understanding of how Marin Transit riders use the service, and record rider demographics for future planning efforts. All Marin Transit's services were surveyed and resulted in 2,947 completed questionnaires. Marin Transit conducted an updated onboard survey in 2012 as part of its Countywide Transit Needs Assessment Study with 3,408 completed rider surveys.

In Spring 2017, the Metropolitan Transportation Commission (MTC) conducted an onboard survey as part of its Regional Onboard Survey Program. This survey was conducted by in-person interviewers using tablet computers unlike prior efforts that used traditional paper survey instruments. This method is more resource intensive and results in a smaller sample size and results in more accurate and complete data. All routes except Supplemental School services and the Muir Woods Shuttle were surveyed and provided 1,216 completed surveys.

Enhanced Taxi Services for Social Service Transportation and Public Transit Programs in Marin County *2008*

In partnership with Marin County's Department of Health and Human Services, Marin Transit identified strategies for enhanced taxi services for social service and public paratransit programs for Marin residents. MTC funded this project as a case study for other counties in the region.

Central and Southern Marin Transit Study *2009*

Marin Transit worked with the Transportation Authority of Marin (TAM) on a Central and Southern Marin Transit Study. This project developed an incremental program of feasible and fundable improvements to U.S. 101-oriented trunk line bus service and identified opportunities for transit feeder service for ferry and regional commute bus services. An early premise of the study was the idea of locating a potential large transit hub serving Central and Southern Marin. Subsequent travel demand and transit service analysis concluded that a program of local transit infrastructure investment distributed at multiple sites on all the study corridors

will yield more effective mobility benefits. The study introduced the concept of multimodal "green-hubs" at these sites to facilitate safe and efficient connectivity and community-oriented mobility. This is reflected in the options considered in the evaluation process and in the study's final recommendations.

West Marin Transit Needs Assessment *2009*

Marin Transit conducted a community-based transportation study to understand the transit needs specific to West Marin residents, employees, and visitors. Two rounds of public meetings were held at various locations, and community input significantly shaped the final strategies and recommendations. Highlights included recommendations to increase service on the Stagecoach routes, improve connections to Marin Airporter and Sausalito Ferry services, improve bus stops, and enhance bicycle carrying capacity on transit vehicles.

South Novato Transit Hub Study *2010*

Marin Transit developed a strategic plan to improve bus patron access and transfers in Novato in partnership with the City of Novato and Golden Gate Transit. The plan identified three transit stops in Novato for upgrade: the downtown transit stop at Redwood and Grant, stops near the Rowland Boulevard and Highway 101 interchange, and stops near the Ignacio/Bel Marin Keys and Highway 101 interchange. These stops provide opportunities for passengers to transfer between regional-local and local-local bus routes within Novato and increased the efficiency of transit operations. The study identified improvements that target these locations and require minimal changes to bus operations or to adjacent land use. Improvements at the two locations along Highway 101 were completed in 2014. The District completed its largest construction project to date in September 2017 when it opened a downtown transfer facility that combined adjacent stops into one location.

Marin Senior Transportation Action and Implementation Plan *2010*

Marin Transit co-sponsored the Marin Senior Mobility Action and Implementation Plan with Marin County's Health and Human Services Division on Aging and Adult Services. The plan identified measures that the County and transportation agencies can take to support the mobility of Marin's growing older population. The study supports efforts to keep older people safe and connected to their communities, as problems related to aging make it harder for them to get around. The Existing Conditions Report considered current and future demographics, described the state of senior transportation, presented examples of best practices, reported on outreach activities conducted as part of this project, and identified transportation gaps. The Action and Implementation Plan detailed strategies to meet the transportation needs of older adults based on the project's research and stakeholder outreach efforts.

Novato Transit Needs Assessment *2011*

Partnering with the City of Novato, Marin Transit conducted a Novato Transit Needs Assessment to evaluate transit services, identify new and emerging mobility needs not met by current transit service options, and craft practical strategies to meet these needs. This study included an extensive public outreach program of meetings, onboard and community surveys, and various tabling events. A series of short- and mid-term recommendations were developed. These included restructuring local bus routes to enhance service, better marketing of transit service, targeted bus stop improvements, and a transition plan for a community shuttle program to increase coverage using smaller vehicles.

In March 2012, Marin Transit implemented several Phase 1 recommendations. Service-related changes included consolidating Routes 51 and 52 and extending Route 49. These changes increased local service frequencies to every 30 minutes, increased service for early morning and late evening travel, and added weekend service to areas where it had not been available. The District produced a Novato-specific transit rider guide that highlighted the service changes and combined all transit options in one brochure. Many of the Phase 2 recommendations were completed in 2013 and 2014, including adding a new shuttle network and capital improvements at major bus stops.

Tiburon Transit Needs Assessment *2012*

Marin Transit completed its third community-based transit needs assessment study in the Tiburon Peninsula in 2012. As with similar efforts, this study conducted extensive outreach and analyzed performance data to develop transit service enhancements. The recommended service plan was largely implemented in August 2013 and included a new Route 219/219f shuttle and expanded Route 119 services to Redwood High School.

Countywide Transit Market Assessment Study *2012*

The Countywide Transit Market Assessment (CTMA) evaluated how Marin fixed route transit service was provided relative the characteristics of existing transit markets. This study forecasted how these markets may shift or change in the future and identified recommendations to restructure or improve transit services. The assessment drew on a comprehensive onboard survey (2012), 2010 US Census data, and ride check data collected between 2010 and 2012. Recommendations focused on improvements to the fixed routes structure to better serve current markets and were largely implemented in June 2016.

Coordinated Countywide Student Transportation Study *2015*

Marin Transit conducted a Coordinated Countywide School Transportation Study in partnership with TAM and the Marin County Office of Education. This study identified options to relieve roadway congestion, encourage use of healthy mobility options, and improve coordination of resources dedicated to student access to school. The study evaluated all current program offerings for opportunities to achieve proposed service goals especially reducing traffic congestion. These include the role of yellow bus transportation programs, public transit services, and Safe Routes to Schools (SR2S) programs. The report identified recommendations and action items to advance home to school transportation services based on stakeholder participation and the initial inventory of existing programs.

Marin Transit held a Board workshop in December 2015 to review the study results and recommendations. Following the workshop, the Board formed an Ad Hoc Committee on Student Transportation to advance the strategic planning phase of the study and develop a five-year implementation plan.

The study concluded that K – 8 students are most appropriately transported in yellow buses as opposed to transit buses. The Ad Hoc Committee on Student Transportation supported the transition of two elementary schools (St. Hilary School and the Cove School) from Supplemental service to yellow bus service. These actions directly achieved the second goal of the study to "Develop a Transition Plan to better match service models to student needs." Additionally, the Ad Hoc Committee advised staff on developing a formula to distribute Measure AA funds to existing yellow bus programs in Marin County. In January 2019, the Marin Transit Board approved the allocation of $600,000 annually for three years to five yellow bus programs in Marin. Through these two actions, the Ad Hoc Committee on Student Transportation advanced the goals of the Coordinated Countywide School Transportation Study.

Marin Access Strategic Analysis and Recommendations *2016*

In 2015, Marin Transit initiated a comprehensive study of Marin Access programs to identify performance trends and lessons learned. The study provides an in-depth overview of Marin Access programs and riders and the market forces that influence current and future demand. The study identifies opportunities and constraints for Marin Access services and ten recommended strategies. Staff developed an action plan in 2016 with eight priority initiatives. Since 2016, staff have made progress on these initiatives:

- Implementing the Marin Mobility Innovation Incubator and awarding funding to support rider education about technology options;
- Implementing a same-day accessible pilot service; and
- Procuring additional software solutions to improve the user experience for paratransit eligible clients.

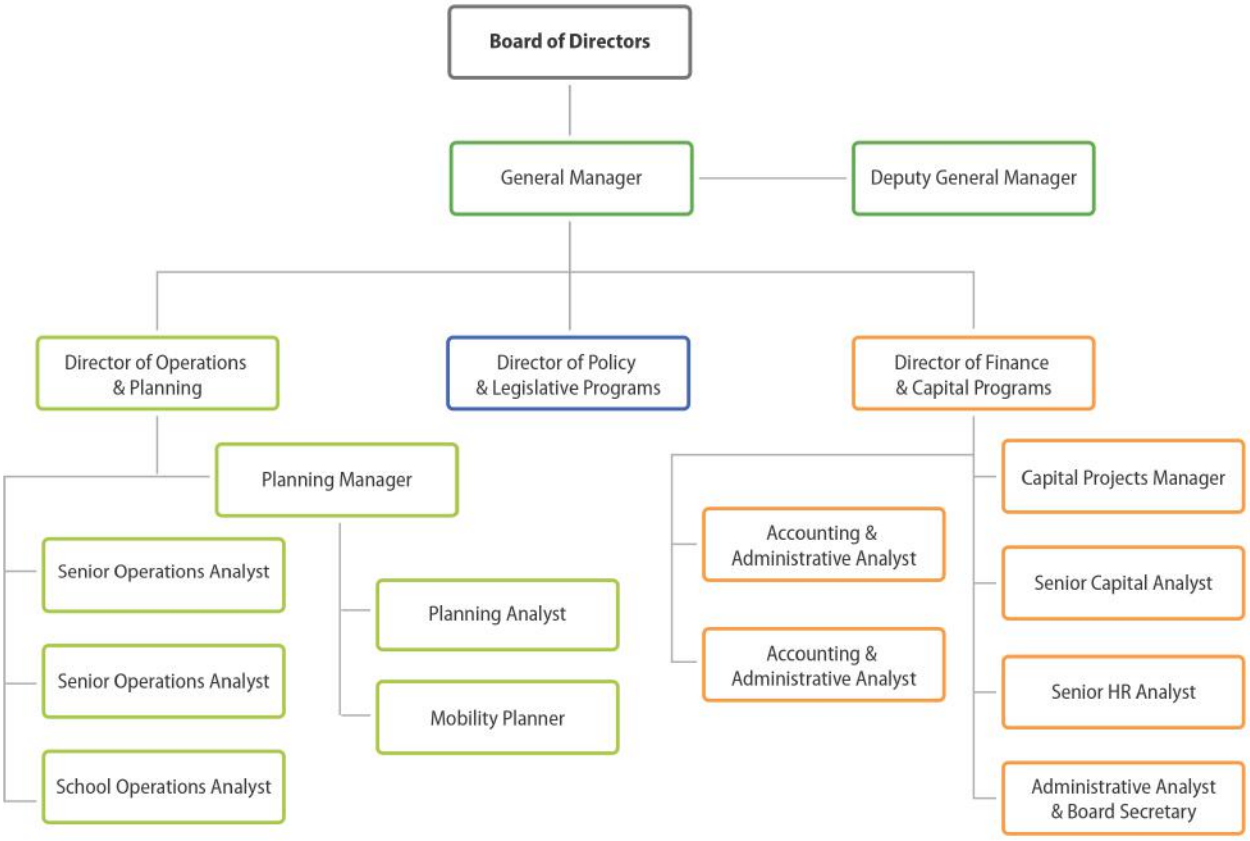
Staff will conduct further analysis to evaluate the ongoing performance of Marin Access programs.

District Structure

Marin Transit hired its first dedicated General Manager in June 2008. Three Director level positions report directly to the General Manager. These are the Director of Operations and Planning, the Director of Policy and Legislative Programs, and the Director of Finance and Capital Programs. The Director of Operations and Planning oversees three positions that support the operation oversight functions and a Planning Manager who oversees two Planning Analysts that support planning efforts of District provided services and programs.

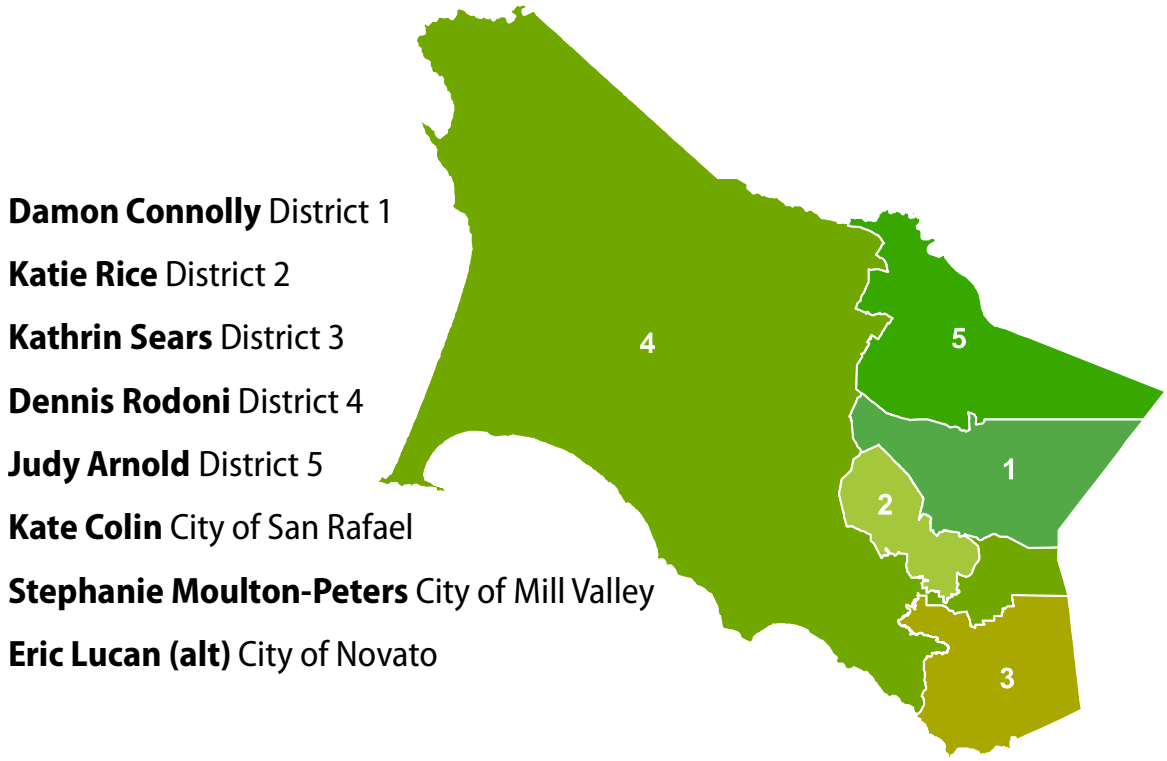
The Director of Finance and Capital Programs oversees two Accounting and Grants Analysts, a Capital Projects Manager, Capital Analyst, and an Administrative Analyst. The Director of Policy and Legislative Programs oversees compliance with federal requirements, develops intergovernmental policies and initiatives, and serves as Marin Transit's Civil Rights Officer. The District's structure is shown in Figure 1-1.

Figure 1-1: District Structure



Marin Transit is directed by a seven-member Transit District policy board. As shown in Figure 1-2, the Transit District Board includes the five elected representatives from the County Board of Supervisors, two city representatives (from San Rafael and Mill Valley), and an alternate city representative (from Novato). The Marin County Council of Mayors and Councilmember votes on the City representatives.

Figure 1-2: Supervisors and District Boundaries



Board Member	District or City	Current Term Ends
Damon Connolly	District 1	January 1, 2023
Katie Rice	District 2	January 1, 2021
Kathrin Sears	District 3	January 1, 2021
Dennis Rodoni	District 4	January 1, 2021
Judy Arnold	District 5	January 1, 2023
Stephanie Moulton-Peters	City of Mill Valley	January 2020
Kate Colin	City of San Rafael	January 2021
Eric Lucan (alternate)	City of Novato	January 2021

Marin County School Coordination

Marin Transit works with public middle and high schools to offer supplemental transit services for students. Students take approximately 1,000 daily passenger trips during school days, and student transit ridership significantly reduces roadway congestion during peak travel hours. The District offers a reduced-price Youth Pass for riders 18 and under for unlimited rides on all local transit services within the county. Free Youth Passes are distributed to students of eligible families with demonstrated income hardships.

Many of Marin's school districts predict decreasing enrollment in the coming years. Marin Transit is exploring innovative ways to partner with individual schools and the Transportation Authority of Marin's (TAM) Safe Routes to School (SR2S) program to support sustainable transportation options for students, such as yellow school bus programs. Examples of how schools work with Marin Transit to achieve efficiencies and ensure reliable service include:

- **Designate a school coordinator or district coordinator as the primary point person for transit services.** This person is responsible for informing parents and students on transit service options and registering students for Marin Transit's Youth Pass Program.

- **Distribute and promote Marin Transit's Youth Pass.** Assigned school coordinators collect payments or eligibility forms for free passes and provide this information to Marin Transit each semester. Coordinators receive a login password for Marin Transit's integrated data management system to access transit information and record Youth Pass sales and free pass distribution.

- **Provide School Calendars and Bell Schedules.** Before teachers leave at the end the school year, the school provides Marin Transit and the bus operator with calendars and bell schedules for the upcoming school year. This provides adequate time for scheduling school transportation services.

- **Coordinate Planning Assistance.** Schools work with Marin Transit to plan for anticipated demands and geographic distribution of student populations. Information desired from schools and school districts include annual enrollment projections and student home origins.

- **Participate in Safe Routes to School meetings.** Marin Transit staff regularly attend SR2S meetings for school districts across the county to advocate for bus use as a component of SR2S, brainstorm ways to encourage students to ride, and ensure bus stops and pathways to stops are safe.

- **Provide operational support for yellow bus programs.** Marin County's school districts no longer have dedicated funding or internal expertise to manage yellow school bus programs. As a means of traffic congestion relief, cities and school districts are working together to provide home to school transportation with yellow school bus programs. These partnerships raise funds and may contract with Marin Transit to provide planning expertise, contractor oversight, and customer service support.

- **Distribute Measure AA funds to support existing yellow bus programs.** There is no dedicated funding for regular yellow school bus programs in Marin County. In 2019, Marin Transit began distributing $600,000 annually for three years to support operation of five existing yellow bus programs in Marin. After eligible programs meet specific threshold criteria, Marin Transit determines the amount of funding that each program receives based on a formula.

School districts making programmatic changes in school boundaries, grade level distribution, or staggering of bell times are encouraged to include Marin Transit in their discussions to determine impacts on current or future transit services and the most efficient way to provide these services. Due to limited financial resources, the District cannot guarantee additional service to a school or school district that makes these types of changes if they will lead to operational inefficiencies.

Marin Transit and the College of Marin also have a partnership to offer all registered students unlimited access to the local transit network. The partnership also provides enhanced services to the Kentfield campus on school days – Route 122.

Regional Coordination

Metropolitan Transportation Commission (MTC)

MTC is the transportation planning, coordinating, and financing agency for the nine-county San Francisco Bay Area. As the regional transportation planning agency and the metropolitan planning organization, MTC is also responsible for the Regional Transportation Plan that serves as a blueprint for transit and transportation investments in the Bay Area.

Marin Transit actively participates in several regional transit programs and on various committees.

511 Program

The 511 Program is a phone and online resource that provides access to Bay Area transportation information. This service provides up-to-the minute information on all modes of travel including traffic, transit, and bicycling. Marin Transit participates in the 511 Program and provides up-to-date schedules, routes, and fare information. In 2014, Marin Transit joined the 511 real-time transit information system that provides real-time arrival predictions.

Clipper Program

Clipper is the Bay Area's universal fare media available for use on all public transit systems throughout the region. Golden Gate Transit (GGT) was one of the first agencies to adopt the system in 2006. Marin Transit contracts with GGT for a significant portion of its services, and Clipper has been available on these routes from the beginning. The District deployed Clipper on the remaining Marin Transit fixed route services in 2014. Since Clipper does not include any of the District's passes or pass programs, Marin Transit continues to offer paper pass options to its riders. In 2019, the Clipper program initiated systemwide upgrades and enhancements that are expected to take approximately four years to complete. The District plans to transition to an independent operator within the Clipper when this process concludes.

Committees

Marin Transit staff actively participate in regional committees organized by MTC. These include: Policy Advisory Council, Transit Finance Working Group, 511 Transit Technical Advisory Committee, Clipper Technical Advisory Committee, Regional Transit Rider Survey Working Group, Paratransit Technical Advisory Committee, and Bay Area Partnership Accessibility Committee.

Community-Based Transportation Plans (CBTP) & Station Area Planning

Marin Transit continues to participate as a partner, stakeholder, and member of the Technical Advisory Committees for Marin County CBTP studies. These include: the Canal in San Rafael - 2007, Marin City - 2009 with 2015 update, and Novato - 2015. District staff has participated as technical members of three station area plans for SMART. These include stations in downtown San Rafael, adjacent to the County Civic Center in north San Rafael, and Larkspur. These collaborative efforts have identified important transit needs for potential regional grant opportunities.

Resolutions

The MTC Board of Commissioners has passed a series of resolutions that guide the coordinated regional development for transit services. These include:

- MTC Resolution No. 3434 (Regional Transit Expansion Program): There are no expansion projects specific to Marin Transit. SMART is the only Marin County project.

- MTC Resolution No. 4140 (Transit Capital Priorities Program for FY 2014/15 & FY 2015/16): This resolution includes the regional policies and procedures that guide the programing of FTA Section 5307 Urbanized funds to Bay Area Operators. The funds are primarily available for capital replacements of vehicle and equipment. The resolution also provides guidance for 5307 funds available for ADA paratransit operations as ADA set aside funds. Marin Transit's SRTP assumes continued availability of 5307 funding for these purposes.

- MTC Resolution No. 3866 (MTC Transit Coordination Implementation Plan): The Transit Coordination Implementation Plan promotes coordinated fares and schedules among the Bay Area Transit Operators. Marin Transit shares data with the 511 schedule-based and real-time programs. The San Rafael Transit Center is part of the Regional Transit Hub Signage Program, and Marin Transit participated in developing and updating this signage. Marin Transit fully implemented Clipper on all local services in 2014. In Spring 2017, the District worked with MTC to conduct an onboard passenger survey as part of MTC's Cooperative Demographic and Travel Pattern Transit Rider Survey Program. The District participates in coordination of all services as outlined in Resolution No. 3055.

- MTC Resolution No. 4060 (MTC Transit Sustainability Project): Marin Transit acknowledges and supports the Transit Sustainability Project recommendations and works closely with North Bay operators and SMART to coordinate planning and fare policies. District staff regularly participate in monthly North Bay Transit Technical Advisory Committee meetings and collaborate with planning staff from these agencies.

Golden Gate Transit

Marin Transit and Golden Gate Bridge Highway and Transportation District (Golden Gate Transit) work together to ensure coordination in providing Marin County with a quality regional and local transit system. Golden Gate Transit is Marin Transit's primary contractor for local transit service and long-time partner. Planning, operations, and customer service staff meet regularly to discuss coordination of current and planned transit operations. Marin Transit supports a single customer service department staffed by Golden Gate Transit. The two agencies agree on formulas for sharing certain costs and TDA and STA revenues as detailed in the Marin Transit/Golden Gate Transit Intergovernmental Agreement. Under a separate agreement, Marin Transit manages the paratransit service contract on behalf of Golden Gate Transit.

Sonoma Marin Area Rail Transit (SMART)

When fully constructed, SMART will provide commuter rail service along a 70-mile corridor in Sonoma and Marin Counties. The voter-approved project will include a companion bicycle-pedestrian pathway along the corridor between Cloverdale and Larkspur. The Initial Operating Segment (IOS) of the project opened on Friday, August 25, 2017, and includes rail service between the Santa Rosa Airport and Downtown San Rafael.

Bus connections currently link the Airport station to Cloverdale and the Downtown San Rafael station to Larkspur. In July 2017, SMART began to construct the rail extension to Larkspur that includes 2.2 miles of track connecting San Rafael and the terminal station in Larkspur Landing. SMART expects to initiate train service to Larkspur and open a new station in Downtown Novato in late 2019. Marin Transit and SMART staff meet regularly to coordinate planning efforts to ensure that transit users will experience a seamless network.

National Park Service (NPS)

The US Department of the Interior National Park Service (NPS) and Marin Transit partner to provide the Muir Woods Shuttle, a seasonal tourist-oriented transit service to Muir Woods National Monument. NPS and Marin Transit meet regularly to explore opportunities to improve services and expand service to other areas in Marin. Marin Transit oversees operation of the Shuttle, and the National Park Service provides financial, planning, and operations support for the program.

To manage Muir Woods visitation levels and parking demand, NPS implemented a new reservation system in January 2018. This system requires visitors to purchase park entrance tickets in advance and reserve a parking space or Shuttle seats. The reservation system has alleviated capacity issues on the Shuttle experienced in previous seasons by making arrival patterns more predictable.

The District is working with NPS to adapt new elements of the Shuttle program to support the new reservation model.

Transportation Authority of Marin (TAM)

TAM is the Congestion Management Agency and the transportation sales tax authority for Marin County. TAM administers the ½ cent transportation sales tax (Measure A) initially approved in 2004 and renewed in November 2018 as Measure AA. The expenditure plan designates 55 percent of Measure AA funds for transit service. Marin Transit and TAM closely coordinate on financial matters under the Measure AA funding categories and on capital investments for inclusion in the Regional Transportation Plan.

North Bay Transit Operators

Marin Transit meets regularly with three transit providers in Sonoma County, Santa Rosa City Bus, Petaluma Transit, and Sonoma County Transit, and Sonoma County's congestion management authority (SCTA). Discussions provide updates on local and regional transit and transportation programs and identify opportunities for coordination and joint procurements.

Service Area Profile and Demographics

There are eleven incorporated cities and towns within Marin County. Table 1-1 presents and compares the population of cities in the county for the years 2000, 2010, and 2017. This data represents the total population and is not limited to bus riders.

Table 1-1: Estimated Population, Size and Densities of Marin County Cities and Unincorporated Area

City	Population				Size	Density		
	2000[1]	2010[2]	2017[3]	% Change (2010-2017)	(mi²)	(pop/mi²)	(emp/mi²)[4]	(HH/acre)[3]
Belvedere	2,125	2,068	2,126	2.80%	0.5	3,984	688	2.88
Corte Madera	9,100	9,253	9,864	6.60%	4.4	2,925	1,353	1.34
Fairfax	7,319	7,441	7,598	2.10%	2.2	3,376	600	2.44
Larkspur	12,014	11,926	12,396	3.94%	3.0	3,939	2,004	3.07
Mill Valley	13,600	13,903	14,355	3.25%	4.8	2,919	1,060	1.91
Novato	47,630	51,904	55,980	7.85%	27.4	1,891	713	1.22
Ross	2,329	2,415	2,543	5.30%	1.6	1,441	288	0.75
San Anselmo	12,378	12,336	12,580	1.97%	2.7	4,608	1,009	3.03
San Rafael	56,063	57,713	59,070	2.35%	16.5	3,504	2,055	2.16
Sausalito	7,330	7,061	7,141	1.13%	1.8	3,987	2,857	3.32
Tiburon	8,666	8,962	9,165	2.26%	4.4	2,015	399	1.37
Unincorporated County	68,735	67,934	68,137	0.29%	450.5	152	24	0.09
Marin County Total	**247,289**	**252,916**	**260,955**	**3.12%**	**519.8**	**485**	**179**	**0.31**

Sources: (1) U.S. Census Bureau, 2000 Census; (2) U.S. Census Bureau, 2010 Census; (3) U.S. Census Bureau, 2013-2017 American Community Survey; (4) U.S. Census Bureau, LEHD Origin-Destination Employment Statistics, 2014

Table 1-2 compares current demographic and population data for Marin County using U.S. Census Bureau estimates from the 2000 and 2010 decennial census and the 2013-2017 American Community Survey. This data includes a summary of the total population of the County and State.

Table 1-3 presents key demographic data for local fixed route, rural services, and paratransit service and compare this data to the demographics of Marin. The comparison highlights significant differences in transit riders from the average Marin County resident in income and race. Compared to Marin County's population as a whole, Marin Transit local riders have significantly lower income levels and a smaller proportion of riders identify themselves as Caucasian/White. About 35 percent of Marin Transit local riders earn less than $25,000 a year. Most Marin residents (63%) earn $75,000 or more, at the other end of the range.

Table 1-2: Demographic Overview of Marin County

	Marin Co.	%	California	%
2017 Total Population Estimate[1]	260,955		39,536,653	
2010 Total Population Estimate[2]	252,916		36,756,666	
Population, annual percent change, 2010 to 2017	0.45%		1.08%	
Population, annual percent change, 2000 to 2010	0.23%		0.85%	
Age				
Persons under age 5, 2017[1]	12,004	4.6%	2,490,809	6.3%
Persons under 18 years old, 2017[1]	52,451	20.1%	9,053,893	22.9%
Persons between 18 years old and 65 years old, 2017[1]	152,137	58.3%	24,987,165	63.2%
Persons 65 years old and older, 2017[1]	56,366	21.6%	5,495,594	13.9%
Gender				
Female, 2017[1]	133,348	51.1%	19,886,936	50.3%
Male, 2017[1]	127,606	48.9%	19,649,716	49.7%
Disability				
Persons with a disability, under age 65, 2017[1]	13,308	5.3%	2,728,029	7.4 %
Journey to Work				
Mean travel time to work (minutes), workers age 16+, 2017[1]	31.7		28.8	
Means of transportation to work–Public Transportation, 2017[1]	12,507	9.8%	909,679	5.2%
Ethnicity				
White persons, 2017[1]	223,377	85.6%	28,624,536	72.4%
Black or African American persons, 2017[1]	7,307	2.8%	2,569,882	6.5%
American Indian and Alaskan Native persons, 2017[1]	2,610	1.0%	632,586	1.6%
Asian persons, 2017[1]	16,701	6.4%	6,009,571	15.2%
Native Hawaiian and Other Pacific Islander persons, 2017[1]	782	0.3%	197,683	0.5%
Persons reporting some other race, 2017[1]	20,876	8.0%	4,974,791	12.9%
Persons reporting two or more races, 2017[1]	10,177	3.9%	1,541,929	3.9%
Persons of Hispanic or Latino origin, 2017[1]	42,014	16.1%	15,458,831	39.1%
Language and Education				
Language other than English spoken at home, age 5+, 2017[1]	55,960	22.7%	15,767,634	44.0%
High school graduates, age 25+, 2017[1]	175,702	93.2%	20,658,217	82.5%
Bachelor's degree or higher, age 25+, 2017[1]	105,503	57.5%	7,939,184	32.6%
Housing and Households				
Housing units, 2017[1]	113,126		14,176,670	
Homeownership rate, 2017[1]	64.2%		54.5%	
Housing units in multi-unit structures, percent, 2017[1]	27.4%		31.1%	
Median value of owner-occupied housing units, 2017[1]	$908,800		$443,400	
Persons per household, 2017[1]	2.42		2.96	
Median household income, 2017[1]	$104,703		$67,169	
Persons below poverty, percent, 2017[1]	7.9%		13.3%	
Zero Vehicle Households, 2017[1]	5,626	5.4%	985,308	7.7%
Land Facts				
Land area, (square miles)	520		155,779	
Persons per square mile, 2017[1]	496.5		246.6	

Source: *(1) U.S. Census Bureau, 2013-2017 American Community Survey; (2) U.S. Census Bureau, 2010 Census*

Table 1-3: Demographic Overview of Transit Riders in Marin County

Category	Transit Rider (Onboard Survey Results)				Marin County %[1]
	2005	2008	2012	2017[2]	
Age					
Persons under 18 years old	18%	25%	21%	11%	20%
Persons between 18 and 65 years old	78%	70%	72%	80%	60%
Persons 65 years old and older	4%	5%	7%	9%	20%
Gender					
Female	48%	46%	49%	44%	51%
Male	52%	54%	51%	56%	49%
Household Income					
Under $25,000	51%	61%	57%	35%	12%
$25,000 to $49,999	28%	18%	20%	24%	13%
$50,000 to $74,999	10%	8%	7%	12%	12%
$75,000 or more	10%	13%	16%	29%	63%
Race					
Hispanic	n/a	49%	43%	52%	16%
Caucasian/White	n/a	36%	39%	29%	72%
African American	n/a	9%	7%	7%	2%
Asian	n/a	8%	5%	5%	6%
Other	n/a	5%	6%	7%	4%

Source: (1) U.S. Census Bureau, 2013-2017 American Community Survey, (2) 2017 onboard survey did not include Supplemental school routes that were included in previous survey efforts.

Transit Rider Market Assessment

Marin Transit conducted a passenger survey in Spring 2017 to better understand the demographic characteristics and transit travel patterns of our passengers.

"Typical" Characteristics of Local Transit Riders

Marin Transit staff drew the following conclusions in comparing passenger demographics from the onboard survey and U.S. Census data from Marin County:

- The strongest indicator of transit usage is number of workers per household. Survey respondents who said there were three or more working persons in their homes accounted for over one-third of responses (37 percent), compared to just five percent of county residents. Note that in some cases multiple members of a household may have responded. Census data is reports data based on the number of households and not individuals.

- The next-strongest indicator of transit usage is access to an automobile. Members of households with no vehicle available account for a share of transit ridership seven times higher than their proportion of the general population. While only five percent of county residents have no car at home, over one-third of Marin Transit riders (39 percent) said they did not have access to a car.
- Number of persons per household is also a strong indicator: 15 percent of survey respondents said there were five people in their household (compared to four percent countywide), and 11 percent said there were six or more (compared to two percent in the county as a whole).
- Race is another strong indicator of transit usage. Specifically, individuals identifying as something other than White, Asian, or "other" were accounted for 60 percent of transit riders but only about 18 percent of Marin residents.
- Use of a language other than English at home is another indicator of transit usage, as survey respondents who said Spanish was spoken in their homes accounted for 38 percent of responses, compared to only about 13 percent of Marin residents.
- Household income is another indicator of transit usage. Persons from households earning less than $25,000 annually accounted for 35 percent of all transit riders though they represent only 12 percent of county residents.
- In Marin County, neither age nor gender is an indicator of propensity toward fixed-route transit usage. In Marin County, seniors and youth make up a somewhat smaller percentage of Marin Transit fixed-route riders than their proportion among all county residents.[1]

Locations of "Typical" Transit Riders

Staff used the characteristics and ratios identified in the previous section (e.g., a ratio of 7:1 for zero-car households) to analyze demographics by census tract, weighted by population densities. The census tract is the smallest geographic unit that has data available for all characteristics. The next step was to determine geographic locations within the county where disproportionate numbers of "typical" transit riders live. Based on natural breaks, staff developed "high," "medium-high," "medium-low" and "low" categories to rate propensity of anticipated demand for transit services. The categorization for each census tract is shown in Figure 1-3. Results of the Propensity Analysis were as follows:

- Only one tract within the county scores "high": Census Tract 1122.01 in the Canal District. Census Tract 1122.01 is extraordinarily dense (58,730 persons per square mile in 2015) and scores highly in all categories: 42 percent of households have annual income of less than $25,000, 90 percent of individuals identify as Hispanic or Latino (of any race), Black or African-American, American Indian/Alaska Native, or Hawaiian/Pacific Islander, 19 percent of households have no vehicle, 17 percent have three or more workers, 30 percent have five or more members, and Spanish is spoken in 84 percent of households.
- Another nine tracts score "medium-high." These include:
    - Tract 1290 in Marin City, which scores highly in categories including income (35 percent of households below $25,000) and race (62 percent).
    - Tract 1192.01 south of Sir Francis Drake Boulevard, west of Highway 101 and east of Bon Air Road in Larkspur and Kentfield. Population density in this tract, which includes The

[1] Many seniors use paratransit or other mobility management programs available from Marin Transit and are not included in the results of the fixed route onboard survey. Supplemental school routes were also not included in the survey.

Tamalpais apartments for seniors, is the main contributor to its high score at 9,797 persons per square mile.
    - Tracts 1122.02, 1121, 1110, and 1090.01 in the Canal District and downtown and southern portions of San Rafael.
    - Tracts 1022.02, 1022.03, and 1041.02 in downtown and central Novato
- Another 14 tracts score "medium-low." These are clustered in Novato, in central Marin in San Rafael and San Anselmo, and in southern Marin in Corte Madera, Tam Junction, Strawberry, and Sausalito.
- The remainder of the county scored "low" in the analysis.

Locations of Jobs

Employment in Marin County is relatively dispersed with notable clusters in a few locations. These areas include: the Highway 101 corridor in Novato extending from downtown Novato south to the Hamilton Air Force Base redevelopment area; the Northgate District of San Rafael and adjacent Smith Ranch area; downtown and southeastern San Rafael extending into Larkspur and Corte Madera; and northern Sausalito. Employment density is shown in Figure 1-4.

Origins and Destinations

The 2017 passenger survey asked riders to identify the origin and destination of their current trip. Staff tallied the numbers of trips within and between county subareas defined by Marin Transit. The findings included:

- By far the strongest pairings, are Downtown San Rafael and the Canal District (accounting for 5.3 percent of all trips) and the Canal District and Northgate (3.7 percent).
- The pairing of the Canal District and the eastern portion of San Rafael accounts for 2.0 percent of trips.
- Nine of the ten strongest pairs include Downtown San Rafael and/or the Canal District.
- After the Canal District, trips to or from Downtown San Rafael most often start or end in Downtown Novato, Mill Valley/Tam Junction, and Northgate.
- The strongest pairing outside of the Canal District and Downtown San Rafael is travel between Northgate and Central Novato.

Travel patterns are illustrated in Figure 1-5.

Figure 1-3: Transit Propensity

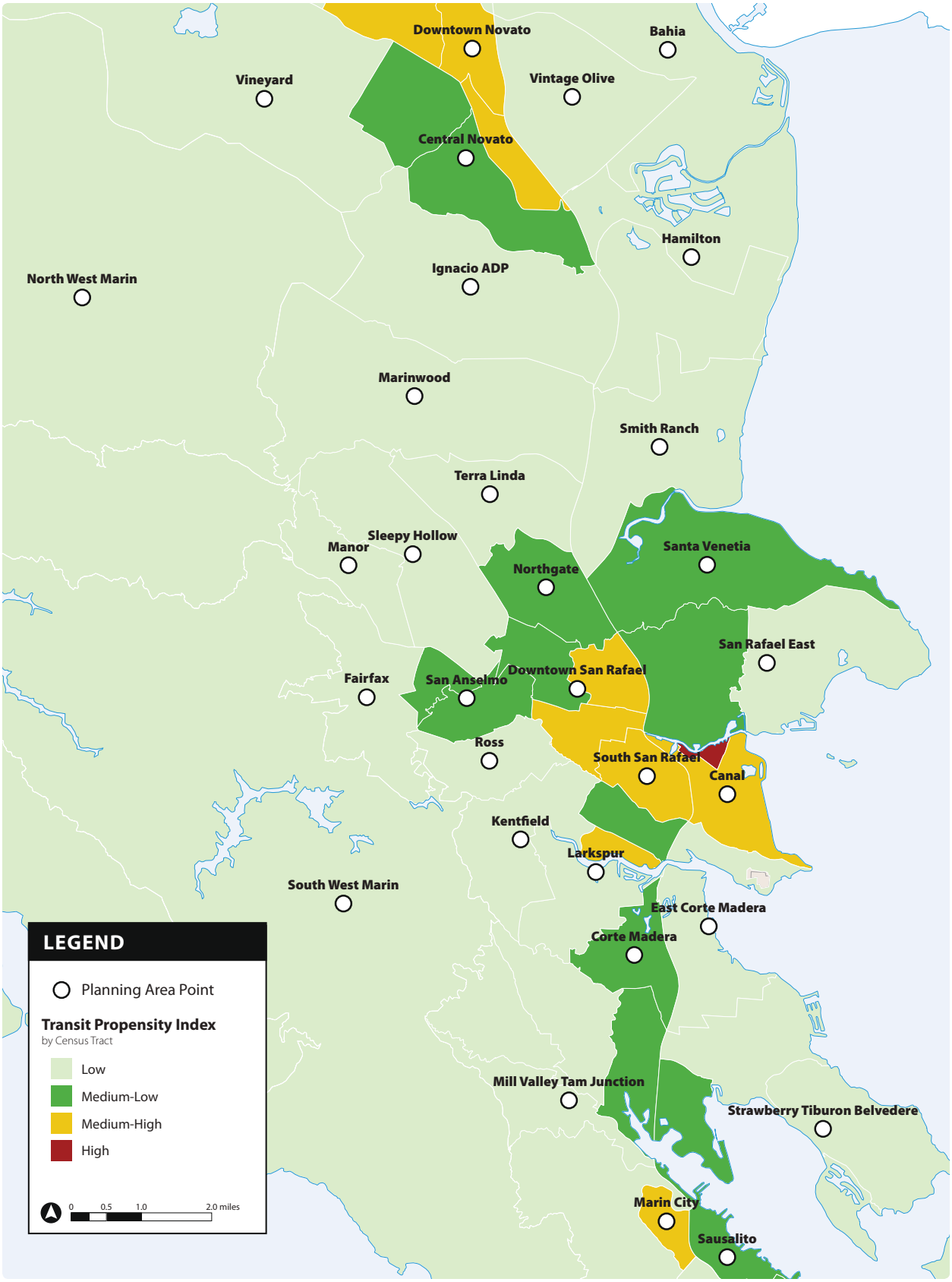


Figure 1-4: Employment Density

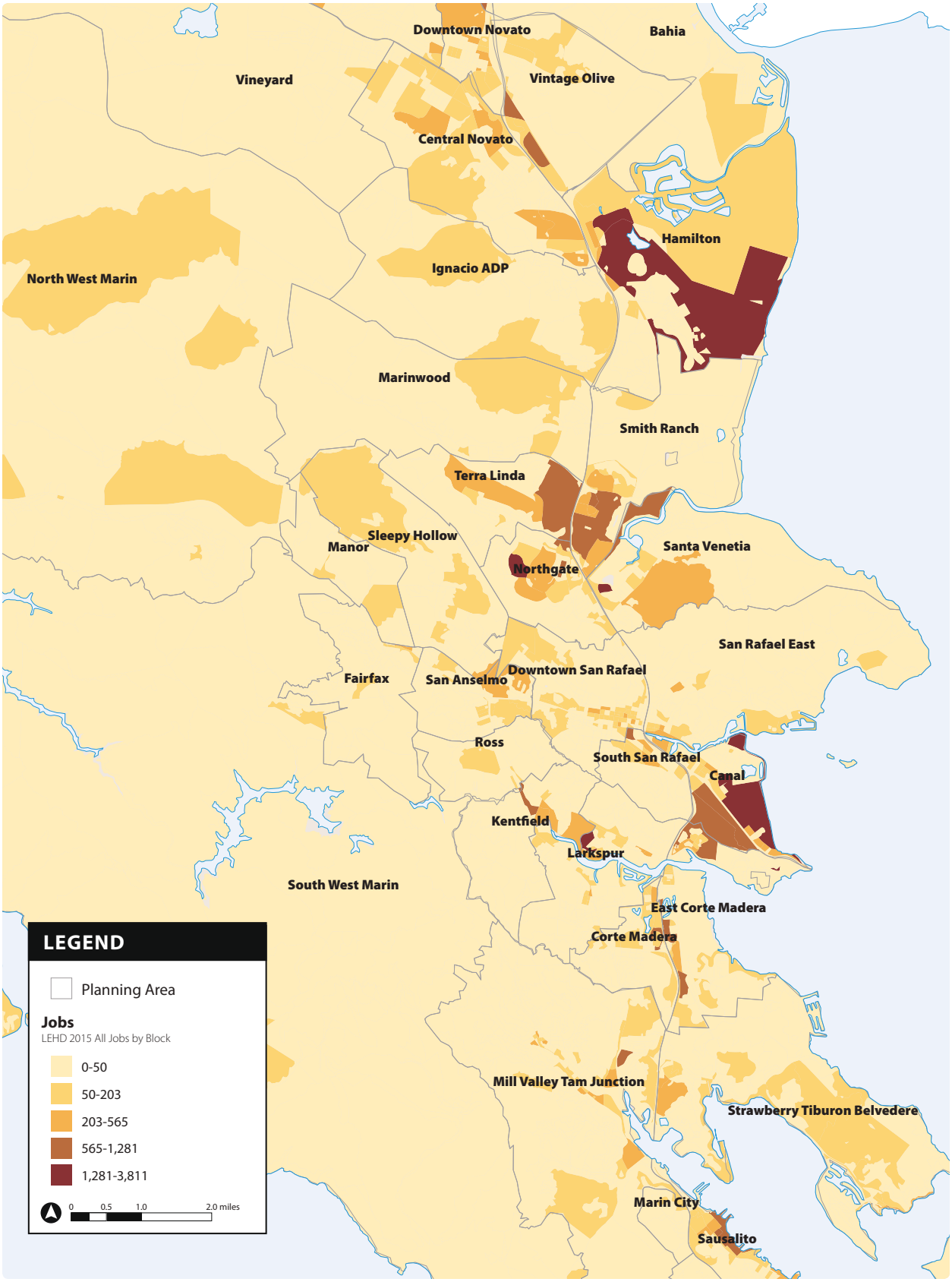
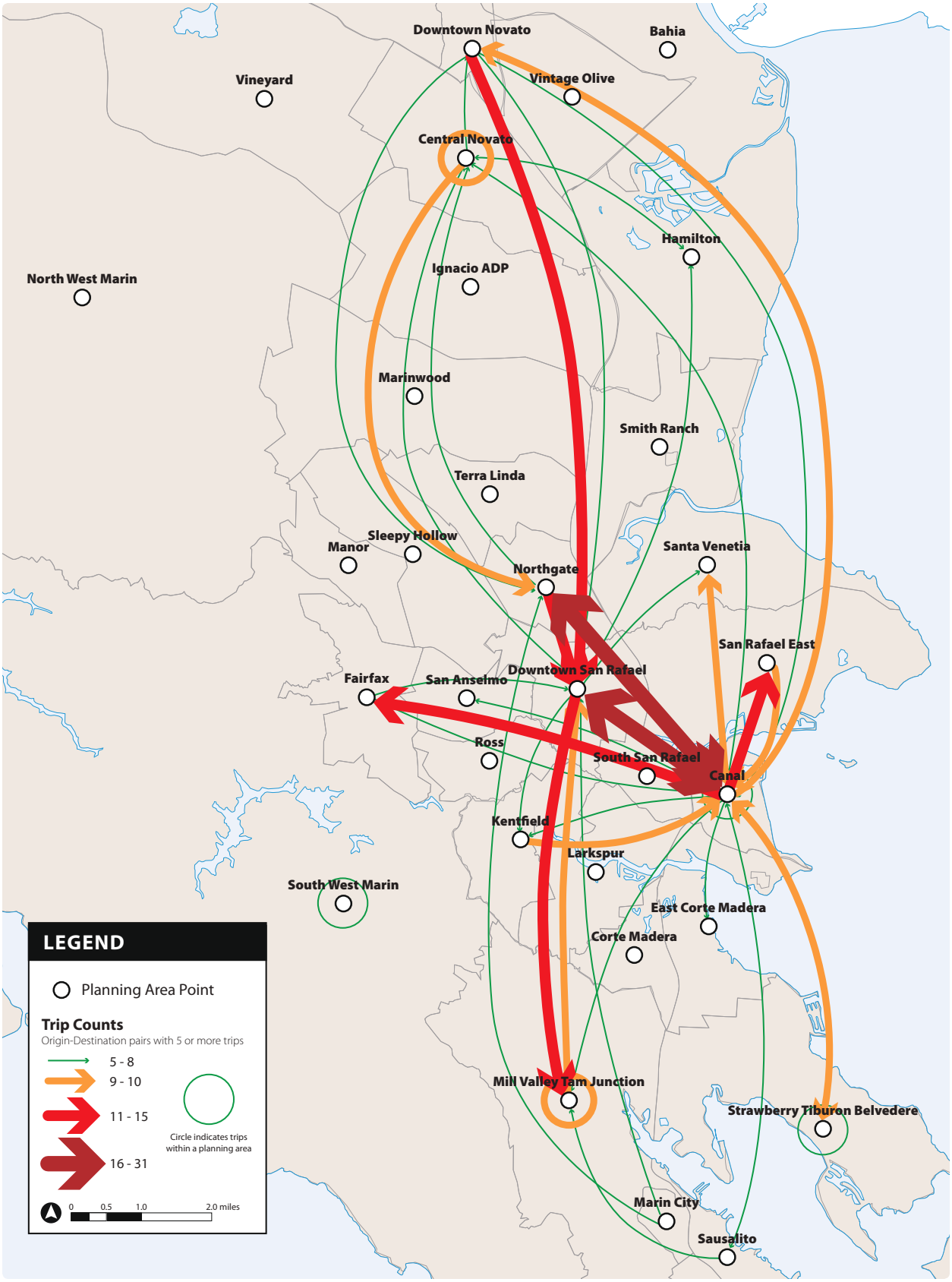


Figure 1-5: Origins and Destinations



Marin Transit Services

Marin Transit does not directly operate any of its services and instead provides them through contracts with multiple service providers. Table 1-4 summarizes the various contracts, the contracted organizations, and the terms of these contracts.

Table 1-4: Summary of Service Provider Contracts

Contract Type	Services Provided	Contractor	Current Term	FY 2018/19 Operating Expenses
Inter-governmental Agreement	Local Fixed Route and Customer Service	Golden Gate Transit	Jul 1, 2015 – Jun 30, 2020 (option years thru Jun 30, 2022)	$8.9 million
Competitively Bid	Local Fixed Route and Community Shuttles	Marin Airporter	Jul 1, 2018 – Jun 30, 2021 (option years thru Jun 30, 2023)	$5.7 million
Competitively Bid	Local Fixed Route, Rural, and Seasonal Services, Catch-A-Ride	MV Transportation	July 1,2018 – Jun 30, 2021 (option years thru Jun 30, 2023)	$3.8 million
Competitively Bid	Local Paratransit, Novato Dial-A-Ride, and Rural Dial-A-Ride	Whistlestop Transportation	Jan 1, 2016 – Jun 30, 2020 (option years thru Jun 30, 2022)	$4.7 million
Competitively Bid	Travel Navigator Program, VDP	Whistlestop Transportation	May 16, 2016 – Jun 30, 2019 (option years thru June 30, 2022)	$363,000
Competitively Bid	Yellow Bus	Michael's Transportation Services	Jul 1, 2018 – Jun 30, 2021 (option years thru June 30, 2023)	$619,000

The following sections provide a brief overview of all transit services offered by Marin Transit and other providers within Marin County.

Fixed Route Services

Marin Transit provides a total of 29 fixed route transit services within Marin. Over three million trips were made on the local fixed route network in FY 2017/18.

Services are organized within the District based the typology of the service. The typology defines the function of that route and its intended market. There are seven typologies: Local Trunkline, Local Basic, Local Connector, Supplemental School, Rural, Recreational, and Partnership. Table 1-5 below shows a breakdown of each route by contractor and typology.

Table 1-5: Fixed Route Service Organization

Route	Contractor	Typology
17	Golden Gate Transit	Local Basic
22	Marin Airporter	Local Basic
23	Golden Gate Transit	Local Basic
23X	Golden Gate Transit	Local Basic
29	Golden Gate Transit	Local Trunkline
35	Golden Gate Transit	Local Trunkline
36	Golden Gate Transit	Local Trunkline
49	Marin Airporter	Local Basic
61	MV Transportation	Rural
66/66F	MV Transportation	Recreational
68	MV Transportation	Rural
71X	Golden Gate Transit	Local Trunkline
113	MV Transportation	Supplemental School
115	MV Transportation	Supplemental School
117	MV Transportation	Supplemental School
119	MV Transportation	Supplemental School
122	MV Transportation	Partnership
125	MV Transportation	Supplemental School
139	MV Transportation	Supplemental School
145	MV Transportation	Supplemental School
151	MV Transportation	Supplemental School
154	MV Transportation	Supplemental School
219/219F	Marin Airporter	Local Connector
228	Marin Airporter	Local Connector
233	Marin Airporter	Local Connector
245	Marin Airporter	Local Connector
251	Marin Airporter	Local Connector
257	Marin Airporter	Local Connector

Notes:

(1) Routes shown in the table above reflect service as of June 2018. Data presented in subsequent tables in this report reflect routes in service during FY2017/18.

Fixed Route Typologies

Approval of a local transportation sales tax measure in 2004 marked a turning point for local transit service in Marin County. This created a dedicated source of local funding and enabled Marin Transit to develop a service plan tailored to the needs of local transit riders. Historically, local transit service in Marin County was a byproduct of the Golden Gate Transit commute service. That service focused on commute trips into San Francisco across the Golden Gate Bridge during the peak commute hours, operated with coach-style vehicles. Marin Transit has focused planning efforts on developing a local transit system and route typologies that reflect the markets they are intended to serve.

Marin Transit developed the typologies with extensive community outreach to obtain public and rider preferences for transit services. This input was complemented by a comprehensive performance assessment using quantitative analysis tools. These include GIS analysis of annual ride-check data, farebox transfer data, and origin-destination passenger information. The effort transformed the previous "one size fits all" Golden Gate Transit service delivery model, and generated a series of route typologies and mobility management options unique to local transit markets. The resulting typologies have enabled the District to "right-size" transit service to the various markets within Marin and maximize operating resources. The typologies are consistent with the service definitions the regional MPO (MTC) suggested and guide the District's decisions on fleet assignment, frequency and span of service, performance thresholds, and focusing capital investments to facilitate transfer activity.

Marin Transit assigned to all Marin Transit routes to seven unique route typologies. These typologies are described below, and Table 1-6 summarizes the different attributes of each typology.

/// Local Trunkline

Local Trunkline services operate along the highest ridership corridors and often serve the areas of the county with the highest population or employment densities. These routes provide the backbone for the transit network and connect with Local Basic and Local Connector services at key transfer locations. Along Highway 101, Trunkline services supplement the Golden Gate Transit regional services that continue to San Francisco and Sonoma Counties.

Local Trunkline services include Routes 35, 36, and 71X. All routes use heavy-duty transit vehicles that accommodate up to two wheelchairs and three bicycles. The current fleet is a mix of low-floor 40' and 60' articulated, low-floor vehicles. In 2020, the District plans to replace all 60' articulated vehicles with 40' vehicles.

/// Local Basic

Local Basic services operate along many of the county's arterial corridors that have transit-supportive land use patterns. This type of service provides more extensive coverage than the Local Trunkline services while balancing frequency and speed. Routes provide direct connections between major destinations beyond the Highway 101 corridor and transfer opportunities with Local Trunkline and Local Connector services.

All Local Basic routes use heavy-duty transit vehicles that accommodate up to two wheelchairs and three bicycles. The current fleet is a mix of 35' and 40' low-flow vehicles.

/// Local Connector

Local Connector services operate in lower density areas with less supportive transit land use patterns or where larger bus capacity is not warranted. These services rely on good transfer opportunities to the Local Trunkline and Local Basic services for travel outside the community.

The connector routes are operated in a 24' shuttle type cutaway vehicles on behalf of Marin Transit by Marin Airporter, under a five-year contract that expires on June 30, 2021. All shuttle vehicles carry up to two wheelchairs and two bicycles.

/// Supplemental School

Supplemental School services address the transportation needs of students, primarily in middle and high school, within the County. These services offer additional capacity alongside other Marin Transit routes during school bell times and on school days only. These routes provide direct connections between major student destinations and are not designed for transfer opportunities.

Supplemental School routes use heavy-duty transit vehicles that accommodate up to two wheelchairs and two bicycles.

/// Rural

Rural services provide connections between West Marin and the eastern part of the county on the West Marin Stagecoach. These routes provide community mobility and regional connections to the Highway 101 corridor. The Stage routes also serve a significant recreational and tourist market, particularly during summer and on weekends, and help reduce congestion in the rural areas. Major recreational and tourist destinations include Point Reyes National Seashore, Mt. Tamalpais State Park, Samuel P. Taylor State Park, and Stinson Beach.

Topography is challenging on these routes, and there are specific fleet attributes required to deliver these services. Flag stops are permitted along the western, rural portion of the routes at any location where it is safe for the driver to pull over.

Two routes (Route 61 and Route 68) are operated by MV Transportation under contract to Marin Transit. The North Route ("Route 68") begins at the San Rafael Transit Center and terminates at Inverness via Sir Francis Drake and the Shoreline Highway. Major stops include San Anselmo, Fairfax, Woodacre, San Geronimo, Samuel P. Taylor Park, Point Reyes, and Inverness Park. The South Route ("Route 61") begins in Marin City on weekdays and in Sausalito on weekends and holidays and terminates in Bolinas. Major stops include Marin City, Manzanita Park and Ride, Tamalpais Junction, Pantoll Ranger Station, and Stinson Beach.

All rural vehicles carry up to two wheelchairs and two bicycles. ADA eligible riders may schedule deviated pickup and drop-offs within three-quarters of a mile of the fixed route using the Stagecoach service. Reservations are required for this service. On weekends on the South Route 61, ADA trips are assigned to paratransit services provided by Whistlestop Wheels.

/// Recreational

Recreational services support recreation or tourist-based travel within the county. Major attractions include the Muir Woods National Monument within the Golden Gate National Recreation Area. These services strictly focus on reducing congestion related to recreational travel. They operate seasonally depending on

demand. Road topography in Marin's rural and mountainous areas can also be challenging and requires a specific fleet for operations.

Marin Transit assumed operation of the Route 66 seasonal service from the County of Marin in 2009, in partnership with the National Park Service. This service is currently operated by MV Transportation under contract with Marin Transit.

The Muir Woods Shuttle operates two alignments to the National Monument: one begins at the Pohono Street Park and Ride lot east of Highway 101 and the other begins at the Sausalito Ferry terminal and serves Marin City. The service operates weekends year around and weekdays between mid-June and mid-August. Service is also provided over holiday periods.

/// Partnership

Marin Transit supports partnership services in collaboration with local agencies or entities that request a specific service to meet the needs of a targeted user group. While these services are offered to the general public, they may not meet District targets for productivity and subsidy. They require financial support from other agencies or jurisdictions to justify their investment by the District. In some cases, these partnership services may increase overall system efficiency by utilizing already available vehicle capacity such as to provide midday or off-peak service.

Figure 1-6 and Table 1-7 show each of the local routes including the span of service, annual service hours and miles, and basic system data. Subsequent chapters of this document describe service performance in detail.

Table 1-6: Summary of Fixed-Route Typologies

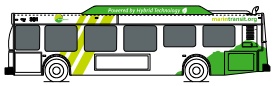
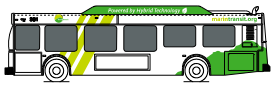
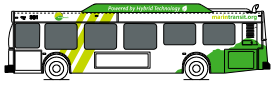
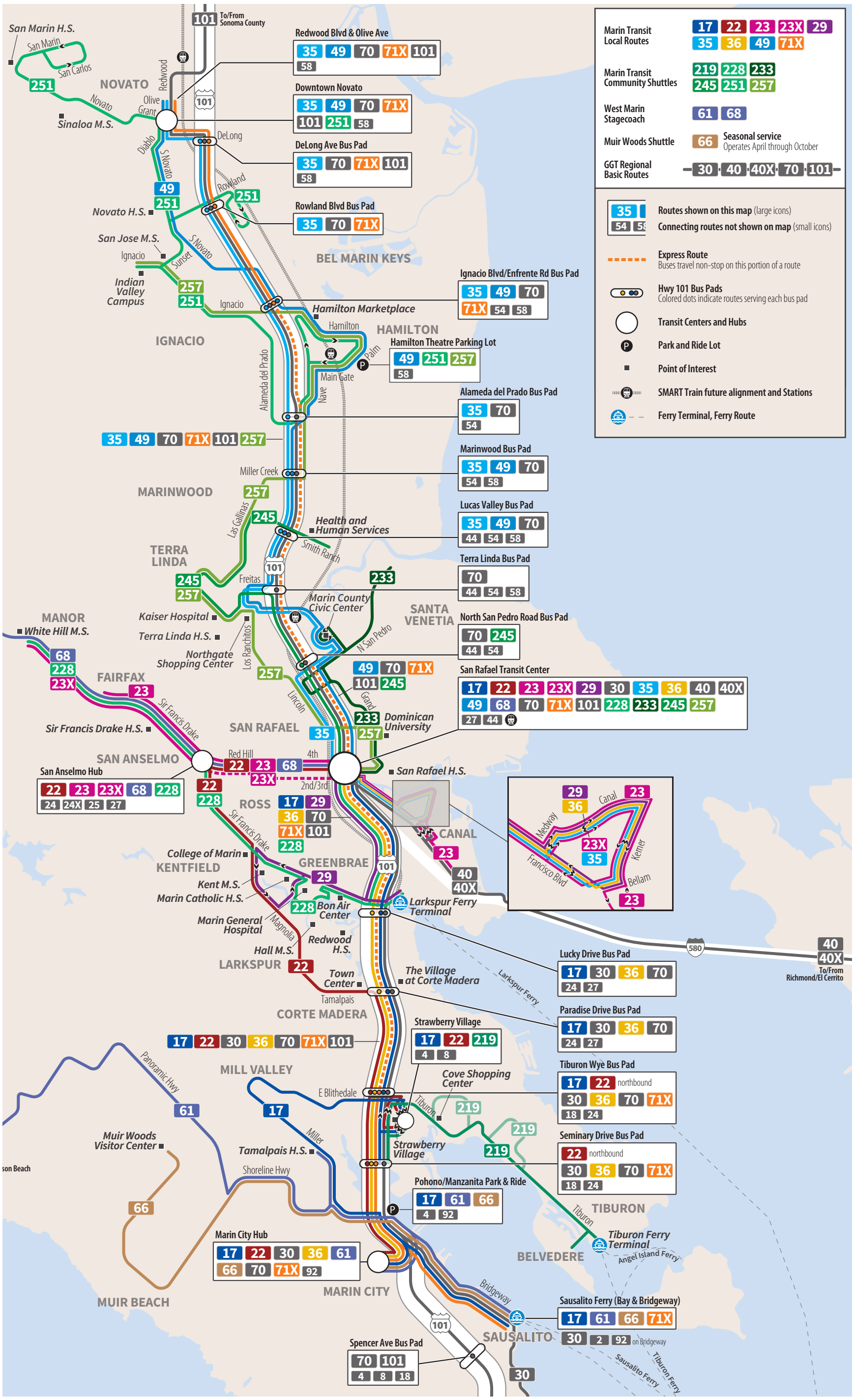
Typology	Typical Vehicle	Operational Focus				% Annual Ridership	% Annual Revenue Hours	% Annual Operating Costs
		Capacity	Frequency	Speed	Accessibility			
/// Local Trunkline Routes: 35, 36, 71X		●	●	●		38%	24%	30%
/// Local Basic Routes: 17, 22, 23, 23X, 29, 49			●	●	●	33%	36%	37%
/// Local Connector Routes: 219/219F, 228, 233, 245, 251, 257					●	13%	24%	19%
/// Supplemental School Routes: 113, 115, 117, 119, 125, 139, 145, 151, 154		●				6%	2%	3%
/// Rural Routes: 61, 68					●	4%	9%	7%
/// Recreational Routes: 66/66F		●			●	5%	3%	3%
/// Partnership Routes: 122		*Depends on partnership goals*				1%	1%	1%

Figure 1-6: Route Structure



Service Structure

Providing effective and efficient transportation poses challenges in a suburban environment such as Marin County. As resources for transit are limited, these challenges require the District to identify the right balance between coverage and service levels (frequency/coverage). Spreading service over a larger geography creates reduced service levels overall that are not attractive to many riders. Concentrating service in a few select corridors makes them inaccessible for many residents.

The District's most recent service changes in 2016 were a step toward increasing service levels while minimizing any reduction in coverage. These improvements focused on select east-west and north-south corridors where travel demand and congestion were highest. The goal was to transition these corridors from a 15/30-minute peak and 30/60-minute off-peak frequency to a 15-minute daily service level. Figure 1-7 shows these high frequency corridors.

In addition to increased service frequencies in these corridors, the District focused its most recent service improvements on reducing transit travel time. There are limited opportunities for travel time advantages over single occupant automobiles in Marin. Limited stop or express services reduce passenger travel time along these corridors. Figure 1-8 shows these service areas.

Table 1-7 provides a comprehensive summary of service levels and ridership by route.

Figure 1-7: Existing Service Frequencies

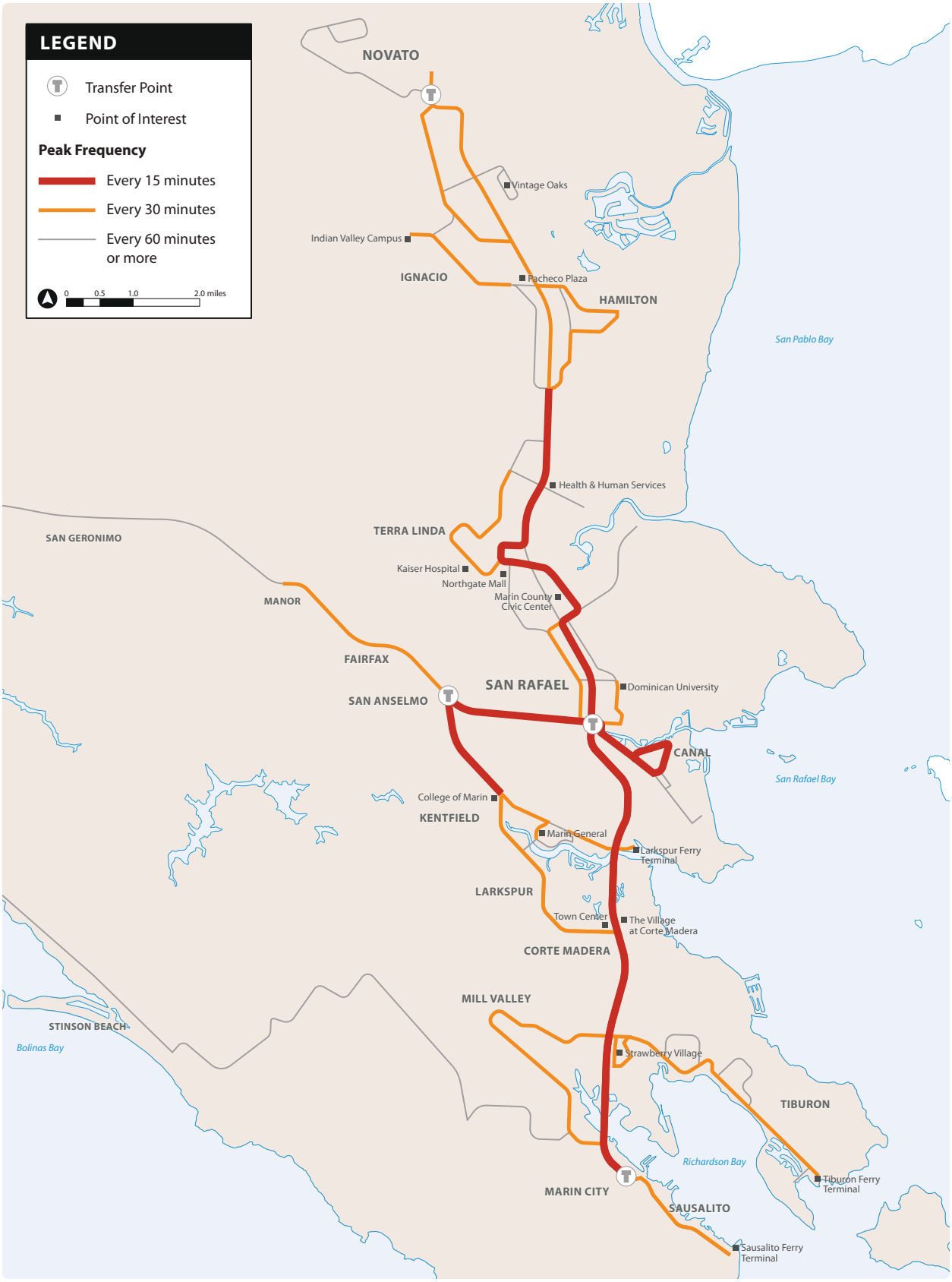


Figure 1-8: Express Connections



Table 1-7: Marin Fixed Route Transit Routes

Route		Days of Operation	Service Span[1]		Frequency		Annual Ridership[2]	Annual Rev Hrs[2] [3]
			Weekdays	Weekends	Weekdays	Weekends		
Local Trunkline								
35	Canal - San Rafael - Novato	Daily	5:08a - 2:25a	5:08a - 2:25a	30 min	30 min	665,936	23,006
36	Canal - San Rafael - Marin City	Daily	6:23a - 8:10p	7:18a - 6:40p	30 min	30 min	361,490	13,700
71X	Highway 101 Corridor	Weekdays	6:10a – 7:08p	-	30 min/60 min	-	115,745	7,405
Local Basic								
17	Sausalito - Mill Valley - San Rafael	Daily	5:30a - 11:25p	6:30a - 11:25p	30/60 min	60 min	250,651	14,885
22	San Rafael - Marin City	Daily	6:00a - 10:55p	7:00a - 9:55p	30/60 min	60 min	207,816	17,906
23	Fairfax - San Rafael - Canal	Daily	5:51a - 10:46p	7:06a - 9:53p	60 min	60 min	196,569	11,070
23X	Manor - Fairfax - San Rafael - Canal	Weekdays	6:01a - 7:25p	-	60/- min	-	52,463	3,407
29	Marin General - San Rafael - Canal	Weekdays	6:34a – 6:55p	-	60/- min	-	40,315	3,299
49	San Rafael - Downtown Novato	Daily	6:11a - 9:01p	7:15a - 10:55p	30/60 min	60 min	244,988	14,842
Local Connector								
219	Tiburon - Strawberry	Daily	6:18a – 9:00p	7:43a - 7:58p	30 min	30 min	51,072	6,484
228	San Rafael - San Anselmo - Fairfax	Daily	6:30a - 8:25p	6:42a - 7:25p	60 min	60 min	78,027	10,124
233	Santa Venetia - San Rafael	Daily	6:24a - 7:28p	7:24a - 5:55p	60 min	60 min	43,943	4,359
245	San Rafael - Kaiser - Smith Ranch Rd	Daily	7:00a - 6:55p	7:00a - 6:55p	60 min	60 min	51,096[	4,347
251	Novato Local	Daily	6:35a - 8:56p	8:01a - 8:54p	60 min	60 min	98,028	9,596
257	San Rafael - Hamilton - Ignacio	Weekdays	6:01a - 10:25p	-	60 min	-	65,515	7,639

Table 1-7: Marin Fixed Route Transit Routes (continued)

Route		Days of Operation	Service Span[1]		Frequency		Annual Ridership[2]	Annual Rev Hrs[2] [3]
			Weekdays	Weekends	Weekdays	Weekends		
Supplemental								
113	Corte Madera - Redwood HS	School Days	7:16a - 3:37p	-	4 trips	-	16,449	346
115	Sausalito - Mill Valley - Tiburon	School Days	7:20a - 2:59p	-	3 trips	-	9,495	344
117	Corte Madera - Hall MS	School Days	7:41a - 3:54p	-	3 trips	-	23,647	457
119	Tiburon - Redwood HS	School Days	7:04a - 3:37p	-	4 trips	-	30,850	592
125	San Anselmo - Drake HS - Lagunitas	School Days	7:05a – 5:10p	-	4 trips	-	11,798	597
139	Lucas Valley - Terra Linda HS	School Days	7:02a - 4:25p	-	2trips	-	4,852	320
145	San Rafael - Terra Linda HS	School Days	7:20a - 4:10p	-	2-3 trips	-	18,475	253
151	San Jose MS - Novato HS - San Marin HS	School Days	6:59 - 4:18p	-	6-8 trips	-	44,574	782
154	Novato - Sinaloa MS	School Days	7:33a – 3:22p	-	2 trips	-	12,168	351
Stagecoach								
61	Sausalito - Marin City - Stinson Beach - Bolinas	Daily	6:55a - 8:00p	8:20a - 10:05p	3-5 hours	60-120 min	36,010	5,535
68	San Rafael - Fairfax - Pt. Reyes Station - Inverness	Daily	6:16a - 10:40p	7:16a - 11:55p	60-120 min	60-120 min	82,745	10,656
Recreational								
66/66F	Sausalito - Marin City - Muir Woods	Seasonal[4]	8:45a - 6:55p	8:35a - 7:55p	30 min	10/20 min	163,916	5,930
Partnership								
122	San Rafael - College of Marin	School Days	8:15a - 3:10p	-	30 min	-	22,969	2,012

Notes:

(1) Service span for local and school routes based on 2018-2019 operations.
(2) Annual figures based on FY 2017/18 data.
(3) Annual hours of service for school routes are shown, although annual number of trips provided is used to complete productivity calculations.
(4) The Muir Woods Shuttle (Route 66/66F) operates weekends and holidays from April through October and daily from mid-June through mid-August, as well as during select winter holiday periods.

Yellow Bus

Many Marin County school districts no longer provide yellow bus services for home to school transportation unless required to do so by the State of California. Recently, cities and towns have partnered with local school districts to revive yellow bus programs as a means of traffic congestion relief. In southern Marin, students in the Mill Valley School District, Reed Union School District, and Ross Valley School District are offered yellow bus service through funding partnerships with local cities and towns. Marin Transit provides varying levels of support to each of these programs based on their needs.

Measure AA Funding Distribution

The Marin Transit Board established an ad hoc school transportation committee in 2016. The committee 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 to distribute $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 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 that program distributed in FY 2017/18. This amount is the base amount and remains set for three years, beginning in FY 2019/20. The base amount will be adjusted annually for Marin County sales tax growth. Marin Transit may also adjust the base amount if a program reduces its service level by more than 20 percent.

Table 1-8 below shows the approved "Yellow Bus Funding Allocation" recipients, formula factors, and resulting annual fund distribution.

Table 1-8: Yellow Bus Funding Allocations (FY 2017/18 Base Year Data Used for FY 2019/20 Distribution)

		Mill Valley SD	Reed Union SD & Cove School	Ross Valley SD	San Rafael SD	Miller Creek SD	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	**5,940**	School year 2017-2018 source data
Funding for FY 2019/20 allocation		$25,279	$135,877	$132,956	$232,085	$42,244	**$568,441**	35% of pass price for every pass distributed [(b) x (c)]

Ross Valley School District

In the 2005/06 school year, Marin Transit's began to providing transportation to Ross Valley School District, and particularly White Hill Middle School. Prior to this, Ross Valley School District contracted directly with Golden Gate Transit (GGBHTD) to provide service on routes 123 (San Anselmo to White Hill) and 127

(Sleepy Hollow to White Hill). In 2005 GGBHTD determined that all local public transit services should originate with Marin Transit, including three routes provided by GGBHTD under contract with school districts. These included the two previously mentioned RVSD routes and one route to Larkspur School District. Marin Transit agreed to integrate the GGBHTD contract routes into their supplemental school services. The District eliminated unproductive school service on other Marin Transit routes to provide financial support for the three routes serving RSVD and Larkspur School District.

Although responsibility for the service to RVSD transitioned to Marin Transit in 2005/06, operation of the service continued to be provided by GGBHTD under contract with Marin Transit until the 2015/16 school year when service was shifted as required by the intergovernmental agreement between GGBHTD and Marin Transit in place at that time. At the end of the 2014/15 school year Marin Transit, was providing 2,160 hours of supplemental school service to the Ross Valley School District (RVSD) through its agreement with GGBHTD primarily to White Hill School. This service required 12 dedicated vehicles in the afternoon. Marin Transit determined that the RVSD service was most suitably provided under a traditional "yellow bus" contract, given the equipment requirements and the dedicated nature of the service.

In 2015 Marin Transit awarded a one-year contract with two option years to Michael's Transportation to provide a six-yellow bus service to the Ross Valley School District. Marin Transit exercised both option years to continue the service through Spring 2018. In January 2018, Marin Transit issued a Request for Proposals for yellow bus contractors to provide the service beginning on July 1, 2018. Michael's Transportation was the sole respondent, and Marin Transit awarded the operator with a second three-year contract with two option years.

Marin Transit shifted its annual subsidy contribution of $175,000 in local funding from supplemental school service to yellow bus service in FY 15/16. The District continued that subsidy level in each subsequent year until it introduced the FY 2019/20 Measure AA funding formula. The County of Marin and the Towns of San Anselmo and Fairfax have also participated in funding the yellow bus service. The Ross Valley School District program continues to serve nearly 1,000 daily riders, approximately 500 students, relieving congestion on the heavily traveled Sir Francis Drake corridor.

Marin Transit handles all logistics of the RSVD program. These include contract management, website development, pass sales and production, customer service, and daily monitoring of the buses via GPS technology. Staff at White Hill Middle School and Hidden Valley Elementary School support the program by distributing passes and managing student loading on the afternoon buses.

Mill Valley School District

In September 2015, the City of Mill Valley developed a Traffic and Congestion Reduction Advisory Task Force. This task force initiated a two-year yellow school bus program pilot for the Mill Valley School District (MVSD) funded by contributions from MVSD, the City of Mill Valley, and Marin County. These contributions cover approximately half of the cost of the program. The remaining program costs are paid for through student pass sales.

Marin Transit initially provided planning support with routing and scheduling design. Once the program was approved, MVSD contracted Marin Transit to provide on-going operational support including website development, pass sales/production/distribution, contractor management, customer service and daily bus monitoring via GPS technology.

The Program sold over 250 one-way bus passes in the first year. On average, 140 daily riders or approximately 70 students took the bus daily to three schools: Mill Valley Middle School, Edna Maguire Elementary, and Strawberry Point Elementary. In the following two years, bus pass sales declined each year with 175 annual one-way passes sold in the 2018/19 academic year.

Marin Transit will continue to provide operational support for the program through Spring 2020. The future of the program beyond the extended pilot is undetermined.

Reed Union School District

In April 2016, the Town of Tiburon, the City of Belvedere and Reed Union School District (RUSD) voted to form the Tiburon Peninsula Traffic Relief Joint Powers Agency (JPA). The purpose of the JPA is to coordinate efforts to reduce school-related congestion on Tiburon Boulevard. The JPA contracted with First Student through 2023 to provide yellow bus service to the Cove School in the Larkspur-Corte Madera School District and Reed Elementary, Bel Aire Elementary, and Del Mar Middle School. Seven buses run 26 routes each day and transport 900 riders or approximately 450 students to and from school.

In 2016, the JPA contracted with Marin Transit to provide operational support. Marin Transit supports the program through contractor management, route planning, and real-time communications to parents regarding service disruptions. The JPA also employs a part-time program manager to manage the website and handle pass sales/production/distribution and most customer service issues.

In providing ongoing operational support, Marin Transit monitors the GPS location of the buses. The JPA amended its contract with First Student to include the use of a parent-friendly app called "First View." With the First View app, parents receive bus stop arrival predictions and notifications of service delays. Marin Transit supported the initial data set up and continues to support the app with schedule and stop updates as needed. First Student staff handle all app-related customer service issues.

Marin Access

To complement traditional fixed-route transit, Marin Transit provides a suite of programs that serve older adults, persons with disabilities, and other Marin residents who cannot or choose not to drive. Specialized services for these populations are offered through a family of programs that fall under the umbrella of Marin Access. These programs generally fall into two categories: **Transportation Information** and **Enrollment and Transportation Services**. Table 1-99 describes each Marin Access program and outlines their intended purpose, rider eligibility requirements, and any fares associated with the service.

Table 1-9: Marin Access Programs

Program	Purpose	Eligibility	Fare/User Fee
Information and Enrollment			
Travel Navigators	Provide information, enrollment, counseling and referrals about transportation for seniors and people with disabilities in Marin County.	All interested parties.	Free
Travel Training	Introduce riders to fixed-route transit and provide them with the confidence and knowledge to ride on their own.	All interested parties.	Free
Transportation Services			
Local Paratransit	Provide ADA complementary paratransit as required by federal law.	ADA certified(1)	$2.00
Volunteer Driver	Empower riders to find and reimburse volunteer drivers. (35 cents per mile with monthly mileage cap of 100 miles in East Marin. 40 cents per mile with monthly mileage cap of 400 miles in West Marin).	ADA certified(1) OR 60+ and not driving	Free
Catch-A-Ride	Provide discounts for taxi rides within Marin. Increase same day mobility for paratransit eligible riders and seniors who no longer drive or may be beyond their driving years.	ADA certified(1), 60+ and not driving, OR 80+	Free up to $14 for general riders and $18 for low-income. Rider pays remainder.
Marin Transit Connect (2)	Provide on-demand, accessible service within the Northern San Rafael service area.	General Public Service	$2.00 per trip or $20.00 Unlimited Monthly Pass for Marin Access Clients

Notes:

(1) Physical or mental disability that prevents an individual from using fixed route services.
(2) Connect is a new on-demand, public transit pilot program that began in May 2018

Travel Navigators

Marin Transit realized its vision of a one-stop, one-call Mobility Management Center for transportation information and eligibility after launching the Travel Navigator program in July 2013. This program provides consumers who want to learn about, and apply for, any Marin Access programs with one phone number and one eligibility form. The call center staff members are called Travel Navigators. They provide information, counseling, and eligibility determination for all four programs using an eligibility database program provided by Marin Transit. In addition, the Travel Navigators respond to requests for general transportation information, assist with trip planning, and provide referrals to other services in Marin and the Bay Area.

The Travel Navigators serve a variety of Marin Access clients and those seeking transportation information in several ways. On a monthly basis, Navigators take over 700 calls and receive an average of 12 in person consultations. Navigators reply to an average of 45 emails and process an average of 150 applications from those seeking approval for Marin Access services each month. Additionally, Travel Navigators conduct outreach in the community at satellite hours, provide **Navigating Transit** presentations for riders, and give

presentations to community partner staff. In FY 2017/18, the Navigators staffed more than 50 events across Marin County.

Service Area and Hours: Travel Navigators are available from 8:00 AM to 5:00 PM, Monday through Friday over the phone or on a walk-in basis at the Whistlestop Senior Center building at 930 Tamalpais Avenue in San Rafael. The Whistlestop Travel Navigator office at is located directly across the street from the San Rafael Transit Center and is accessible via Marin Transit local and Golden Gate regional fixed route transit services. In March 2017, Marin Transit began to expand the Travel Navigator presence to include satellite hours at locations in Marin City, Novato, West Marin, and the Canal district of San Rafael.

Travel Navigators focus on transportation solutions for seniors and people with disabilities within Marin and assist with trip planning that extends beyond Marin and into surrounding counties.

Reservations and Scheduling: The core mission of the Travel Navigators is to provide information and to assist with trip planning, not directly reserving or scheduling trips.

Costs to the Rider: Clients are not charged for any assistance provided by the Travel Navigators. The Travel Navigator phone number has a local 415 area code number.

Travel Training

To promote independence through mobility, Marin Transit has several travel training options for Marin residents who want to learn about their choices for getting around without driving. Expanded education and outreach on transportation alternatives include community group presentations on navigating transit and individualized travel training.

Group presentations: **Navigating Transit** is a free one-hour presentation and discussion on alternatives to driving for older adults in Marin. This presentation is tailored to riders or staff of community partners that serve older adults or people with disabilities. A Marin Transit representative presents extensive information on riding the bus and ferry including trip planning, tips for riding, and fare options for older adults. It also discusses transportation alternatives available to Marin's older adults. These include volunteer driver programs, Marin Catch-A-Ride, Marin Transit Connect, and Marin Access paratransit.

The presentation provides a clear picture of the transportation options available to older adults. Different programs can meet different needs, and the presenters encourage riders to use these programs in conjunction with other programs. Throughout the presentation, participants are welcome to ask questions. The trainers discuss materials related to each program and make them made available to take home.

Individualized travel training: Marin Transit offers individualized travel training to Marin's older adults. These "transit tours" consist of a Marin Transit representative who plans a trip for an individual or group on an actual transit route. These trips usually take about three hours and are tailored to the route the individual or group requesting a "tour" will be traveling.

Tech Tips for Transportation: Marin Transit partners with a local non-profit to provide a hands-on, two-session class that demonstrate and teach participants how to use technology to find information on their transportation options. All class participants practice use of the tools on the Marin Transit website such as the trip planner and program finder. Each session is two hours. Participants are encouraged to contact Travel Navigators to enroll in the Marin Access programs applicable to their needs.

Eligibility: The group presentations focus primarily on services for older adults and are available to all interested parties. Individualized travel training orients older adults to public transit and can be adapted for other groups. Tech Tips for Transportation classes are open to the general public, though recruitment focuses on older adults and/or their caregivers or family members.

Service Area and Hours: Travel training is conducted in Marin County typically during regular business hours, Monday through Friday.

Reservations and Scheduling: To schedule a group presentation or individual training, the interested party may call a Travel Navigator or directly contact Marin Transit to speak with the appropriate representative.

Costs to the Rider: Marin Transit does not charge or collect any fees for any travel training services. Tech Tips for Transportation classes may require a nominal fee that varies by location.

Local Paratransit

Paratransit service mandated by the Americans with Disabilities Act (ADA) is curb-to-curb service for individuals unable to use fixed route transit services due to a disability. Marin Access Paratransit Service is the primary paratransit service in Marin County. Marin Transit contracts with Whistlestop Wheels to provide local and regional paratransit for individuals that meet the eligibility requirements for service under the ADA. Marin Access Paratransit is a door-to-door service. Marin Access provides regional paratransit on behalf of Golden Gate Transit. The ADA sets specific criteria that every public transit operator must meet in providing paratransit service that complements the local fixed route system during the hours of operation. Marin Access Paratransit provides services as mandated under the ADA and additional service outside of the ADA-required service area.

Eligibility: Paratransit service riders must be certified as ADA eligible. The ADA bases eligibility on whether an applicant has a cognitive or physical disability that makes it impossible to travel independently using accessible fixed route service.

Service Area and Hours: Paratransit service complements fixed-route transit service and offers a comparable trip for those unable use the fixed route network. This service is provided within three-quarters of a mile from a fixed route during the hours the fixed route service operates.

In addition to complementary paratransit service, Marin Access provides service to trip origins and destinations beyond the mandated three-quarters of a mile radius required under the ADA on a stand-by basis. This is called "extended service." Since the 2006 Short Range Transit Plan, Marin Transit grandfathered areas into the mandated service boundary including portions of Lucas Valley.

Marin Transit strives to fulfill all requested paratransit trips within Marin County. In FY 2017/18, Marin Transit served 1,070 local paratransit trips beyond the ADA mandate as stand-by trips. These non-mandated trips are 0.9% of the trips provided. For trips in the extended service area, Marin Access takes reservations on a stand-by basis.

Fare: The $2.00 fare for ADA-mandated service is equal to the basic adult fare for local transit service. In the ADA regulation, the fare for mandated paratransit can be twice the amount of the regular fixed route fare. In Marin the current maximum fare under the ADA would be $4.00. Marin Transit requires a fifty-cent surcharge to the base ADA fare for trips that begin or end in the "extended" service area. Service in the

extended area is defined as more than three-quarters of a mile from a local route operating at the time of the requested trip. The fare for non-mandated trips is $2.50, and the ADA does not set a maximum fare for non-mandated trips.

Fares are collected as cash or a ticket. Whistlestop Wheels sells and distribute ticket booklets with 10 tickets each. Paratransit passengers who qualify as low income receive free two ticket booklets on a quarterly basis. In FY2017/18, the low-income scholarship program distributed 1,264 free ticket booklets to 190 unduplicated clients.

Reservations and Scheduling: In addition to accepting reservations one day in advance as required, Marin Access Paratransit takes reservations up to seven days in advance and accepts a limited quantity of subscription rides. These are also known as standing orders and are reserved for clients with recurring trips to the same location at the same time from week to week. These may be regular trips to work, a day program, or medical appointments. ADA regulations specifically permits both practices. Though neither is required, they are common among paratransit operators.

Marin Transit has a policy of no denials, and all ride requests within the service area made before 5:00 pm the previous day should be fulfilled.

In the spirit of the ADA, Marin Access operates paratransit as an efficient shared ride van service. Multiple riders may get on and off the van during another rider's trip. Schedulers receive and confirm reservation requests and enters them into a scheduling software called Trapeze PASS. Using PASS, call center and dispatching staff create daily routes that most efficiently serve the client reservations.

When a rider schedules a trip, he or she is given a 30-minute pick-up window for when they can expect their vehicle to arrive.

Marin Transit began to update the Trapeze PASS scheduling software in 2017, in part to enhance the user experience. Staff developed and implemented tools to assist riders and their families or caretakers to schedule and monitor upcoming trips. The Marin Access Passenger Portal enables riders or their delegates (friends, family, caretakers, or staff at facilities or adult day programs) to easily book trips online and manage their trips outside of the traditional phone-based scheduling system. Marin Access Alerts provides notifications to riders or delegates regarding upcoming trips via phone, text, or email. The alerts include scheduling and cancellation notifications as well as notice when the vehicle assigned to their trip is ten minutes away from arrival. These tools were implemented in Summer 2019 after an extensive testing and refinement period to ensure that they were easy for all riders to use and understand.

Passenger Assistance: Drivers assist passengers between the vehicle and the front door of their origin or destination if the driver can maintain visual contact of the vehicle. This "door-to-door" service is optional under the ADA, which requires agencies to provide "curb-to-curb" service. For curb-to-curb service, drivers assist passengers with boarding and alighting the vehicles.

Table 1-10: Paratransit Trips and Vehicle Hours

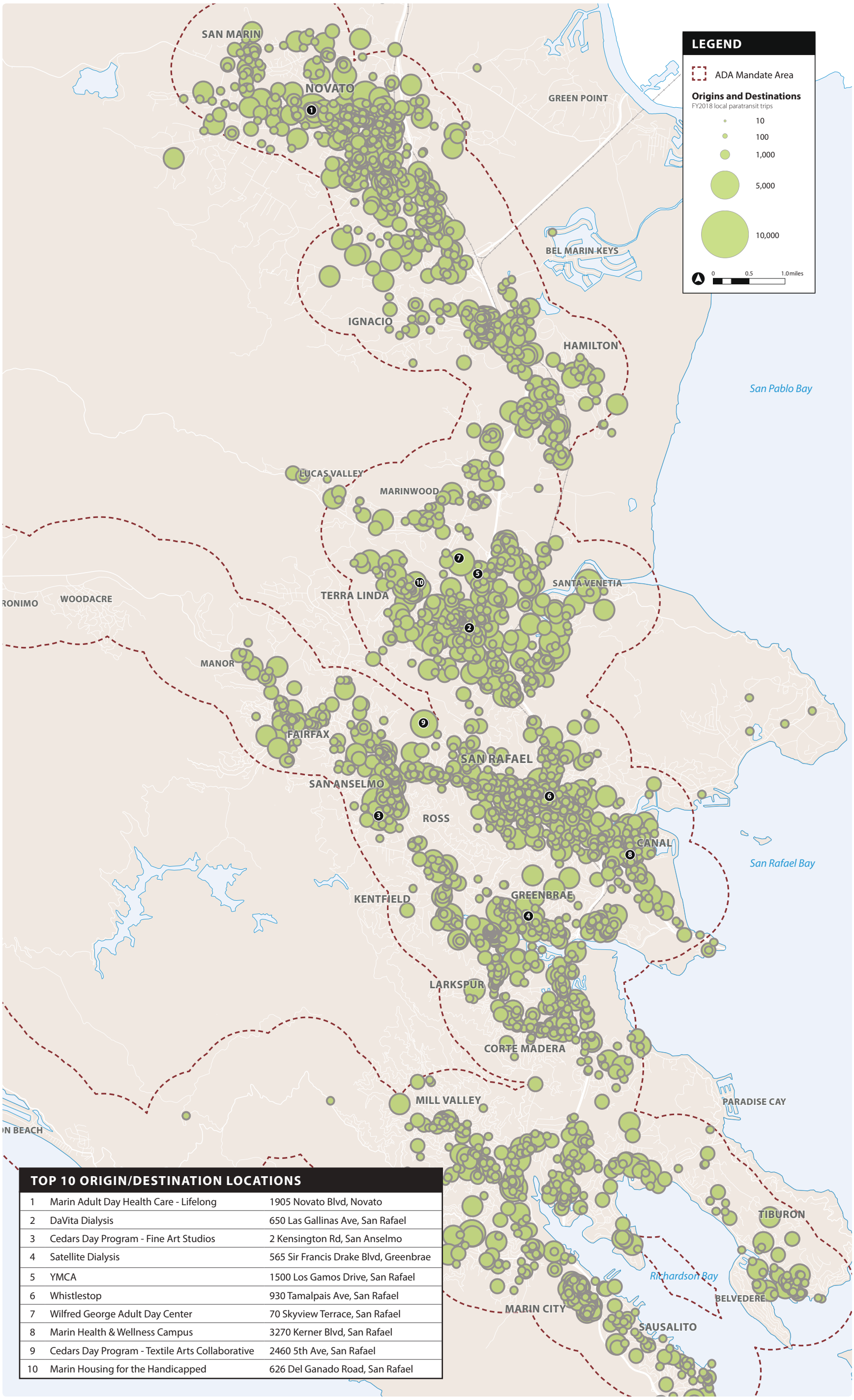
	Passenger Trips[1]	Revenue Hours	Passengers per Hour	*Annual % Change in Passengers*
FY 2000/01	70,293	37,930	1.85	
FY 2001/02	76,122	37,769	2.02	+8.3%
FY 2002/03	76,609	37,812	2.03	+0.6%
FY 2003/04	83,764	38,820	2.16	+9.3%
FY 2004/05	83,961	39,197	2.14	+0.2%
FY 2005/06	86,465	39,458	2.19	+3.0%
FY 2006/07	91,628	41,966	2.18	+6.0%
FY 2007/08	94,813	43,292	2.19	+3.5%
FY 2008/09	99,690	47,460	2.10	+5.1%
FY 2009/10	105,669	48,321	2.19	+6.0%
FY 2010/11	111,250	51,087	2.18	+5.3%
FY 2011/12	113,592	46,897	2.42	+2.1%
FY 2012/13	120,169	59,589	2.02	+5.8%
FY 2013/14	126,403	55,648[2]	2.27	+5.2%
FY 2014/15	132,680	58,388	2.27	+5.0%
FY 2015/16	124,764	56,461	2.21	-6.0%
FY 2016/17	119,673	53,011	2.26	-4.1%
FY 2017/18	123,131	59,385	2.07	+2.1%

Notes:

(1) Totals through FY 2012/13 exclude attendants and companions of ADA-eligible rides.
(2) Revenue hours starting from FY 2013/14 reflect a switch in the calculation methodology to be more consistent with the National Transit Database reporting

Demand for paratransit is generally dispersed throughout the county. Figure 1-9 shows one year's worth of paratransit origin and destination points.

Figure 1-9: Paratransit Trip Origins and Destinations



TOP 10 ORIGIN/DESTINATION LOCATIONS		
1	Marin Adult Day Health Care - Lifelong	1905 Novato Blvd, Novato
2	DaVita Dialysis	650 Las Gallinas Ave, San Rafael
3	Cedars Day Program - Fine Art Studios	2 Kensington Rd, San Anselmo
4	Satellite Dialysis	565 Sir Francis Drake Blvd, Greenbrae
5	YMCA	1500 Los Gamos Drive, San Rafael
6	Whistlestop	930 Tamalpais Ave, San Rafael
7	Wilfred George Adult Day Center	70 Skyview Terrace, San Rafael
8	Marin Health & Wellness Campus	3270 Kerner Blvd, San Rafael
9	Cedars Day Program - Textile Arts Collaborative	2460 5th Ave, San Rafael
10	Marin Housing for the Handicapped	626 Del Ganado Road, San Rafael

Volunteer Driver

Volunteer driver programs are a low-cost alternative to traditional demand-response services. Elements of a volunteer driver program include scheduling, recruitment, volunteer screening, addressing liability concerns, and mileage reimbursement. Different models incorporate some or all these elements. Volunteer driver programs are traditionally hosted by community-based organizations that specialize in serving seniors or adults with disabilities. Marin Transit administers two non-traditional volunteer driver programs (STAR and TRIP) and has spearheaded multiple efforts to support traditional community-based volunteer driver programs.

STAR and TRIPtrans: Since 2011, Marin Access has administered and supported two non-traditional volunteer driver programs based on the TRIP (Transportation Reimbursement and Information Program) model. The TRIP model was developed by the Independent Living Partnership of Riverside County, California. Under this model, riders recruit their own drivers and reimburse them for mileage costs using funds from the sponsoring agency in this case Marin Transit.

In East Marin, the program is known as STAR and reimburses riders 35 cents per mile up to 100 miles per month. In West Marin, the program is known as TRIPtrans, or more commonly, TRIP, and reimburses riders 40 cents per mile up to 400 miles per month. TRIP in West Marin is slightly different than STAR. West Marin Senior Services occasionally recruits and vets volunteer drivers and matches them with riders who need assistance.

STAR and TRIP are available to adults 60 and over who no longer drive or need assistance and adults under 60 who are ADA eligible. The Travel Navigators are responsible for enrolling and providing reimbursement to riders in the STAR and TRIP programs.

Table 1-11: Volunteer Driver Program Data

		FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
STAR[1]	Individual Riders	86	80	128	121
	Rides Given (1-way)	11,394	10,773	11,781	10,748
	Volunteer Hours	12,367	10,977	12,572	12,745
	Miles	93,685	87,481	142,032	131,445
	Average Miles/1-way ride	8.22	8.12	12.06	12.23
TRIP Trans[2]	Individual Riders	24	26	50	64
	Rides Given (1-way)	4,635	3,560	4,764	4,385
	Volunteer Hours	6,736	5,425	7,152	6,896
	Miles	79,985	66,895	103,565	93,710
	Average Miles/1-way ride	17.26	18.79	21.74	21.37
Total	Individual Riders	110	106	178	185
	Rides Given (1-way)	16,029	14,333	16,545	15,133
	Volunteer Hours	19,103	16,402	19,724	19,641
	Miles	173,670	154,376	245,597	225,155
	Average Miles/1-way ride	10.83	10.77	14.84	14.88

Notes:

(1) Whistlestop program that started providing rides in March 2011.
(2) West Marin Senior Service's program began January 2011

Catch-A-Ride (Subsidized Taxi)

With funding from Marin's Measure B vehicle registration fee, Marin Transit launched the Catch-A-Ride discount taxi program for seniors in September 2012. Catch-A-Ride is a paperless "virtual" voucher program that tracks riders, their rides, and ride costs through a database. This is unlike most discount taxi programs that rely on the distribution, collection and accounting of paper taxi vouchers. To operate this program, Marin Transit contracts with a company that manages sub-contracts with local taxi companies and provides a call center and database to manage ride requests from eligible riders.

Eligibility: Initially Catch-A-Ride was available for Marin residents age 80 years and older or age 65 to 80 if they declared that they were no longer driving. With funding from a federal New Freedom Grant, Marin Transit made all ADA paratransit eligible residents eligible for Catch-A-Ride in July 2013.

Service Area and Hours: Catch-A-Ride customers are free to make reservations for any time of the day and on any day of the week, subject to availability. The call center is open from 9 am to 5 pm seven days a week, excluding Thanksgiving and Christmas Day. Hours of service provided by participating taxi companies depend on availability.

Reservations and Scheduling: Marin Access Paratransit normally requires advanced ride reservations at least the day before. For Catch-a-Ride, riders can make requests up to three hours in advance. Reservation requests

are made by calling the Catch-A-Ride number. Once the Catch-A-Ride scheduler confirms a ride with the taxi provider, the scheduler notifies clients of their confirmed ride by phone when the request is made or shortly after.

Costs to the Rider: Eligible rider can receive up to eight one-way taxi rides per month at a $14 per ride discount for general riders or $18 for low-income riders. Costs for each trip are set over the phone when the rider makes their reservation. The call taker establishes the trip mileage by entering the origin and destination in Google Maps. The fare is determined using a drop ($3.50) and a per mile rate ($4.00) for each taxi company. The passenger is responsible for paying the taxi driver any costs beyond the Marin Access-subsidized fare of $14 or $18.

In FY 2017/18, Marin Catch-A-Ride carried over 3,000 registered riders and provided an average of 1,200 to 1,300 one-way discounted taxi rides each month.

Other Marin Transit Services

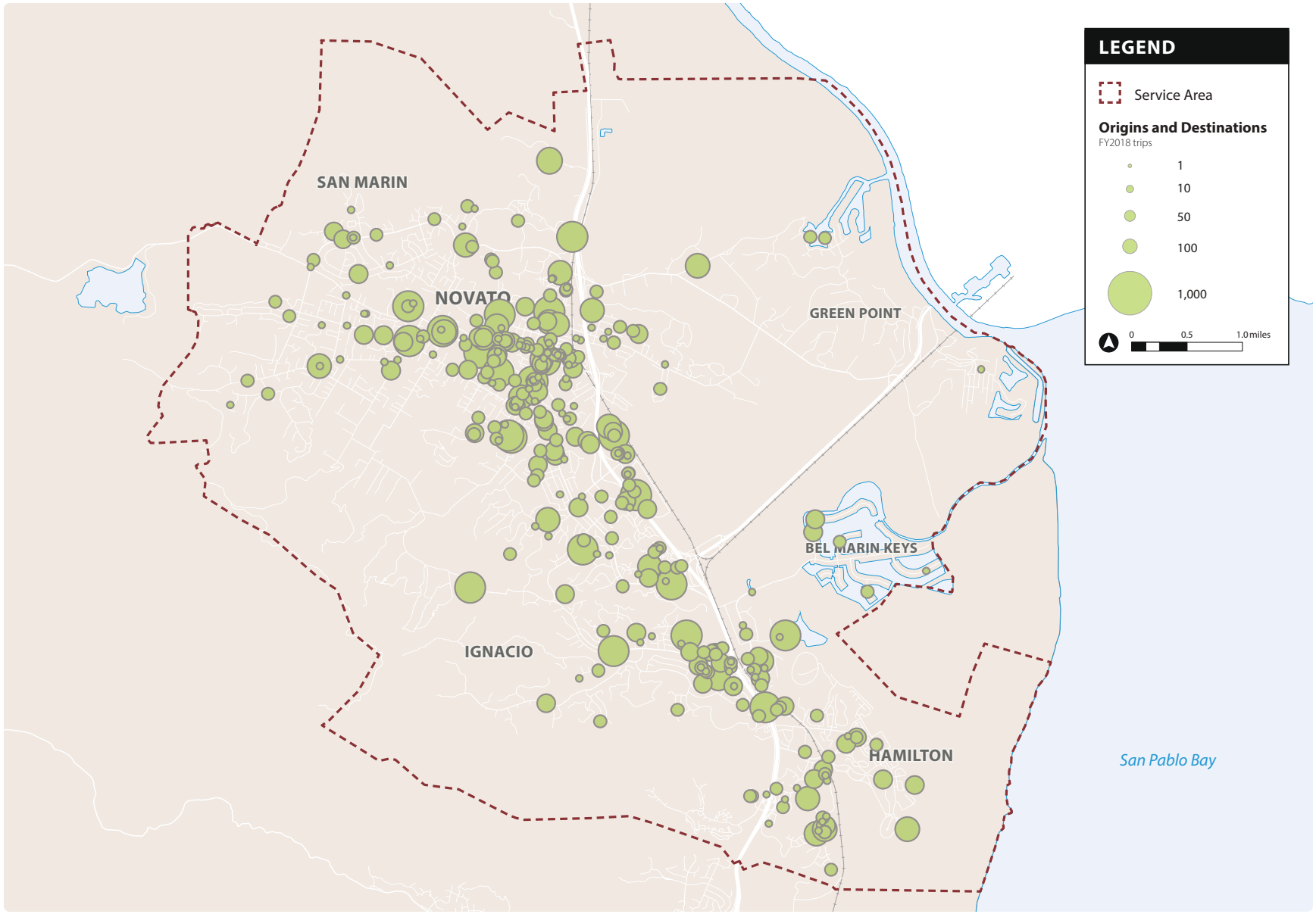
Novato Dial-A-Ride

The Novato Dial-A-Ride (DAR) service is a general public transit service that provides a flexible route, demand responsive service within Novato. This DAR is primarily used by seniors, students, and persons with disabilities traveling within Novato. Figure 1-10 maps the density of DAR origins and destinations. This service started in August 2009.

The Dial-A-Ride provides curb-to-curb pick-up and drop-off service. All trips must start and end within the City of Novato, and everyone is welcome to use the service. Rides are scheduled by calling the reservation number up to seven days in advance. The Novato DAR vehicle can carry two bicycles. This service is operated under the Marin Access paratransit contract.

In August 2013, Marin Transit started dedicated service to Novato Human Needs and Margaret Todd Senior Center to accommodate high ridership demands to these locations on specific days at specific times. On Tuesdays, the service is offered to Novato Human Needs between the hours of 1:00 PM to 3:00 PM to provide access to the weekly food bank. On Wednesdays, from 11:00 AM to 2:00 PM, Dial-A-Ride serves Margaret Todd Senior Center for weekly senior lunch and farmer's market events.

Figure 1-10: Novato Dial-A-Ride Origins and Destinations



Rural Dial-A-Ride

Marin Transit operates two general public, demand response services in West Marin. These services connect rural communities to shopping destinations in Novato and Petaluma. Riders schedule their rides by calling the reservation number up to seven days in advance. The West Marin DAR services are also operated under the Marin Access paratransit contract.

The Dillon Beach/Tomales DAR provides curb-to-curb pick-up and drop-off service between Dillon Beach, Tomales, and Petaluma and only operates on Wednesdays. Eastbound pick-ups and westbound drop-offs are available within Dillon Beach and Tomales, as well as within ¾ mile of Tomales-Petaluma Road or Dillon Beach Road. Westbound pick-ups and eastbound drop-offs are available within Petaluma city limits.

The Point Reyes DAR provides passengers curb-to-curb pick-up and drop-off service between Point Reyes Station and Novato only on the second Monday of each month. Eastbound pick-ups and westbound drop-offs are available within ¾ mile of the existing bus stop in Point Reyes Station. Service is provided to shopping destinations in Novato, including the Vintage Oaks Shopping Center, Trader Joe's, and the Novato Fair Shopping Center.

Senior Shopping Shuttles

Marin Transit operates several senior shopping shuttles through its paratransit contract. These shuttles operate as one round trip each week from one of three senior housing facilities in Marin to provide access to grocery shopping. The three locations served are Marin Valley Mobile Country Club (Novato), Rotary Manor (San Rafael), and Martinelli House (San Rafael). Table 1-12 below shows a summary of these services.

Table 1-12: Senior Shopping Shuttles

Shopper Shuttle	Destinations	Days of Operation	Hours of Operation
Marin Valley Shopper	Marin Valley Mobile Country Club in Novato to Vintage Oaks, Safeway and Grocery Outlet	Wednesdays	11:00 AM - 1:00 PM
Rotary Manor Shopper	Montecito Shopping Center, United Market, and Red Hill Shopping Center in San Rafael	Thursdays	11:00 AM – 1:00 PM
Martinelli House Shopper	Montecito Shopping Center and United Market in San Rafael	Fridays	11:45 AM – 1:00 PM

Marin Transit Connect

Staff have taken a proactive approach to determine how Marin Transit can best adapt to and leverage the changing landscape in transportation and emerging mobility services. In 2016, staff completed a Strategic Analysis for Marin Access programs that provided guidance for developing new programs and improving current services for older adults and ADA customers.

Marin Transit's 2016 and 2018 Short Range Transit Plans recognized that mobility services are in the midst of radical changes and that public transit needs to respond and take advantage of these services to reduce congestion and transport transit-dependent populations. The 2018 SRTP anticipated a partnership to support on-demand mobility within that plan's first year. Alongside private and non-profit partners, the District pursued a partnership with the private sector to increase and expand mobility.

Marin Transit staff received 5310 funding to operate accessible same-day service above and beyond ADA-mandated paratransit. The Board authorized the District to purchase four accessible vans and approved an agency-operated on-demand pilot program to begin in late Spring 2018.

The Marin Transit Connect pilot program was developed in partnership with VIA, a mobility technology vendor. Testing began in May 2018, and full revenue service began July 1, 2018. The Connect service is operated by the District's paratransit contractor, Whistlestop Wheels.

The service is operated in a roughly four-square mile service area of Northern San Rafael as shown in next page. Staff selected this area for a number of reasons: a mix of employment, residential, educational, and other activity centers; a high level of transit connections with Marin Transit local bus service, Golden Gate Transit regional bus service, and SMART commuter rail; and a high concentration of Marin Access trip activity. Marin Transit deliberately designed the Connect to compliment the public transit network and test how the service interacts with other transit services.

Connect is an on-demand, fully accessible general public transit service designed to provide accessible same-day service to those with disabilities and to increase first/last mile commuter connections to major employers. In contrast to the District's existing fixed route or demand responsive services, the Connect service offers the ability to request and manage a trip within a smartphone app. Connect is the only Marin Transit program that enables riders to pay for their trip within an app.

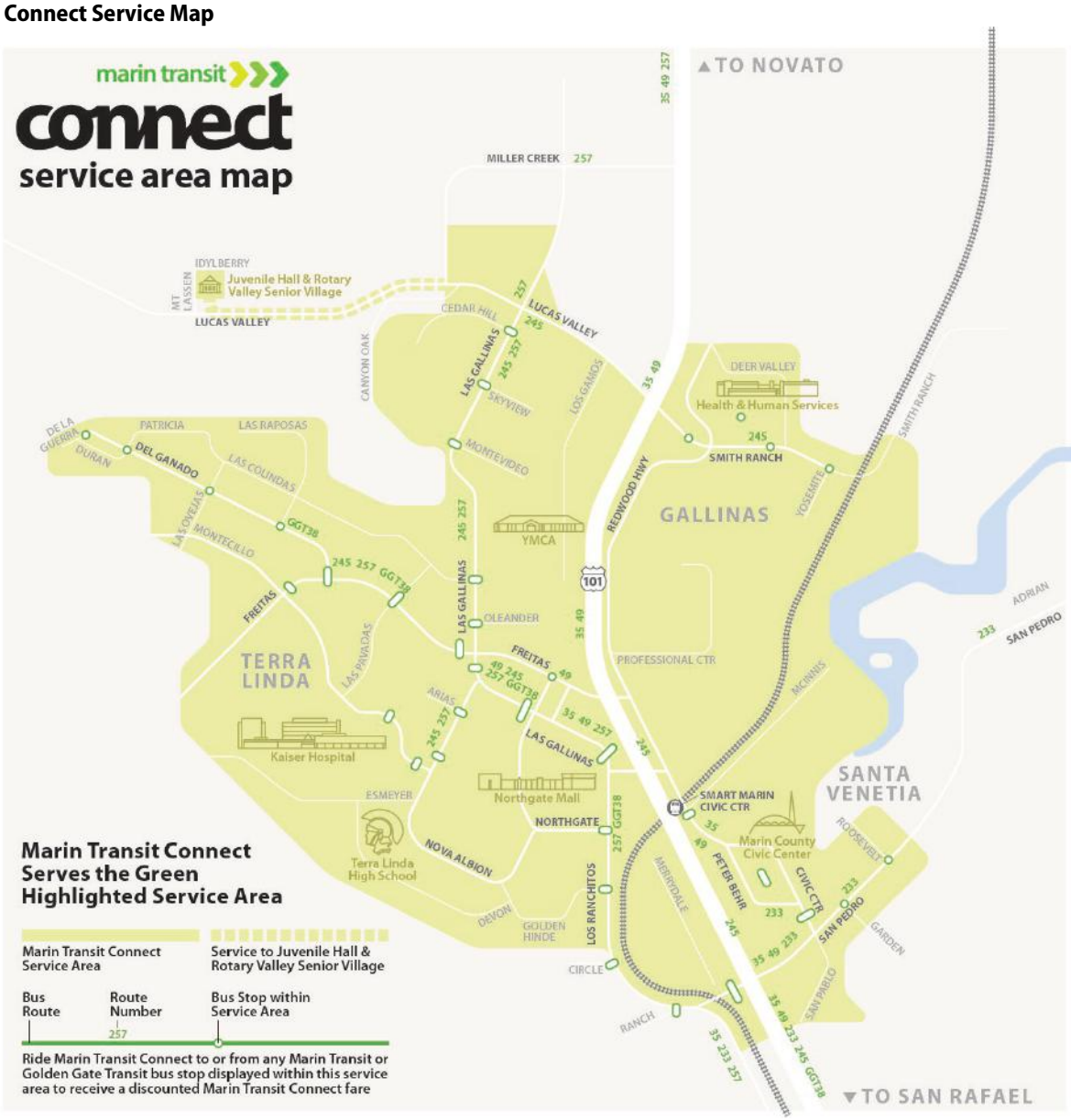
To use the service, riders download the Marin Transit Connect app powered by VIA from the iTunes App Store or Google Play Store. Once they register, riders can request a trip from any location to any location within the service area. Riders who do not have access to a smartphone can call the Marin Access Travel Navigators to set up an account and schedule rides. Connect provides riders with an estimated time of arrival in the app. Customers without a smartphone receive updates if they have a mobile phone with SMS messaging.

For much of the pilot, service hours of Connect were weekdays from 6:20 AM until 7:00 PM and an accessible vehicle was always in service. Marin Transit adjusted service hours and vehicle supply over the course of the pilot to respond to demand.

The base fare for the pilot service was $4.00 per trip, per rider. In addition to the regular fare, riders could purchase a monthly pass for $40.00 for unlimited rides over a 30-day period. Marin Access clients received a 50 percent discount on the base fare, and Marin Access offered clients a $20 monthly pass for $20 per month. Requested rides to or from transit stops in the service area received a 50 percent discount to encourage transit usage.

The Connect is still a new service and is continuously evolving. The District is conducting an evaluation process to assess the program's performance throughout the first year. The evaluation study will develop benchmarks and performance metrics based on the Connect's unique characteristics. As part of the pilot evaluation, staff conducted a survey after the first six months of the pilot in November 2018. Based on the findings, staff recommended that the Board extend the pilot period. The Board of Directors approved extending the pilot program through June 2020, with additional testing for changes to the fare structure and service area.

Connect Service Map



Connecting Regional Services

Golden Gate Transit

Marin Transit's local transit network is connected throughout the county to Golden Gate Transit regional service. The two systems complement each other and maximize the services available to Marin County residents. Marin Transit designed its local service is to make timed connections to the regional network in Marin City, San Rafael, and Novato and, to a lesser extent, in San Anselmo and Strawberry.

Regional Basic Services

A significant amount of local travel is completed on Golden Gate Transit's basic regional services. Approximately 500,000 or 18 percent of regional trips have both an origin and destination within Marin County. Approximately 77 percent of these riders use Routes 30, 70, and 101 that operate along the Highway 101 corridor. Along with local routes 17, 35, 36, 49, and 71X, these corridor services are designed to encourage interdependence of travel along Marin's primary transportation corridor to provide maximum mobility for local and regional transit markets.

Golden Gate Transit provides three intercounty basic services to Marin County that connect with Marin Transit's local service:

- **Routes 40/40X** – Operates as a link between San Rafael, Richmond and El Cerrito and funded by the MTC with Regional Measure 2 funds

- **Routes 30, 70, and 101** – Operate along the Highway 101 corridor within Marin County and extend beyond the county line. These routes are referred to as "trunk line" or "corridor service" as they are the backbone to the Bridge District's route structure. The combination of regional Routes 30/70/101 and local Routes 35/36/71 maintains 15-minute service along the 101-corridor during most of the day.

    - Route 30 serves San Rafael, Marin City, and Sausalito and continues to San Francisco.

    - Route 70 provides all-day service between Novato and San Francisco, serving all major transfer centers and freeway bus pads.

    - Route 101 provides express service between Santa Rosa and San Francisco. This route serves all stops within San Francisco and Sonoma County and operates express within Marin County. In Marin, Route 101 provides connections to local services at the San Rafael Transit Center and the four northernmost stops in Downtown Novato.

Most of Marin Transit's fixed route system schedules are designed to provide timed connections with the Highway 101 trunk line services at the San Rafael Transit Center.

Ferry Feeder Services

In 2013, Golden Gate Transit re-established ferry feeder service timed to the Larkspur Ferry service. Route 25 or "The Wave" operates weekdays between the Ross Valley and the Larkspur Ferry terminal along Sir Francis Drake. Eighteen trips are designed to meet arriving or departing ferries and offer free rides to transferring ferry patrons. These consist of eight eastbound in the morning and ten westbound in the evening. Those not transferring to or from the ferry can also use the service and pay the local fare.

In September 2017, Golden Gate Transit started a ferry connector service between Downtown San Rafael and the Larkspur Ferry Terminal in partnership with SMART. Nine weekday and six weekend connections are provided between the train and ferry in each direction. Golden Gate Transit expects to discontinue The Wave when SMART begins rail service to Larkspur Landing.

Sonoma County Transit

Sonoma County Transit provides local and intercity fixed route bus service within Sonoma County. These services complement the local fixed route services provided by Santa Rosa City Bus, Petaluma Transit, and Healdsburg Transit. Sonoma County Transit Route 38 provides a direct connection to the San Rafael Transit Center from the Town of Sonoma and areas north including Boyes Hot Springs, Agua Caliente, Glen Ellen, and Kenwood. Route 38 operates one southbound weekday trip that arrives in San Rafael at 7:07 AM and one northbound weekday trip that leaves San Rafael at 6:26 PM.

Sonoma Marin Area Rail Transit (SMART)

Passenger service on phase one of the new commuter rail service began on Friday, August 25, 2017. The train offers weekday, peak-hour, bidirectional service every 30-60 minutes. Limited service is also provided during the midday and on weekends. Train schedules are aligned with the San Rafael Transit Center pulse operation, offering timed connections for rail patrons transferring to or from buses at that location.

In July 2017, SMART began to construct its rail extension to Larkspur. The extension to Larkspur includes 2.2 miles of track connecting San Rafael and Larkspur, a terminal station in Larkspur Landing, and three bridges. It utilizes the recently rehabilitated Cal Park Tunnel that provides a bicycle/pedestrian connection to Larkspur from San Rafael. SMART train service to Larkspur is projected to begin in late 2019. The extension to Larkspur will coincide with service to second station in Downtown Novato and increased weekday service frequency.

Other Services in Marin County

Hamilton Shuttle

The Hamilton residential development in Novato supports a community shuttle to ease congestion and meet transportation demand management requirements. The shuttle is funded through developer and homeowner's association fees and runs weekdays during commute hours (5:30 to 8:45 am and 4:20 to 7:00 pm). The shuttle has timed stops along a designated loop. Each trip begins or ends at a Park & Ride or bus stop location so riders can catch fixed-route public transit. This shuttle service is free and open to the public.

Fare Structure

Marin Transit's fare policies are designed to meet the following objectives:

- Maintain subsidy by service type standards;
- Offer fare media that encourages ridership, supports operational efficiencies, and simplifies fare payment; and
- Keep Marin Transit's fares in line with peer systems in the Bay Area.

In the 2006 SRTP, Marin Transit's cash fare of $2.00 was identified as among the highest of peer agencies. To bring fares in line with other agencies, Marin Transit has not increased local fares for over 15 years. As part of the 2016 and 2018 SRTP, Marin Transit evaluated its fare structure and proposed recommendations for future fare changes. Staff have further refined these fare policy recommendations, and these are described in Appendix B of this SRTP.

Fixed Route

Passengers have a variety of options for paying Marin Transit fares as described below and summarized in Table 1-13.

- **Cash:** Coin and bills (up to $20) are accepted using GFI Odyssey Validating fare boxes. Discounts are available for youth, seniors, and persons with disabilities. For discounted cash fare, passengers must show proper identification. Youth may show their student ID card. Seniors may show an ID card that indicates their age. Persons with disabilities may show a DMV Disabled Placard ID, RTC Discount Card, Medicare Card, or ID card for persons with disabilities from another transit service. Personal service assistants are eligible for 50% off the adult cash fare only when accompanying a person with disabilities who has an attendant logo on his/her RTC Discount Card.

  Change cards are issued to passengers who overpay the fare by more than $1.00. Change cards have no cash value and can be used for future travel on Marin Transit or Golden Gate Transit. For transfers, passengers must advise the bus driver of their final destination to receive a transfer card.

- **Daily/Weekly/Monthly Passes:** In July 2009, Marin Transit introduced passes that provide unlimited rides on Marin Transit and Golden Gate Transit routes within Marin County during the applicable time period. Day, week, and monthly passes are magnetic stripe passes validated by the farebox.

  Day passes are purchased on-board transit vehicles and are valid for the day of travel. Weekly and monthly passes are activated at first use and good for 7 or 31 days. Weekly and monthly passes can be purchased online, by phone by calling toll-free 511, or at the Customer Service Center at the San Rafael Transit Center.

- **Clipper®**: Clipper® is a stored value, fare-payment card that is accepted on all public transit services in the San Francisco Bay Area, including Marin Transit, Golden Gate Transit, and SMART services. Clipper® patrons receive a 10% discount on adult fares on Marin Transit local services. Transfer arrangements with Golden Gate Transit and SMART are embedded in the integrated Clipper fare table.

- **Marin Transit Youth Pass**: Marin Transit's Youth Transit Pass offers youth ages 5-18 unlimited travel on all local routes. Validation stickers are distributed through local schools and attached to a student's picture ID card that student use as a flash pass. The transit pass is not valid on Golden Gate regional routes.

  The Youth Transit Pass costs students $175 per six-month period. Students who wish to pay for a year-long pass at the beginning of the school year may do so at a further discounted annual price of $325. The program also enables students whose families meet income requirements similar to the free and reduced-price lunch programs to participate in the program free of charge.

- **College of Marin Pass:** In the fall of 2015, Marin Transit, in partnership with the College of Marin (COM) began a new program that enables registered students to use their COM ID card to ride any local Marin Transit service. Like the Youth Pass program, validation stickers are distributed to

registered students during the Fall and Spring semesters. The cost of the program is partially offset by a transportation fee that students pay as part of their registration fees.

Table 1-13: Current Fare Structure

Category	Cash Price	Stored Value Cards / Clipper	1-Day Pass	7-Day Pass	31-Day Pass
Adult	$2.00	$1.80	$5.00	$20	$80
Youth (5-18)	$1.00	$1.00	$2.50	$10	$40
Children Under 5	Free when accompanied by an adult				
Seniors (65+)	$1.00	$1.00	$2.50	$10	$25
Persons with Disabilities	$1.00	$1.00	$2.50	$10	$25
Dial-A-Ride[1]	$2.50	-	-	-	-
Paratransit (ADA Mandated Service[2])	$2.00	-	-	-	-
Paratransit Extend Area (ADA Non-Mandated Service[3])	$2.50	-	-	-	-
Connect[4]	$4.00	-	-	-	$40.00

Notes:

(1) Includes Novato, Dillon Beach/Tomales and Point Reyes Dial-A-Ride services
(2) ADA regulations permit fares for Mandated ADA trips to be as high as double the fixed route fares.
(3) ADA regulations set no maximum fare for Non-Mandated ADA trips.
(4) Marin Access clients and rides to or from a transit stop will get a 50% discount on Connect fares. Per rider charges also decrease with increased ride shares (triggered at three or more passengers)

- **Transfers.** Marin County local riders have free transfers between all Marin Transit and Golden Gate Transit routes within Marin. As of July 1, 2009, passengers can pay regional fares to San Francisco, Sonoma, or Contra Costa on Marin Transit services including Ferry service. Transfers have the following restrictions:

  1. Travel must be in the same direction within three hours from time of issuance, or otherwise indicated on the transfer.
  2. Transfers are issued by bus operator only at time fare is paid.
  3. Transfers cannot be used to make a round trip.
  4. A transfer can be used only by the person to whom it is issued.

  Marin Transit also has a transfer arrangement with SMART that enables passengers using Clipper and connecting between the two systems to receive a $1.50 transfer credit.

Free and Discounted Fares for Social Service Agencies

Marin Transit continues to work with social service agencies to provide discounted or free rides to communities of concern to maximize social equity and ensure access to transit services. Since 1999 Marin Transit has provided free bus tickets to Homeward Bound, a nonprofit that aims to end homelessness with housing and training. Under this arrangement, Homeward Bound prints as many free bus tickets as they need.

Homeward Bound staff distributes the tickets to clients daily, and often hand them out at the shelters the night before a client will need to take the bus for transportation to an appointment or job.

Under a separate program, Golden Gate Transit sells $2.00 tickets to approximately 20 Social Service agencies throughout Marin. These agencies distribute the tickets to their clients for use on all Marin Transit routes and local trips on Golden Gate Transit routes. No discount is offered for these tickets. As of July 2017, participating agencies are:

- St Vincent de Paul
- Marin General Hospital
- Health & Human Service
- Health & Human Service (CalWorks)
- Health & Human Service (Hope)
- Community Mental Health
- Marin Services For Women
- Buckelew
- Community Action Marin
- Community Action Marin (ACASA)
- BARC
- General Assistance
- Marin Sheriff
- Marin Aids
- Ritter House
- Novato Human Needs
- West Marin Services
- Southern Marin Intern Project
- Center Point
- Lucas Valley Community Church
- Marin Pregnancy Clinic
- Marin HHS(Spahr Center)
- Marin County Probation
- Marin County Public Defender's Office

Marin Transit also has an arrangement with the Department of Health and Human Services to provide a bulk discount of 25 percent on their purchase of adult monthly passes.

Muir Woods Shuttle

To relieve parking and congestion issues at Muir Woods National Park, the National Park Service and Marin Transit provide a shuttle service as an alternative to driving and parking. The Muir Woods Shuttle began as a demonstration project in 2005. The service was originally a partnership of the National Park Service, County of Marin, and Golden Gate Transit. In 2009, responsibility for the Shuttle shifted to Marin Transit under a funding agreement with the National Park Service.

In 2017, National Park Services implemented a new web-based parking and transit ticketing system for Muir Woods to better manage visitation and parking demand. Under the new system, visitors are required to purchase their parking reservation and 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 for use on the Shuttle. This option is no longer available under the online reservation system. The reservation system has alleviated capacity issues on the Shuttle experienced 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. Table 1-14 shows the current Muir Woods Shuttle fares.

Table 1-14: Muir Woods Shuttle Fares

Muir Woods Fare Category	Current Fare (Round Trip)
Adult	$3.00
Youth (15-18)	$3.00
Youth (under 15)	Free
Senior/Disabled (without NPS Pass)	$3.00
Senior/Disabled and up to three party members (with NPS or FLA Pass)	Free

Mobility Management Programs

Marin Access Paratransit

The one-way fare for travel within the paratransit service area in Marin County is $2.00, payable at time of boarding. Marin Access Paratransit riders can pre-pay for rides by purchasing a 10-ticket booklet for $20. Drivers do not sell ticket booklets or carry change.

The one-way fare is $2.50 for trips within Marin County that are outside the service area. These are considered "extended" trips (see Figure 1-9 for Service Area).

Though a local trip, a "will-call" trip occurs when the passenger is not ready for his/her scheduled pick-up and calls to have Marin Access send out a second vehicle. These are also subject to the $2.50 fare.

Marin Transit offers a Low-Income Fare Assistance Program for seniors and persons with disabilities who need financial assistance. This program provides a fare subsidy for ADA eligible paratransit riders who are current recipients of Supplemental Security Income (SSI), and is funded by Marin County's Measure B vehicle registration fee. Qualifying riders receive 20 free one-way rides over a 90-day period.

Catch-A-Ride

Marin Catch-A-Ride provides a discounted fare for eligible Marin residents for riding on taxis and other licensed vehicles within Marin County. Marin Transit pays the first $14 of each one-way ride for up to eight rides per month. For low-income riders, Marin Transit will pay $18 for each one-way ride. Riders only pay to cover the value of the ride when it exceeds the amount Marin Transit contributes.

How Riders Pay

Table 1-15 provides a breakdown of how local transit riders pay for their fare on fixed route services. Until FY 2013/14, the Clipper fare card was only available on the Local Fixed Routes services and not on the Community Shuttle or Stagecoach services.

Table 1-15: Fixed Route Payment Type (percent of Riders Using)

Payment Type	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Cash	48%	46%	46%	45%	45%	44%
Clipper	11%	13%	13%	10%	10%	11%
Passes(1)	16%	18%	19%	23%	25%	26%
Complimentary(1)	4%	4%	6%	6%	7%	6%
Transfer	21%	19%	16%	16%	13%	12%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

Notes:

(1) The Month Pass, Week Pass, and Day Pass, all available for Adult, Youth, and Senior rates, and the Youth Pass and College of Marin pass

(2) Children ages 4 and under, employees, ferry transfers, Homeward Bound passes, and other free tickets

Fare Media Usage

Table 1-16 provides information on fare media products and their use. Aside from the School Youth Pass and College of Marin Pass, the most utilized fare product is the senior/disabled monthly pass. This is followed by the adult weekly pass and adult monthly pass. Use of all these products has grown significantly since their release in 2008. Marin Transit eliminated its $18 and $36 value cards due to declining sales and Clipper's availability on all fixed route services. The Clipper card provides the same discount on local travel for adults as the stored value cards did.

Table 1-16: Fare Media Usage (Total passenger trips where media was used / % of total media type)

Pass Type	Cost	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Adult Media		***85,660 (100%)***	***208,232 (100%)***	***229,502 (100%)***	***223,667 (100%)***
College of Marin Pass[1]	-	-	125,890 (60%)	163,770 (71%)	159,741 (71%)
Month Pass	**$80.00**	39,681 (46%)	37,775 (18%)	32,256 (14%)	31,299 (14%)
Week Pass	**$20.00**	41,464 (48%)	39,557 (19%)	30,117 (13%)	28,035 (13%)
Day Pass	**$5.00**	4,515 (5%)	5,010 (2%)	3,359 (1%)	4,592 (2%)
Senior (age 65+) / Disabled Media		***115,418 (100%)***	***134,624 (100%)***	***132,476 (100%)***	***146,019 (100%)***
Month Pass	**$25.00**	125,764 (93%)	117,593 (92%)	123,858 (93%)	136,616 (94%)
Week Pass	**$10.00**	4,399 (3%)	4,670 (4%)	4,551 (3%)	3,679 (3%)
Day Pass	**$2.50**	4,461 (3%)	5,130 (4%)	4,067 (3%)	45,724 (4%)
Youth (6-18 yrs.) Media		***353,113 (100%)***	***389,676 (100%)***	***380,922 (100%)***	***403,919 (100%)***
School Pass[2]	**$175 / 6 mo. $325 / year**	387,380 (99%)	366,874 (99%)	378,655 (99%)	402,296 (98%)
Month Pass	**$40.00**	2,008 (1%)	915 (< 1%)	1,564 (<1%)	1,207 (<1%)
Week Pass	**$10.00**	153 (<1%)	223 (< 1%)	559 (<1%)	231 (<1%)
Day Pass	**$2.50**	135 (<1%)	328 (< 1%)	144 (<1%)	185 (<1%)
Marin Local Stored Value Cards[3]		***15,284 (100%)***	***15,691 (100%)***	***6,856 (100%)***	***6,668 (100%)***
$2.00 Value Card	**$2.00**	9,041 (58%)	7,842 (93%)	6,738 (98%)	6,651 (99%)
$18.00 Value Card	**$18.00**	4,774 (30%)	401 (5%)	118 (2%)	17 (<1%)
$36.00 Value Card	**$36.00**	1,876 (12%)	226 (3%)	-	-

Notes:

(1) The College of Marin Pass program began in Fall 2015, provides unlimited rides on all Marin Transit routes, and is available to all students registered for the current semester

(2) School passes are distributed at school sites and are good on all local routes. Students who qualify for free or reduced lunch are also eligible for a free Youth Pass. Typically, over 90% of Marin Transit Youth Passes are distributed as free passes.

(3) The $18 and $36 Stored Value Cards provide a 10% savings off the cash fare. $18 value cards provided $20 worth of travel, and $36 value cards provided $40 worth of travel. Sales of Stored Value Cards were discontinued on July 1, 2015. Clipper provides a similar 10% discount.

Table 1-17 shows participation in the youth pass program over the last five years.

Table 1-17: Youth Pass Distribution

Fiscal Year	Free Passes to Income-Qualified Youth	Paid Passes	Total Passes[1]
FY 2013/14	3,342 (91%)	317	3,659
FY 2014/15	3,755 (92%)	337	4,092
FY 2015/16	3,705 (94%)	247	3,952
FY 2016/17	3,796 (94%)	242	4,038
FY 2017/18	4,315 (96%)	180	4,495

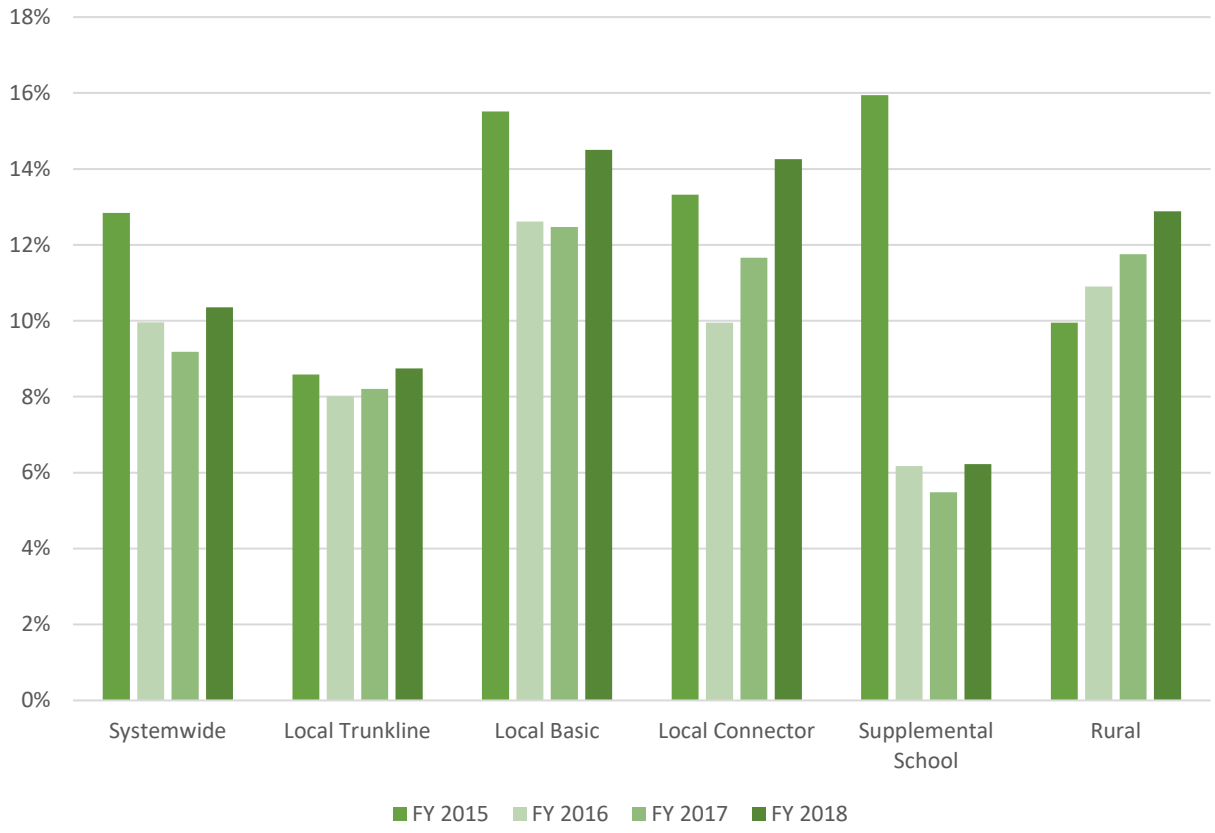
Notes:
(1) One pass is equivalent to a semester (6-month) pass. Annual passes are counted as two passes.

Figure 1-11 shows usage of Clipper on Marin Transit's local services over the past six years. Usage has declined since FY 2013/14 for a few reasons. As part of a major service change in August 2013, the District shifted several local fixed-route services that had accepted Clipper from Golden Gate Transit-operated routes to Community Shuttle routes. To allow those riders to continue to use Clipper, Marin Transit accepted the card as a flash pass on Community Shuttle and Stagecoach routes while the District waited for Clipper equipment for those vehicles. This policy eased the transition for existing Clipper card holders. It also provided an incentive for other riders to get a Clipper card as it essentially provided free rides on the Shuttle and Stagecoach routes. Many of these riders reverted to cash or other fare media once the Clipper equipment was installed and active on the Shuttle and Stagecoach fleet.

In FY 2015/16, Marin Transit introduced two programs that also had an impact on Clipper usage. Supplemental school service to the Ross Valley School District was shifted to a new yellow bus program that has its own fare structure and media. The COM Card enables College of Marin students to use their ID card as a flash pass on Marin Transit routes. Once this program began in Fall 2015, students who previously used Clipper were able use their new COM Card in place of Clipper.

The District is committed to increasing Clipper use though the current setup is challenging for local riders. Appendix B includes a more detailed description of Clipper limitations and recommendations for increasing its usage.

Figure 1-11: Clipper Usage Trends by Typology (% of Riders Using Clipper for Fare Payment)(1)



Notes:

(1) Clipper was introduced as a flash pass on Local Connector routes in August 2013 and as a flash pass on Rural routes in June 2014.

Fleet Inventory

Marin Transit owns 113 transit vehicles. Service and maintenance for these vehicles is provided by the contractor. These vehicles include:

- 13 Community Shuttles
- 6 Stagecoach Vehicles
- 35 Paratransit Vehicles
- 4 Connect Vans
- 15 Narrow-Bodied Rural Buses
- 28 Hybrid Diesel-Electric Buses
- 10 Articulated Buses
- 2 Battery Electric Buses

Appendix D provides a complete list of Marin Transit vehicles with information on year, type, size, manufacturer, seated capacity, and wheelchair capacity.

Facilities Overview

Administrative Facilities

Marin Transit's Administrative facility is located at 711 Grand Ave, Suite 110 in San Rafael. This 3,600-sq. ft. leased office space is solely used for the 15-administrative staff and has 15 offices or workstations and two conference rooms.

Vehicle Storage, Maintenance, and Fueling

All vehicle storage, maintenance, and fueling is done under contract by the District's various service providers. Table 1-18 shows the location of contractor-provided maintenance facilities. The table also shows the locations that have Clipper communications equipment.

Table 1-188: Maintenance Facilities by Contractor

Contractor	Maintenance Yard Location	Storage Yard Location	Fueling Location
Golden Gate Transit	1011 Andersen Drive, San Rafael(1)	1011 Andersen Drive, San Rafael (1) 1 Golden Gate Place, Novato(1)	1011 Andersen Drive, San Rafael(1) 1 Golden Gate Place, Novato(1)
Marin Airporter	8 Lovell Ave, San Rafael	8 Lovell Ave, San Rafael 350 Merrydale Rd, San Rafael 1455 Hamilton Parkway, Novato	4 Peter Behr Drive, San Rafael(1) (County Fuel Island)
MV Transportation	7505 Redwood Blvd, Novato	600 Rush Landing, Novato(1)	600 Rush Landing, Novato(1)
Marin Coordinating Council	15 Jordan St, San Rafael	648 Lindaro St, San Rafael 7409 Redwood Blvd, Novato	4 Peter Behr Drive, San Rafael(1) (County Fuel Island)

Notes:

(1) Indicates site is equipped with Clipper communication equipment

Bus Stops

There are 666 active bus stops in Marin County that serve both regional and/or local bus routes. Of these stops 245 are served by local routes only, and 338 stops are served by both regional and local routes (Table 1-19). There are also 83 stops that are used for Regional Services only. Marin Transit does not own any bus stops. The District and Golden Gate Transit share responsibility for maintaining and improving most stops throughout Marin. The exceptions are in San Rafael, Novato, and along Highway 101 where jurisdictions contract with commercial advertising vendors to provide and maintain bus stops in exchange for advertising at the shelters.

Marin Transit completed an inventory of local stops in 2005 that established a significant need to replace aging shelters and improve accessibility at many locations. The District conducted a condition assessment to update this information in 2017. Bus stop amenities and information vary throughout the county, and staff typically determine these based on the quantity of ridership and the type of service at the stop. Table 1-20 shows the desired stop amenities and features for a bus stop by type. Marin Transit's long-term goal is for all

bus stops to be fully accessible in partnership with local jurisdictions. High ridership locations generally have the highest level of amenities. These include shelter, benches, trash receptacles, and rider information. At a minimum, a stop typically has a pole and sign blade indicating bus service is available at that stop. Marin Transit installed bus stop signs (Figure 1-12) in 2014 to identify routes, destinations, and service types (daily, weekday, school).

In 2015 and 2018, Marin Transit completed accessibility and roadway improvements at 24 bus stops to provide shelters and bike racks, update curb ramps, and construct a new bus pad. The District and its partners completed a bus transfer facility in Novato at Redwood and Grant in September 2017. The new facility replaced an aging structure and improved safety, operations, and pedestrian access. Marin Transit will continue to prioritize improvements with information from the updated Bus Stop Inventory.

Marin Transit has installed rider panel information at time point stops to provide passengers with stop-level schedule information (Figure 1-13). Staff have developed larger-format map and schedule information installed in display kiosks at the San Rafael Transit Center. Marin Transit plans to install more of these at other major transit facilities and stops. Additionally, Marin Transit plans to install additional Real Time Signage at over 25 high usage stops throughout the county.

Table 1-19: Bus Stops by Type and Jurisdiction

Jurisdiction	Local Only	Local and Regional Service	Total
Unincorporated County	86	66	155
Belvedere	0	2	2
Corte Madera	24	12	36
Fairfax	0	16	16
Larkspur	10	14	24
Mill Valley	0	30	30
Novato	52	81	133
Ross	0	2	2
San Anselmo	0	18	18
San Rafael	77	49	126
Sausalito	2	13	15
Tiburon	0	26	26
Total	**251**	**338**	**583**

Table 1-190: Bus Stop Amenities Guidelines

Bus Stop Type	# of Stops	Passenger Information	Priority Level			
			Benches(2)	Shelters(2)	Lighting	Trash
Transfer Point	4	Real-time information, schedule information, map	High	High	High	High
Freeway Bus Pad Stop	20	Real-time information, schedule information, map	High	High	High	High
High Use Stops / Schedule Timepoint *(>100 passengers per day)*	32	Schedule information, real-time when feasible	High	Med	High	Med
Medium Use Stops *(50 -100 passengers per day)*	50	Route information	Low	Low	Med	Low
Low Use Stops *(<50 passengers per day)*	501	Route information	Low	Low	Low	Low

Notes:

(1) Consideration should be given to boarding vs. alighting activity when determining if shelters and/or benches are needed

Figure 1-12: Bus Stop Signs

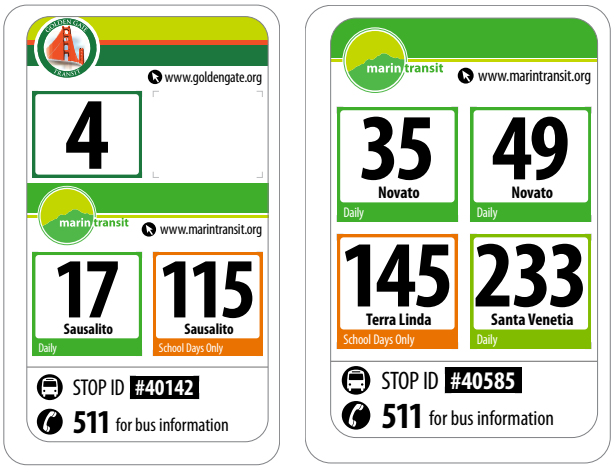
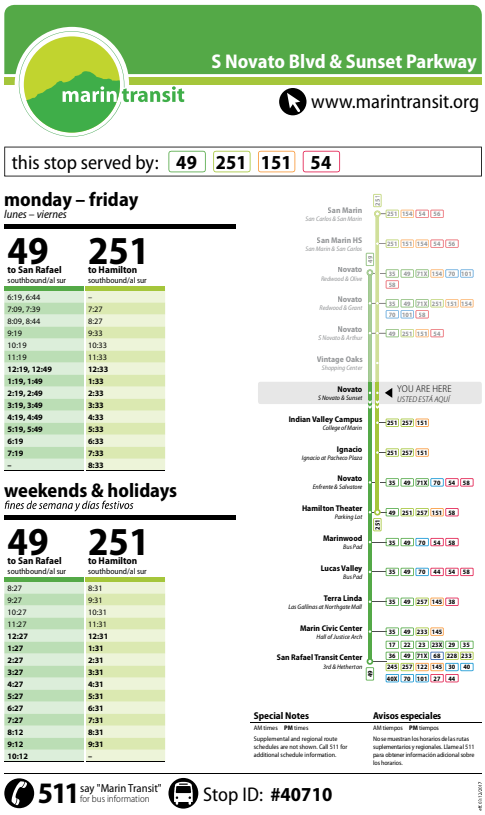


Figure 1-13: Rider Panel Information



Park-and-Ride

Marin Transit does not own or maintain any park-and-ride lots. Many local routes serve the 15 park-and-ride facilities in Marin County that other transit operators or Caltrans own and maintain. For the Muir Woods Shuttle, Marin Transit has a cooperative agreement with the County of Marin, Caltrans, and the Shoreline Office Complex in Mill Valley for shared use of parking at the Pohono Park–and-Ride lot.

Chapter 2: Goals, Targets, and Performance

This chapter outlines goals, identifies targets, and evaluates Marin Transit's performance at four different levels: systemwide operations, by priority transit corridor, route-level performance, and as a District. This performance monitoring program measures the success of the local transit system using readily available data that the District collects and analyzes. Marin Transit established performance standards and objectives in the 2006 Short Range Transit Plan to reflect local Measure A transportation sales tax goals and the District's mission to operate, maintain, and improve local transit service. Marin Transit has updated these goals in subsequent SRTP efforts, and they continue to reflect the goals in the Measure A and Measure AA Expenditure Plan.

Marin Transit has updated its Goals and Targets to reflect ever-changing service needs and updates to District policies. The most current goals are presented below.

1) Systemwide Performance:
   a. Relieves congestion and provides mobility as measured in total ridership;
   b. Ensures high levels of customer satisfaction with services;
   c. Provides accessible and reliable transit services with Marin County;
   d. Ensures services are provided in a reliable manner;
   e. Provides service levels to prevent overcrowding;
   f. Promotes environmental justice based on demographic analysis; and
   g. Meets cost efficiency standards based on cost per revenue hour.

2) Corridor-Level Performance
   a. Provides adequate service frequency in priority transit corridors;
   b. Provides adequate span of service in priority transit corridors; and
   c. Provides competitive travel times to promote transit usage.

3) Route-Level Performance:
   a. Meets service typology productivity standards based on passengers per hour;
   b. Meets service typology cost effectiveness standards based on subsidy per passenger trip; and
   c. Establish funding agreements for Partnership services.

4) District Performance:
   a. Attracts outside funding sources, including federal and state revenue, as well as discretionary grants and other local funds;
   b. Operates the system in a manner that encourages public involvement and participation; and
   c. Maintains a capital plan to minimize air quality issues and provide quality amenities and vehicles.

Since the last SRTP, staff have developed a corridor-based category and transferred some of the route-level performance goals to that category. This change better reflects the structure of the District's fixed-route service network and the priorities in the original Measure A Expenditure Plan. In addition, the District added a goal (3c) for a new typology of service and updated performance targets for 1c and 1f. These updates reflect a more accurate methodology for measuring availability of service and consistency with the District's Title VI plan. Table 2-9 presents a comprehensive review of performance measures and actual performance.

Systemwide Performance

Table 2-1, Table 2-2, and Table 2-3 provide an overview of historic performance trends for Marin Transit's various programs over the last three fiscal years, including fixed-route, yellow bus, and Marin Access mobility management.

Table 2-1: Fixed-Route Program Historic Performance

Fiscal Year	Revenue Hours	Revenue Miles	Passenger Trips	Fare Revenue	Cost Per Revenue Hour	Total Cost
Local Trunkline						
FY 2015/16	28,451	386,573	1,041,990	$1,141,551	$132.83	$3,779,233
FY 2016/17	44,393	677,981	1,122,188	$1,263,870	$140.85	$6,252,940
FY 2017/18	44,110	667,320	1,143,171	$1,208,164	$151.64	$6,689,050
Local Basic						
FY 2015/16	60,842	755,839	1,124,153	$1,238,542	$131.79	$8,018,537
FY 2016/17	65,117	727,913	989,500	$1,221,298	$114.44	$7,451,946
FY 2017/18	65,409	729,231	992,812	$1,147,590	$124.51	$8,143,925
Local Connector						
FY 2015/16	39,660	591,612	434,282	$531,755	$89.75	$3,559,383
FY 2016/17	42,396	490,275	378,985	$461,426	$91.37	$3,873,801
FY 2017/18	42,547	492,215	387,681	$439,219	$101.08	$4,300,461
Supplemental						
FY 2015/16	4,000	52,202	185,935	$143,158	$138.92	$555,670
FY 2016/17	3,963	50,885	179,947	$110,503	$129.81	$514,380
FY 2017/18	4,042	49,119	172,308	$96,423	$145.65	$588,578
Rural						
FY 2015/16	16,247	286,090	107,788	$137,473	$75.89	$1,233,051
FY 2016/17	16,172	285,593	112,926	$122,407	$87.97	$1,422,683
FY 2017/18	16,191	286,075	118,755	$125,390	$96.32	$1,559,600
Recreational						
FY 2015/16	4,673	63,648	116,942	$245,779	$113.75	$531,498
FY 2016/17	4,316	59,428	122,116	$249,748	$109.75	$473,726
FY 2017/18	5,930	59,032	163,916	$365,872	$124.77	$739,882
Partnership						
FY 2015/16	2,932	30,294	20,360	$149,686	$110.94	$325,229
FY 2016/17	1,696	15,480	19,860	$121,007	$108.44	$183,943
FY 2017/18	2,012	17,466	22,969	$118,935	$126.39	$254,330
Fixed-Route Total						
FY 2015/16	156,803	2,166,258	3,031,450	$3,587,944	$114.81	$18,002,601
FY 2016/17	178,052	2,308,255	2,925,522	$3,550,259	$113.30	$20,173,419
FY 2017/18	180,312	2,301,158	3,001,612	$3,501,590	$123.59	$22,284,260

Table 2-2: Yellow Bus Program Historic Performance

Fiscal Year	Revenue Hours	Revenue Miles	Passenger Trips	Fare Revenue	Cost Per Revenue Hour	Total Cost
Yellow Bus						
FY 2015/16	1,080	14,148	138,304	$411,411	$666.99	$720,419
FY 2016/17	1,245	13,734	136,500	$473,066	$693.23	$863,348
FY 2017/18	1,280	14,116	133,171	$517,484	$645.99	$826,866

Table 2-3: Marin Access Program Historic Performance

Fiscal Year	Revenue Hours	Revenue Miles	Passenger Trips	Fare Revenue	Cost Per Revenue Hour	Total Cost
Local Paratransit						
FY 2015/16	56,461	881,415	124,764	$229,263	$85.15	$4,807,497
FY 2016/17	53,011	783,784	119,673	$226,387	$83.09	$4,404,838
FY 2017/18	59,385	897,586	123,131	$227,284	$86.46	$5,134,344
Novato Dial-A-Ride						
FY 2015/16	2,144	23,768	4,397	$10,581	$82.27	$176,368
FY 2016/17	1,856	19,193	4,057	$8,639	$80.86	$150,105
FY 2017/18	2,075	24,384	4,428	$7,766	$89.85	$186,402
Rural Dial-A-Ride						
FY 2015/16	152	187	260	$690	$60.47	$9,174
FY 2016/17	324	3,224	595	$1,778	$48.04	$15,546
FY 2017/18	324	3,224	765	$1,297	$72.65	$23,511
Volunteer Driver						
FY 2015/16	17,828	166,967	16,570	$0	$16.29	$290,372
FY 2016/17	19,078	185,744	16,162	$0	$8.00	$152,714
FY 2017/18	19,332	175,529	14,989	$0	$12.94	$250,108
Catch-A-Ride						
FY 2015/16	-	46,679	16,520	$38,477	-	$323,177
FY 2016/17	-	43,169	14,385	$41,956	-	$358,602
FY 2017/18	-	41,713	15,002	$32,237	-	$343,670
Marin Access Total						
FY 2015/16	76,585	1,119,015	162,511	$279,011	$73.21	$5,606,588
FY 2016/17	74,269	1,035,114	154,872	$278,760	$82.81	$5,081,805
FY 2017/18	81,116	1,142,436	158,315	$268,584	$73.20	$5,938,036

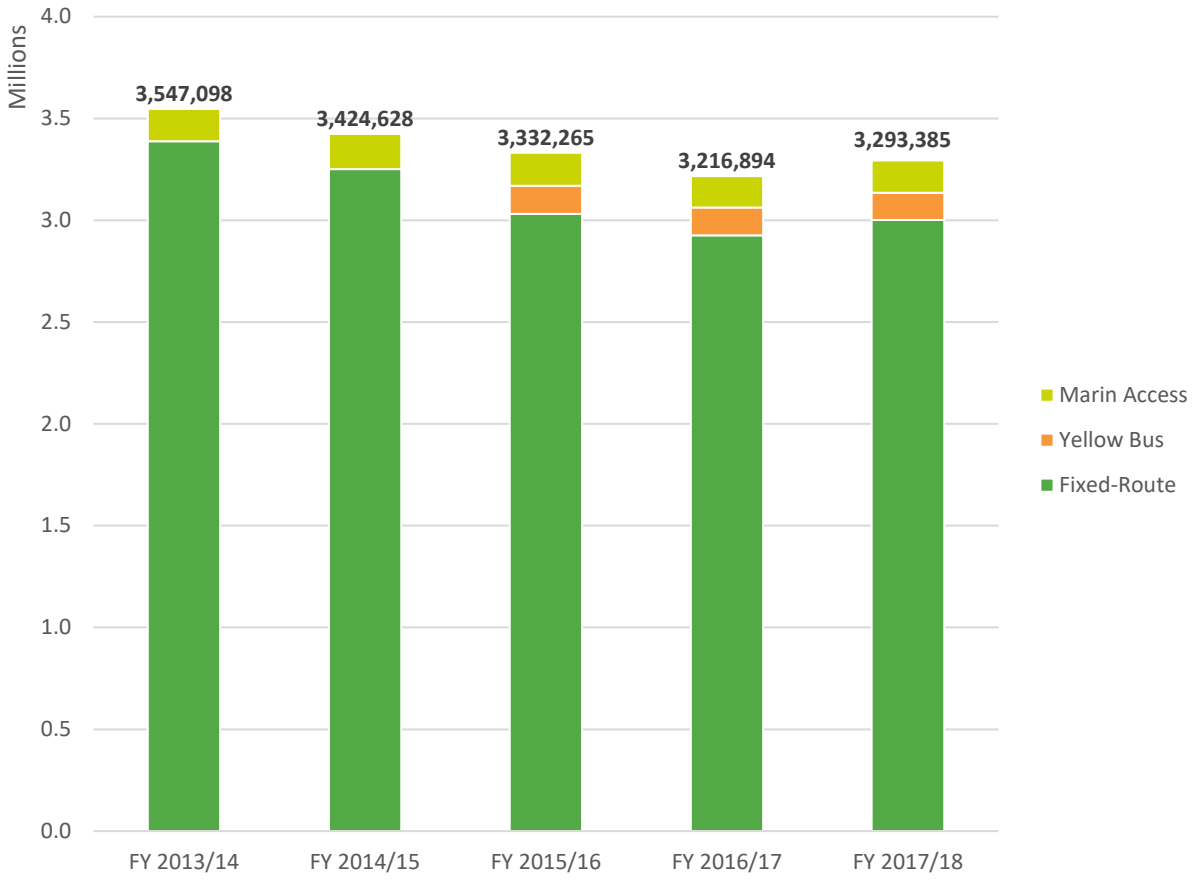
Goal A: *Relieves congestion and provides mobility as measured in total ridership*

At a minimum, Marin Transit aims to ensure ridership increases are on par with population increases in Marin County.

Performance: Annual ridership on all Marin Transit services for the past five years is shown in Figure 2-1. Marin Transit met its ridership performance goal in FY 2017/18 when fixed-route ridership

increased 2.60% over the previous year. However, the county's population decreased 0.02% between 2017 and 2018.

Figure 2-1: Total Marin Transit Passenger Trips



Goal B: *Ensures high levels of customer satisfaction with services*

Based on customer surveys, the District's target is for 75% of respondents rating its services as "good" or "excellent." The District also aims to conduct passenger surveys at least every five years.

Performance: Marin Transit continues to improve customer satisfaction by working with its contractors to refine how customer complaints are handled and increase options for customers to provide feedback. The Marin Transit website enables customers to submit comments through an online comment form.

Marin Transit conducted an onboard survey of fixed-route passengers in 2017, and 88.7% of respondents rated overall transit services as "good" or "excellent." This exceeded the District's target of 75% and was 4.1% higher than in 2012.

The District conducted a survey of registered Marin Access users in 2018. In that survey 80% of respondents rated Marin Access services as "good" or "excellent," exceeding the District's target.

Goal C: *Provides accessible transit services within Marin County*

Marin Transit's goal is to provide transit service to major origins and activity centers within the county. This goal includes providing transit within ½ mile of 85% of all county residents, 80% of jobs, and 90% of large multifamily housing developments, as well as ensuring that 90% and 75% of middle and high schools are within ½ mile and ¼ mile, respectively, of transit service or are served by a yellow bus program.

Performance: According to 2015 Census data, about 82.5% of Marin County residents are within ½ mile of an active transit stop. Based on 2014 Longitudinal Employer-Household Dynamics (LEHD) data, about 81.6% of all jobs within the county are within ½ mile of transit. About 87.9% of large multifamily housing units (defined as having 40 units or more) are served by transit. Of public and private schools serving grades seven and higher, 86.2% are within ¼ mile and 98.3% are within ½ mile of transit or are served by yellow bus.

Goal D: *Ensures services are provided in a reliable manner*

To ensure reliable services, the District aims to have a 90% on-time performance target at major stops and transfer hubs and an 80% on-time performance target at minor timepoint stops for fixed-route operations. The District also aims to have less than 1% of fixed-route trips missed or removed from the daily schedule. For paratransit services, the on-time performance target is that at least 90% of all paratransit trips arrive within the 30-minute pick-up window.

Performance: Based on data from manual observations and the District's automated vehicle tracking system where available, on-time performance for major stops and transfer hubs in FY 2016/17 was 82.2%. This is below the 90% target. On-time performance for minor timepoint stops was 79.6%, also below the District's target. Since the major service changes in June 2016, the District has continued to work with its contractors to identify on-time performance issues and adjust schedules as needed.

In FY 2017/18, a total of 357 or 0.17% of the 209,850 trips were missed or cancelled. This met the District's target of less than 1%. In FY 2017/18, 86.3% of all paratransit trips arrived within the 30-minute pick-up window and did not meet the target of 90%.

Goal E: *Provides service levels to prevent overcrowding*

Marin Transit aims to minimize the number of overloaded trips and overcrowding. The system-wide goal is an average maximum load factor for local service that does not to exceed 1.25, as measured by a ratio of total passengers to seats on board the vehicles. This equates to a maximum of approximately 10 standees on a 40' vehicle and 15 standees on a 60' articulated vehicle.

Performance: Marin Transit works closely with its contractors to ensure passengers are not left behind due to overcrowding or overloaded vehicles. In particular, staff monitors overcrowding on routes to and from the Canal area of San Rafael, routes that provide service along Highway 101, routes that provide supplemental school service, Muir Woods Shuttle trips, and West Marin Stagecoach routes that provide weekend summer service.

Marin Transit provides frequent bus service using articulated buses in the Canal area of San Rafael to minimize overcrowding and ensure passengers wait no longer than 15 minutes for the next bus during peak periods. Shadow or back-up buses are deployed on the Muir Woods Shuttle to accommodate peaks in demand based on weather and traffic.

Average load factors and overcrowded trips were determined based on passenger mile sampling data collected for NTD reporting. A total of 307 trips were sampled in FY 2016/17. Using the capacity of the vehicle used for each trip, systemwide average load factor was 0.28. This indicates that on most trips there is adequate seating capacity and typically no standees. Of the 307 trips sampled, there were five trips that had load factors greater than 1.0 and carried standees, and only one trip with a load factor greater than 1.25.

Policies are also in place to prevent overcrowding. On most vehicles, capacity is limited to 10 standees in addition to the seating capacity. Drivers may allow additional standees if deemed safe. Standees are sometimes limited or prohibited on supplemental school routes, particularly for routes serving younger children. Due to the conditions of the roadway, standees are not permitted on the Muir Woods Shuttle.

Goal F: *Promotes environmental justice based on demographic analysis*

Marin Transit has additional coverage goals to provide transit services within ½ mile of 85% of seniors, 90% of zero-car households, 90% of minority populations, and 90% of all low-income households.

Performance: Based on 2015 US Census data, approximately 74.0% of seniors reside within ½ mile of a fixed-route transit stop. Most of the areas with senior populations not served by transit are in Novato and the Peacock Gap areas. Marin Access programs, such as Volunteer Driver and Catch-A-Ride, provide additional mobility options for seniors including those who live beyond ½ mile of existing fixed-route transit service.

Approximately 88.3% of zero-car households and 86.1% of minority populations are served by transit. Minority populations are defined as those who identify themselves as American Indian or Alaska Native, Asian, Black or African American, Hispanic or Latin, and/or Native Hawaiian or Other Pacific Islander.

Low-income households are defined as households earning less than $50,000 annually. Based on 2015 Census data, about 83.0% of low-income households are located within ½ mile of transit service.

This analysis does not include supplemental school services, demand-response services such as the Novato Dial-A-Ride, or other transit service providers that may serve census blocks located more than a half mile from Marin Transit bus routes.

Goal G: *Meets cost efficiency standards based on cost per revenue hour*

The District monitors cost efficiency in terms of operating cost per revenue hour. Currently, performance targets are $135 per hour for fixed-route and $98 per hour for demand response

programs. These targets are based on a peer review conducted in 2011 and increase annually based on a 3% escalation.

Performance

For fixed-route services, the goal of $135 per hour is a system wide target merging all fixed-route programs. In FY 2017/18, the fixed route hourly rate average was $124. This is a 3% decrease compared to FY 2015/16. This trend has continued over the past six years and is due in part to renegotiated service contracts, shifts in service between programs, and new contract rates.

Operating costs per revenue hour for demand response services also declined over the last fiscal year. In FY 2017/18, the demand response hourly rate average was $87 per hour, about 5% lower than FY 2015/16. Much of the decline was due to a new operating contract with lower rates that went into effect on January 1, 2016.

Corridor-Level Performance

Marin Transit developed the new corridor-level performance metrics to better assess levels of service provided along priority transit corridors. These metrics recognize the "branched radial" structure of the District's transit network. The network relies on timed transfers at central locations and overlapping services along major corridors as well as transit services operated by other providers – primarily Golden Gate Transit.

Table 2-4 identifies the corridors based on the original Measure A Expenditure Plan and summarizes the service on those corridors and their performance targets. The corridors are separated into two categories, Local Trunkline and Local Basic. These correspond to the route typologies that typically operate along those corridors. Each category has different targets that reflect the desired service level.

Table 2-4: Priority Transit Corridors

Corridor	Avg. Frequency (peak / off-peak / weekend)	Span of Service (weekday / weekend)	Travel Time % (transit:driving)
Local Trunkline Targets	***15 min / 15 min / 15 min***	***14 hrs / 14 hrs***	***< 150%***
Novato – San Rafael – Marin City via Hwy 101 *Routes: 35, 36, 71X, 30 (GGT), 70 (GGT), 101 (GGT)*	15 min / 15 min / 15 min	20 hrs / 20 hrs	170%
Canal – San Rafael *Routes: 23, 23X, 29, 35, 36*	15 min / 15 min / 15 min	21 hrs / 21 hrs	167%
San Rafael – San Anselmo *Routes: 22, 23, 23X, 68*	15 min / 20 min / 20 min	17 hrs / 16 hrs	162%
San Rafael – Civic Center – Northgate *Routes: 35, 49*	15 min / 20 min / 20 min	17 hrs / 16 hrs	155%
Local Basic Targets	***30 min / 30 min / NA***	***12 hrs / 8 hrs***	***< 200%***
Sausalito – Marin City *Routes: 17, 71X, 30 (GGT)*	15 min / 20 min / NA	16 hrs / 14 hrs	125%
San Rafael – College of Marin via Sir Francis Drake *Routes: 29, 228*	30 min / 60 min / NA	14 hrs / 13 hrs	281%
Mill Valley via Miller Ave and East Blithedale *Routes: 17, 4 (GGT)*	20 min / 30 min / NA	17 hrs / 15 hrs	121%
Corte Madera – Larkspur via Tamalpais/Magnolia *Routes: 22*	30 min / 60 min / NA	16 hrs / 14 hrs	142%
San Anselmo – Fairfax via Sir Francis Drake *Routes: 23, 23X, 68, 228*	15 min / 20 min / NA	16 hrs / 16 hrs	167%
Hamilton – Downtown Novato via South Novato Blvd *Routes: 49*	30 min / 60 min / NA	15 hrs / 14 hrs	150%

Goal A: *Provides adequate service frequency in priority transit corridors*

Marin Transit bases its service frequency targets on the goals outlined in Measure A. Service frequencies are analyzed by corridor in recognition that many of the District's routes overlap within a given corridor. The District aims to provide service every 15 minutes all day along Local Trunkline corridors and every 30 minutes all day along Local Basic corridors.

Performance: Average service frequency goals were met for two of the four Local Trunkline corridors and for three of the six Local Basic corridors. All the corridors met their peak frequency targets.

Goal B: *Provides adequate span of service in priority transit corridors*

Span of service targets have been developed for the two corridor types. The District aims to provide a span of service of 14 hours daily along Local Trunkline corridors. Along Local Basic corridors, the span of service target is 12 hours on weekdays and 8 hours on weekends.

Performance: Span of service goals were met for all four Local Trunkline corridors. All six of the Local Basic corridors also met both the weekday and weekend targets.

Goal C: *Provides competitive travel times to promote transit usage*

To promote transit use, Marin Transit aims to provide travel times competitive with the automobile. Based on non-congested conditions, scheduled transit travel times along Local Trunkline corridors should be no more than 150% longer than the equivalent auto travel times. For Local Basic corridors, transit travel times should be no more than 200% longer.

Performance: None of the four Local Trunkline corridors met the travel time target. Five of the six Local Basic corridors did meet the target. The San Rafael – College of Marin via Sir Francis Drake corridor has the longest transit travel time compared to auto travel. The routes that operate along this corridor, Routes 29 and 228, deviate to serve other locations including Larkspur Landing and Marin General, which increases travel time. Route 122 provides an express connection between San Rafael and College of Marin though operates via San Anselmo.

Route-Level Performance

Table 2-7 shows route-level performance grouped by service typology for all Marin Transit services operated in FY 2015/16. This analysis reflects the transit network prior to the major service change implemented in June 2016.

Goal A: *Meets service typology productivity standards based on passengers per hour/trip*

The District has specified productivity goals measured by passengers per hour or trip and based on service typologies, as shown in Table 2-5.

Table 2-5: Productivity Goals by Typology

Typology	Routes	Productivity Target (minimum)
Local Trunkline	35, 36, 71X	20 passengers/ REVENUE HOUR
Local Basic	17, 22, 23, 23X, 29, 49	18 passengers/ REVENUE HOUR
Local Connector	219, 228, 233, 245, 251, 257	8 passengers/ REVENUE HOUR
Supplemental	113, 115, 117, 119, 125, 139, 145, 151, 154	20 passengers/TRIP
Rural	61, 68	6 passengers/ REVENUE HOUR
Recreational	66	25 passengers/ REVENUE HOUR
Demand Response	Paratransit, Novato DAR, Dillon Beach/Tomales DAR, Point Reyes DAR	2 passengers/ REVENUE HOUR

Performance: Figure 2-2 shows the productivity of each route for FY 2017/18 compared to the service standard. All fixed routes except Local Basic routes collectively met their unlinked passenger per hour goals. Twelve of these routes did not meet their productivity targets. These include: Routes 17, 22, 23, 23X, 29, 49, 71X, 115, 125, 139, 219 and 228. In the previous fiscal year, fourteen routes did not meet this target. Route 35 was the most productive local fixed-route service excluding supplemental, and carried an average of 28.9 passengers per hour.

Of the nine Supplemental routes, six met the productivity target of 20 passengers per trip. Route 151 (Hamilton – San Jose MS – Novato HS - San Marin HS) was the best performing supplemental route with 34.7 passengers per trip.

Stagecoach Routes 61 and 68 both met their productivity goal of 6 passengers per hour. Recreational Route 66 (Muir Woods Shuttle) also met its productivity goal of 25 passengers per hour.

Local Paratransit, the Dillon Beach/Tomales Dial-A-Ride, Pt Reyes Dial-A-Ride, and Novato Dial-A-Ride met the demand response productivity target of 2 passengers per hour.

Goal B: *Meets service typology cost effectiveness standards based on subsidy per trip*

The District has specified cost-effectiveness goals. These are measured by average subsidy per passenger and based on service typologies, as shown in Figure 2-3.

Table 2-6: Cost Effectiveness Goals by Typology

Typology	Routes	Subsidy Target (maximum)
Local Trunkline	35, 36, 71X	$4.50/passenger
Local Basic	17, 22, 23, 23X, 29, 49	$6.50/passenger
Local Connector	219, 228, 233, 245, 251, 257	$9.00/passenger
Supplemental	113, 115, 117, 119, 125, 139, 145, 151, 154	$3.00/passenger
Rural	61, 68	$12.00/passenger
Recreational	66	$3.00/passenger
Demand Response	Paratransit, Novato DAR, Dillon Beach/Tomales DAR, Point Reyes DAR	$35.00/passenger

Performance: Figure 2-3 shows the cost effectiveness of each route for FY 2017/18 compared to the service standard.

Overall Local Fixed Route service typologies and Demand Response programs did not meet their goal for cost effectiveness. Supplemental and Recreational services met their subsidy targets. Eighteen individual routes and four demand response services did not meet their subsidy target in FY 2017/18.

Goal C: *Establish funding agreements for Partnership services*

Partnership services is a new typology for routes provided in collaboration with local agencies or entities to meet the needs of a specific user group. These routes do not have the same productivity and cost effectiveness targets as the District's other services. Instead, the District relies on funding from the partner agency or entity to support the provision of service. For each Partnership route, the District aims to have outside funding account for at least 50% of the route's operating subsidy.

Performance: Route 122 is operated in partnership with College of Marin. Student transportation fees help cover the cost of operating the route, in addition to providing students with unlimited access to local transit services. In FY 2017/18, the College of Marin subsidized about 37.2% of the operating cost of the route excluding passenger revenue.

Figure 2-2: FY 2017/18 Productivity by Route and Typology

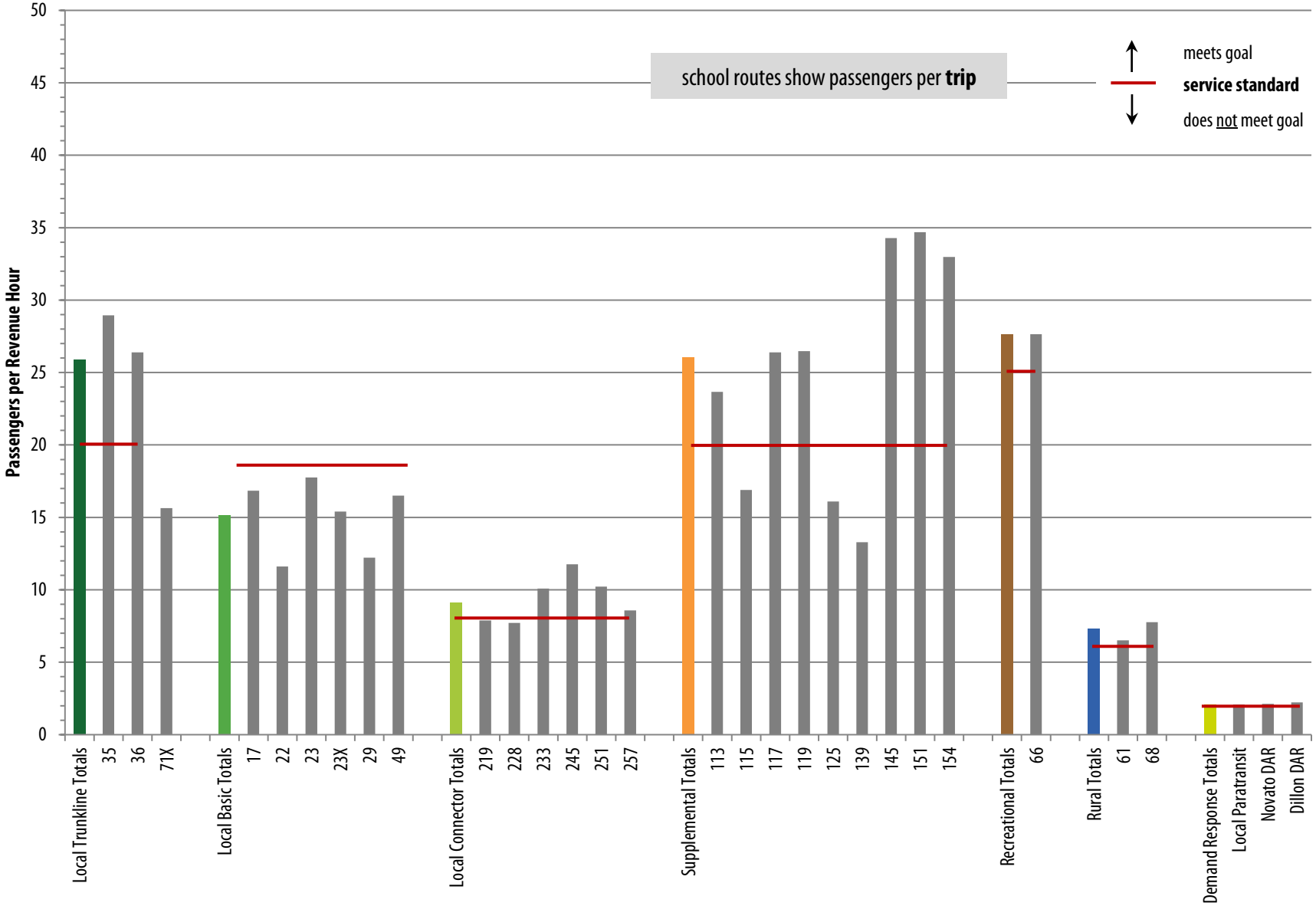


Figure 2-3: FY 2017/18 Passenger Subsidy by Route and Typology

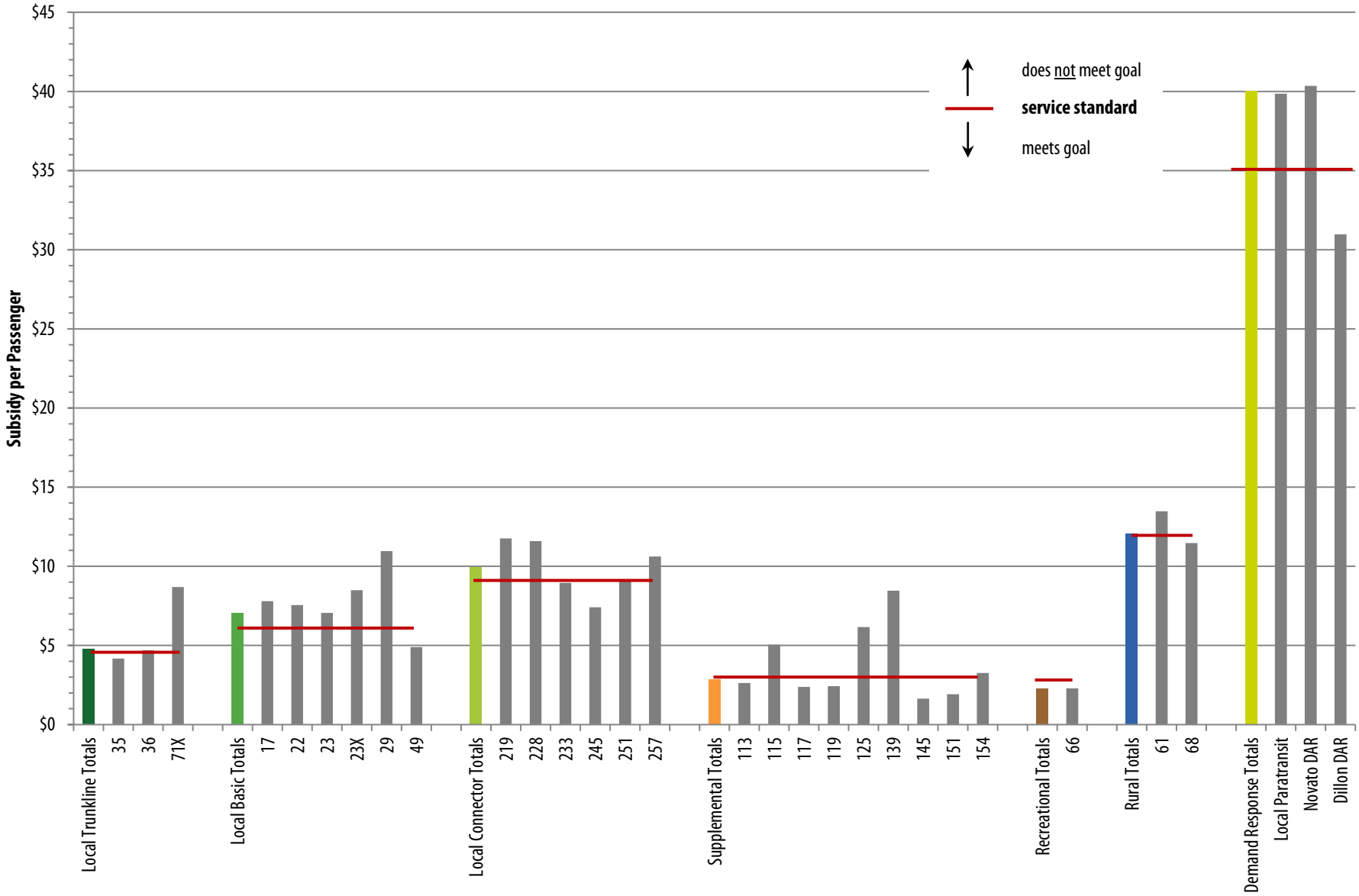


Table 2-7: FY 2017/18 Performance by Route

Route	Revenue Hours	Revenue Miles	Operating Cost	Passenger Trips	Fare Revenue	Cost Per Revenue Mile	Cost Per Revenue Hour	Subsidy Per Passenger	Farebox Recovery Ratio	Passenger Per Revenue Hour/Trip[1]
Local Trunkline										
35	23,006	318,355	$3,476,029	665,936	$697,189	$10.92	$151.09	$4.17	20.1%	28.9
36	13,700	186,090	$2,054,477	361,490	$359,118	$11.04	$149.96	$4.69	17.5%	26.4
71X	7,405	162,875	$1,158,544	115,745	$151,857	$7.11	$156.45	$8.70	13.1%	15.6
Local Basic										
17	14,885	226,641	$2,252,388	250,651	$298,773	$9.94	$151.32	$7.79	13.3%	16.8
22	17,906	160,571	$1,825,020	207,816	$256,290	$11.37	$101.92	$7.55	14.0%	11.6
23	11,070	88,583	$1,618,197	196,569	$230,746	$18.27	$146.18	$7.06	14.3%	17.8
23X	3,407	31,885	$502,240	52,463	$56,785	$15.75	$147.41	$8.49	11.3%	15.4
29	3,299	32,841	$487,313	40,315	$45,550	$14.84	$147.72	$10.96	9.3%	12.2
49	14,842	188,711	$1,458,817	244,998	$259,446	$7.73	$98.29	$4.90	17.8%	16.5
Local Connector										
219	6,484	84,548	$665,412	51,072	$64,723	$7.87	$102.63	$11.76	9.7%	7.9
228	10,124	93,825	$1,007,459	78,027	$103,529	$10.74	$99.52	$11.58	10.3%	7.7
233	4,359	51,327	$441,126	43,943	$47,757	$8.59	$101.20	$8.95	10.8%	10.1
245	4,347	41,171	$432,657	51,096	$54,153	$10.51	$99.53	$7.41	12.5%	11.8
251	9,596	135,678	$982,992	98,028	$93,853	$7.25	$102.44	$9.07	9.5%	10.2
257	7,639	85,666	$770,914	65,515	$75,202	$9.00	$100.92	$10.62	9.8%	8.6
Supplemental School										
113	346	3,088	$52,862	16,449	$9,533	$17.12	$152.82	$2.63	18.0%	23.7
115	344	4,108	$52,503	9,495	$4,578	$12.78	$152.71	$5.05	8.7%	16.9
117	457	3,288	$68,521	23,647	$12,134	$20.84	$149.97	$2.38	17.7%	26.4
119	592	9,253	$95,816	30,850	$20,918	$10.36	$161.80	$2.43	21.8%	26.5
125	597	8,869	$82,641	11,798	$9,917	$9.32	$138.40	$6.16	12.0%	16.1
139	320	3,624	$45,279	4,852	$4,233	$12.49	$141.36	$8.46	9.3%	13.3
145	253	2,654	$37,421	18,475	$7,095	$14.10	$147.79	$1.64	19.0%	34.3
151	782	10,644	$107,633	44,574	$21,865	$10.11	$137.73	$1.92	20.3%	34.7
154	351	3,591	$45,902	12,168	$6,145	$12.78	$130.85	$3.27	13.4%	33.0

Table 2-7: FY 2017/18 Performance by Route (continued)

Route	Revenue Hours	Revenue Miles	Operating Cost	Passenger Trips	Fare Revenue	Cost Per Revenue Mile	Cost Per Revenue Hour	Subsidy Per Passenger	Farebox Recovery Ratio	Passenger Per Revenue Hour/Trip[1]
Rural										
61	5,535	91,147	$525,378	36,010	$40,082	$5.76	$94.92	$13.48	7.6%	6.5
68	10,656	194,928	$1,034,218	82,745	$85,312	$5.31	$97.05	$11.47	8.2%	7.8
Recreational										
66	5,930	59,032	$739,882	163,916	$365,872	$12.53	$124.77	$2.28	49.5%	27.6
Partnership										
122	2,012	17,446	$254,330	22,969	$118,935	$14.57	$126.39	$5.89	46.8%	11.4
Yellow Bus										
Hidden Valley	185	1,684	$119,489	7,801	$30,331	$70.96	$645.89	$11.43	25.4%	21.1
White Hill	1,095	12,432	$707,377	125,370	$487,153	$56.90	$646.01	$1.76	68.9%	45.2
Marin Access										
Local	59,385	897,586	$5,134,344	123,131	$227,284	$5.72	$86.46	$39.85	4.4%	2.1
Novato DAR	2,075	24,384	$186,402	4,428	$7,766	$7.64	$89.85	$40.34	4.2%	2.1
Dillon Beach DAR	260	-	$18,910	579	$983	-	$72.73	$30.96	5.2%	2.2
Pt Reyes DAR	64	-	$4,603	186	$312	-	$72.37	$23.07	6.8%	2.9
Volunteer Driver	-	-	$250,108	14,989	-	-	-	$16.69	-	-
Catch-A-Ride	-	-	$343,670	15,002	$32,237	-	-	$22.91	9.4%	-
Total	**243,825**	**3,237,077**	**$29,084,007**	**3,293,385**	**$4,288,070**	**$8.98**	**$119.28**	**$7.53**	**14.7%**	**13.4**

Notes:
(1) Passengers per revenue hour shown for all services except Supplemental services and Yellow Bus, where passengers per trip is used.

District Level Performance

District level performance goals are aimed at organizational achievements that are not directly linked to the service Marin Transit provides.

Goal A: ***Attracts outside funding sources, including federal, state, and toll revenue, as well as other local funds***

Marin Transit uses local Measure A funds as the local match for state and federal grant sources and to pay for administrative costs associated with securing grant funding. As Marin Transit has increased staff, the District has been able to implement more programs and secure additional grant funding. Marin Transit's goal is to maintain 5% of its budget as discretionary grant funded.

Performance: In FY 2017/18, the District was able to secure 5% of its budget from outside discretionary funding sources as shown in Table 2-8.

Table 2-8: Outside Grant Funding by Fiscal Year

Fund Source	FY 2018/19 Actual	FY 2019/20 Budget
Formula Grants		
State - Transportation Development Act (Fixed Route Operations)	$5,109,399	$5,836,446
State - State Transit Assistance (Population Based - Fixed Route Operations)	$1,140,266	$1,274,541
State - State Transit Assistance (Population Based - Paratransit Operations)	$103,372	$60,000
State - State Transit Assistance (Revenue Based - Fixed Route Operations)	$598,064	$650,000
FTA 5307 (Vehicles, Equipment and facility)	$1,747,540	$8,821,701
FTA 5311 (Rural funding)	$215,088	$213,885
FTA 5307 ADA Set Aside	$715,573	$687,028
Total Formula Grant Funds	**$9,629,302**	**$17,543,601**
Discretionary Grants		
State - State Transit Assistance (Population Based - Lifeline Operations of Route 257)	$0	$391,151
State - LCTOP (Operations of Route 23x)	$335,795	$0
State - Proposition 1B Bond Fund - PTMISEA (Novato Downtown Bus Facility Improvement)	$179,592	$0
FTA 5309 (State of Good Repair - Bus Stop Improvements)	$418,378	$0
FTA 5310 (Mobility Management - Regional Discretionary Grant)	$486,487	$437,500
National Park Service Grant (Muir Woods Shuttle, Fort Baker)	$323,371	$452,570
FTA 5320 Paul Sarbanes Transit in the Parks (Muir Woods Shuttle)	$56,856	$151,494
FTA 5339 (Bus and Bus Facilities - Facility)	$0	$4,400,000
FTA 5316 (Job Access Reverse Commute – Mobility Management Technology)	$60,938	$0
Total Discretionary Grant Funds	**$1,861,417**	**$5,832,715**
Marin Transit Budget	**$34,150,824**	**$55,151,045**
% of Total Budget	***5%***	***11%***

Goal B: *Operates the system in a manner that encourages public involvement and participation*

Marin Transit is committed to encouraging public participation in the local transit planning and monitoring process. The District aims to provide multiple channels for obtaining customer feedback in English and Spanish, and holds all public meetings in accessible locations served by transit. Marin Transit staff participate in passenger and community advisory committees for additional opportunities to discuss issues with riders and the public.

Performance: Marin Transit conducted its fourth system wide passenger survey in the Spring 2017 and will conduct passenger surveys at least every five years. In addition to the comprehensive system wide onboard surveys, Marin Transit has conducted passenger surveys on various routes to obtain feedback on proposed or recently implemented service changes. The District also started annual mail surveys to all Marin Access clients in 2015 to solicit rider feedback and identify program improvements.

Marin Transit holds various public meetings in local communities to gather feedback on the system and communicate directly with bus passengers. In addition to more traditional meeting formats, Marin Transit has taken a "hands on" approach to solicit public feedback and communicate with riders. This includes participating in local community events and providing staff in the field. Examples include outreach campaigns associated with the June 2016 service changes and the Redwood and Grant Transit Improvement Project. The primary goal is to connect with riders while they use the service and encourage community and stakeholder participation.

The Marin Mobility Consortium was developed as stakeholder advisory group in 2010 to identify and pursue new transportation options for Marin's senior, disabled, and low-income residents. Marin Transit staff act as chair of the consortium, which has over 60 active members. Consortium meetings are held quarterly, and a steering committee and focused workgroups hold additional meetings.

Marin Transit staffs the Marin County Paratransit Coordinating Council to facilitate discussion and maintain accessibility of transit services for those unable to ride fixed-route transit, as defined under the Americans with Disabilities Act. Marin Transit also participates in Golden Gate Transit's Accessibility and Bus Passenger Advisory Committees to hear from general public riders and riders with disabilities regarding accessibility issues on the fixed route bus system.

Marin Transit updated its Public Participation Plan as part of its 2017-2020 Title VI Program, adopted in July 2017. The plan provides a framework for gathering input from riders, the public, and other stakeholders. The outline of the District's Title VI Program is provided in Appendix E. In Spring 2020, Marin Transit will revise the entire Title VI Program including the Public Participation Plan.

Goal C: *Maintains a capital plan to minimize air quality issues and provide quality amenities and vehicles*

Performance: Marin Transit's capital plan is described in Chapter 4 and includes programs to improve bus stops and purchase new hybrid and electric vehicles.

Table 2-9: System Performance Objectives, Measures and Actual Performance

Level	Goal	Performance Target	Actual Performance
Systemwide	A. Relieves congestion and provides mobility	Total ridership increasing at least the rate of population growth in Marin County	Population growth, -0.02% Ridership growth, +2.6%
	B. Ensure high levels of customer satisfaction with services performed by the District	75% of respondents rate the services "good" or "excellent" in survey taken at least every five years	88.7% in 2017 *(Fixed-Route)* 80.0% in 2018 *(Marin Access)*
	C. Provides accessible and reliable transit services to Marin County(1)	85% of all residents in Marin County within ½ mile of a transit stop	82.5%
		80% of jobs are within ½ mile of a transit stop	81.6%
		90% of middle and high schools are within ½ mile of a transit stop or served by yellow bus, 75% within ¼ mile	98.3% within ½ mile 86.2% within ¼ mile
		90% of large multifamily housing (40+ units) within ¼ mile of a transit stop	87.9%
	D. Ensures services are provided in a reliable manner(1)	90% on-time performance at major stops and transfer hubs for fixed-route operations(3)	82.2%
		80% on-time performance at minor timepoint stops for fixed-route operations(3)	79.6%
		<1% of trips missed or removed from daily schedule	0.17%
		90% of all paratransit and dial-a-ride trips arrive within pick-up window	86.3%
	E. Provides service levels to prevent over-crowding(2)	Minimize overloaded trips	0.28 average load factor
	F. Promotes environmental justice based on demographic analysis(1)	85% of senior population (ages 65+) are within ½ mile of a transit stop	74.0%
		90% of zero-car households are within ½ mile of a transit stop	88.3%
		90% of minority population are within ½ mile of a transit stop	86.1%
		90% of low-income households are within ½ mile of a transit stop	83.0%
	G. Meets cost efficiency standards based on cost per revenue hour	$135 per hour maximum for fixed-route services	$124
		$98 per hour maximum for demand response services	$87

Notes:

(1) Metric uses 2015 American Community Survey Data. Marin Transit will update with new information after 2020 U.S, Census in 2022-2031 Short Range Transit Plan

(2) Average load factors and overcrowded trips were determined based on passenger mile sampling data collected in FY 2016/17

(3) Metric Uses FY 2017 NTD Ride check Data collected every three years. 2022-2031 Short Transit Plan will reflect sampling data collected for FY 2020

Table 2-9: System Performance Objectives, Measures and Actual Performance (continued)

Level	Goal	Performance Target	Actual Performance
Corridor	A. Provides adequate service frequency in priority transit corridors	Service every 15 minutes daily along Local Trunkline corridors	●●○○
		Service every 30 minutes on weekdays along Local Basic corridors	●●●○○○
	B. Provides adequate span of service in priority transit corridors	14 hr weekday/14 hr weekend minimum span of service along Local Trunkline corridors	●●●●
		12 hr weekday/8 hr weekend minimum span of service along Local Basic corridors	●●●●●●
	C. Provides competitive travel times to promote transit usage	Travel time along Local Trunkline corridors does not exceed 150% of uncongested auto travel time	○○○○
		Travel time along Local Basic corridors does not exceed 200% of uncongested auto travel time	●●●●●○
Route	A. Meets productivity standards based on passengers per hour/trip and service typology	20 passengers per hour minimum for Local Trunkline routes	●●○
		18 passengers per hour minimum for Local Basic routes	○○○○○○
		8 passengers per hour minimum for Local Connector routes	●●●●○○
		20 passengers per trip minimum for Supplemental routes	●●●●●●○○○
		6 passengers per hour minimum for Rural routes	●●
		25 passengers per hour minimum for Recreational routes	●
		2 passengers per hour minimum for Demand Response programs	●●●●
	B. Meets cost effectiveness standards based on subsidy per trip and service typology	$4.50 maximum average subsidy for Local Trunkline routes	●○○
		$6.50 maximum average subsidy for Local Basic routes	○○○○○●
		$9.00 maximum average subsidy for Local Connector routes	●●○○○○
		$3.00 maximum average subsidy for Supplemental routes	●●●●●●○○○
		$12.00 maximum average subsidy for Rural routes	●○
		$3.00 maximum average subsidy for Recreational routes	●
		$35.00 maximum average subsidy for Demand Response programs	●●○○
	C. Establish funding agreements for Partnership services	Outside funding accounts for at least 50% of operating subsidy for Partnership routes	37%

Table 2-9: System Performance Objectives, Measures and Actual Performance (continued)

Level	Goal	Performance Target	Actual Performance
District	A. Attracts outside funding sources, including federal, state and toll revenue, as well as other local funds	Grants account for 5% of the Marin Transit Budget (excludes STA and TDA)	11%
	B. Operate the system in manner that encourages public involvement and participation	Provide channels for customer feedback in English and Spanish	Passenger surveys, public meetings, community events, stakeholder advisory groups, comment cards, email, phone calls; Updated Public Participation Plan adopted July 2017 (see Appendix E)
		All meetings to be held in accessible locations that are served by transit (within ¼ mile)	Meeting locations include Novato City Hall, Hannah Gallery (Marin City), Pickleweed (Canal), Marin Transit Offices, Whistlestop, Marin County Civic Center
		Participation in passenger and community advisory committees	Marin Access Paratransit Coordinating Council, Marin Mobility Consortium, Bus Passenger Advisory Committee, Advisory Committee on Accessibility
	C. Maintain a capital plan to minimize air quality issues and provide quality amenities and vehicles		Capital Plan includes programs to improve bus stops and purchase new hybrid and electric vehicles (see Chapter 4)

Chapter 3: Service Plan

The SRTP Service plan anticipates future transit service levels using projected revenue hours and revenue miles over the next ten years. The planned service levels show very little growth in fixed route service and slight growth in senior and ADA programs. The Service plan provides for Marin Transit to test new senior/ADA demand response programs in the first three years. The plan estimates that service levels will return to historic growth levels in the fourth year. These service levels support a balanced budget and enable the District to maintain Board-adopted reserve levels throughout the ten-year plan.

In developing this Service plan, staff acknowledges a number of challenges and opportunities. Challenges include:

- Lack of permanent operations and maintenance facilities;
- Attracting and retaining labor, including drivers and maintenance staff;
- Supporting transportation for special needs populations; and
- Defining transit's priority within the county's transportation hierarchy.

To respond to these challenges, Marin Transit has:

- Benefited from an extension to the local transportation sales tax (Measure A/AA) for an additional 30 years;
- Continued to diversify the District's planning and operations to better match service levels to demand;
- Controlled costs through competitive bidding;
- Leveraged regional transit expansion activities;
- Provided congestion relief through student transportation services, and
- Evaluated potential private sector partnerships to increase and expand mobility.

Marin Transit will explore opportunities related to future improvements in regional transit, student transportation, and other alternative transportation options. The next section describes the District's challenges and opportunities in more detail.

Challenge: Lack of Permanent Facilities Limits Program Growth; Financial and Operational Stability

Marin Transit relies on its service providers to identify and secure property for storing and maintaining the equipment required to deliver local transit services. In Marin County, it is challenging to find and expensive to lease these types of facilities. Marin Transit conducted surveys of current and potential service providers for all types of service including local bus, paratransit, and yellow school bus service. These service providers identified the need to secure a facility as the most significant factor in determining their interest in bidding on Marin Transit services, ability to provide the service, and proposed pricing.

The District has been actively working to identify and secure funding and locate a suitable maintenance and/or parking facility location site. In Fall 2016, Marin Transit received a $4.4 million grant from the Federal Transit Administration to purchase land and pave, fence, and light the site for bus storage. In addition to

Marin Transit's Capital reserve funds, the federal grant provides a head start for the District in identifying and developing an operations and maintenance facility.

In June 2015, the Board authorized the General Manager to obtain assistance from a real estate broker and pursue available properties. The Board formed an ad-hoc committee that has met intermittently to help staff evaluate and select a site. To date, the District has not been succeeded in identifying a site that meets operational needs and that the local jurisdiction supports. Efforts have proven to be challenging due to the lack of sizable parcels zoned for industrial use.

Challenge: Attracting and Retaining Labor to Support Services

The strength of the economy has led to challenges for many transit agencies nationwide, and the impacts are heightened in the Bay Area. In August 2019, Marin County's unemployment rate was 2.4%. This is the third lowest in the State of California where the overall unemployment rate was 4.2%. Marin County's current median home price is approximately $1.2 million, placing the county in the top three in the state of California. Coupled with high housing costs, changes in the labor market creates very challenging conditions for recruiting local labor for entry-level bus operator and maintenance positions. Higher-level positions are also challenging to retain. Commute conditions into Marin County are affected by limited highway facilities, the effectiveness of regional transit connections, and bridges that are susceptible to congestion and traffic accidents.

Aside from increased marketing and recruiting for these positions, the District actively works with its contractors to identify wage increases and incentives to attract and retain qualified employees. In November 2017, the Marin Transit Board voluntarily elected to increase contract costs to allow driver and operations staff wages to increase. Marin Transit rebid the local, rural, and seasonal contracts in 2018 to encourage bidders to make staff wages and benefits competitive in Marin County to improve retention and minimize turnover. These strategies ensure reliable and quality service and have increased the cost of operations by more than projected inflation rates.

Challenge: Providing Cost-Effective Transportation for Special Needs Populations

Marin County has an ongoing responsibility and commitment to its senior, disabled, and low-income residents. These populations often have the greatest need for transportation services that typically require the highest amount of subsidy. Marin's senior population continues to rise, and the number of low-income residents increases with economic inequality. The District's surveys of local transit and Marin Access riders showed that 57% and 50% of riders earn less than $25,000 per year, respectively. Population trends indicate over one-third of the county's population will be over the age of 60 by 2030.

Marin Transit will always need to provide highly personal and higher subsidy programs to meet the needs of riders who depend on public transportation to maintain independence and a high quality of life. Over 25% of Marin Access survey respondents stated that without Marin Access they would not travel. For financial, logistical, or personal reasons, many riders do not have other viable mobility options. For example, private sector innovations such as Transportation Network Companies (TNCs) and commuter shuttles increase mobility for some. However, they do not reach a significant portion of those who rely on Marin Access programs. Compared to the general population, Marin Access riders earn significantly less, are less likely to own a smartphone, and may require wheelchair-accessible vehicles that these emerging services do not currently provide.

Marin Transit is committed to supporting these riders and factors the costs of the services they require into program planning. The District will consider how to keep this population informed and involved in the decision-making process. Marin Transit will work to ensure enough funding is available to meet mandated paratransit service demand and efficiently use any additional paratransit funds to continue to meet most of the demand for non-mandated trips.

Challenge: Transit's Priority in Marin County's Transportation Hierarchy

Local transit use in Marin ranks high compared to most other counties in the Bay Area. Compared to neighboring North Bay counties, the number of Marin bus riders is over three times higher per capita than in Sonoma and Solano Counties and over four times higher than in Napa County[1]. At the same time, Marin County does not support many of the key incentives for using transit through cost and travel-time saving that other communities have established.

Countywide, 95% of all households in Marin own vehicles. Despite this level of auto ownership, there are potential financial incentives that promote alternative transportation options for select trips. The most common are parking fees and congestion pricing tolls. Few locations and employment sites in Marin charge nominal or market rate fees for parking. Pricing and other parking policies can be developed as incentives for transit use.

Travel time savings is another area where transit in Marin County has limited advantage over other travel options. There is limited roadway infrastructure and limited support for transit preferential treatments such as signal priority and queue jump lanes. Carpool lanes on Highway 101 have very limited hours of operation. Recent efforts to expand these hours of operation have not been supported locally. Most transit routes operate on the busiest and often most congested roadways, and the services become less attractive for passengers due to slow speeds and long ride times.

The District will continue to lobby for roadway enhancements and preferential treatments for transit from jurisdictions that plan, own, invest in, and/or operate these facilities. These include cities and towns, the County, the Transportation Authority of Marin (TAM), and Caltrans. This issue is especially relevant as the District works with Golden Gate Transit and the City of San Rafael to relocate the San Rafael Transit Center. The rapidly developing transportation technology landscape and physical roadway capacity constraints will likely force roadway owners to rethink how they manage roadways and curb space if congestion relief is a priority.

Challenge: Keeping Pace in a Rapidly Changing Transportation Environment

In recent years, technology has transformed the transportation industry and this trend is continuing. Advances in smartphone technology have given users greater access to real-time information, dynamic trip planning, shared-ride services, and integrated payment options. These devices have fueled the growth of Transportation Network Companies (TNCs) such as Uber and Lyft and in other ride share options such as bike share and scooter share. These private sector offerings compete to develop a base of users who ultimately subscribes to a company for all their mobility needs.

[1] Bus riders include all operators within each county: Marin Transit and Golden Gate Transit (Marin); Sonoma County Transit, Santa Rosa CityBus, and Petaluma Transit (Sonoma); VINE (Napa); SolTrans, FAST, Vacaville City Coach, Dixon Readi-Ride, and Rio Vista Breeze (Solano). Within Marin County, approximately half of all bus riders use Marin Transit services.

The automotive industry focused on two major trends: electrification and autonomous vehicles. Transportation electrification will assist with reducing greenhouse gas emissions and dependence on fossil fuels. Autonomous vehicles may increase safety and enhance independence for those who cannot drive. They also offer opportunities to rethink auto ownership including how we house, store, or park vehicles and the land-use impacts of these shifts.

The challenge for the District is to understand how transit fits into these future transportation environments and how to leverage technology advancements to improve transit services. Marin Transit's recent efforts to advanced services through technology include:

- Full electrification of two heavy duty buses. These vehicles were put into service in 2018, and staff continue to monitor their performance to understand whether the technology is scalable for Marin's operation.
- Maintaining and disseminating transit information for app developers to use in trip planning apps. The District offers these data feeds through the developers' page on its website.
- Piloting Marin Transit Connect to offer transit riders the ability to request and book real-time mobility services in Northern San Rafael through a smartphone app. The Connect is the first time the District has offered integrated fare payment within the app, thus reducing the need for cash transactions. As this program continues to grow, the District will monitor costs and benefits closely to determine whether Connect supports or diverts resources from other transit services.

Neither Marin Transit or the public transit industry as a whole are in a position to invest in software development or other advances toward electrification. The District relies on the private sector to bring these advances to market and partner with the public sector to implement. A primary challenge with this model is the procurement process required to purchase these technologies or engage with the private sector. Often it is hard for the public sector to define the specific scope of services because it is unclear what is available or under development. Terms related to duration of agreements become challenging since the technology advances so quickly, and future needs are difficult to predict. In some cases, the private sector needs the transit agency to test and development emerging technologies and this does not fit in well with traditional contract and procurement policies. These are a few of the hurdles to fostering successful implementation and procurement of rapidly changing technologies.

Opportunity: Funding Certainty of Future Revenues (Measure A/AA)

The District has taken measures to control expenditures and expand service primarily through procuring new operations contracts and diversifying the types of service offered. Since passage of Measure A in 2004, the average cost per hour of fixed route service and demand response services has increased 19% and 10%, respectively. That is an annual growth of approximately 1.2 % per year for fixed route and 0.5% per year for demand response services.

The previous Short Range Transit Plan showed a future ten-year financial outlook anticipating that the Measure A local transportation sales tax expires. Measure A designated 55% of the revenues to provision of local transit and is the source of 40% of Marin Transit's operating revenues. Without this source of local transportation funding, the District estimated that it would need to dramatically reduce services. To balance expenses and revenues, Marin Transit estimated that it would eliminate over half of all local fixed route service, all non-mandated senior/ADA programs, and all District-supported yellow school bus transportation.

Fortunately, Marin voters approved a 30-year extension of this local transportation sales tax as Measure AA in November 2018. This approval retained over half of the measure for transit services and gave the District financially stability for the foreseeable future. Long-term financial stability enables the District to better plan and deliver local transit services without significant impacts on service levels or uncertainties about capital expenditures.

Opportunity: Diversification of Services

Marin Transit has done a lot to prepare for the changing demographics of the county and anticipate the needs of its riders. The District's Marin Access Mobility Management Program is one of the more developed programs of this kind in the Bay Area. Marin Access identifies and provides mobility options for senior and ADA-eligible populations and is supported by Measure A, Measure B, and various grant opportunities. These programs will continue to grow and mature to address the need for paratransit services. They will also provide more attractive mobility options that can be operated at a lower cost to serve a wider population, including the significant number of seniors who are healthy and active. The Mobility Management Program coordinates resources, volunteers, and social service organizations to develop and support these services in Marin.

Advances in the fixed-route program have positioned the District to respond to the need for additional mobility options. The District has applied service typologies to the range of services it offers based on their purpose. The continued growth and expansion of local connector services or "community shuttles" responds to input from community-based planning efforts and has a stronger appeal to senior riders. In providing community fixed route services and travel training, Marin Transit is working towards minimizing dependence on more expensive paratransit services.

The District has also responded to the specific needs of younger students who lack home to school transportation services in Marin County. Marin Transit has helped establish and expand yellow school bus programs by partnering with school districts. These services provide needed transportation services for many students and reduce roadway congestion during peak travel hours. The District is a very rare example of a public transportation agency that continues to diversify its offerings based on the needs of the community.

Opportunity: Controlling Costs Through Competitive Procurement

Marin County relies solely on its contractors to provide the operational and maintenance support for its services. Five different contractors operate the District's fixed route, yellow bus, and demand response services. Other entities, such as the taxi industry and local non-profits, provide additional services and support transportation programs that Marin Transit subsidizes.

Since the 2004 voter approval of Measure A, the District has been able to control its costs through competitive procurement for service providers. In the first full year of operation after Measure A, the District paid an average of $113 per hour for fixed route service and $67 per hour for demand response service. Since that time, all but one of Marin Transit's operations contracts has had at least two competitive bidding cycles. The exception is local service operated GGBHTD. Over ten years later, the District pays an average of $130 per hour for fixed route (+15%) and $74 per hour for demand response services (+10%).

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

Marin Transit will continue to strengthen mobility options and seek opportunities for increased ridership. The new SMART passenger rail service offers a high capacity transit option for Sonoma and Marin County residents. Golden Gate Transit bus and ferry service connections to San Francisco and the East Bay continue to adapt to provide Marin residents with a more attractive transportation alternative to these highly desired work and entertainment markets.

The Transportation Authority of Marin (TAM), the county's Congestion Management Agency, is developing permanent and pilot projects that support alternative transportation. These include a guaranteed ride home program, countywide bike share pilot, potential car-sharing opportunities, and a first/last mile on-demand rideshare pilot program. Local transit serves a key role in facilitating connections within the county and to regional transit services.

Opportunity: Congestion Relief through Student Transportation Services

Students have always been a core ridership market in Marin County, with an estimated one in four trips taken by this demographic. These trips occur on regular fixed route and supplemental transit services. In recent years, the District has taken a more active role in providing, managing, and funding yellow school bus services on behalf of school districts. Marin Transit oversees yellow bus operations for three school districts that transport over 1,200 students each day.

The growth in yellow school bus programs reflects their success in attracting new riders and reducing congestion on local and regional roadways. There is increased interest from cities and towns throughout the county in partnering with schools and Marin Transit to explore opportunities to move students out of cars and onto buses.

Opportunity: Partnering with Private Sector to Increase and Enhance Mobility

Mobility services are undergoing radical changes. Transportation Network Companies (TNCs) such as Uber and Lyft leverage technology to connect passengers with drivers, and major technology and automotive companies are racing to develop autonomous vehicles. Within the life of this plan, it is likely that autonomous vehicles will be commercially available and operate on local roadways in Marin County.

Staff participates in ongoing discussions with the private sector to understand and identify opportunities for partnership that will improve local transit offerings and serve the mobility needs of all Marin residents. Launched after the previous SRTP, Marin Transit Connect supports on-demand mobility for all riders and offers a smartphone app to request, book, and manage trips.

New technologies will reshape the transportation sector and provide additional options for travel and car-free lifestyles. However, these technologies may have little to offer in terms of congestion relief. Marin County has limited options to increase roadway capacity and adding capacity may induce additional traffic. There are opportunities for public transit to further reduce congestion. These include high capacity transit service in congested corridors and private sector partnerships that encourage affordable and reliable connections to public transit.

The District and roadway operators can work together to investigate options to increase transit priority and reduce transit travel times in congested corridors, making transit more attractive for choice riders. A

combination of low transit fares and tolls, congestion pricing, or parking fees will also make driving more expensive and provide further incentives to take transit.

Planned Service Levels

The District plans service levels based on projected financial resources to minimize the need to significantly reduce service. Current revenue projections indicate improved economic conditions for transit. However, the District has had to reduce service to maintain financial stability in the past. Previous Marin Transit SRTPs planned for service level reductions to reflect declines in local Measure A, State, and Federal revenues and address fixed increases of operating contract costs. These planned reductions played out in a series of fixed route service cuts beginning in March 2010. The first was a 5.5% reduction or 6,690 revenue hours followed by a 1.9% reduction or 2,150 revenue hours in March 2012.

In addition to service cuts, Marin Transit focused on reducing operating costs. Except for Golden Gate Transit-operated local service, the District competitively bid contracted operations and succeeded in lowering their costs. The District renegotiated the interagency agreement with Golden Gate Transit in 2012. Historically, this agreement has represented the largest share of Marin Transit services at the highest cost. A new agreement with GGBHTD took effect July 1, 2012. This new agreement:

- Reduced the contract rate;
- Shifted the cost structure to a cost per revenue hour;
- Reduced the annual escalation rate from 5% to 2.7%;
- Shifted lower productivity routes to the District's shuttle service program; and
- Modified the payment structure for capital costs.

Under the 2012 terms, Marin Transit was able to implement the Service plan in the previous Short Range Transit Plan, increase local service hours by 11%, replenish the District's Emergency Contingency Reserves, and delay the need to spend reserve funds in the future.

In 2015, the District executed a new intergovernmental agreement with GGBHTD that extends through 2020 with an option to extend to 2022. The 2015 agreement provides additional cost savings, flexibility in the number of annual contracted hours, and more financial clarity. Also, in 2015, the District rebid the Marin Access Paratransit services and was able to reduce operating costs associated with that program. Coupled with other financial efficiency measures, these service agreements led the District to expand fixed route service by nearly 20% in 2016.

Since the 2016 expansion, District planners have focused on monitoring fixed route service and reallocating or eliminating unproductive service. While some of these cuts have reduced hours, the District added runtime to other routes to account for increasing congestion. These added hours offset the service cuts and result in a minimal change in service levels over the past two to three years.

The only service expansion of since the last SRTP was in May 2018 when the District launched its first on-demand transit service, Marin Transit Connect. This service expanded demand response hours by 15% in FY 2019 compared to the previous year.

Marin Transit continues to investigate new revenue to support ongoing increases in operating costs. These include raising passenger fares, applying for available grant funds, and identifying scheduling and operational

efficiencies that lead to cost-neutral service improvements. The local initiative program outlined in the 2006 Short Range Transit Plan was designed to provide matching funds to local communities that propose to develop new service. The District suspended this program in FY 2009/10 to minimize the impact of reduced funding availability on service levels. Marin Transit may expand partnership opportunities if operational efficiencies can be achieved, new revenues are identified, vehicle expansion is achieved, or the District secures a maintenance facility. Partnerships services will be required to meet District performance criteria.

The ten-year plan projects that operational expenses will outpace revenues in year three, District finances will remain stable over the ten years and support current and planned service levels. Table 3-1 shows the projected annual service levels by revenue hours, or buses for yellow bus service, and Table 3-2 provides projections for annual revenue miles. The narrative following the tables describes the assumptions for these service levels by program type.

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

Fiscal Year	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
Fixed-Route										
Local Trunkline	50,600	48,100	48,100	48,100	48,100	48,100	48,100	48,100	48,100	48,100
Local Basic	65,550	60,950	60,950	60,950	60,950	60,950	60,950	60,950	60,950	60,950
Local Connector	43,600	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000
Rural	16,800	19,800	19,800	19,800	19,800	19,800	19,800	19,800	19,800	19,800
Recreational	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
Supplemental School	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
Partnership	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800
Other School	*6 buses*	*6 buses*	*6 buses*	*6 buses*	*6 buses*	*6 buses*	*6 buses*	*6 buses*	*6 buses*	*6 buses*
Fixed-Route Bus Total	**190,250**	**191,550**	**191,550**	**191,550**	**191,550**	**191,550**	**191,550**	**191,550**	**191,550**	**191,550**
Demand Response										
Paratransit / Same Day ADA	63,640	65,173	66,705	**73,057**	**74,379**	**75,711**	**77,053**	**78,404**	**79,763**	**81,131**
Marin Transit Connect	8,500	8,500	8,500							
Novato Dial-A-Ride	2,400	2,400	2,400							
Rural Dial-A-Ride	400	400	400							
Demand Response Total	**80,056**	**81,345**	**80,271**	**73,057**	**74,379**	**75,711**	**77,053**	**78,404**	**79,763**	**81,131**

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

Fiscal Year	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
Fixed-Route										
Local Trunkline	765,504	727,683	727,683	727,683	727,683	727,683	727,683	727,683	727,683	727,683
Local Basic	730,803	679,519	679,519	679,519	679,519	679,519	679,519	679,519	679,519	679,519
Local Connector	504,397	566,868	566,868	566,868	566,868	566,868	566,868	566,868	566,868	566,868
Rural	296,835	349,842	349,842	349,842	349,842	349,842	349,842	349,842	349,842	349,842
Recreational	64,706	64,706	64,706	64,706	64,706	64,706	64,706	64,706	64,706	64,706
Supplemental School	29,165	29,165	29,165	29,165	29,165	29,165	29,165	29,165	29,165	29,165
Partnership	41,668	41,668	41,668	41,668	41,668	41,668	41,668	41,668	41,668	41,668
Other School	13,800	13,800	13,800	13,800	13,800	13,800	13,800	13,800	13,800	13,800
Fixed-Route Bus Total	**2,446,879**	**2,473,251**	**2,473,251**	**2,473,251**	**2,473,251**	**2,473,251**	**2,473,251**	**2,473,251**	**2,473,251**	**2,473,251**
Demand Response										
Paratransit / Same Day ADA	961,899	985,070	1,008,226							
Marin Transit Connect	99,886	99,886	99,886							
Novato Dial-A-Ride	28,203	28,203	28,203	1,104,234	1,124,216	1,144,348	1,164,632	1,185,052	1,205,593	1,226,270
Rural Dial-A-Ride	3,980	3,980	3,980							
Demand Response Total	**1,093,969**	**1,117,140**	**1,140,295**	**1,104,234**	**1,124,216**	**1,144,348**	**1,164,632**	**1,185,052**	**1,205,593**	**1,226,270**

Fixed Route

Since FY 2011/12, Marin Transit has undertaken three sizable service changes. These changes altered the structure of Marin local fixed route services and expanded service levels by over 30%:

1. **March 2012 North Marin County Restructuring.** Marin Transit restructured service in Novato and Northern Marin based on Phase 1 recommendations from the Novato Transit Needs Assessment Study. This restructuring eliminated duplication in regional and local services and reduced annual service levels by 2,150 hours. The restructuring resulted in expanded local service hours and frequencies within Novato.

2. **August 2013 Service Changes.** Marin Transit reallocated services between its contractors and expanded service by 11% on local routes in Novato and Tiburon. These changes resulted from the Tiburon and Novato Transit Needs Assessments and renegotiation of the interagency agreement with GGBHTD. Changes included adding shuttle service in Novato and Tiburon, extending Route 23 to the Canal and Target, and expanding evening services throughout the county. Marin Transit staff monitored the performance of the August 2013 changes, which led to additional modifications in Tiburon in June 2014.

3. **June 2016 Service Changes.** Marin Transit expanded service by nearly 20% on local fixed route services. These changes were based on the Countywide Transit Market Assessment, the previous Short Range Transit Plan-funded service assessment, and new operations agreements in 2015. The 2016 service increases focused on four areas: service frequency, more direct service, faster service, and increased efficiency. Staff continue to monitor the impact of these changes.

Since 2016, the District has implemented a service of service reductions to eliminate unproductive service and improve productivity (passengers per revenue hour). Due to the need to account for congestion, the District has increased revenue time on some routes without necessarily expanding service. Overall growth since 2016 has been minimal.

Local Fixed Route

The Local Fixed Route program categorizes routes within three Marin Transit service typologies (Local Trunkline, Local Basic, and Local Connectors). These represent 59% of total service hours forecasted over the next ten years. Figure 3-1 summarizes annual revenue hours on these services over the past seven years. The plan assumes service levels will remain relatively constant throughout the plan horizon.

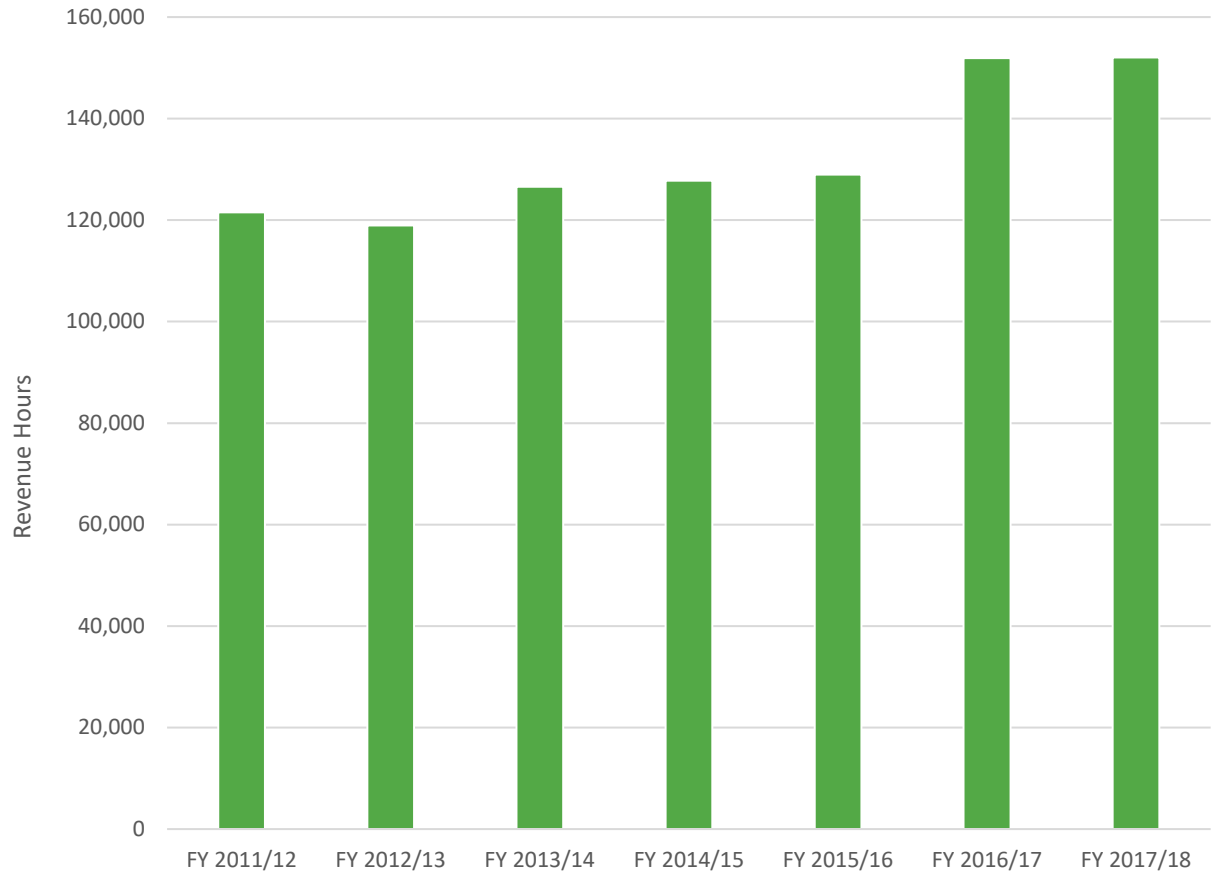
Underperforming Routes

Marin Transit regularly monitors services to ensure they are performing efficiently and effectively and carry out the transit goals in Measure A. Staff make ongoing incremental changes to schedules to address underperformance or poor reliability. More significant service changes are needed to address routes that do not meet their performance targets over an extended period. The following summarizes the District's underperforming routes based on FY 2018/19 data:

- Routes currently **not meeting** productivity targets (passengers per hour): Route 17, Route 22, Route 23/23X, Route 29, Route 49, Route 71X, Route 219, and Route 228

- Routes currently **not meeting** cost effectiveness targets: (subsidy per passenger): Route 17, Route 22, Route 23, Route 23X, Route 29, Route 36, Route 71X, Route 219, Route 228, Route 233, and Route 257

Figure 3-1: Local Fixed Route Service Summary (FY 2011/12 – FY 2017/18)



Funded Service Needs

The SRTP identifies funded service needs in the local fixed route program that reflect the District's priorities and provide information to Marin Transit's Board, partner agencies, and the public on future service goals. Within this plan, there are several factors that lead the District to hold off on forecasting additional growth in the fixed route program. These include: Underperforming services that need evaluation, Uncertainty of future service contracts, and Lack of District-owned facilities.

Underperforming Service Evaluation. The District undertook significant growth on local fixed route services in 2016, and staff continue to monitor and adjust services. Performance at the program and typology level meet the established targets. However, many individual routes do not meet Board-adopted ridership and subsidy targets. The ten-year plan largely assumes that Marin Transit will reallocate service from low ridership corridors to high ridership corridors rather than increase service systemwide.

Uncertainty of Future Service Contracts. Marin Transit contracts for operations and maintenance of all its service. Contracts typically last between five and seven years, and the District anticipates cost uncertainties at the end of these contracts. All operating contracts expire roughly in the middle of the ten-year planning horizon, and the SRTP financial model uses conservative estimates for price increases. Uncertainties associated with future procurements include the tight labor market in Marin County and the region, the lack of District-owned facilities, and limited real estate opportunities.

Lack of District-Owned Facilities. The District does not own maintenance or transit vehicle parking facilities. Despite federal grant funds and local Capital reserve funding, the District has been unable to locate and secure a suitable property. A Marin Transit-owned facility will reduce operations costs and provide stability for ongoing operations. Future service expansion will require additional vehicles and drivers and will be challenging and costly without a Marin Transit facility. The District will not consider significantly expanding service until it has established a location and secured funding to develop a facility.

Staff have identified candidate improvements to the fixed route network for possible implementation in the first two years of the plan. These include:

- **Increase service on routes serving the Canal to provide comparable seating capacity for the transition of articulated buses to standard 40' coaches.** Staff expects this change to be implemented in March of 2020 and it will impact Routes 23x, 29, and 35. This change will provide service frequencies every 8-10 minutes within the Canal during weekday peak hours. Current frequencies are every 15 minutes using articulated buses.

- **Reallocate hours from underperforming routes or route segments to increase frequencies on higher ridership routes or create potential new routes.** Staff expects to reduce service on Route 22 and Route 35 between Northgate and Novato. Staff expects to add weekend service and make changes within Novato on Route 257 and changes to Route 23 (Fairfax to Canal). Staff is also considering a new route to serve the San Rafael-Northgate-Kaiser corridor. Targeted improvements will increase service frequencies to every 8-10 minutes in the corridors between Downtown San Rafael and San Anselmo and Downtown San Rafael to Northgate/Civic Center along 4th Street.

- **Reassign route segments among routes that serve the same corridors, and establish new bus stops to increase route efficiency and reduce travel times for riders.** The two most problematic areas staff will focus on are Routes 17 and 22 stops near Strawberry Village and the San Anselmo Hub. Staff is also considering reassigning service to Strawberry from Route 17 to Route 36. To address congestion at the San Anselmo Hub, staff is planning an alternative stop along Sir Francis Drake south of the hub and relocating Routes 22, 122 and westbound 228 service to that stop.

- **Explore new shuttle services to support on-demand ridership markets served by the Novato Dial-A-Ride.** Staff will conduct a detailed assessment of Novato Dial-A-Ride (DAR) to consider whether changes are needed to the DAR and/or local Routes 251 and 257 to better meet demand. Staff will also explore a new service to the Marin Community Clinic on Redwood Blvd.

- **Improve connections to Regional High Capacity Transit Networks (SMART and Golden Gate Ferry Services)**. SMART plans to increase service frequency and will open two new stops at Larkspur and Downtown Novato in the next three to six months. Marin Transit plans to extend Route 49 to connect to the San Marin/Northern Novato SMART station starting in December 2019. Additional service frequency to/from the San Rafael Transit Center will increase the quantity and quality of connections with the new SMART schedules. Staff will consider other changes to the fixed route network to facilitate connections without impacting existing ridership markets. Staff is exploring Route 29 changes to connect Downtown Larkspur to the Larkspur Landing Ferry and the SMART station. For service at the Civic Center station, staff will evaluate shuttle Routes 245 and 257 for modifications that may serve the station and connect to employment markets in Terra Linda. For the Hamilton Station, staff will evaluate potential modifications to Routes 251 and 257 to serve the

station and connect to employment markets in Bel Marin Keys. Staff will explore the possibility of expanding the geographic area served by Marin Transit Connect to include additional SMART and ferry stations.

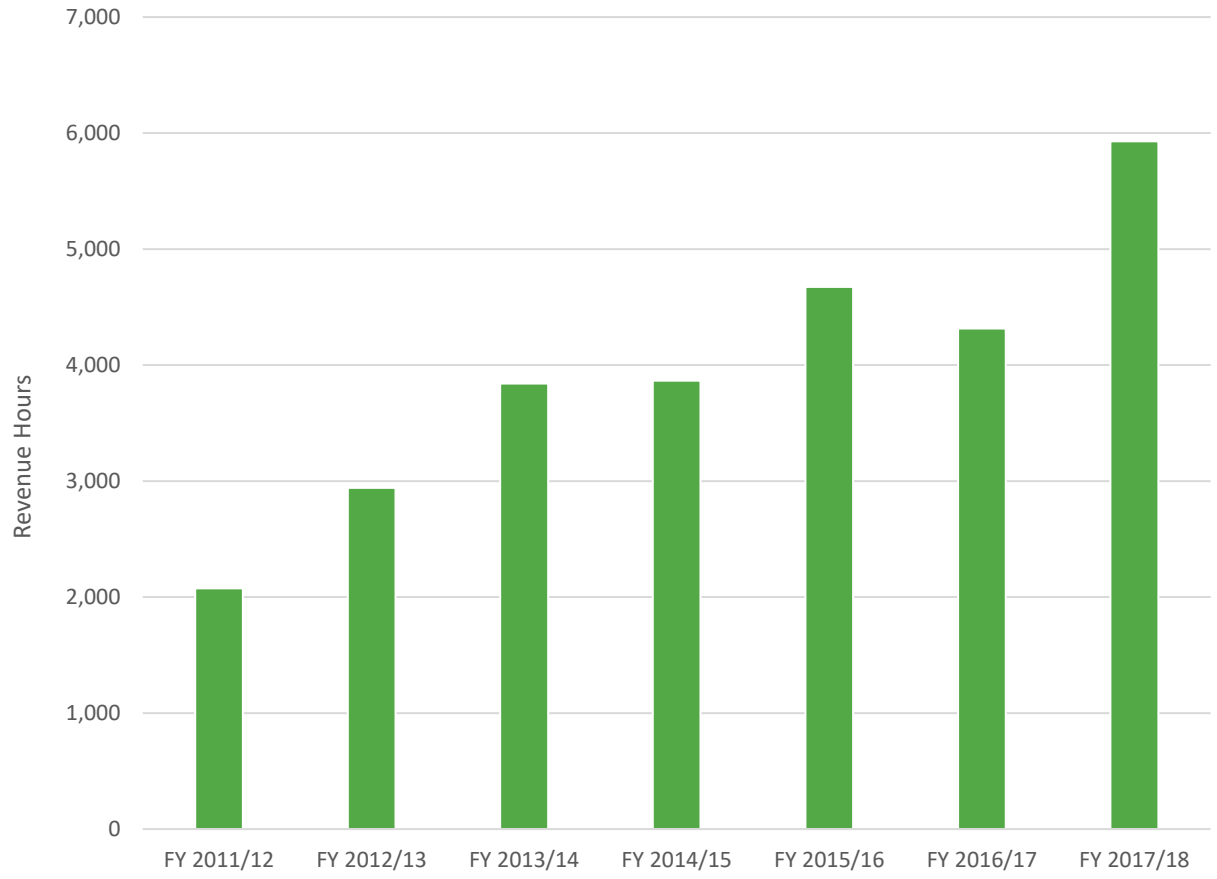
Recreational Services

Marin Transit's Recreational service consists of one Route—the Muir Woods Shuttle. This service represents 2% of the District's total service hours as forecasted over the next ten years. Marin Transit assumed management of the Muir Woods Shuttle in the summer of 2009, in partnership with the National Park Service. In FY 2011/12, Marin Transit conducted a competitive procurement for this service and selected MV Transportation as the contracted provider. Hourly service rates for the Muir Woods Shuttle dropped significantly following this competitive procurement, and the District was able to expand service and reduce operating costs.

Since 2012, Marin Transit has continually increased service to improve reliability and meet high ridership demands on busy weekends during the peak summer months. In 2013, Marin Transit experimented with off-season winter holiday service on select days when park visitation levels are high. Due to the success of this trial, the District continues to operate winter holiday service. In 2015, Marin Transit operated a summer weekday pilot program to test a new market. This weekday service was also successful, and the Shuttle continues to operate weekday service in the summer season.

The National Park Service implemented a web-based advanced ticketing and reservation system for visitors to access the National Monument in January 2018. The system provides the ability for visitors to reserve parking and pre-purchase shuttle tickets for specific dates and time periods. Walk-up tickets continue to be offered on a first-come, first-served basis.

Figure 3-2: Recreational Service Summary (FY 2011/12 – FY 2017/18)



Underperforming Routes

None. Route 66/66F currently meets its productivity and subsidy targets.

Funded Service Needs

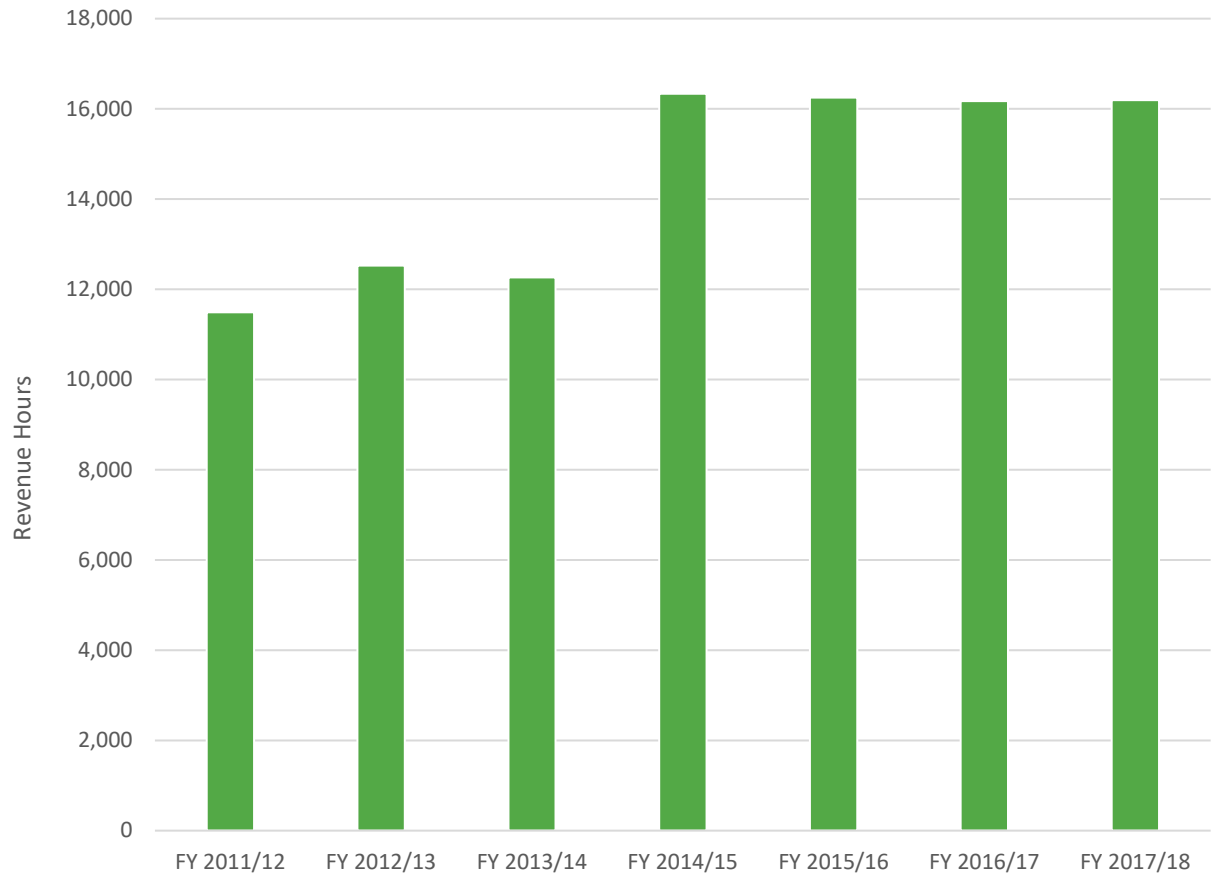
Service levels on the Muir Woods Shuttle are expected to remain constant over the ten years of the plan. In 2018, the National Park Service requested an expansion of service above the 4,000 annual hours shared financially with the District. This expansion added approximately 1,5000 hours of service annually and enabled the service to operate year-round weekend and holiday service. The Park Service pays 100% of the additional operating costs associated with the expansion. The partners meet annually to discuss future service levels and budgets for this program.

Rural Services

The Rural program consists of the West Marin Stagecoach Routes 61 and 68. The Stage represents 6% of total service hours forecasted over the next ten years. The Stage continues to gain in popularity, and Marin Transit has expanded service hours and miles on this program. Marin Transit competitively procured the Stage service in FY 2012 and FY 2017. Packaged with the Muir Woods Shuttle, the District awarded the contract to MV Transportation in both procurements. Hourly service rates declined on the 2012 contract, and the District added 25% more service on Route 68 in the first two years. The second contract increased

rates by 20%. Ridership and productivity measures have kept pace with service increases and justify further expansion of service.

Figure 3-3: Rural Service Summary (FY 2011/12 – FY 2017/18)



Underperforming Routes

Both Routes 61 and 68 meet the productivity target. Only Route 68 met the subsidy target.

Funded Service Needs

The Plan assumes that current service levels will continue in year one of the plan, followed by expansion in year two. Marin Transit anticipates adding an estimated 3,000 services hours to the Stage that will increase Route 61 weekday and weekend service by 20%.

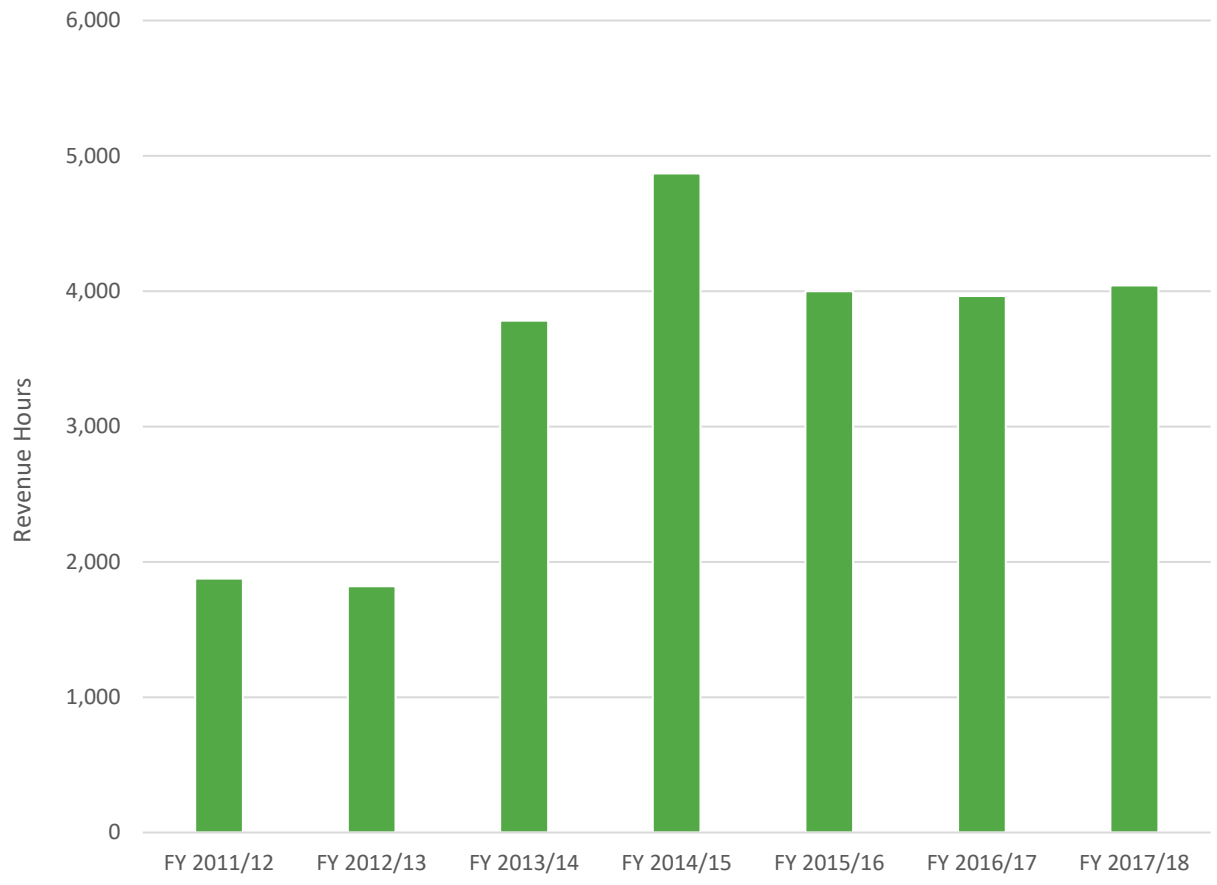
Supplemental Services

Supplemental services accommodate student transportation needs by providing additional capacity around school bell times. These services have grown as demand from school-aged riders has increased. School-related routes represent 1% of total service hours forecasted over the next ten years. As of FY 2015/16, MV Transportation operates all supplemental routes under the Seasonal and Recreational contract. Supplemental services share drivers and vehicles with the Muir Woods Shuttle when the recreational service is not in operation (weekdays during the school year). This arrangement enables the District to efficiently use labor and equipment for these specialty services.

In December 2015, the District completed a comprehensive study to determine future K-12 school transportation needs. The recommendations focused on how to support and expand yellow school bus service for K-8 students and supplemental transit resources for the high schools. Marin Transit has implemented the following recommendations in recent years:

- Transitioned Supplemental service in the Ross Valley to yellow school bus service. An estimated 2,000 annual revenue hours of public transit service on Routes 23, 126, and 127 were transitioned to six yellow buses operating 17 morning and afternoon trips every school day in FY 2015/16. An estimated 450 passenger trips per day are provided on these services, and ridership increased slightly.
- Added a new Supplemental service to Terra Linda High School in FY 2015/16. Approximately 200 hours of revenue service were added, serving an estimated 90 students per day.
- Transitioned the Cove School and St. Hilary School Supplemental services to yellow bus. These resources were further invested in increasing service to Redwood High School to accommodate overcrowding.
- Added a new Supplemental service to serve Novato High School in August 2019. Approximately 500 hours of revenue service were added to serve an estimated 100 students per day.

Figure 3-4: Supplemental Service Summary (FY 2011/12 – FY 2017/18)



Underperforming Routes

- Routes **not meeting** productivity targets (passengers per trip): Route 115, Route 117, Route 125, and Route 139
- Routes **not meeting** cost effectiveness targets: (subsidy per passenger): Route 115, Route 125, Route 139, and Route 154

Funded Service Needs

The Plan does not include growth in revenue hours for the Supplemental program during the ten-year plan. The District will continue to work with school districts to better coordinate bell times to increase efficiency and serve additional students.

Partnership

The Partnership typology is a new typology that currently consist of Route 122, an express service to College of Marin's Kentfield campus. This service represents 1% of the District's total service hours over the next ten years. Service levels are dependent on funding from College of Marin through student transportation fees, and this funding is expected to remain consistent for the duration of the plan.

Underperforming Routes

Due to the unique nature of Partnership services, Marin Transit does not measure performance based on the same productivity and cost effectiveness targets as other fixed-route services. The District established a target for outside funding to account for at least 50% of a partnership route's operating subsidy. In FY 2015/16, Route 122 did not meet this target, with 48.9% of the service's net cost contributed by College of Marin. In the Fall 2017 semester, the District adjusted schedules for the Route 122 to cancel low-ridership trips and better align the service with the June 2016 systemwide changes. With reduced operating costs, the transportation fees collected by College of Marin for FY 2016/17 cover approximately 58% of the net cost.

Funded Service Needs

The Plan assumes that current service levels will continue over the ten-year plan.

Dial-A-Ride

The District operates two types of general public Dial-A-Ride services that serve rural and low-density areas of county. Collectively, these programs represent 1% of total service hours forecasted over the next ten years

The Novato Dial-A-Ride program is expected to remain at current service levels through the first three years of the plan. In year four, the District expects to reconsider how demand response services is structured and the plan projects that these service hours will be combined with other demand response services. Marin Transit will make decisions regarding the future of the Novato Dial-A-Ride utilizing lessons from the Connect program and staff review of DAR performance.

Dial-A-Ride is a valuable transit option in Novato for those who need to access destinations further away from fixed route services. The program has evolved as the District has expanded fixed route options and identified high demand locations. However, productivity and subsidy rates continue to demonstrate that this model of service is costly to provide on a per passenger basis and does not achieve high productivity (passengers per revenue hour).

Rural Dial-A-Ride routes serve Dillon Beach/Tomales and Point Reyes Station and connect to services in Petaluma and Novato, respectively. Service to Dillon Beach and Tomales is operated weekly, and service to

Point Reyes Station is provided twice per month. A total of 400 annual service hours are allocated to these routes.

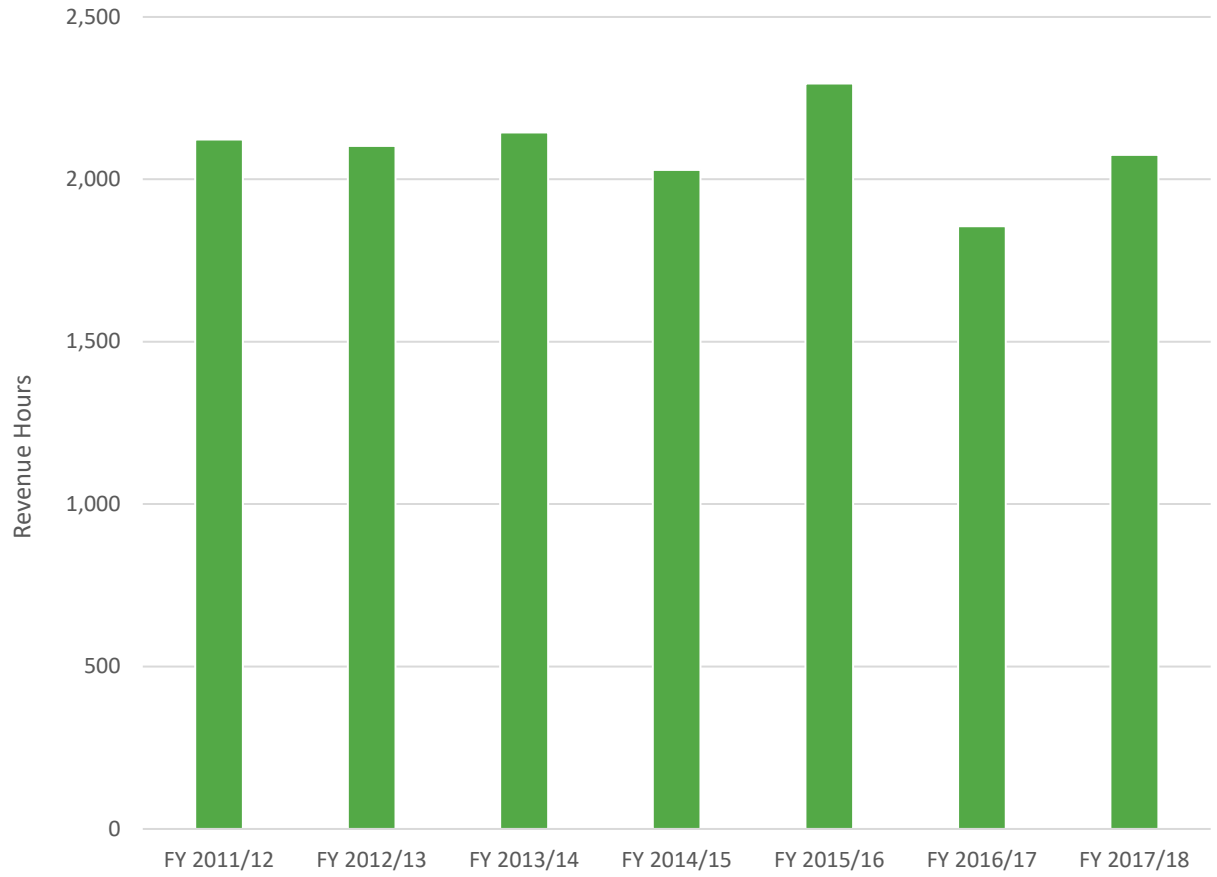
Underperforming Routes

- All routes met their current productivity target.
- Routes **not meeting** cost-effectiveness targets (subsidy per passenger): Novato Dial-A-Ride

Funded Service Needs

During the first three years of the plan, Marin Transit does not anticipate growth in revenue hours for any of the Dial-A-Ride programs. The plan assumes these programs will be integrated into other demand response program offerings based on an evaluation of pilot projects and other similar services. After this assessment, staff may consider expanding or restructuring programs to better serve Novato.

Figure 3-5: Dial-A-Ride Service Summary (FY 2011/12 – FY 2017/18)



Marin Access

Historically, local paratransit has been the primary means of transportation for Marin County's ADA and senior populations. Marin Transit established the Marin Access Mobility Management Center in 2010 to combine paratransit enrollment with information and referrals for other transportation services for seniors, persons with disabilities, and low-income residents. In subsequent years, Marin Transit has introduced travel training, countywide volunteer driver programs, and a subsidized taxi program under the "Marin Access"

umbrella. The goal of these programs is to provide for continued growth and mobility options for senior and ADA residents while respecting budget and resource limitations. Marin Access programs serve over 2,000 Marin residents and provide over 150,000 trips every year.

In 2015, the District initiated a detailed assessment of Marin Access programs to identify performance trends and lessons learned before deciding whether to expand or introduce new offerings. The study presented a comprehensive analysis of Marin Transit's senior mobility programs under Marin Access and recommended future improvements. The study's findings have informed Marin Transit's decisions regarding programs that serve a rapidly growing senior population with limited resources.

The study recommendations emphasize the need to provide a more seamless experience for current program users and new travel options that leverage technological advances. They acknowledge the increased use of the internet and smart phones. The study underscored the importance of programs that serve active, healthy seniors and those with a higher level of transportation needs.

The District identified and acted on initiatives to support current and projected service levels on these programs. Remaining actions will require future Board approval. These include options to contain costs while meeting future mobility demands.

- **Maximize the use of electronic scheduling software.** In late 2016, Marin Transit released a Request for Proposals for a comprehensive demand response scheduling software package and associated hardware for operation of Marin Access Paratransit and mobility management programs. After a competitive procurement, the District awarded a contract to Trapeze, the District's incumbent scheduling and dispatch software provider for paratransit service. In FY 2019/20, Marin Transit will upgrade its Trapeze software to consolidate the functionalities of three different software suites (Trapeze, Microsoft Access, and Assisted Rides) into one central software package. This will increase the efficiency of the call and dispatch center and provide additional ways for Marin Access riders and their support teams to view, schedule, update, and pay for trips.

- **Provide more robust paratransit service to areas outside of the ADA-mandated geographic service area.** As mandated under the ADA, paratransit service extends within ¾ of a mile from existing transit routes to provide service that complements fixed route transit. This geographic boundary may appear arbitrary to riders, particularly when only part of a neighborhood or street is served. The current service area also presents a challenge for a growing number of residents who are eligible for paratransit. They may need to travel to a local destination outside of the mandated service area or do not live directly within the service area. These clients have a disability that prevents them from walking/rolling to or riding accessible public transportation. It is difficult for them to find appropriate or affordable options to bridge the first or last mile to access the mandated service area. In 2018, the District expanded the boundaries of the non-mandated paratransit service area to serve residents who would otherwise be isolated. Staff will develop fare and scheduling policies for this extended service area to minimize any unintended consequences for ADA-mandated paratransit service.

- **Develop a more robust, accessible same-day service.** Marin Access is a family of services that provides a menu of services consistent with rider demand and need. Current travel trends show a strong demand for short trips that could be served more efficiently while increasing mobility for many Marin Access clients. In 2018 Marin Transit launched the Connect as a fully accessible, on-

demand service that does not require advance reservation. Staff developed the pilot program for older adults to access the service and those with disabilities who need additional support in the reservation process or at the time of the ride. To meet these needs, the District:

- Provides a call-in option for non-smartphone users;
- Utilize drivers from the paratransit contract operating the service;
- Provides wheelchair accessible vehicles;
- Accepts credit cards or cash; and
- Provides a door-to-door option for those with limited mobility.

- **Evaluate Fare Policies and Eligibility Criteria for Marin Access Programs.** Marin Transit charges a flat $2.00 fare for ADA-mandated paratransit services and $2.50 for non-mandated paratransit trips countywide. The Catch-A-Ride program pays qualified users for the first $14.00 for each trip, for up to eight trips per month. Marin Transit has reviewed and compared ridership trends on the Catch-A-Ride and paratransit programs. The results indicate a need to make the out-of-pocket user costs for the two programs comparable to enable clients to select the program that best serves their needs.

  Eligibility requirements differ for nearly all Marin Access programs. This creates confusion for the user. Many Marin Access clients also rely on services that Marin Transit does not operate. These have their own requirements and eligibility thresholds. Marin Transit needs to establish a consistent and easy to understand eligibility process for Marin Access programs. The District is proposing changes to Marin Access eligibility thresholds jointly with potential fare policy changes. The proposal also considers eligibility requirements established by other service providers in Marin and the Bay Area. Appendix B outlines these proposed changes.

- **Pursue effective partnerships to test and support innovative modes and services.** Marin Transit has taken the lead to coordinate and provide transportation for seniors and ADA-paratransit eligible individuals. For paratransit services to remain stable, these client populations need to be able to choose additional transportation options. In the past, the District's gap grant program has provided seed funding for new services. These include a Shopper Shuttle in West Marin and a grassroots Volunteer Driver program in Sausalito. Based on findings from the *Marin Access Strategic Analysis & Recommendations* study, the District refocused its gap grant funding to solicit new, innovative, and wide-ranging proposals. The newly branded "Innovation Incubator" cultivates projects that do not duplicate Marin Access program offerings, test new and innovative practices, and will be sustainable without District support. Through the Innovation Incubator, the District will continue to expand partnerships to ensure new services are well coordinated and sustainable.

- **"Establish a wider audience"** One of the biggest challenges for many people seeking transportation assistance is to know their available options and how to utilize them. The Travel Navigator program serves as a resource for riders, family members, friends, or caregivers to get assistance without having to piece together information from multiple sources. Additionally, the travel training program provides an orientation for riders to Marin Transit's most flexible service—the local fixed route bus. The Travel Navigator and travel training programs will need to extend their reach into the community, physically through satellite hours at locations throughout Marin and visibly through consistent and accessible marketing and outreach.

Support new and expanded volunteer driver programs within the county. In Fall 2016, staff conducted a survey and a workshop with community-based volunteer driver programs in Marin. The purpose of the outreach was to determine how Marin Transit can best support new and expanded volunteer driver programs. Based on the results, the District plans to establish a resource center for these programs that will operate under the Marin Access umbrella to support and train community-based volunteer drivers. Marin Transit-sponsored volunteer driver programs provided nearly 15,000 rides in FY 2017/18. Yet the District recognizes that these programs do not attract and retain a broad selection of volunteers or serve the widest range of needs. To foster this low-cost and high-impact transportation solution, the resource center will encourage and support organizations with significant member ties and diverse missions to develop and manage future volunteer driver programs. Marin Transit and resource center staff will:

- Develop training materials and resource toolkits for volunteer drivers and volunteer driver programs and make them available online, in print, and potentially in person. Training materials cover such topics as assisting clients with special needs and how to navigate common destinations;

- Evaluate Assisted Rides, the volunteer driver software Marin Transit provides to several volunteer driver programs. Consider how to improve this software or procure new software to meet the needs of volunteer driver programs of all sizes;

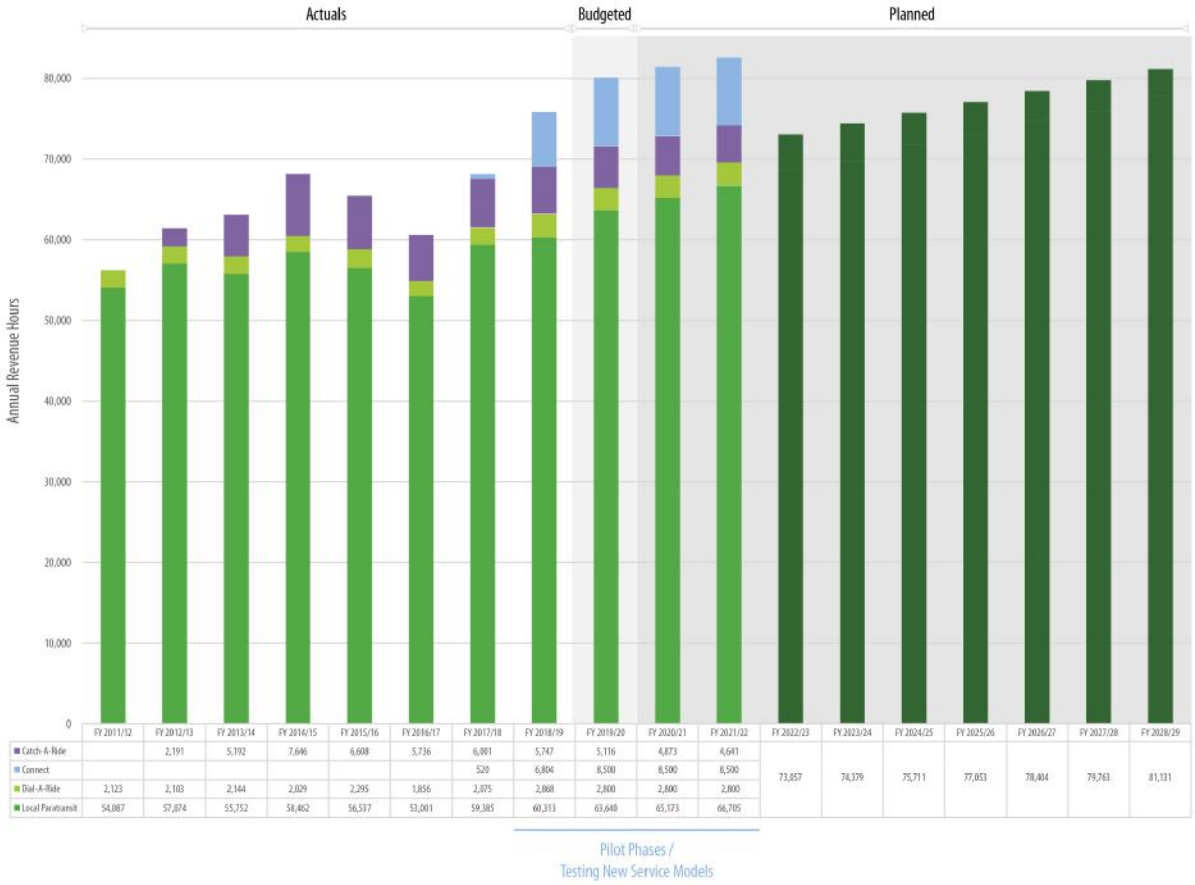
- Work with volunteer driver programs to develop and conduct a survey of current volunteer drivers and potential volunteers to help volunteer driver programs gather data and insights;

- Conduct an assessment to estimate the cost of capital and operating needs for all volunteer driver programs including hardware, liability insurance, vehicles, marketing, etc.; and

- Conduct ongoing workshops and/or webinars to assist local volunteer driver programs with developing content, skills, and/or enhanced programs.

As demand for Marin Access services increase, the District must allocate a higher percentage of the budget to support these programs. Marin Transit anticipates a 22% growth in ridership on paratransit services over the next ten years. It is unclear what the best service model will be in the future. The District does not specifically allocate hours to an individual program after year three of the plan. The strategy is to test and learn from new offerings in the initial three years, and then make recommendations for future services. Staff envision that these recommendations will be featured in the District's next SRTP in two years. Figure 3-6 shows a projection for how the District anticipates the relative growth Marin Access in the future.

Figure 3-6: Estimated Paratransit and Mobility Management Program Growth



	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
Catch-A-Ride		2,191	5,192	7,646	6,608	5,736	6,001	5,747	5,116	4,873	4,641							
Connect							520	6,804	8,500	8,500	8,500	73,057	74,379	75,711	77,053	78,404	79,763	81,131
Dial-A-Ride	2,123	2,103	2,144	2,029	2,295	1,856	2,075	2,868	2,800	2,800	2,800							
Local Paratransit	54,087	57,074	55,752	58,462	56,537	53,001	59,385	60,313	63,640	65,173	66,705							

The following is a program-by-program summary of future service projections for each Marin Access program.

Local Paratransit

Historically, demand for paratransit in Marin County has grown year-over-year as Marin s population ages. After two years of ridership declines between FY 2015 and 2017, FY 2018 and 2019 had increases that match those historic rates.

Table 3-1 and Table 3-2 provide annual revenue hour and revenue miles estimates. The FY 2019/20 paratransit service levels are projected at 6% above FY 2018/19 actuals, and represent 24% of total service hours systemwide. Marin Transit is budgeting for an average annual increase of 2.2% in paratransit hours during the ten-year plan using an internal model that reflects historic demand and financial resources. If Marin Transit needs to provide additional mandated service, this may impact the District's ability to continue to provide the majority of non-mandated trips.

Marin Transit provides regional paratransit services on behalf of Golden Gate Transit at requested levels, based on demand. Hours associated with regional service are not included in this Service plan.

Catch-A-Ride

Catch-A-Ride is projected to maintain similar service levels during the first three years of the plan. Beginning in year four, Marin Transit anticipates pooling these resources with other demand response programs. While staff is uncertain how these services will be configured in year four, they will be designed to meet the needs of current Catch-A-Ride users.

Connect

Marin Transit Connect is still in its pilot stage. The District has allocated additional resource to support this program in the first three years of the plan. As with all other Demand Response programs, the future of this service is unclear after year three. Staff will consider the future of Connect after further analysis.

Volunteer Driver

The STAR and TRIP Volunteer Driver reimbursement programs are available in the urbanized and rural parts of the county. Trips supported by these programs have increased steady steadily since their inception in 2012, and they provide approximately 15,000 trips annually. The plan estimates ridership on these Marin Transit sponsored programs will continue at current levels throughout the ten years and identifies funding. The plan also provides for future increases in per-mile reimbursements and operation of a volunteer driver program resource center.

School Bus Support

Marin Transit supports school service through several different programs, as outlined in the *Countywide School Transportation Coordinated Study.* A Board workshop in December 2015 reviewed the study results and recommendations. The Board formed an Ad Hoc Committee on Student Transportation to advance the strategic planning phase from the study and develop a five-year implementation plan. Advancing the plan will focus resources on two distinct services:

- **Supplemental School Service.** As identified in the Coordinated Study, this service is most appropriate for high school students. With Board support, Marin Transit is working to provide more service for high schools where demand is high and there is an urgent need for additional buses. To redirect transit resources to high school services, staff is working on specific actions such as transitioning K-8 transportation services to Yellow Bus. This is a more appropriate service for primary and middle school students.

- **Yellow Bus Service**. School districts no longer receive dedicated funding for home to school transportation services for the general student population. Cities concerned about traffic congestion are partnering with school districts to revive yellow bus programs. School districts typically lack in-house expertise in route planning and contractor management. Marin school districts have contracted with Marin Transit to provide this operational support. The Tiburon Peninsula Traffic Relief Joint Powers Authority (JPA) provides yellow bus service for the Reed Union School District and the Cove School in the Larkspur-Corte Madera School District. The JPA and the Mill Valley School District executed contracts with Marin Transit in 2016. These partnerships are a model that Marin Transit can replicate with school districts across the county to support and expand yellow bus services.

  In one case, Marin Transit directly contracts with a yellow bus service provider to provide yellow bus service to two campuses in Ross Valley (White Hill Middle School, Hidden Valley Elementary

School, and Ross Valley Charter at the WHMS campus). This model presents long-term challenges, and Marin Transit is investigating opportunities to transition this service to the operational support model described above.

Staff worked with stakeholders for the Ross Valley program to develop a formal group dedicated to the success of the Ross Valley yellow bus program. This led to the development of the Ross Valley Yellow Bus Transportation Services Joint Exercise of Powers Agreement (JEPA), which went into effect on January 1, 2019. JEPA members form a joint committee that includes representatives from the Town of San Anselmo, Town of Fairfax, County of Marin, and Ross Valley School District. The purpose of the committee is to provide enhanced public oversight and transparency for the yellow bus program operated by Marin Transit and serving Ross Valley public schools. The joint committee will provide policy guidance and advice to Marin Transit.

- **Yellow Bus Funding Support.** As mentioned above, there is no dedicated funding for regular home to school yellow bus programs. In 2019, Marin Transit will begin to distribute $600,000 annually for three years to support the operation of five existing yellow bus programs. Eligible programs had to meet specific threshold criteria. Marin Transit will be distributed individual program funding based on a formula. The formula takes a percentage subsidy of the program's one-way pass price and multiplies it by the number of one-way passes it distributed in FY 2017/18. In the first round of the allocation, the subsidy will be 35 percent of the one-way pass price. Marin Transit will reassess this percentage in future funding cycles.

Supplemental and Yellow Bus services account for just two percent of all service hours in the ten-year plan, and the plan assumes no future growth in total hours during the first eight years. The ability to increase service will be based largely on achieving efficiencies through better coordination of school bell times Operating costs associated with these services are affected by the financial instability created by the lack of dedicated parking and maintenance facilities.

Unfunded Service Needs

There are limited financial resources available for transit services within the ten years of this SRTP. The District has developed recommendations for service improvements and unfunded expansion opportunities (expansion needs) beyond the District's financial means. These changes are needed to achieve many of the goals of the Measure A Expenditure Plan to create a transit network that provides sustainable mobility options while reducing roadway congestion.

The District evaluates unfunded expansion opportunities using the Measure A Expenditure Plan performance criteria for transit investments. These criteria are:

- Fill gap in the bus transit network
- Meets productivity standards (passengers per hour)
- Meets cost-effectiveness standards (subsidy per passenger)
- Relieves congestion (total ridership)
- Provides seamless connections (to regional service)
- Eliminates "pass ups" (overcrowding on routes)
- Protomes environnemental justice (demographic analysis)

- Attracts outside funding (federal, state, toll, other local)

Staff have identified a total of 21 expansion services in the unfunded needs assessment and assigned them to seven categories. Table 3-3 provides a summary of the expansion project in no particular order and a brief description. These are described in detail in Appendix C.

Table 3-3: Service Expansion Projects

Route / Service Area	Description
Expand and Enhance Shuttle Services	
New Shuttle: Mill Valley	New circulator shuttle in Mill Valley
New Shuttle: Sausalito	New circulator shuttle in Sausalito
New Shuttle: East Corte Madera	New circulator shuttle between E. Corte Madera and Larkspur Landing
Expand Shuttle: Tiburon Evenings (219)	Expanded evening service for employees and patrons
Expand Shuttle: Novato Evenings (251)	Expanded evening service for residents
Expand Shuttle: Novato Hamilton (251 or 257)	Deviate Route 251 or 257 to serve Bolling Circle areas of Hamilton
Expand and Enhance K-12 School Bus Services	
Yellow Bus Expansion Phase 1	Kentfield and Larkspur-Corte Madera School Districts
Yellow Bus Expansion Phase 2	Reed Union, Mill Valley, Ross Valley, San Rafael Elementary & Dixie School Districts
Yellow Bus Expansion Phase 3	Novato School District
Expand Supplemental Transit Program	Tamalpais Union, San Rafael High, and Novato High Districts
Enhance Service Frequency in Transit Corridors	
San Rafael – San Anselmo Corridor	Expand off peak and weekend frequency from 20 minutes to 15 minutes
San Rafael – Civic Center Corridor	Expand off peak and weekend frequency from 20 minutes to 15 minutes
Hamilton –Downtown Novato Corridor	Expand off peak and weekend frequency from 60 minutes to 30 minutes
Provide Limited Stop or Express Services	
Mill Valley Express (Route 17x)	New weekday peak only express service connecting Downtown San Rafael to Mill Valley
Expand Rural and Recreational Services	
Provide new service between Golden Gate Bridge and West Marin	New route connecting the Golden Gate Bridge to Muir Woods and West Marin
Provide expanded service to Muir Woods	Provide a new Muir Woods route that serves Larkspur Landing
Provide and Support Flexible First/Last Mile Services	
Novato connector services	Services to better connect rail and bus in Novato

Route / Service Area	Description
East San Rafael Connector Bus	Services to better connect rail, bus and ferry to residents in East San Rafael
Provide flex route services for general public	New directly operated flex route services for general public
Partner to provide new flexible first/last mile options	Hybrid program where the District and private sector partner to fill the gaps in the transit network
Support outside providers to strengthen first/last mile connections	Support outside providers – free transfer agreements
Expand Services for Those with Special Needs	
Expand Same Day Options for Seniors	Develop new same day, curb-to-curb services for seniors as available to make current program offerings more efficient
Develop Senior Shopper Shuttles	Develop a reservation agreement program for senior shopper shuttles and group outings utilizing paratransit equipment
Expand Travel Training Programs	Provide specialized counseling or travel training to riders with specific needs (e.g. people with developmental disabilities or the blind)
Expand Access to Healthcare Services	Provide innovative rider-focused transportation solutions that improve access to healthcare and promote wellbeing

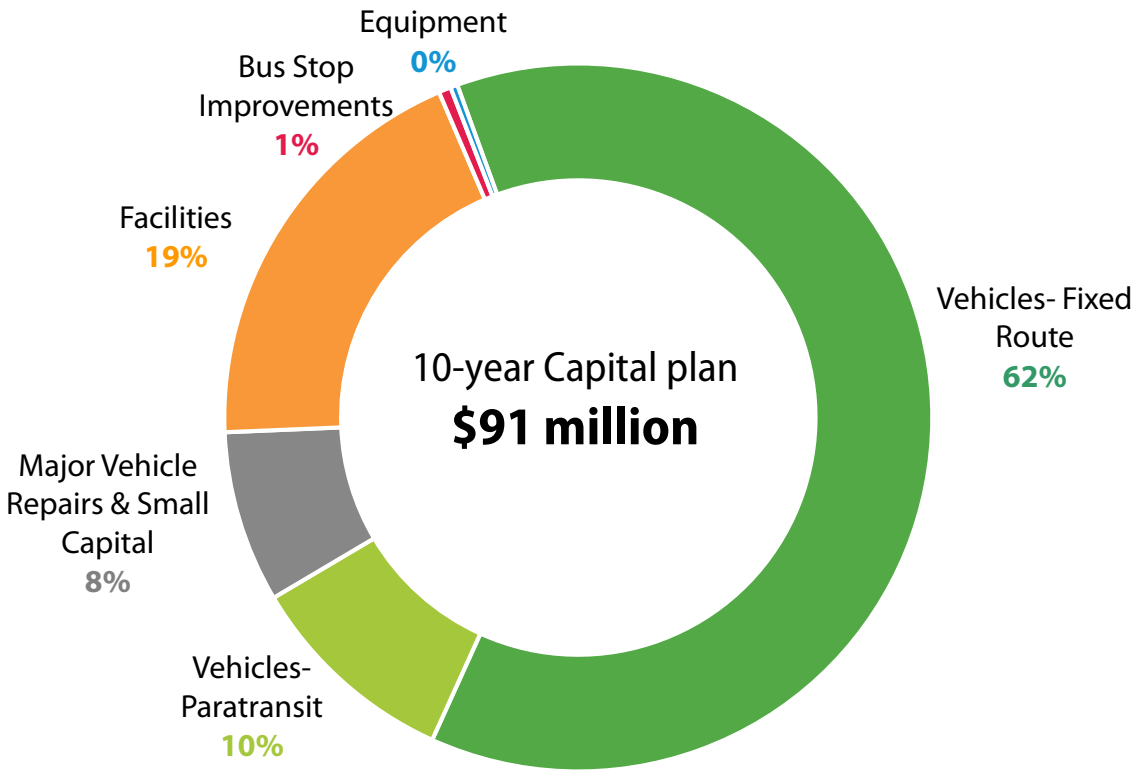
Chapter 4: Capital Plan

Marin Transit's Capital Improvement and Funding Plan reflects its responsibility to plan, manage, and deliver local transit and paratransit services for Marin County residents and employees. The District's primary capital responsibilities and priorities are to:

- Maintain a sufficient fleet of clean-fueled vehicles to operate local transit service;
- Improve and maintain the amenities and accessibility of Marin County bus stops;
- Improve major bus transfer locations;
- Provide passenger information; and
- Provide needed operations equipment and infrastructure.

Marin Transit's baseline capital resources limit the Capital plan primarily to maintaining a state of good repair for existing assets and the minimal level of investment required to operate and maintain the local bus system. The ten-year Capital plan includes $91 million of expenditures (Figure 4-1). Of this amount, 72 percent is dedicated to the purchase of transit vehicle replacements.

Figure 4-1: Ten-Year Capital Expenditures By Type

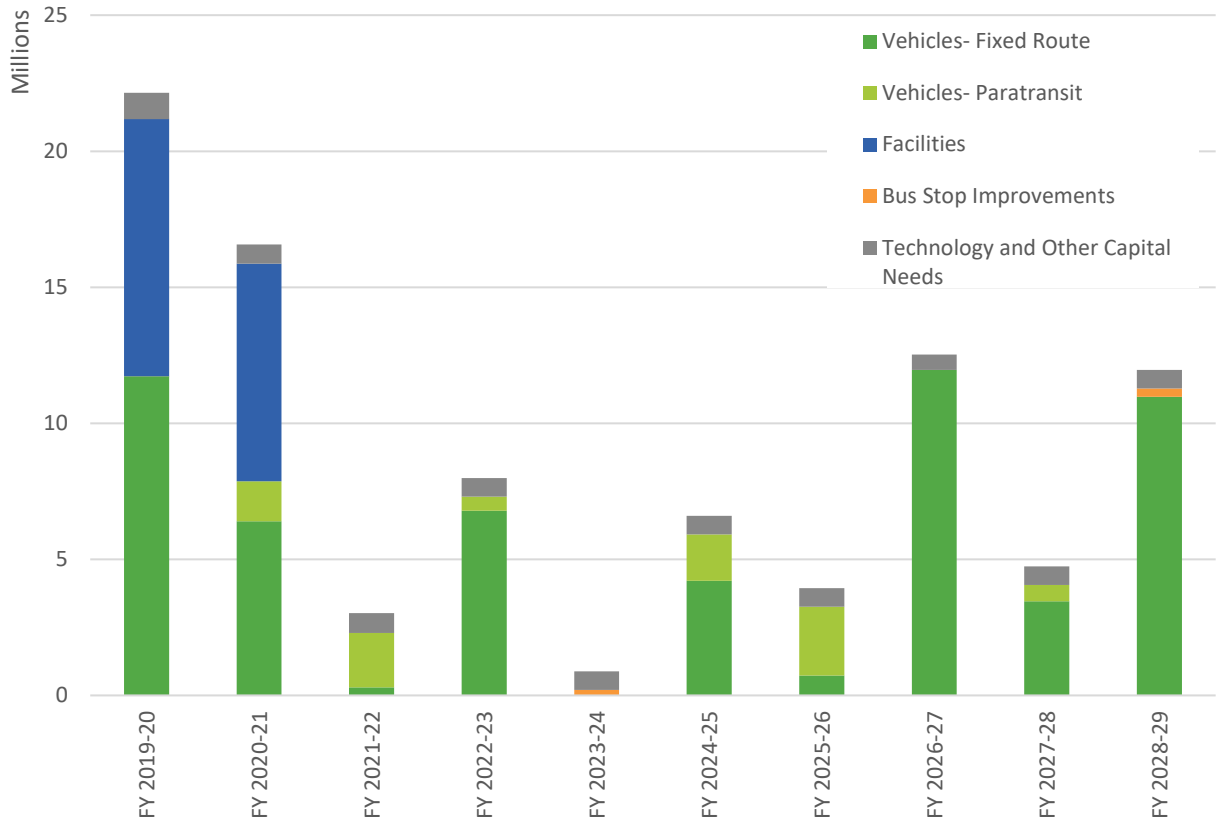


Facility expenditures comprise 19 percent of total planned expenditures. These include purchase of land for transit bus parking and a yellow bus parking facility as well as funding for property improvements. The plan does not include the costs associated with construction of a maintenance facility. If Marin Transit purchases a site for building a maintenance facility, the District will need to identify additional state and federal grant funding. Other cost items included in the plan are major vehicles repairs, bus stop improvements, and small capital projects.

Marin Transit currently dedicates 2.25 staff to Capital projects: a Capital Manager, a Capital Analyst, and a portion of the Director of Finance and Capital Program's time. The Capital Manager position is currently vacant. Capital project staff are responsible for vehicle procurements, bus stop signage, and design and construction of bus stop and passenger facility improvements. With help from other Marin Transit staff, the capital team supports other projects such as fare collection, review and participation in partner agency projects, and implementing technology projects. Marin Transit maintains various support contracts and utilizes multi-agency joint procurement contracts to supplement staff and ensure effective use of resources. Implementing bus stop improvements projects requires significant staff resources, and the District needs to be strategic in leveraging partner agency resources (Cities, County, TAM), determining project timelines, and committing to additional projects.

Figure 4-2 shows capital expenditures by type for each of the plan years. Unlike operating expenses, capital expenditures vary considerably between years. The level of expenditure each year is depends on the number of vehicle replacements and the plan for delivering capital projects

Figure 4-2: 10-Year Capital Expenditures by Year



Capital Funding

TAM allocates four percent of Measure AA transportation sales tax funds for Marin Transit to invest in bus transit facilities (Strategy 1.4). This is currently about $900,000 per year, down from $1.5 million per year under Measure A. This funding is critical to Marin Transit's ability to provide matching grant funds. Under Measure A, the percentage allocation was six percent. There is also less overall funding for Marin Transit in the new measure, and the District projects a 41% decline in capital funding. This leads to less flexibility for projects such as Bus Stop Improvements and requires Marin Transit to use $1.1 million dollars in Capital Reserves for vehicle replacements over the ten years of this SRTP. In addition, Marin Transit anticipates expending $11 million in reserve funds on future maintenance and parking facilities.

Some increases in funding sources will offset a portion of the loss in Measure A/AA. These include State Transit Assistance – State of Good Repair funds and State Cap and Trade Funding – Low Carbon Transit Operations Program (LCTOP) funding. Marin Transit will use funding from both sources as a local match for vehicle replacements. State Transit Assistance funding has increased with the passage of Senate Bill 1 Transportation Funding (SB-1) in 2018. Marin Transit receives about $250,000 under the SB-1 formula to maintain and repair assets. Cap and Trade Funding through the Low Carbon Transit Operations Program (LCTOP) provides another source of funds for the purchase of all-electric vehicle replacements.

These sources are only a fraction of what is needed to maintain and improve the capital assets required to support local bus services. The Metropolitan Transportation Commission (MTC) programs Federal Transit Administration (FTA) Section 5307 Urbanized Area Formula funds that provide 82 percent of funding for vehicle replacement projects. Competitive federal grant programs can provide additional funding for vehicles and bus stop improvement projects.

Marin Transit's vehicle replacement costs are estimated to be $65.4 million over the next ten years. The District expects most of this funding ($51.5 million) to come from FTA Section 5307 funds through MTC's Transit Capital Priorities program. The remaining $13.9 million will need to come from state and local funding sources.

Marin Transit recently finished a $1.6 million FTA Section 5309 State of Good Repair grant for bus stop improvement projects and a federal Paul S. Sarbanes Transit in the Parks grant to improve bus stops that serve Muir Woods National Monument. Marin Transit will need to seek additional grant funds to plan for and construct the District's capital needs, including bus stop and passenger facility improvement projects.

Table 4-1: Capital Funding and Improvement Plan

Project Costs	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	TOTAL
Fixed Route Vehicles Costs	$11,731,558	$6,396,150	$300,500	$6,788,720	$0	$4,209,403	$731,059	$11,965,980	$3,454,482	$10,978,213	**$56,556,065**
Paratransit Replacement Vehicles	$1,000	$1,471,000	$1,705,680	$519,167	$0	$1,706,451	$2,526,615	$0	$601,857	$0	**$8,531,770**
Paratransit Expansion Vehicles	$0		$292,808	$0	$0	$0	$0	$0	$0	$0	**$292,808**
Subtotal Vehicles	*$11,732,558*	*$7,867,150*	*$2,298,988*	*$7,307,887*	*$0*	*$5,915,854*	*$3,257,673*	*$11,965,980*	*$4,056,339*	*$10,978,213*	***$65,380,643***
Non-Revenue Vehicle	$0	$0	$47,368	$0	$0	$0	$0	$0	$0	$0	**$47,368**
Bus Stop Improvements	$5,000	$0	$0	$0	$200,000	$0	$0	$0	$0	$300,000	**$505,000**
Facility	$6,448,650	$8,000,000	$0	$0	$0	$0	$0	$0	$0	$0	**$14,448,650**
Yellow Bus Parking Facility	$3,000,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$3,000,000**
Onboard Equipment	$203,500	$29,000	$0	$0	$0	$0	$0	$0	$0	$0	**$232,500**
Realtime Signs	$212,394	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$212,394**
Fare Collection (Fareboxes, Clipper)	$0	$0	$0	$0	$0	$0	$0	$60,000	$0	$0	**$60,000**
Golden Gate Capital Costs	$17,749	$16,547	$14,952	$14,503	$14,068	$13,646	$13,237	$12,840	$12,455	$12,081	**$142,078**
Bus Stop Maintenance	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	**$1,000,000**
Major Vehicle Repairs	$202,000	$204,020	$206,060	$208,121	$210,202	$212,304	$214,427	$216,571	$218,737	$220,924	**$2,113,367**
Infrastructure Support	$514,500	$356,794	$356,794	$356,794	$356,794	$356,794	$356,794	$231,224	$356,794	$356,794	**$3,600,076**
TOTAL	**$22,436,351**	**$16,573,511**	**$3,024,163**	**$7,987,306**	**$881,064**	**$6,598,599**	**$3,942,131**	**$12,586,615**	**$4,744,324**	**$11,968,013**	**$90,742,077**
Funding Plan	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	TOTAL
LOCAL											
Golden Gate Transit	$29,380	$29,380	$23,000	$23,000	$23,000	$23,000	$23,000	$23,000	$23,000	$23,000	**$242,760**
Measure Used	$4,361,231	$1,098,772	$1,356,095	$1,097,384	$858,064	$1,021,359	$1,118,741	$1,221,702	$1,086,436	$1,009,133	**$14,228,916**
Capital Reserve	$3,000,000	$8,000,000	$0	$700,000	$0	$450,000	$0	$0	$0	$0	**$12,150,000**
Other Local	$1,100,000	$660,000	$0	$0	$0	$0	$0	$0	$0	$0	**$1,760,000**
Subtotal Local	$8,490,611	$9,788,152	$1,379,095	$1,820,384	$881,064	$1,494,359	$1,141,741	$1,244,702	$1,109,436	$1,032,133	**$28,381,676**
STATE											
State Transit Assistance – State of Good Repair	$503,478	$215,069	$0	$726,247	$0	$253,239	$260,837	$545,383	$205,741	$0	**$2,709,994**
Low Carbon Transit Operations Program (LCTOP)	$0	$950,805	$0	$0	$0	$0	$48,420	$935,227	$102,950	$1,933,745	**$3,971,147**
Other State	$67,522	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$67,522**
Subtotal State	$571,000	$1,165,874	$0	$726,247	$0	$253,239	$309,257	$1,480,610	$308,691	$1,933,745	**$6,748,663**
FEDERAL											
FTA - Section 5307	$8,794,688	$5,619,485	$1,645,068	$5,440,675	$0	$4,851,001	$2,491,133	$9,861,304	$3,326,198	$9,002,135	**$51,031,685**
Paul Sarbanes	$151,494	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$151,494**
Job Access Reverse Commute (JARC)	$28,558	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$28,558**
FTA - Section 5339	$4,400,000	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$4,400,000**
Subtotal Federal	$13,374,740	$5,619,485	$1,645,068	$5,440,675	$0	$4,851,001	$2,491,133	$9,861,304	$3,326,198	$9,002,135	**$55,611,737**
TOTAL	**$22,436,351**	**$16,573,511**	**$3,024,163**	**$7,987,306**	**$881,064**	**$6,598,599**	**$3,942,131**	**$12,586,615**	**$4,744,324**	**$11,968,013**	**$90,742,076**
Annual Surplus (Shortfall)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$0**

Vehicles

Marin Transit uses a mixed fleet of 113 vehicles to operate local fixed route and demand response services in Marin County (Table 4-2). Operation and maintenance of these vehicles is provided by the associated contract operators. Marin Transit is responsible for major repairs, including engine and transmission replacements. Marin Transit owns all the transit vehicles used to deliver its services.

About 61 percent of the expenditures in the Capital plan are to replace fixed route and paratransit vehicles and to purchase expansion vehicles to serve the growth in mandated paratransit service. Vehicle replacements are the highest priority in the Marin Transit Capital plan and essential for maintaining state of good repair for the local transit system. Traditional transit vehicles (30ft – 60ft) cost between $500,000 and $900,000 each and are replaced every 12 years. Shuttle vehicles cost significantly less ($140,000) though need to be replaced every seven years. Lighter duty demand response vehicles cost around $100,000 each and are replaced every five years.

Table 4-2: Vehicle Summary by Type and Service

Service (Current Contractor)	60ft Articulated	40ft	35ft Electric	35ft	30ft	Cutaway Shuttles	Accessible Vans	Total Vehicles
Shuttle, Local (Marin Airporter)	-	7	-	-	4	13	-	**24**
Rural, (MV)	-	-	-	-	3	6	-	**9**
Muir Woods, Sup. School (MV)	-	-	-	12	-	-	-	**12**
Fixed-Route (GGBHTD)	10	10	2	7	-	-	-	**29**
Fixed-Route Total	**10**	**17**	**2**	**19**	**7**	**19**	**0**	**74**
Dial-A-Ride (WSW)	-	-	-	-	-	1	-	**1**
Transit Connect (WSW)	-	-	-	-	-	-	4	**4**
Local Paratransit (WSW)	-	-	-	-	-	34	-	**34**
Regional Paratransit[(1)]	-	-	-	-	-	*17*	-	***17***
Demand Response Total	**0**	**0**	**0**	**0**	**0**	**52**	**0**	**56**
Total								**130**

Notes:
(1) 14 Vehicles owned by GGBHTD; 3 Vehicles owned by Whistlestop

Alternative Fuels

Reducing emissions and using alternative fuels remains a priority for the District. In addition to the 28 Hybrid Buses in Marin Transit's fleet, the District added two depot-charging Battery Electric Buses to the fleet in 2019. Marin Transit staff presented information to the Board in March 2019 on greening the fleet and an initial vehicle replacement plan to meet the California Air Resource Board (CARB) Innovative Clean Transit Rule. The CARB Rule requires transit fleets to consist of 100 percent zero-emission buses (ZEB) by the year 2040. Incrementally, the Rule designates the percentage of ZEB vehicles in transit agency vehicle

purchase orders for small and large agencies. Table 4-3 below shows the timeline for these requirements and the number of vehicles the District plans to replace each year.

Table 4-3: ICT Zero Emission Purchase Requirements Timeline

Year	Percentage of Purchase Required to be Zero Emissions Buses	Marin Transit Vehicle Purchases	
		Planned # of Replacements	# Zero Emission Bus Purchases Required
2026	25% of Purchase	7	5
2027		-	0
2028		11	8
2029	100% of Purchase	10	10

Marin Transit's current fixed route fleet is shown in Table 4-4. The District plans to meet or exceed these requirements, if possible. Staff will evaluate each vehicle purchase to determine whether a percentage of or the entire purchase can be converted to a Zero-Emission vehicle. A summary table of the Fixed Route Fleet Transition Plan is included in Table 4-9 below, and the full plan is provided in Appendix G. The base plan assumes the District will convert its standard size bus fleet to Battery Electric Buses first, since the technology is readily available. Staff anticipates that the vehicles that will be converted last will be the narrow-bodied vehicles that deliver Marin Transit's rural services. The steep terrain and windy roads make this fleet the most challenging vehicle type to convert given the current limitations and range of electric buses. The District expects the technology will improve or new solutions will be available by 2030 when it will begin to convert the rural fleet.

Table 4-4: Availability of Zero Emission Vehicle Equivalents

Vehicle Type	# in MT Fleet	Fuel Type	Approved Zero Emission Equivalent?	Vehicle Life (yrs.)	Notes
30ft, 35ft, 40ft Low Floor Bus	30	Renewable Diesel (Hybrid)	Yes (FCEB and BEB)	12	All District-owned Vehicles are Hybrid Buses
60ft Articulated Bus	10	Renewable Diesel	Yes (BEB)	12	Upcoming replacement in FY2019/20
30ft / 35ft XHF (narrow) Bus	15	Diesel[1]	No	12	Narrow buses needed for rural roads, challenging topography - a unique vehicle type not available with alternative fuel
Shuttles / Stagecoach Cutaways	19	Gasoline	No	7	Manufacturers have not identified a cost-effective means to build this size of vehicle due to low vehicle costs and short lifespan
Paratransit Cutaways	35	Gasoline	No	5	Manufacturers have not identified a cost-effective means to build this size vehicle due to low vehicle cost and short lifespan

When a Zero-Emission vehicle purchase is not possible, Marin Transit will continue to purchase hybrid and alternative fuel vehicles as funds are available. Staff developed cost estimates based on MTC's regional

bus/van price list. Zero Emission buses cost approximately 15 percent more than a hybrid bus. Staff will seek to program Cap and Trade funds from the Low Carbon Transit Operations Program (LCTOP) and apply for other clean air funds to secure incremental funding to purchase the best available technologies.

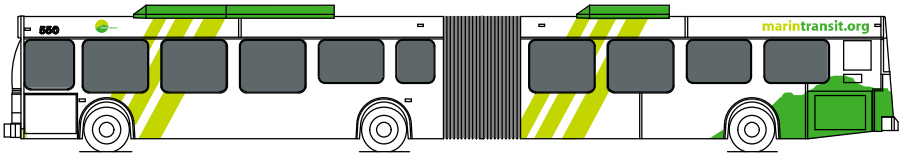
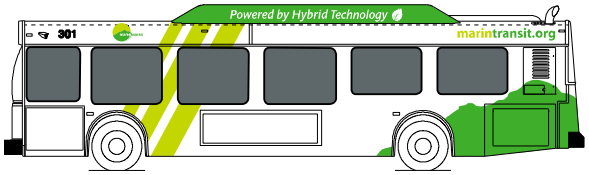
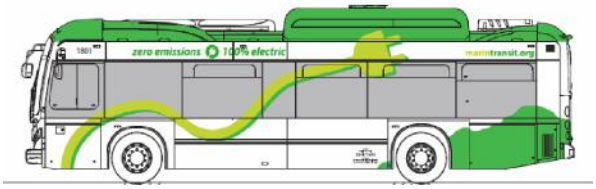
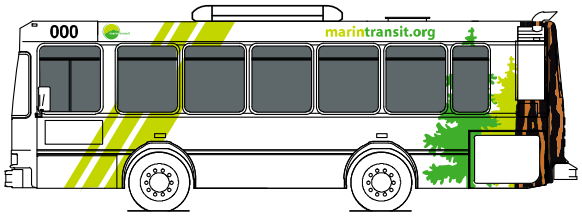
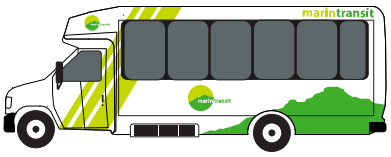
For the purposes of this Capital plan, it assumes that all standard-sized bus replacements beyond FY 2019/20 will be Hybrid Electric. The plan also assumes that narrow-bodied buses for recreational service will be fueled by clean diesel. The complete Fixed Route Vehicle Transition Plan is included as Appendix G.

Table 4-5: Fixed Route Vehicles By Fuel Type

Fuel Type	Number of Vehicles	% of Fleet
Gasoline (Cutaways)	20	27%
Clean Diesel	25	33%
Hybrid Electric	28	37%
All Electric	2	3%
Total Fixed-Route	**75**	**100%**

The District is committed to reducing emissions from the use of diesel fuel. Marin Transit uses renewable diesel to fuel its vehicles operated by Golden Gate Transit and Marin Airporter. The Neste NEXTBTL fuel reduces greenhouse gas emissions by approximately 67 percent compared to standard petroleum diesel. This fuel has a higher cetane rating than petroleum or biodiesel. Higher cetane contributes to a cleaner and more complete combustion process that results in lower tailpipe emissions.

Table 4-6: Fixed Route Vehicle Types

No. of Vehicles	Vehicle Type	Vehicle
10	Articulated Vehicles	
17	40ft Hybrid Vehicles	
7	35ft Hybrid Vehicles	
4	30ft Hybrid Vehicles	
2	35ft Battery Electric Buses	
12	Muir Woods Shuttle XHF	
9[1]	Stagecoach Shuttles	
13	Community Shuttles	
38[2]	Paratransit Vehicles	

Notes:
(1) Includes 3 29′ XHFs; (2) Only includes vehicles owned by Marin Transit

Table 4-7: Vehicle Service Life Guidance

Asset Class [1]	Service Life
35′-40′ heavy duty and articulated transit bus	12 years or 500,000 miles
30′ heavy duty transit bus	10 years or 350,000 miles
30′ medium-duty transit bus	7 years or 200,000 miles
25′-35′ light-duty transit bus	5 years or 150,000 miles
Other vehicles (e.g., small buses, regular and specialized vans)	4 years or 100,000 miles

Note:
(1) A heavy-duty transit bus is manufactured as a bus for urban and/or high passenger volume utilization. A medium-duty bus is manufactured for a lighter duty cycle.

Local Fixed Route Vehicles

The local fixed route program requires an estimated 74 vehicles to operate service and maintain an adequate spare ratio. The District deploys these vehicles to delivery different services under multiple service contracts, as shown in Table 4-2. The Capital plan assumes a replacement schedule in accordance with the service life for each vehicle type in Marin Transit's Fixed Asset Management policy (FA-01) corresponding to federal and regional guidelines and policies (Table 4-7).

Table 4-8 and Table 4-9 provide a summary of the replacement schedule for local transit buses. A full vehicle inventory is provided in Appendix D.

Table 4-8: Fixed Route Vehicle Summary

	Marin Transit Owned	Contractor Owned/Leased	Total
FY 2019/20 Vehicles	72		72
Replacement (FY2019/20 – FY 2028/29)[1]	*83*	-	*83*
Expansion (FY2019/20 – FY 2028/29)	-	-	-
Retirement (currently retired active)	*1*	-	*0*
FY 2028/29 Vehicles	77	-	77

Note:
(1) Ten 60-foot Articulated Buses will be replaced in a seat for seat replacement with fifteen 40-foot buses

Table 4-9: Local Transit Bus Replacement Schedule

Fiscal Year (In-service)	Replacements	Total Cost	Local Share	Vehicle Type	Seating Capacity	Service[1]
FY 2019/20	4	$1,600,000	$1,094,880	29ft XHF (upgrade)	22	SG
	11	$8,940,000	$1,609,200	40ft	34	LB
FY 2020/21	9	$1,032,000	$185,760	24ft	20	SH
	2	$850,000	$153,000	35ft XHF	37	MW
	4	$4,351,320	$1,614,816	40ft Electric	40	LB
FY 2022/23	7	$5,584,578	$1,005,224	35ft hybrid	32	LB
	2	$874,182	$599,281	29ft XHF (upgrade)	22	SG
	1	$140,962	$25,373	24ft	20	SH
FY 2024/25	8	$4,197,241	$755503	35ft XHF	37	MW
FY 2025/26	1	$154,033	$27,826	24ft	20	SH
	1	$269,557	$48,420	24ft Electric	20	SH
FY 2026/27	7	$6,770,277	$1,218,650	40ft hybrid	40	LB
	4	$5,195,704	$935,227	30ft electric	30	LB
FY 2027/28	2	$571,947	$102,950	24ft Electric	20	SH
	7	$1,143,893	$205,900	24 ft	20	SH
	1	$592,215	$107,215	35ft	34	MW
	2	$1,146,427	$205,741	29ft	22	SG
FY 2028/29	10	$10,743,028	$1,976,078	40ft Electric	40	LB

Note:
(1) Service Types: LB – Big Bus, SH- Shuttle, SG- Rural Stagecoach, MW- Seasonal Muir Woods and School

Expansion Needs

When considering service expansion, vehicles are often a constraint on the amount of service the District can add. Expansion vehicles are a low priority in the regional Capital plan, and typically do not receive federal funds. Local, state, or discretionary grants are required to expand fleets. The Capital plan does not include any expansion vehicles for the local fixed route program, and this is consistent with the current service plan. However, Marin Transit will replace its ten 60ft Articulated buses with 15-40ft standard sized transit buses to provide a seat for seat replacement.

Marin Transit relies on one retired active vehicle to support operations. Retired active vehicles are vehicles that are beyond their FTA-determined useful life that the District keeps available for service, while adding their official replacements to the fleet. The District intends to replace these retired active vehicles as expansion vehicles, if funding becomes available.

Demand Response Vehicles

Marin Transit has 56 vehicles available for local and regional demand response services. To provide an adequate number of spare vehicles, the District uses a maximum of approximately 42 vehicles in peak service. Marin Transit owns 35 vehicles, GGBHTD owns 14, and the contractor provides another three vehicles to support the operations. The three contractor-owned vehicles will be replaced in late 2019. Four of the District's vehicles are accessible vans used exclusively in Marin Transit's Connect Program and another vehicle is assigned to the Dial-A-Ride program.

Based on the contract with Marin Transit, GGBHTD has committed to providing all vehicles for the regional paratransit service and a proportion of vehicles for the local paratransit service based on their share of Marin County fixed route trips (currently about 25 percent).

Expansion Needs

Marin Transit anticipates increasing demand for paratransit service. To keep pace with the growth in ADA-mandated paratransit, the Capital plan includes the purchase of five additional vehicles. These vehicles are funded 100 percent with Measure A capital funds.

Historically, Marin Transit has also relied on keeping demand response vehicles in service after their replacement due date to ensure adequate numbers of vehicles are available.

Table 4-10: Demand Response Vehicle Summary

	Dial-A - Ride (Marin Transit)	Accessible Vans (Marin Transit)	Paratransit Cutaways (Marin Transit)	Contractor Owned Paratransit	GGBHTD (Paratransit)	Total
FY 2019/20 Vehicles	1	4(1)	34(2)	3	14	56
Planned Disposals	2	8	110	3	51	174
Replacement (FY2019/20 – FY 2028/29)	2	8	110	-	51	174
Expansion (FY2019/20 – FY 2028/29)	-	-	5	-	-	5
FY 2028/29 Vehicles	1	4	39	0	17	61

Notes:
(1) Vehicles used in Marin Transit Connect program
(2) Includes one retired active vehicle

Table 4-11: Paratransit & Dial-A Ride Vehicle Replacement and Expansions Schedule

Fiscal Year	Qty. Replacements (R) / Expansion (E)	Total Cost	Local Share	Vehicle Type	Seating Capacity	Wheelchair Capacity	Program[1]
FY 2019/20	17 (R)	GGT owned	NA	Cutaways	8	2	RPT/LPT
FY 2020/21	16 (R)	$1,740,787	$313,342	Cutaways	8	2	LPT
FY 2021/22	15 (R)	$1,456,821	$262,228	Cutaways	8	2	LPT
FY 2022/23	3 (R)	$356,663	$64,199	Cutaways	8	2	LPT
	3 (E)	$356,663	$356,663	Cutaways	8	2	LPT
	2(R)	$119,150	$21,447	Vans	6	2	CT
FY 2023/24	16 (R)	GGT owned	NA	Cutaways	8	2	RPT/LPT
FY 2024/25	16 (R)	$2,018,049	$363,249	Cutaways	8	2	LPT
FY 2025/26	15 (R)	$1,948,679	$350,762	Cutaways	8	2	LPT
	2 (E)	$259,842	$259,842	Cutaways	8	2	LPT
FY 2026/27	0	-	-	-	-	-	-
FY 2027/28	4 (R)	$601,857	$108,334	Vans	6	2	CT
FY 2028/29	0	-	-	-	-	-	-

Note:
(1) Service Types: LPT – Local Paratransit, RPT – Regional Paratransit, CT –Connect

Electric Vehicle Pilot

Marin Transit placed an order for two 35-foot BYD Battery-Electric Buses with seating for 32 passengers, delivered in FY 2019. Golden Gate Transit operates and maintains these vehicles as a pilot project. The two all-electric buses provide an opportunity for the District and GGBHTD to test the new technology and better understand the advantages and challenges in operating an all-electric fleet. The agencies are gathering data regarding fuel costs, operational advantages. and limitations that will guide future bus purchases. Marin Transit purchased the vehicles with a combination of Federal Section 5307, Measure A, and a Bay Area Air Quality Management District grant. TAM allocated $75,000 through Measure B towards the vehicle purchase and to install charging stations at Golden Gate Transit's yard where the buses are parked overnight.

Yellow School Buses (unfunded)

Marin Transit has operated yellow school bus service under contract for four years and will investigate purchasing its own school service vehicles. Investment in new, District-owned vehicles will improve service reliability and reduce ongoing operations costs. Direct ownership of the yellow bus fleet will also expand the number of potential service providers that will bid on new contracts, and support service expansion as demand increases.

Bus Stop and Corridor Improvements

Bus Stop Improvements

Marin Transit is committed to improving local bus stops in Marin County to address accessibility and provision of shelters, signage (both eye level and bus stop flags), and other stop amenities. The District continues to work with local jurisdictions to ensure that all bus stops are accessible, according to the Americans with Disabilities Act (ADA).

Since 2012, Marin Transit has addressed prioritized bus stop needs by providing new shelters, benches, signage, roadway repair, and accessibility improvements. Marin Transit received a $1.6 million Federal State of Good Repair grant and applied these funds to replace all bus stop signs throughout the county, add bus stop amenities and accessibility improvements at 23 locations, and fund other minor upgrades to stops in West Marin and San Rafael. Staff gained valuable experience from that process. These projects are resource intensive due to the unique nature of each bus stop and the jurisdictions where they are located.

Marin Transit continues to plan for a future phase of bus stop improvements. In 2017, the District initiated an update to the 2005 bus stop inventory to reflect recent improvements, better quantify needs, and prioritize stop improvements. Through same contract, the District initiated preliminary design work for 25 stops throughout Marin County. Staff will use these designs plans to apply for funding for a new Bus Stop Improvements project.

In 2019, the District initiated a procurement for Real-Time Information signs at high-usage bus stops. Signs placed at select stops will provide real time data feeds for Golden Gate Transit and Marin Transit routes. For shared stops, this will eliminate passenger confusion when there is information sign data from only one of the transit agencies. A Lifeline grant will fund the first installations in San Rafael and Novato. Staff will identify funding sources to install additional signs at targeted bus stops.

Major Improvements at Transfer Locations

Marin Transit has a vested interest in improving major transfer locations to facilitate transfers between services, improve operations, and attract riders. Since 2010, Marin Transit has worked with its partners to build new facilities in Marin City and Downtown Novato and is currently working on relocating and constructing a new intermodal transfer station in Downtown San Rafael. SMART operation in the current San Rafael Transit Center highly constrains bus operations. Caltrans, local jurisdictions, and partner agencies have recently completed secondary transfer locations such as SMART stations, Highway 101 interchanges stops, Downtown Fairfax, and Strawberry Village.

Major Transit Corridor Improvements (unfunded)

Recent Marin Transit service changes added new limited stop or express bus services to reduce travel time to major destinations. These services target major travel corridors such as Highway 101, Sir Francis Drake Blvd., 4th Street/Miracle Mile, and areas in the Canal. Travel time savings for transit can also be achieved through capital infrastructure investments in these corridors. Such investments include traffic signal priority, transit queue jump lanes, and bus stop bulb-outs. These features speed up transit operations, improve safety, and make transit more competitive with automobile travel.

The District actively participates in countywide efforts to study the benefits of infrastructure investments in key transit corridors. Recent efforts include: the Sir Francis Drake Boulevard Rehabilitation Project; US101/East Blithedale Ave-Tiburon Blvd Interchange Pedestrian and Bicycle Access Planning Study; Fairfax-San Rafael Transit Corridor Feasibility Study; and Caltrans Ramp Metering. The District partners with TAM, the County of Marin, GGBHTD, City of Larkspur, City of San Rafael, Town of Ross, Town of San Anselmo, and Caltrans. Increasing transit ridership can significantly expand capacity in these congested corridors or "person throughput," and Marin Transit will continue to lobby for these transit priority enhancements.

Administrative and Operations Facilities

Bus Operations and Maintenance Facilities

Marin Transit provides contractors with the vehicles to operate its service and relies on them to provide maintenance and storage facilities. There are four maintenance yards, eight storage yards, and four fueling locations that support District operations. Marin Transit is seeking to lease or purchase its own facility to increase competition for contracted services, reduce long term risks and uncertainties, and consolidate existing facilities. Space needs include contract operations and maintenance services for fixed and paratransit vehicles, with infrastructure that will accommodate the transition to mostly all-electric buses. Marin Transit anticipates that the facility design will utilize solar power and meet minimum level LEED certification for environmental sustainability.

FTA awarded the District a $4.4 million 5339 Bus Facilities grant to purchase land, with a $1.1 million local match, for a total of $5.5 million. The District has also budgeted $950,000 in Measure A and $8 million in reserves towards construction of a new facility. Additional funds will be needed to construct the facility, purchase equipment, and acquire furnishings.

Yellow Bus Parking and Maintenance Facilities

The Capital plan includes a project to purchase land for yellow bus parking. The yellow bus program is operated by contractors with facilities outside the county. Historically, the District has secured temporary parking for vehicles on Marin County property. After June 2019, this leasing arrangement will no longer be available. Parking for the yellow bus service is critical to control operation costs. Parking is major constraint as the District prepares to initiate a procurement for this service and evaluates options for future expansion. A District-owned parking facility within the county will increase contractor interest in bidding on the work, increase service reliability, and ultimately reduce ongoing operations costs.

Marin County has a very limited number of sites that are appropriate for this use. The District will work with its partners to look for a site that can park the most vehicles. A site where contractor can also maintain the vehicles will further reduce operations costs. The District needs to purchase property that can accommodate 15 buses for the school programs currently in operation. Marin Transit expects that more school districts will be interested in offering yellow school bus service. Marin Transit needs to secure a long-term parking facility within the county that can accommodate 24 buses to ensure sustainable growth and cost stability for the yellow bus program. As outlined in the Coordinated Countywide Student Transportation Study, the final growth phase will include service for nine school districts and require parking for 70 yellow buses.

Zero Emission Bus Infrastructure (unfunded)

The Capital plan includes vehicle costs for upgrading buses to zero emission. It does not include the costs for the associated infrastructure to support these vehicles. These costs will be determined by Marin Transit's ability to purchase right of way to install charging infrastructure or the willingness and ability of Marin Transit's operations contractors to install charging infrastructure. Marin Transit will need to secure additional funding for Zero Emission Bus infrastructure before purchasing any vehicles.

Staff Offices

Marin Transit leases staff offices at 711 Grand Avenue in San Rafael. The current lease extends through 2023. If the District purchase a bus operations and maintenance facility, staff will consider possible cost savings and operational efficiencies from co-locating staff offices with operations.

Technology and Other Capital Needs

Most of the remaining capital expenditures consist of communications equipment, fare collection, and major vehicles repairs. Staff time not charged directly to capital projects is included in the infrastructure support costs.

Real-Time Signs

Marin Transit installed an AVL system on the Shuttle and Rural programs in 2011 to provide real-time bus arrival information for passengers and expanded the system to all Marin Transit services in 2016. Information is available online and on limited real-time signs at stops across the county. Marin Transit recently awarded a contract to expand real-time signs to at least 25 locations countywide. This project will provide integrated Marin Transit and GGBHTD prediction data at high ridership stops and transfer points.

Fare Collection

As discussed in the Service plan, Marin Transit's fare structure is embedded into GGBHTD regional zone-based system. This embedded flat fare within a zone-based system requires complicated programming and results in limitations for both Marin Transit and GGBHTD. Marin Transit intends to transition to a transfer agreement with GGBHTD that will be similar to the District's transfer fare structure with SMART.

Marin Transit supports the Clipper regional fare payment card deployed on all its local bus services. To accelerate Clipper use, Marin Transit deployed Clipper within the design and function of GGBHTD's regional system. Under this structure, Clipper cannot support Marin Transit's pass products and requires passengers to tag on and tag off the bus to pay the correct fare. If passengers fail to tag off, Clipper charges them the maximum regional fare up to $7.00. The potential for incurring the maximum fare instead of the $2.00 flat fare is too high of a risk for low-income riders and a deterrent to using Clipper.

Marin Transit worked with MTC and the Clipper program to develop a change order in the Clipper software design. The change order would enable the District to become an independent operator in the system and achieve the goals outlined in previous SRTP efforts. Due to a combination of cost and the Clipper 2.0 program under development, the District decided to delay this change order until Clipper 2.0 is completed in 2023. The completion of Clipper 2.0 will provide Clipper independence at no added cost to the District.

Marin Transit uses a highly sophisticated Genfare (GFI) validating farebox for cash fares and magnetic fare payment cards on the fixed route system. Marin Transit will continue to maintain this system until a new Clipper system supports monthly and weekly passes. With this change, the District will either reprogram the GFI fareboxes or consider a simplified farebox solution.

Paratransit clients pay their fares in cash to the driver. In 2016, Marin Transit installed non-validating fareboxes in paratransit vehicles to increase security. The District is implementing a pre-paid electronic option for paratransit fares through its Trapeze software upgrade, expected to be available in early 2020.

Capital Contribution to Contractor

Under the operations contract effective July 1, 2015, Marin Transit's annual capital contribution to GGBHTD was reduced significantly. This payment is for the depreciation of the local share of assets purchased prior to 2006. The District budgets payments for major vehicle repairs or significant capital expenditures for all operations contracts under Major Vehicle Repairs and Infrastructure Support categories.

Bus Stop Maintenance

Measure A funds support ongoing maintenance contracts to clean and repair Marin Transit local bus stops. The majority of bus stop maintenance is done by GGBHTD or by local jurisdictions (City of Novato and San Rafael) under advertising agreements.

Major Vehicle Repairs

Vehicle service and minor maintenance is provided by the associated contract operators. Marin Transit is responsible for major repairs, including engine and transmission replacements. Under the previous contract with GGBHTD, Marin Transit paid for major vehicle repairs through its Capital Contribution. Marin Transit now directly pays for these repairs, and the District's associated budget category anticipates this.

Infrastructure Support

Infrastructure support consists of Marin Transit staff time for capital programs that is not directly billed to projects and low value capital assets and other equipment.

Chapter 5: Financial Plan

Operating Budget

Marin Transit forecasts revenues and expenses for the ten-year SRTP based on current contract rates, annual escalations, historical trends, and partner agency revenue projections. Marin Transit is currently in a strong financial position with a fully funded operations reserve, equivalent to six months of operations expenses. In November 2018, Marin voters reauthorized the local transportation sales tax measure - extending the measure for 30 years. The new Measure AA continues to prioritize local transit and provides critical baseline funding for ongoing transit operations. State gas tax funding under Senate Bill 1 (SB1) has increased State Transit Assistance revenues, and provide new capital funds for maintaining a State of Good Repair.

Financial Outlook

The Financial plan includes revenue and expenditure projections for the District for the ten years through FY 2028/29. There is financial capacity in the first two years of Marin Transit's service plan. Marin Transit's operation reserves are currently fully-funded, and FY2020/21 operations revenues exceed anticipated operations expenses. The service plan uses some of this capacity to adjust fare policy and provide funding for two additional years of Marin Transit Connect or another on-demand service. The primary changes in the Financial plan since the last SRTP are:

- Reauthorization of Local Sales Tax
- Additional State funding from SB1 – Rebuilding California
- New Service Contracts and updated projections for Rebidding

Since the last SRTP, the transportation sales tax Measure AA has extended the life of Measure A and provides significant funding for Marin Transit throughout the SRTP ten-year plan. This baseline funding is critical for ongoing transit operations. However, the Measure AA revenue for local transit is less than under the prior measure and the funding categories have changed.

Anticipated state funding from the gas tax increase (SB1 – Rebuilding California) is now available for operations and capital projects and is included in the financial projections.

Marin Transit implemented new service contracts in FY2018/19 for operations of fixed route services. The competitive procurement process led to award of two contracts at rates within budgeted projections. These contracts are shorter than previous operations contracts to provide flexibility to make adjustments if the District is able to purchase a maintenance facility. The Financial plan provides for significant cost increases when these contract terms end in FY2021/22 and FY2022/23. If the District is successful in securing property for a maintenance and parking facility, the contract costs may be significantly lower.

As the growth of Marin Transit's expenses outpace revenues (Figure 5.1), the financial model spends down District reserve funds (Figure 5.2). If cost savings are not realized, Marin Transit will revisit the use of these reserves and consider reducing or eliminating low productivity services. Marin Transit is not planning for any additional expansion of fixed route service in this SRTP. Marin Transit expanded fixed route service by almost 20 percent in June 2016 and continues to monitor and evaluate these services.

Figure 5-1: Projected Operations Revenues and Expenditures

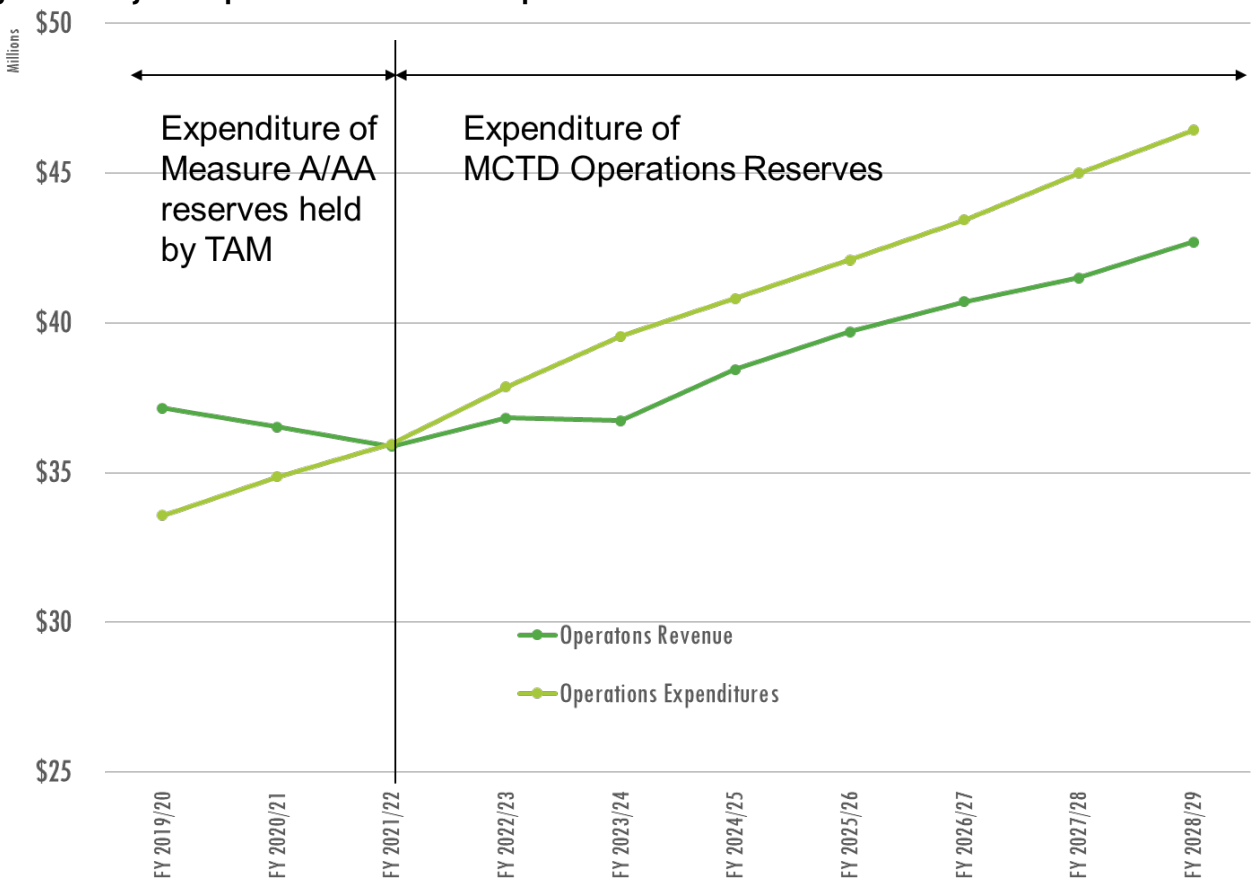


Figure 5-2: District Reserve Level for Service Plan Assumptions and Contract Rate Increase Assumptions



Operations Expenses

Marin Transit relies on contract operators to delivery its service, and the majority of operation expenses are tied to large contracts (Table 5-1). The operations contracts are the majority of the District's expenses (77%, Figure 5-3). As such, service contract rates significantly affect the District's long-term financial outlook.

The District's four major contracts are with Golden Gate Bridge Highway & Transportation District, Marin Airporter, MV Transportation, and Whistlestop. Golden Gate Transit operates 43 percent of Marin Transit's fixed route service through an intergovernmental agreement, down from 60 percent in FY 2014/15. This agreement is comprehensive in scope and includes operating and maintenance requirements, revenue apportionment, vehicle purchase terms, and a capital contribution. Marin Transit competitively procures the remainder of its services through a request for proposal (RFP) process to ensure high quality service and competitive rates.

Marin Transit will need to rebid or renegotiate all service contracts in years three and four of the SRTP plan period. Current contracts include annual rate escalations of 2.7%- 3%. The Financial plan projects eight percent cost increases associated with new contracts that will outpace projected revenue growth. Some contract hourly rates may not increase if the District is able to secure an operations and maintenance facility.

The ten-year summary of operating expenditures and revenues are shown in Table 5-2.

Table 5-1: Service Contract Summary

Service	Contractor	Term / (options)	End Date (including 0ptions)	Annual Cost
Large Bus	Golden Gate Transit	5 year / (2-1 year)	June 2022	$8.9 million
Community Shuttles/Large Bus	Marin Airporter	3 year / (2-1 year)	June 2023	$5.7 million
Rural, Muir Woods Shuttle, Supplemental School, Large Bus	MV Transportation	3 year / (2-1 year)	June 2023	$3.8 million
Demand Response	Whistlestop Wheels	4.5 year / (2-1 year)	June 2022	$4.7 million
Yellow bus	Michael's Transportation Services	3 year / (2-1 year)	June 2022	$619,000

Figure 5-3: 10-Year Operations Expenses by Type

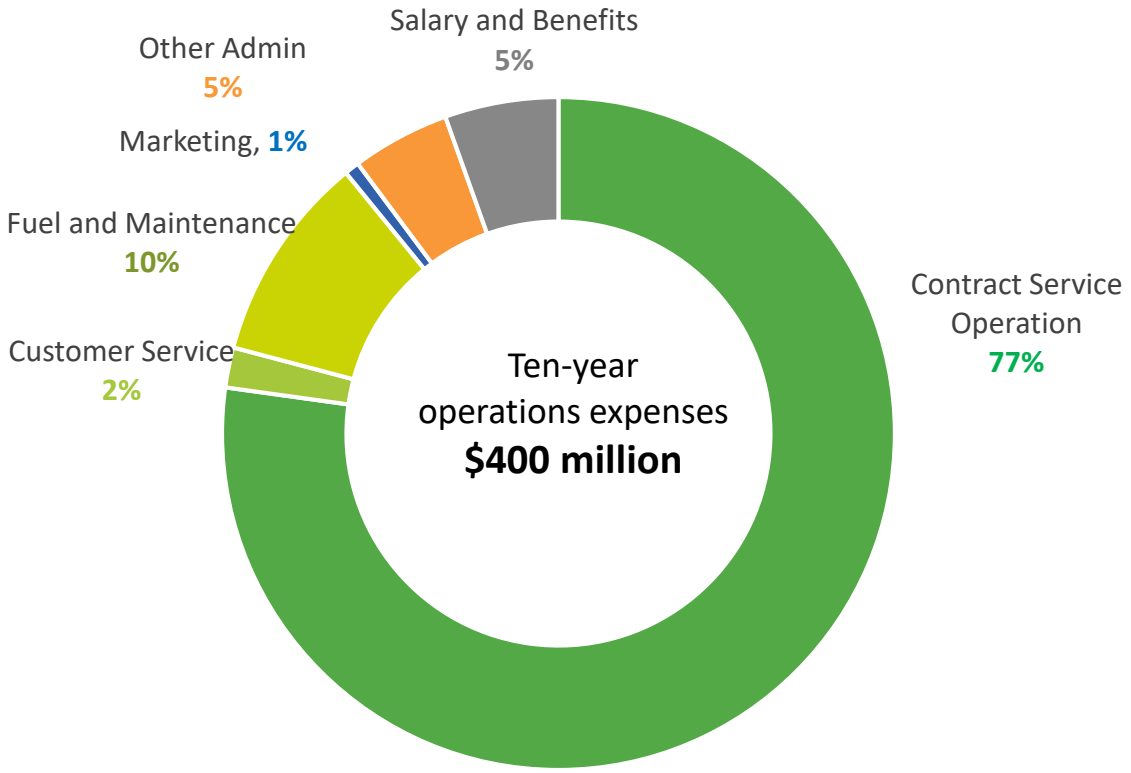


Table 5-2: 10-Year Financial Projections – Expenses by Program

Fiscal Year		FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	10-year Total
Fixed Route Operations												
Hours		190,250	191,550	191,550	191,550	191,550	191,550	191,550	191,550	191,550	191,550	1,914,200
Rate		$128.97	$134.10	$138.16	$146.17	$152.99	$157.37	$161.89	$166.52	$172.19	$177.14	$153.57
Subtotal Expense		*$24,537,195*	*$25,687,773*	*$26,464,100*	*$27,999,767*	*$29,304,363*	*$30,144,755*	*$31,009,230*	*$31,897,683*	*$32,982,890*	*$33,930,649*	*$293,958,404*
Demand Response												
Hours		80,056	81,345	80,271	73,057	74,379	7,511	77,053	78,404	79,763	81,131	712,970
Rate		$84.49	$83.88	$88.02	$100.64	$102.92	$1,061.41	$107.78	$110.36	$113.05	$115.86	$110.82
Subtotal Expense		$6,764,327	$6,823,608	$7,065,674	$7,352,648	$7,655,262	$7,972,276	$8,304,443	$8,652,554	$9,017,450	$9,400,019	$79,008,262
Yellow Bus Service		6 buses	6 buses	6 buses	6 buses	6 buses	6 buses	6 buses	6 buses	6 buses	6 buses	
Subtotal Expense		*$925,328*	*$937,004*	*$965,989*	*$995,844*	*$1,026,634*	*$1,058,391*	*$1,091,144*	*$1,124,926*	*$1,159,769*	*$1,195,707*	*$10,480,738*
Other Agency Expenses (Pass Through)												
Intercounty Paratransit on behalf of GGBHTD	Hours	8,500	8,755	9,018	9,288	9,567	9,854	10,149	10,454	10,768	11,091	97,443
	Expense	$940,018	$982,043	$1,024,084	$1,070,975	$1,120,227	$1,171,967	$1,226,330	$1,283,459	$1,343,503	$1,406,623	$11,569,228
Grants to External Yellow Bus Programs		$405,485	$414,487	$423,688	$433,094	$442,709	$452,449	$462,402	$472,575	$482,972	$482,972	$4,472,833
Subtotal Expenses		*$1,345,503*	*$1,396,529*	*$1,447,773*	*$1,504,069*	*$1,562,936*	*$1,624,415*	*$1,688,732*	*$1,756,034*	*$1,826,475*	*$1,889,595*	*$16,042,062*
Total Revenues		$37,159,021	$36,528,936	$35,875,652	$36,817,222	$36,726,238	$38,441,766	$39,702,062	$40,712,863	$41,502,384	$44,290,248	$387,756,391
Total Expenses		$33,572,354	$34,844,915	$35,943,535	$37,852,328	$39,549,195	$40,799,838	$42,093,547	$43,431,193	$44,986,585	$46,415,970[1]	$399,489,459
Annual Surplus/Deficit		**$3,586,667**	**$1,684,021**	**($67,884)**	**($1,035,106)**	**($2,822,957)**	**($2,358,072)**	**($2,391,485)**	**($2,718,330)**	**($3,484,201)**	**($2,125,722)**	
Cumulative Surplus/Deficit		**$16,010,802**	**$17,694,822**	**$17,626,939**	**$16,591,833**	**$13,768,877**	**$11,410,805**	**$9,019,320**	**$6,300,990**	**$2,816,789**	**$691,067**	

Note:
1) Includes expenditure of capital reserve funds for operations

Table 5-3: 10-Year Financial Projections- Expenses by Category

Fiscal Year	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	10-year Total
Contract Service Operation	25,631,104	26,494,073	27,269,791	28,903,417	30,315,983	31,270,130	32,256,855	33,277,378	34,332,967	35,424,943	305,176,640
Fuel and Maintenance	2,967,148	3,210,117	3,365,383	3,468,754	3,576,410	3,688,595	3,805,564	3,927,595	4,054,985	4,188,050	36,252,601
Communications	195,456	200,139	206,837	213,001	218,179	225,443	232,169	237,891	245,772	253,111	2,227,998
Customer Service	651,950	674,129	697,089	720,859	745,469	770,949	797,331	824,649	852,935	882,226	7,617,586
Other Operations	122,289	125,358	128,519	131,774	135,127	138,581	142,139	145,803	149,577	153,464	1,372,632
Marketing	246,808	252,917	260,415	267,957	275,905	283,907	292,334	300,823	309,758	318,763	2,809,587
Salary and Benefits	2,275,580	2,365,406	2,451,548	2,540,881	2,633,526	2,729,607	2,829,254	2,932,600	3,039,786	3,150,955	26,949,143
Administration	420,529	441,648	455,510	469,175	483,250	497,748	512,682	528,065	712,385	733,757	5,254,749
Equipment	14,750	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800	102,950
Software	137,834	141,969	146,228	150,614	155,133	159,787	164,580	169,518	174,603	179,842	1,580,107
Grants	405,485	414,487	423,688	433,094	442,709	452,449	462,402	472,575	482,972	482,972	4,472,833
Consulting	503,421	514,873	528,729	543,001	557,701	572,842	588,438	604,501	621,046	638,087	5,672,640
Total Expenses	**33,572,354**	**34,844,915**	**35,943,535**	**37,852,328**	**39,549,195**	**40,799,838**	**42,093,549**	**43,431,197**	**44,986,585**	**46,415,970**	**399,489,465**

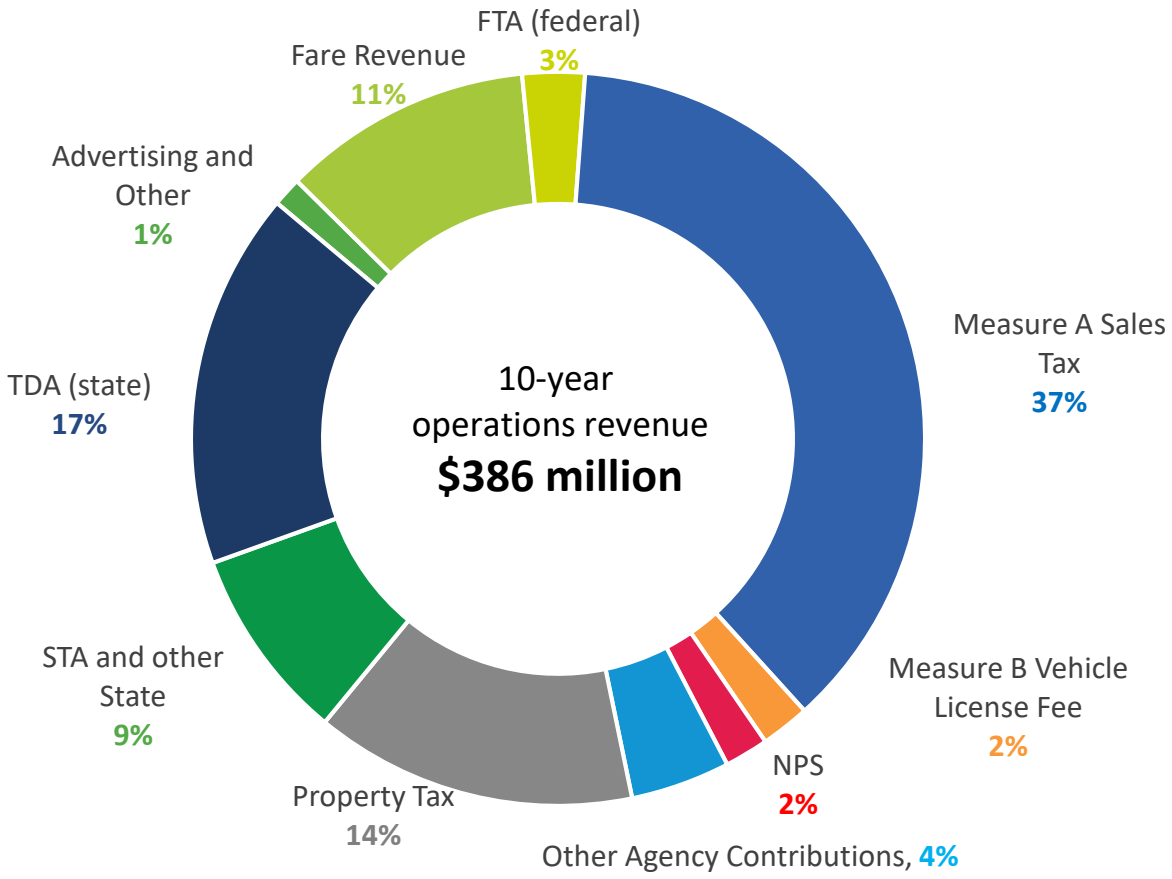
Revenue

Marin Transit relies on diverse revenue streams with no single revenue source providing the majority of Marin Transit operating funds (Figure 5-4). The primary revenue sources for Marin Transit operations are:

- Measure A Sales Tax Operating funds;
- Transportation Development Act Funds;
- State Transit Assistance Funds (STA);
- Fares;
- Property Taxes; and
- Federal Section 5311 Rural Transit Funds.

Appendix F provides a detailed description of each of Marin Transit's operating revenue sources.

Figure 5-4: 10-Year Operations Revenue by Type



Local Sales Tax – Measure A /Measure AA

Historically, Measure A has provided approximately one-third of Marin Transit's operating revenues and enabled the District to obtain additional state and federal funds and contribute required matching funds. The Measure AA local transportation sales tax reauthorization in November 2018 extended the life of Measure A and provides significant funding for Marin Transit throughout the SRTP ten-year plan. This baseline funding is critical for ongoing transit operations.

The Transportation Authority of Marin (TAM) updated the Measure AA expenditure plan to reflect Marin County needs and projects that were completed under Measure A. Measure AA continues to prioritize local transit and the voter approved expenditure plan specifies that 55 percent of allocated sales tax revenues will go to local transit. The Measure AA expenditure plan changes the transit sub-strategies and their percentage of allocations (Table 5-3). The largest differences are the addition of the School Service sub-strategy and the lower percentage for Transit Capital. In Measure A, funds for supplemental school, the youth bus pass program, and yellow bus were categorized under the Local Service sub-strategy. Measure AA commits additional funds to school transportation.

Table 5-4: Local Sales Tax Allocation Percentages for Local Transit

Local Transit Sub-Strategy	Measure A %'s[1]	Measure AA %'s[2]
Local Bus Service	37%	33%
Rural Bus Service	3%	3%
Special Needs	9%	9.5%
Bus Transit Facilities (Transit Capital)	6%	4%
School Service	0%[3]	5%
Total to Marin Transit	55%	45.5%
Ferry Access[4]	0%	0.5%
Total to Local Transit	**55%**	**55%**

Notes:

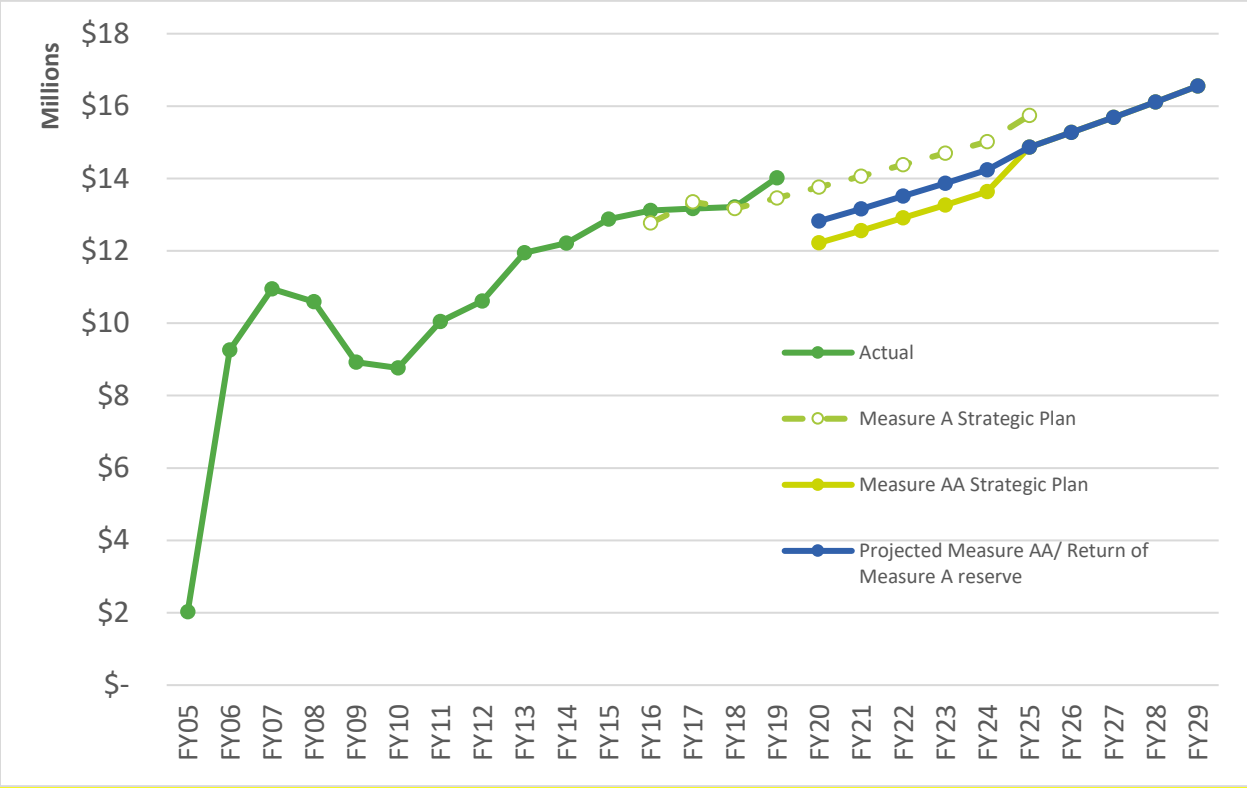
1) Percentages are applied to sales tax revenue after a 5% admin fee is taken off the top and percentages from completed highway projects re-distributed all other strategies
2) Percentages are applied to sales tax revenue after a 5% admin fee and a $2.35 million reduction (8.5%) for major roads is taken off the top for the first 14 years; effective percent to transit is 45% for the first 14 years
3) School service was previously included in in Local Bus Service
4) GGBHTD bus service to the ferry was funded on a discretionary basis from Measure A interested. Under Measure AA, funds are committed annually for this service and will be allocated directly to GGBHTD as outlined in the new Expenditure Plan.

Structural changes between the two sales tax measures result in a lower annual amount of sales tax funding available for Marin Transit. The sales tax revenues for the first six years of the plan are $5 million less (5%) based on TAM's Measure AA strategic plan compared to TAM's projections for Measure A that were

included in the prior SRTP (Figure 5.5). The sales tax revenue in the SRTP assumes remaining Measure A reserves in the Local Transit strategy are distributed to Marin Transit.

The funding available for Bus Transit Facilities, or capital investments, drops most significantly. This is due to a lower allocation percentage combined with the lower overall funding. Marin Transit worked with TAM on the development of Measure AA and anticipated some of the decrease in capital funding that would be offset by new state funding.

Figure 5-5: Transit's Share of Measure A (Actual and Projected Receipts by Fiscal Year)



Transportation Development Act Funds

State funding for transit operations is a critical source of stable ongoing operations funds. The Transportation Development Act includes both State Transit Assistance funds (STA) and Transportation Development Act funds (TDA).

What the Bay Area region refers to as TDA is funded with ¼ cent statewide sales tax and represents 17 percent of the planned ten-year operations revenues. The State Controller allocates funding based on receipts to each County. Since this funding is based on County sales tax revenue, TDA revenue is projected to match Measure A growth projections of 2.72 percent per year. Marin Transit receives a percentage of Marin County TDA based on the share of passengers carried and total revenue hours of public transit (bus and ferry) operated by Marin Transit and Golden Gate Transit. The revenue-sharing formula is documented in the intergovernmental agreement between the two agencies, and Marin Transit's current share is 41 percent or about $5.8 million per year.

State Transit Assistance Funding

State Transit Assistance (STA) funds are derived from a sales tax on diesel fuel. For the first time since 1983, the state legislature approved a transportation funding package in 2018 with new transportation-related taxes and fees. Senate Bill 1, The Road Repair and Accountability Act (SB1), provides increased transportation funding for a variety of programs including public transit. The additional transit formula funds backfill prior state funding that had not kept pace with inflation. Table 5-4 provides details on these formula funds and the expected shares for Marin Transit. The SB1 STA funding will be allocated in the same way as existing STA funds. The State sets aside 75 percent of the SB1 STA funds as a revenue share allocated directly to transit operators and based on the amount of local funds spent on transit operations. The State directs the remaining 25 percent to the Metropolitan Transportation Commission to allocate as the population share based on county populations.

The growth rate for STA funding is lower since it depends both on diesel fuel consumption and pricing. The Financial plan assumes a lower growth rate of 1.5 percent for STA.

Table 5-5: STA Funding Categories

Funding	Source	% of source	Distribution Methodology	Directing Agency for Marin Transit	Marin Transit's expected annual share
STA	3.5 % diesel sales tax	75%	*Revenue Share* - By share of local revenues spent on transit operations	Transit Agencies	$1.5 million
		25%	*Population Share* - By population to MTC	MTC (Regional Transportation Agencies)	$1.0 million
STA Capital	Vehicle registration fee	75%	*Revenue Share* - By share of local revenues spent on transit operations for Caltrans approved projects	Transit Agencies (with Caltrans project approval)	$215,000
		25%	*Population Share* - By population to MTC	MTC	Regional projects

STA Capital funds from a vehicle license fee will be available for capital projects that maintain a state of good repair. Marin Transit has programmed these funds in the Capital plan towards the local match for vehicle replacement projects.

Vehicle Registration Fee – Measure B

In the November 2010 election, Marin's voters approved Measure B - the Vehicle Registration Fee Initiative that collects $10 annually for each vehicle registered in Marin County. The funds generated by this measure are dedicated to improving transportation within the County. The Measure B Expenditure Plan allocates 35 percent of the generated funds specifically towards improving transportation services for older adults and people with disabilities. Marin Transit is the designated agency to manage this portion of the funding.

Beginning in calendar year 2012, Marin Transit has implemented the following programs and services with Measure B funding:

- Ongoing funding for **Volunteer Driver Programs** that assist older adults and ADA-eligible residents.
- **Same-day accessible service** – This is includes funding for the Catch A Ride program and Marin Transit connect that provide on demand
- A **low-income scholarship program** to assist SSI-eligible ADA paratransit riders with paying paratransit fares.
- A "Gap Grant" program reformulated as an **Incubator Program**. This program provides small competitive grants to Marin-based organizations that need financial and technical assistance to develop transportation programs serving seniors or persons with disabilities. In April 2017, Marin Transit issued the first call for Incubator proposals, asking applicants to focus on specific initiatives and priorities outlined by the District. In previous years, the District approved small grants to assist with a rural senior shuttle program, transportation to an adult day health care program, and management software for a volunteer driver program.
- Supplemental funding for Marin Transit to address increasing demand for ADA paratransit services.
- **Mobility Management and Travel Navigator staffing** to help with program development and outreach and expand Marin Transit's travel training efforts.

Fares

In FY 2023/24, Marin Transit is forecasting a fare increase of $0.25 on all services. This would raise fares to a $2.25 adult fare and $1.25 reduced fare, and staff projects that the new fare will increase fare revenue by ten percent. Board action and a Title VI analysis will be required prior to implementing any fare increases.

Paratransit fares are projected to increase at approximately the same rate as the amount of service (4%). The plan assumes that paratransit fares will increase in two phases reflected in the Financial Plan: phase 1 effective July FY 2020/21 and phase 2 in FY 2023/24. These increases will bring the paratransit fare to the industry standard of twice the adult fare. This is equivalent to a $4.00 paratransit fare, based on current fixed route fares.

Marin Transit is in the process of updating the eligibility thresholds for low-income fare assistance (LIFA), and anticipates that this will increase the number of eligible riders. LIFA eligible riders will also receive free access to the District's Fixed Route services.

Appendix B of the SRTP includes a comprehensive analysis of Marin Transit's Fare Policy, Program Eligibility, and Low-Income Fare Assistance and makes the recommendations described in Table 5 4. These recommendations are included in the fare revenue projections.

Table 5-6: Summary of Proposed Fare Changes

Program	Current	Proposed Phase 1 (July 1, 2020)	Proposed Phase 2 (July 1, 2023)
Adult			
Adult Cash Fare	$2.00	No change	No change
Adult Clipper Single Ride	$1.80	No change	No change
Adult 1-Day Pass	$5.00	No change	No change
Adult 7-Day Pass	$20.00	Eliminate	No change
Adult 31-Day Pass	$80.00	$40.00	No change
Seniors 65+ / Persons with Disabilities			
S/D Cash Fare	$1.00	No change	No change
S/D Clipper Single Ride	$1.00	No change	No change
S/D 1-Day Pass	$2.50	No change	No change
S/D 7-Day Pass	$10.00	Eliminate	No change
S/D 31-Day Pass	$25.00	$20.00	No change
Youth Ages 5 - 18			
Youth Cash Fare	$1.00	No change	No change
Youth Clipper Single Ride	$1.00	No change	No change
Youth 1-Day Pass	$2.50	No change	No change
Youth 7-Day Pass	$10.00	Eliminate	No change
Youth 31-Day Pass	$40.00	Eliminate	No change
6 Month Youth Pass	$175.00	Eliminate	No change
Annual Youth Pass	$325.00	No change	No change
Annual Youth Pass - low income	Free	No change	No change
Marin Access			
Novato Dial-A-Ride	$2.00/$1.00	$4.00/$2.00	No change
Rural Dial-A-Ride	$2.50	$4.00/$2.00	No change
Paratransit - Mandated	$2.00	$3.00	$4.00
Paratransit - Extended	$2.50	$3.00	$4.00
Catch A Ride	Free up to $14.00/$18.00 Limit of 8 trips/month [1]	$4.00 + 100% of fare above $18.00 Limit of 10 trips/month	$5.00 + 100% of fare above $19.00 Limit of 10 trips/ month
Volunteer Driver	No Fare - Driver reimbursement $.35/mile or $.40/mile West Marin	No Fare - increase driver reimbursement to $0.60/mile	No change

Property Tax

Marin Transit receives 0.05 percent of County property tax, or about $4.00 million per year, directly from Marin County. Property tax grown at 5-8 percent in the last few years after declining or almost no growth for four years (FY 2008/09 – FY 2011/12). Due to a potential slowing of the economy, the SRTP projects an average of three percent property tax growth over the ten-year plan.

FTA Section 5311

Federal Section 5311 Rural Transit Funds are less than one percent of Marin Transit's total revenues. Yet they are a significant revenue source (20%) for operating rural services that tend to have lower productivity. These

funds depend on the federal transportation bill and annual appropriations. Based on prior year trends, the District projects 5311 funding will grow by three percent per year.

Paratransit Contribution

Marin Transit and GGBHTD share responsibility for local paratransit in Marin County. Historically, Marin Transit has ensured that both agencies meet this responsibility. In this arrangement, GGBHTD has contributed its share of funding to Marin Transit. This relationship is expected to continue, and GGBHTD is projected to contribute funding for 25 percent of the mandated local paratransit operations costs to complement its regional fixed route services.

Marin Transit also contracts for regional paratransit services on behalf of GGBHTD, which pays 100 percent of that cost. This relationship is expected to continue, and the associated costs and revenues are included in the Financial plan.

Table 5-7: Operations Revenue Detail

	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	SRTP Total
Advertising and Other Revenue	558,700	423,440	436,047	449,033	462,408	476,184	490,373	504,989	520,042	535,547	***4,856,763***
Fare Revenue	3,988,281	3,865,852	3,882,842	3,896,180	4,258,549	4,275,302	4,292,470	4,310,062	4,328,090	4,346,565	***41,444,195***
Federal Transit Administration	1,338,413	968,322	936,099	954,254	972,794	991,729	1,011,068	1,030,820	1,050,996	1,071,605	***10,326,100***
Measure A Sales Tax	14,407,502	13,553,151	13,357,451	13,471,214	12,517,713	13,648,242	14,021,412	14,403,911	14,795,974	15,197,837	***139,374,408***
Measure B Vehicle License Fee	1,245,000	1,030,800	730,800	730,800	730,800	730,800	730,800	730,800	730,800	730,800	***8,122,200***
National Park Service (NPS)	625,070	711,088	725,077	740,507	778,564	795,147	778,031	795,601	641,184	659,799	***7,250,067***
Other Agency Payments	2,097,563	2,225,935	2,331,354	2,526,260	2,624,863	2,760,102	2,902,668	3,053,007	3,306,595	3,473,940	***27,302,287***
Property Tax	4,686,054	4,820,280	4,957,091	5,098,006	5,243,149	5,392,646	5,546,628	5,705,229	5,868,589	6,036,849	***53,354,522***
STA and other State	2,375,992	3,215,188	2,645,917	2,915,951	2,936,286	3,046,926	3,477,875	3,599,139	3,830,721	4,083,628	***32,127,623***
State Transportation Development Act	5,836,446	5,692,577	5,850,669	6,012,714	6,178,809	6,302,386	6,428,433	6,557,002	6,688,142	6,821,905	***62,369,084***
Grand Total	**37,159,021**	**36,506,633**	**35,853,349**	**36,794,919**	**36,703,935**	**38,419,463**	**39,679,759**	**40,690,560**	**41,761,134**	**42,958,475**	**386,527,247**











MARIN TRANSIT

2020-2029 Short Range Transit Plan: Appendices

DRAFT | November 2019

Appendix A: Route Profiles



17
Local Basic

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

FY 2017 Farebox Recovery: **15%**
% transfer (to route): **25%**
% Clipper usage: **16%**

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	194,263	5,396	257	11,496	319	15	177,386	4,927	234
Saturday	27,564	766	174	1,541	43	10	24,621	684	156
Sunday	26,171	727	145	1,720	48	10	27,378	761	152
Total	**247,998**	**6,889**	**226**	**14,757**	**410**	**13**	**229,385**	**6,372**	**209**

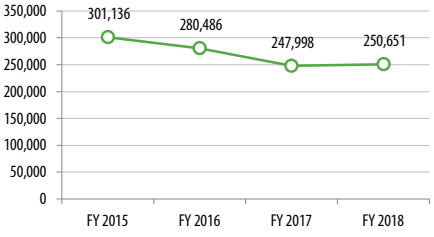
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$1,617,108	$44,920	$2,136	$247,041	$6,862	$326	$1,370,067	$38,057	$1,810
Saturday	$217,536	$6,043	$1,377	$36,894	$1,025	$234	$180,642	$5,018	$1,143
Sunday	$242,142	$6,726	$1,345	$35,826	$995	$199	$206,316	$5,731	$1,146
Total	**$2,076,786**	**$57,689**	**$1,897**	**$319,761**	**$8,882**	**$292**	**$1,757,025**	**$48,806**	**$1,605**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	16.9	$7.05		15.3%
Saturday	17.9	$6.55		17.0%
Sunday	15.2	$7.88		14.8%
Total	**16.8**	**$7.08**	**$140.73**	**15.4%**

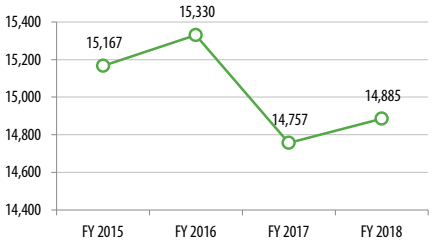
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	280,486	15,330	$2,041,616	$302,337	$1,739,279	18.3	$6.20	$133.17	14.8%
FY 2017	247,998	14,757	$2,076,786	$319,761	$1,757,025	16.8	$7.08	$140.73	15.4%
FY 2018	250,651	14,885	$2,252,338	$298,773	$1,953,565	16.8	$7.79	$151.32	13.3%

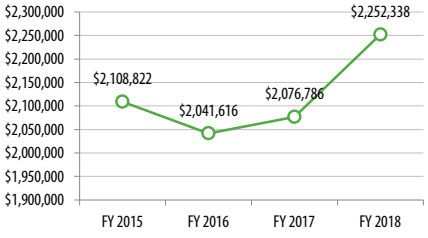
Passengers



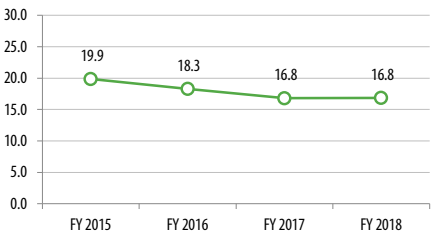
Revenue Hours



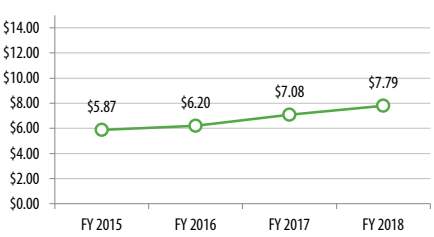
Operating Costs



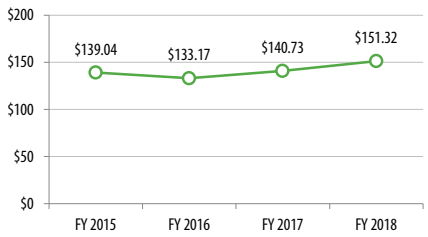
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





22
Local Basic

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

FY 2017 Farebox Recovery: 17%
% transfer (to route): 10%
% Clipper usage: 11%

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	184,918	5,137	244	14,244	396	19	126,319	3,509	167
Saturday	16,752	465	106	1,537	43	10	16,232	451	103
Sunday	14,088	391	78	1,773	49	10	18,729	520	104
Total	**215,758**	**5,993**	**197**	**17,553**	**488**	**16**	**161,280**	**4,480**	**147**

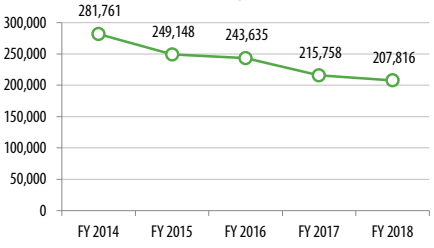
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$1,312,992	$36,472	$1,734	$232,926	$6,470	$308	$1,080,066	$30,002	$1,427
Saturday	$142,334	$3,954	$901	$21,235	$590	$134	$121,099	$3,364	$766
Sunday	$163,993	$4,555	$911	$18,898	$525	$105	$145,095	$4,030	$806
Total	**$1,619,319**	**$44,981**	**$1,479**	**$273,059**	**$7,585**	**$249**	**$1,346,260**	**$37,396**	**$1,229**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	13.0	$5.84		17.7%
Saturday	10.9	$7.23		14.9%
Sunday	7.9	$10.30		11.5%
Total	**12.3**	**$6.24**	**$92.25**	**16.9%**

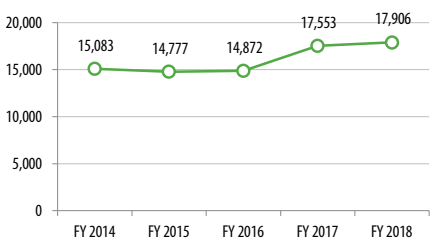
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	243,635	14,872	$1,971,172	$259,453	$1,711,719	16.4	$7.03	$132.55	13.2%
FY 2017	215,758	17,553	$1,619,319	$273,059	$1,346,260	12.3	$6.24	$92.25	16.9%
FY 2018	207,816	17,906	$1,825,020	$256,290	$1,568,730	11.6	$7.55	$101.92	14.0%

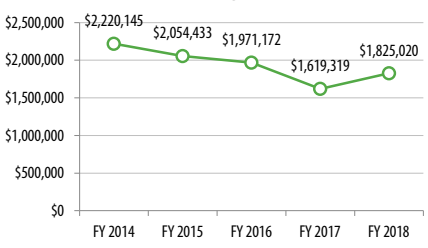
Passengers



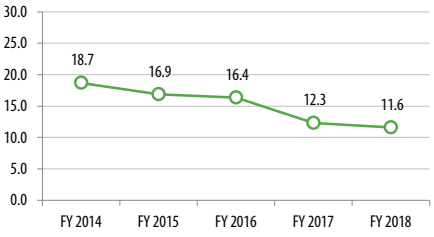
Revenue Hours



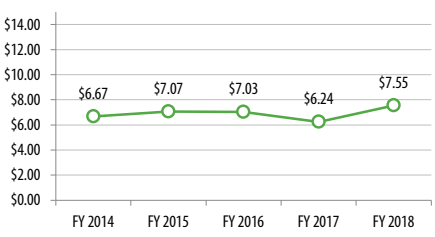
Operating Costs



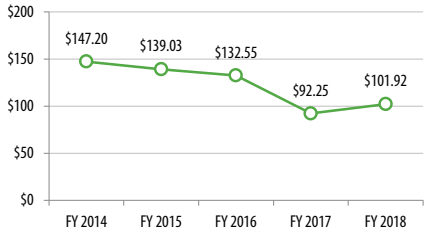
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





23
Local Basic

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

FY 2017 Farebox Recovery: **16%**
% transfer (to route): **24%**
% Clipper usage: **12%**

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	145,707	4,047	192	8,042	223	11	64,277	1,785	85
Saturday	28,305	786	179	1,434	40	9	11,466	319	73
Sunday	25,138	698	140	1,589	44	9	12,750	354	71
Total	**199,150**	**5,532**	**182**	**11,065**	**307**	**10**	**88,492**	**2,458**	**81**

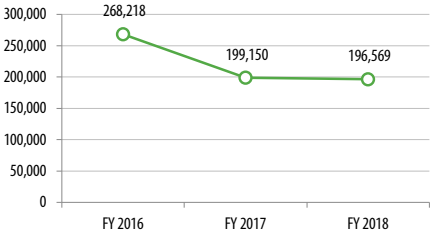
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$1,096,892	$30,469	$1,449	$179,427	$4,984	$237	$917,465	$25,485	$1,212
Saturday	$195,468	$5,430	$1,237	$35,226	$979	$223	$160,242	$4,451	$1,014
Sunday	$216,299	$6,008	$1,202	$32,255	$896	$179	$184,044	$5,112	$1,022
Total	**$1,508,659**	**$41,907**	**$1,378**	**$246,908**	**$6,859**	**$225**	**$1,261,751**	**$35,049**	**$1,152**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	18.1	$6.30		16.4%
Saturday	19.7	$5.66		18.0%
Sunday	15.8	$7.32		14.9%
Total	**18.0**	**$6.34**	**$136.35**	**16.4%**

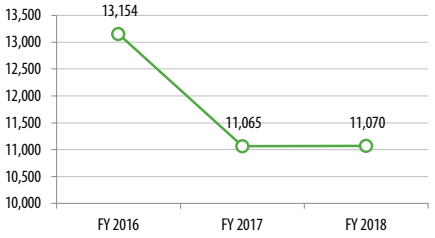
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	268,218	13,154	$1,703,216	$308,138	$1,395,078	20.4	$5.20	$129.48	18.1%
FY 2017	199,150	11,065	$1,508,659	$246,908	$1,261,751	18.0	$6.34	$136.35	16.4%
FY 2018	196,569	11,070	$1,618,197	$230,746	$1,387,451	17.8	$7.06	$146.18	14.3%

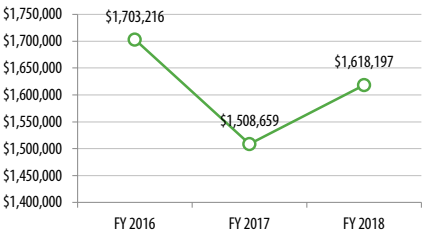
Passengers



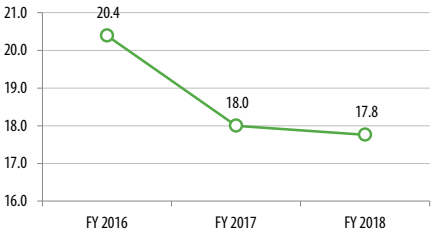
Revenue Hours



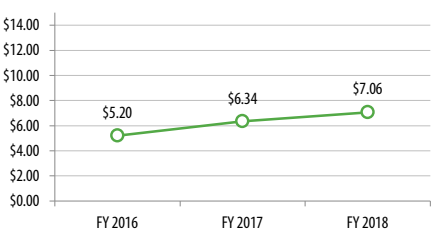
Operating Costs



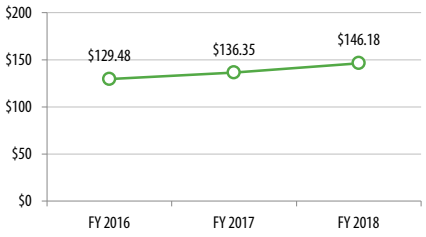
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





23X
Local Basic

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

FY 2017 Farebox Recovery: 12%
% transfer (to route): 31%
% Clipper usage: 12%

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	49,255	1,368	65	3,445	96	5	32,408	900	43
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**49,255**	**1,368**	**65**	**3,445**	**96**	**5**	**32,408**	**900**	**43**

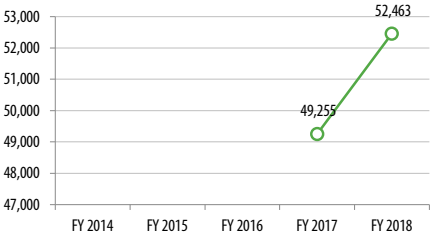
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$473,413	$13,150	$625	$57,438	$1,596	$76	$415,975	$11,555	$550
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$473,413**	**$13,150**	**$625**	**$57,438**	**$1,596**	**$76**	**$415,975**	**$11,555**	**$550**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	14.3	$8.45		12.1%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**14.3**	**$8.45**	**$137.44**	**12.1%**

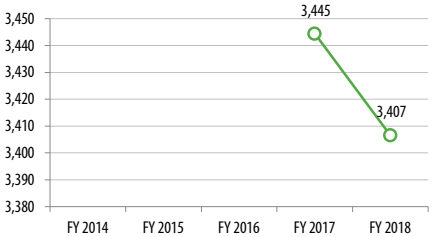
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016									
FY 2017	49,255	3,445	$473,413	$57,438	$415,975	14.3	$8.45	$137.44	12.1%
FY 2018	52,463	3,407	$502,240	$56,785	$445,455	15.4	$8.49	$147.43	11.3%

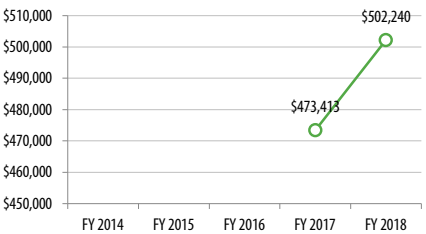
Passengers



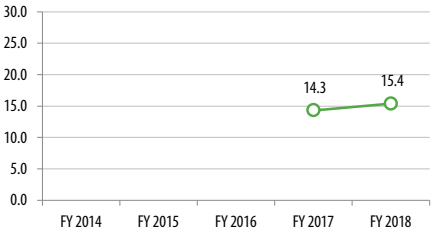
Revenue Hours



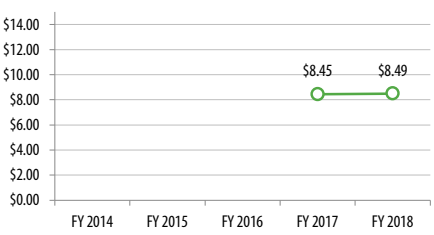
Operating Costs



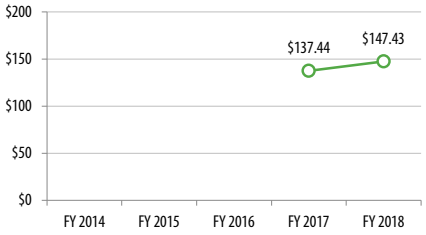
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





29
Local Basic

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

FY 2017 Farebox Recovery: **10%**
% transfer (to route): **26%**
% Clipper usage: **12%**

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	40,103	1,114	53	3,707	103	5	37,048	1,029	49
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**40,103**	**1,114**	**53**	**3,707**	**103**	**5**	**37,048**	**1,029**	**49**

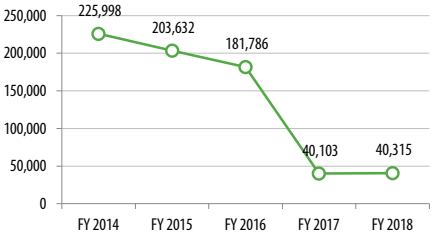
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$509,475	$14,152	$673	$49,634	$1,379	$66	$459,841	$12,773	$607
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$509,475**	**$14,152**	**$673**	**$49,634**	**$1,379**	**$66**	**$459,841**	**$12,773**	**$607**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	10.8	$11.47		9.7%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**10.8**	**$11.47**	**$137.45**	**9.7%**

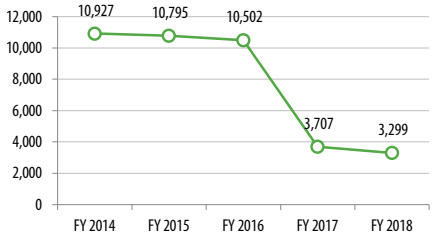
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	181,786	10,502	$1,378,760	$219,997	$1,158,763	17.3	$6.37	$131.29	16.0%
FY 2017	40,103	3,707	$509,475	$49,634	$459,841	10.8	$11.47	$137.45	9.7%
FY 2018	40,315	3,299	$487,313	$45,550	$441,763	12.2	$10.96	$147.71	9.3%

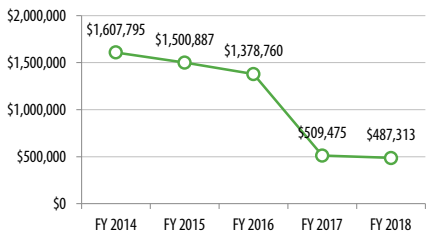
Passengers



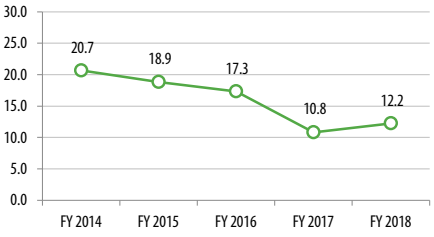
Revenue Hours



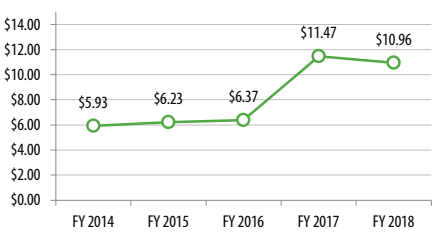
Operating Costs



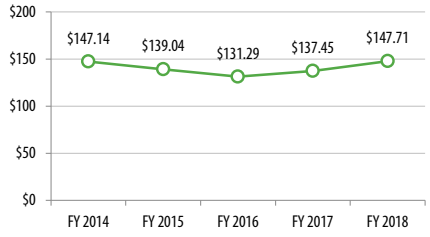
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





35
Local Trunkline

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

FY 2017 Farebox Recovery: 23%
% transfer (to route): 17%
% Clipper usage: 8%

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	492,328	13,676	650	16,909	470	22	224,421	6,234	296
Saturday	84,453	2,346	535	2,860	79	18	43,336	1,204	274
Sunday	82,088	2,280	456	3,284	91	18	50,021	1,389	278
Total	**658,869**	**18,302**	**602**	**23,052**	**640**	**21**	**317,778**	**8,827**	**290**

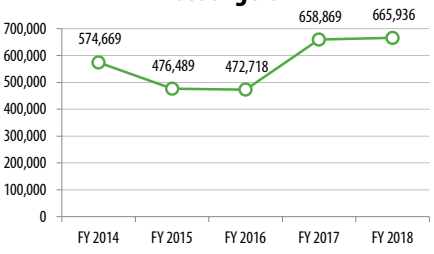
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$2,367,217	$65,756	$3,127	$533,190	$14,811	$704	$1,834,027	$50,945	$2,423
Saturday	$403,729	$11,215	$2,555	$97,853	$2,718	$619	$305,876	$8,497	$1,936
Sunday	$463,362	$12,871	$2,574	$98,732	$2,743	$549	$364,630	$10,129	$2,026
Total	**$3,234,308**	**$89,842**	**$2,954**	**$729,775**	**$20,272**	**$666**	**$2,504,533**	**$69,570**	**$2,287**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	29.1	$3.73		22.5%
Saturday	29.5	$3.62		24.2%
Sunday	25.0	$4.44		21.3%
Total	**28.6**	**$3.80**	**$140.30**	**22.6%**

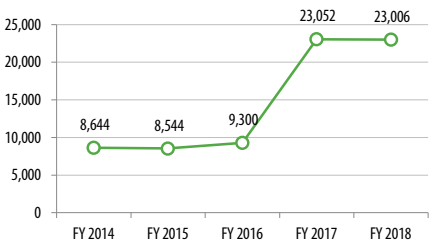
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	472,718	9,300	$1,202,986	$544,109	$658,877	50.8	$1.39	$129.35	45.2%
FY 2017	658,869	23,052	$3,234,308	$729,775	$2,504,533	28.6	$3.80	$140.30	22.6%
FY 2018	665,936	23,006	$3,476,029	$697,189	$2,778,840	28.9	$4.17	$151.09	20.1%

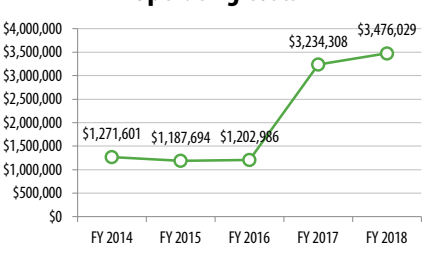
Passengers



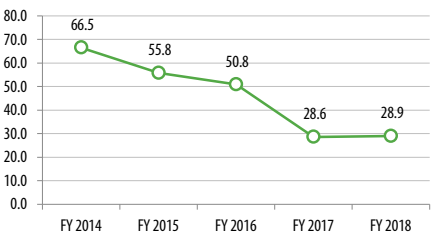
Revenue Hours



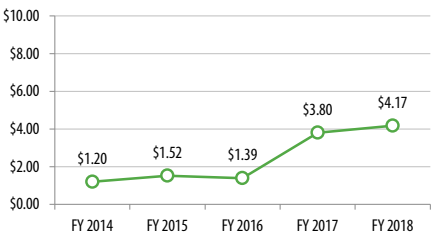
Operating Costs



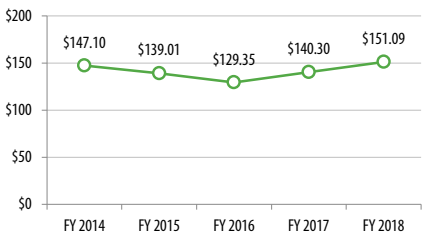
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





36
Local Trunkline

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

FY 2017 Farebox Recovery: 19%
% transfer (to route): 18%
% Clipper usage: 6%

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	278,217	7,728	368	9,938	276	13	133,318	3,703	176
Saturday	33,779	938	214	1,715	48	11	24,259	674	154
Sunday	30,182	838	168	1,983	55	11	28,002	778	156
Total	**342,178**	**9,505**	**312**	**13,636**	**379**	**12**	**185,579**	**5,155**	**169**

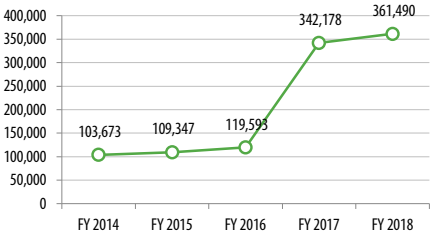
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$1,384,291	$38,453	$1,829	$290,481	$8,069	$384	$1,093,810	$30,384	$1,445
Saturday	$240,062	$6,668	$1,519	$40,774	$1,133	$258	$199,288	$5,536	$1,261
Sunday	$277,325	$7,703	$1,541	$37,877	$1,052	$210	$239,448	$6,651	$1,330
Total	**$1,901,678**	**$52,824**	**$1,737**	**$369,132**	**$10,254**	**$337**	**$1,532,546**	**$42,571**	**$1,400**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	28.0	$3.93		21.0%
Saturday	19.7	$5.90		17.0%
Sunday	15.2	$7.93		13.7%
Total	**25.1**	**$4.48**	**$139.46**	**19.4%**

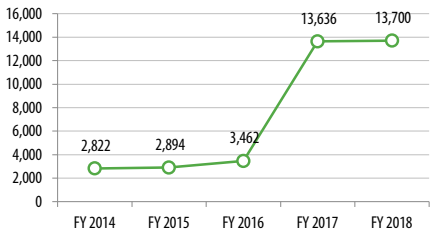
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	119,593	3,462	$457,211	$129,715	$327,496	34.5	$2.74	$132.05	28.4%
FY 2017	342,178	13,636	$1,901,678	$369,132	$1,532,546	25.1	$4.48	$139.46	19.4%
FY 2018	361,490	13,700	$2,054,477	$359,118	$1,695,359	26.4	$4.69	$149.96	17.5%

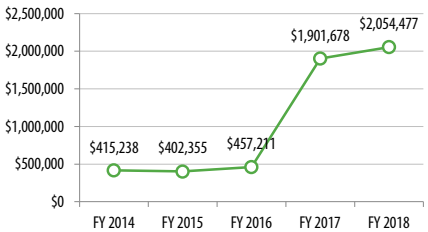
Passengers



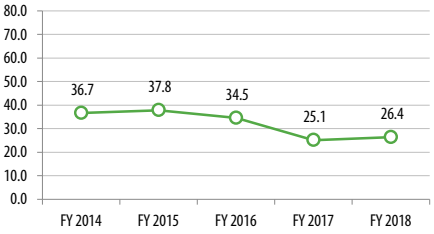
Revenue Hours



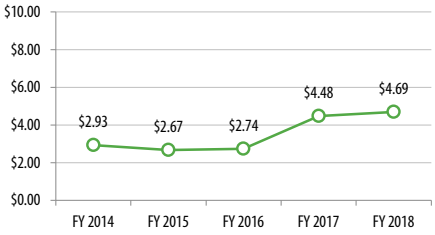
Operating Costs



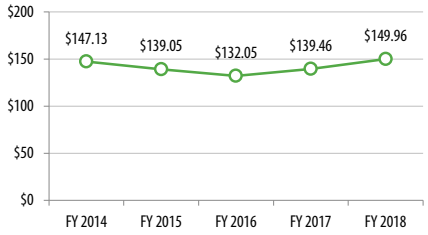
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





49
Local Basic

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

FY 2017 Farebox Recovery: 22%
% transfer (to route): 9%
% Clipper usage: 11%

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	201,564	5,599	266	11,313	314	15	139,528	3,876	184
Saturday	18,489	514	117	1,517	42	10	18,370	510	116
Sunday	17,183	477	95	1,761	49	10	21,402	595	119
Total	**237,236**	**6,590**	**217**	**14,590**	**405**	**13**	**179,300**	**4,981**	**164**

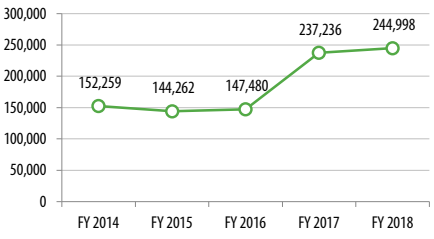
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$978,903	$27,192	$1,293	$230,134	$6,393	$304	$748,769	$20,799	$989
Saturday	$131,907	$3,664	$835	$22,520	$626	$143	$109,387	$3,039	$692
Sunday	$153,484	$4,263	$853	$21,844	$607	$121	$131,640	$3,657	$731
Total	**$1,264,294**	**$35,119**	**$1,155**	**$274,498**	**$7,625**	**$251**	**$989,796**	**$27,494**	**$904**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	17.8	$3.71		23.5%
Saturday	12.2	$5.92		17.1%
Sunday	9.8	$7.66		14.2%
Total	**16.3**	**$4.17**	**$86.65**	**21.7%**

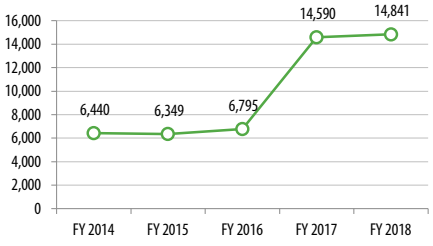
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	147,480	6,795	$900,804	$146,345	$754,459	21.7	$5.12	$132.57	16.2%
FY 2017	237,236	14,590	$1,264,294	$274,498	$989,796	16.3	$4.17	$86.65	21.7%
FY 2018	244,998	14,841	$1,458,817	$259,446	$1,199,371	16.5	$4.90	$98.29	17.8%

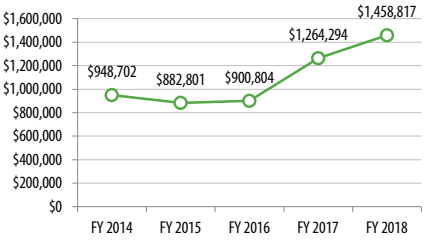
Passengers



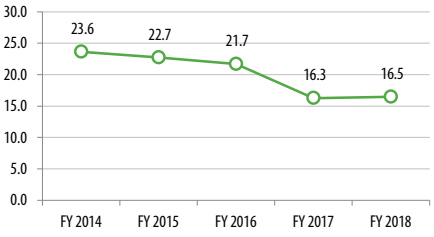
Revenue Hours



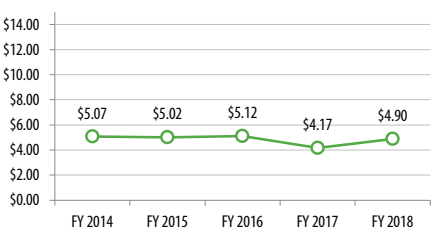
Operating Costs



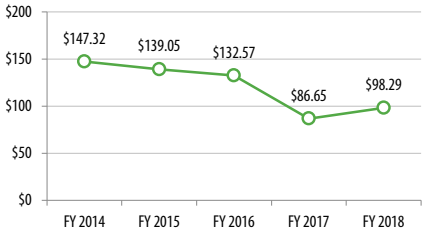
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





61
Rural

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

FY 2017 Farebox Recovery: 8%
% transfer (to route): 7%
% Clipper usage: 11%

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	17,166	477	23	2,631	73	4	45,398	1,261	60
Saturday	9,922	276	64	1,319	37	9	20,810	578	135
Sunday	9,240	257	49	1,542	43	8	24,457	679	129
Total	**36,328**	**1,009**	**33**	**5,492**	**153**	**5**	**90,665**	**2,518**	**83**

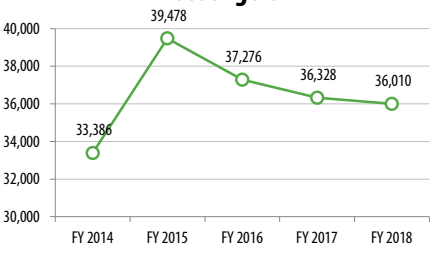
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$229,650	$6,379	$306	$17,691	$491	$24	$211,959	$5,888	$282
Saturday	$113,378	$3,149	$736	$11,622	$323	$75	$101,756	$2,827	$661
Sunday	$132,750	$3,688	$699	$10,646	$296	$56	$122,104	$3,392	$643
Total	**$475,778**	**$13,216**	**$435**	**$39,959**	**$1,110**	**$36**	**$435,819**	**$12,106**	**$398**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	6.5	$12.35		7.7%
Saturday	7.5	$10.26		10.3%
Sunday	6.0	$13.21		8.0%
Total	**6.6**	**$12.00**	**$86.63**	**8.4%**

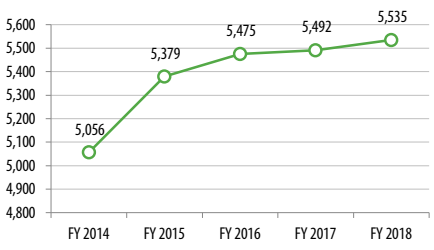
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	37,276	5,475	$408,987	$48,421	$360,566	6.8	$9.67	$74.70	11.8%
FY 2017	36,328	5,492	$475,778	$39,959	$435,819	6.6	$12.00	$86.63	8.4%
FY 2018	36,010	5,535	$525,378	$40,082	$485,296	6.5	$13.48	$94.92	7.6%

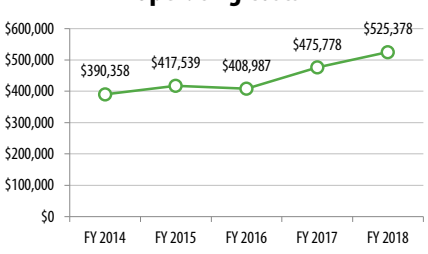
Passengers



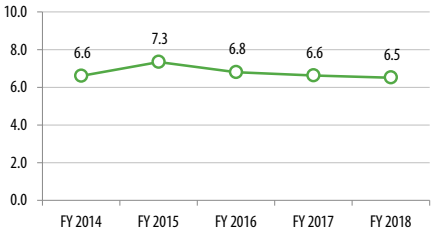
Revenue Hours



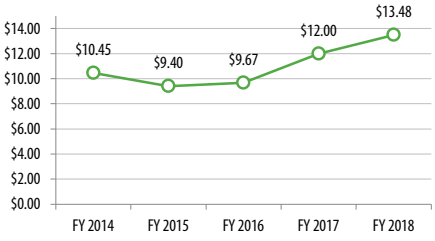
Operating Costs



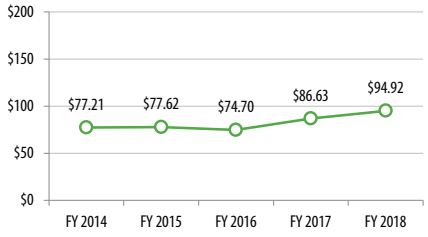
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





66
Recreational

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

FY 2017 Farebox Recovery: 53%
% transfer (to route): 0%
% Clipper usage: 0%

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	21,940	2,438	186	804	89	7	10,735	1,193	91
Saturday	43,799	1,460	388	1,473	49	13	20,480	683	181
Sunday	56,377	1,708	378	2,040	62	14	28,212	855	189
Total	**122,116**	**3,700**	**321**	**4,316**	**131**	**11**	**59,428**	**1,801**	**156**

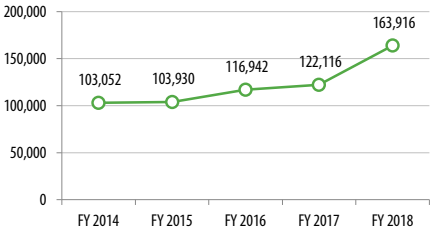
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$104,033	$11,559	$882	$37,751	$4,195	$320	$66,282	$7,365	$562
Saturday	$152,661	$5,089	$1,351	$79,948	$2,665	$708	$72,713	$2,424	$643
Sunday	$217,032	$6,577	$1,457	$132,049	$4,001	$886	$84,983	$2,575	$570
Total	**$473,726**	**$14,355**	**$1,247**	**$249,748**	**$7,568**	**$657**	**$223,978**	**$6,787**	**$589**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	27.3	$3.02		36.3%
Saturday	29.7	$1.66		52.4%
Sunday	27.6	$1.51		60.8%
Total	**28.3**	**$1.83**	**$109.75**	**52.7%**

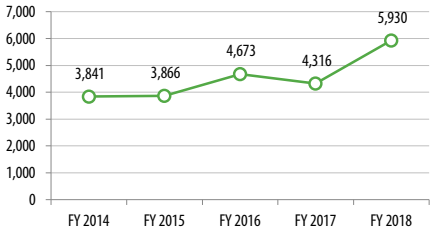
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	116,942	4,673	$531,384	$245,779	$285,605	25.0	$2.44	$113.73	46.3%
FY 2017	122,116	4,316	$473,726	$249,748	$223,978	28.3	$1.83	$109.75	52.7%
FY 2018	163,916	5,930	$739,882	$365,872	$374,010	27.6	$2.28	$124.78	49.5%

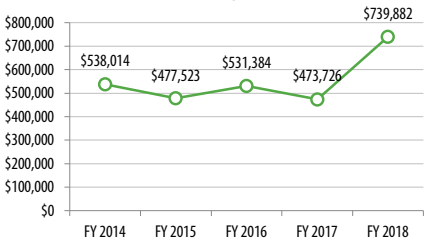
Passengers



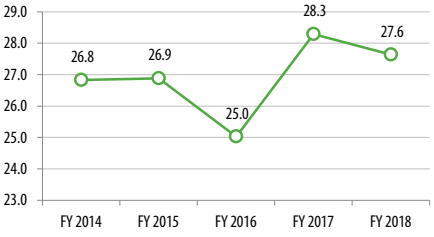
Revenue Hours



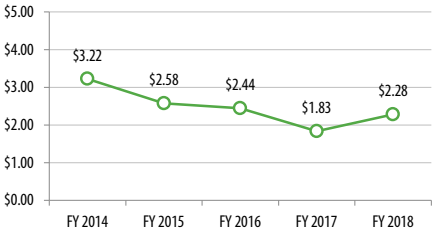
Operating Costs



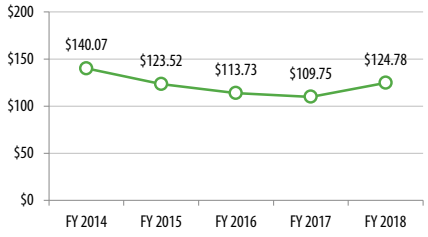
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





68
Rural

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

FY 2017 Farebox Recovery: 9%
% transfer (to route): 13%
% Clipper usage: 12%

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	59,903	1,664	80	7,282	202	10	133,167	3,699	177
Saturday	8,410	234	55	1,492	41	10	27,123	753	176
Sunday	8,285	230	44	1,907	53	10	34,638	962	182
Total	**76,598**	**2,128**	**70**	**10,680**	**297**	**10**	**194,928**	**5,415**	**178**

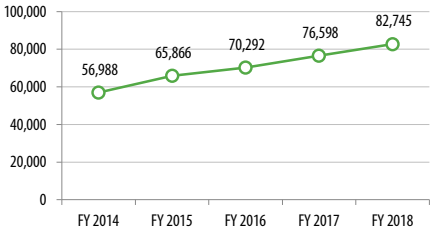
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$645,737	$17,937	$860	$64,332	$1,787	$86	$581,405	$16,150	$774
Saturday	$131,882	$3,663	$856	$9,260	$257	$60	$122,622	$3,406	$796
Sunday	$169,286	$4,702	$891	$8,856	$246	$47	$160,430	$4,456	$844
Total	**$946,905**	**$26,303**	**$865**	**$82,448**	**$2,290**	**$75**	**$864,457**	**$24,013**	**$789**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	8.2	$9.71		10.0%
Saturday	5.6	$14.58		7.0%
Sunday	4.3	$19.36		5.2%
Total	**7.2**	**$11.29**	**$88.66**	**8.7%**

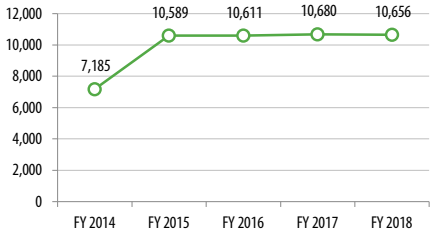
Historic Trends

`	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	70,292	10,611	$811,978	$88,808	$723,170	6.6	$10.29	$76.52	10.9%
FY 2017	76,598	10,680	$946,905	$82,448	$864,457	7.2	$11.29	$88.66	8.7%
FY 2018	82,745	10,656	$1,034,218	$85,312	$948,906	7.8	$11.47	$97.06	8.2%

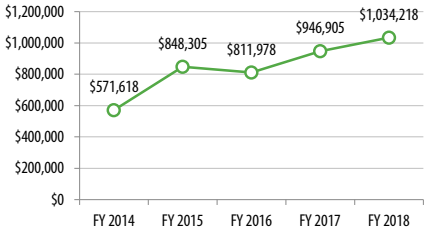
Passengers



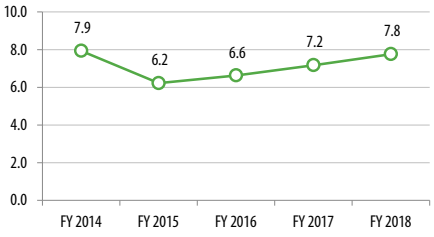
Revenue Hours



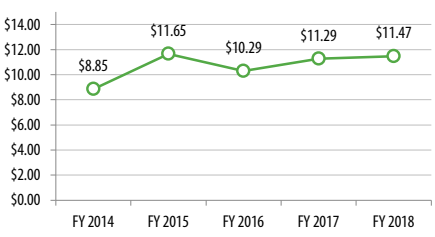
Operating Costs



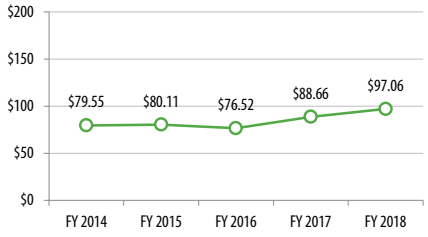
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





71X
Local Trunkline

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

FY 2017 Farebox Recovery: **15%**
% transfer (to route): **26%**
% Clipper usage: **16%**

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	121,141	10,095	479	7,705	642	30	174,624	14,552	690
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**121,141**	**10,095**	**479**	**7,705**	**642**	**30**	**174,624**	**14,552**	**690**

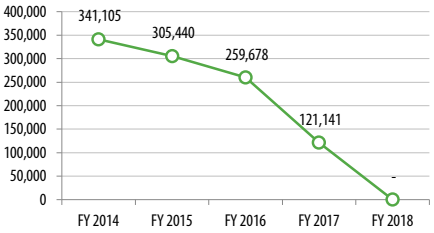
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$1,116,954	$93,080	$4,415	$164,963	$13,747	$652	$951,991	$79,333	$3,763
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$1,116,954**	**$93,080**	**$4,415**	**$164,963**	**$13,747**	**$652**	**$951,991**	**$79,333**	**$3,763**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	15.7	$7.86		14.8%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**15.7**	**$7.86**	**$144.96**	**14.8%**

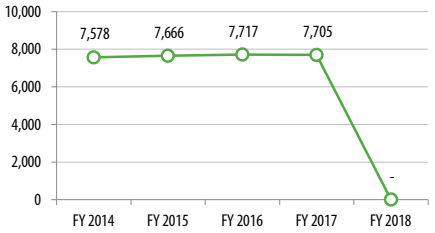
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	259,678	7,717	$1,075,263	$300,186	$775,077	33.7	$2.98	$139.34	27.9%
FY 2017	121,141	7,705	$1,116,954	$164,963	$951,991	15.7	$7.86	$144.96	14.8%
FY 2018	-	-	-	-	-	-	-	-	-

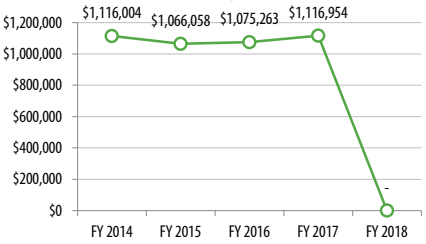
Passengers



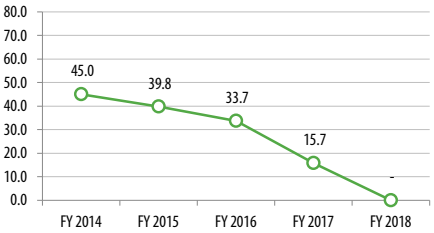
Revenue Hours



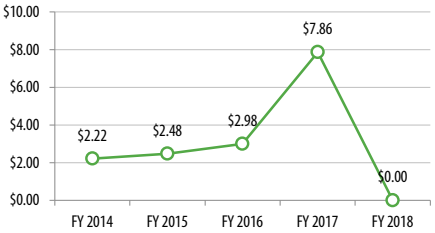
Operating Costs



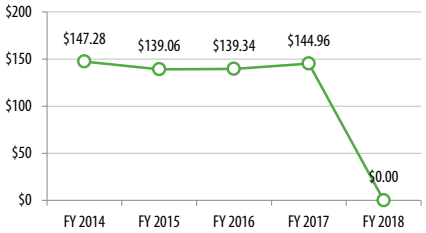
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





113
Supplemental

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

FY 2017 Farebox Recovery: 29%
% transfer (to route): 0%
% Clipper usage: 4%

FY 2017/18 DATA

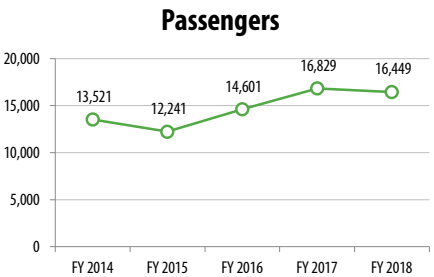
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	16,829	510	31	317	10	1	2,404	73	4
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**16,829**	**510**	**31**	**317**	**10**	**1**	**2,404**	**73**	**4**

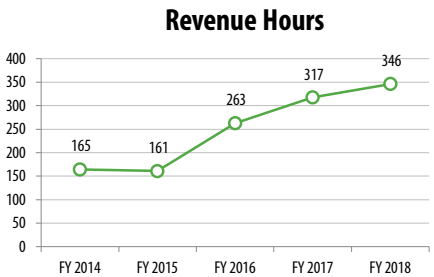
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$42,180	$1,278	$77	$12,227	$371	$22	$29,953	$908	$54
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$42,180**	**$1,278**	**$77**	**$12,227**	**$371**	**$22**	**$29,953**	**$908**	**$54**

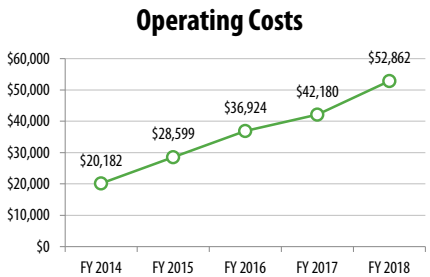
	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	31.5	$1.78		29.0%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**31.5**	**$1.78**	**$132.89**	**29.0%**

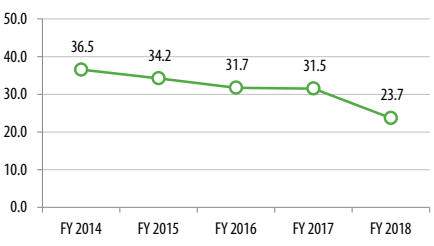
Historic Trends

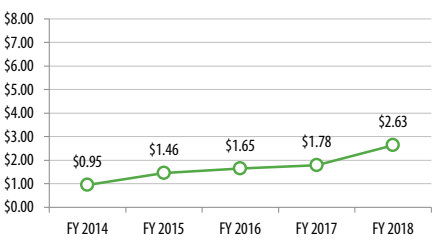
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	14,601	263	$36,924	$12,809	$24,115	31.7	$1.65	$140.50	34.7%
FY 2017	16,829	317	$42,180	$12,227	$29,953	31.5	$1.78	$132.89	29.0%
FY 2018	16,449	346	$52,862	$9,533	$43,329	23.7	$2.63	$152.81	18.0%

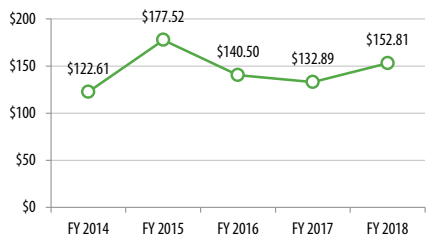














115
Supplemental

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

FY 2017 Farebox Recovery: 11%
% transfer (to route): 0%
% Clipper usage: 7%

FY 2017/18 DATA

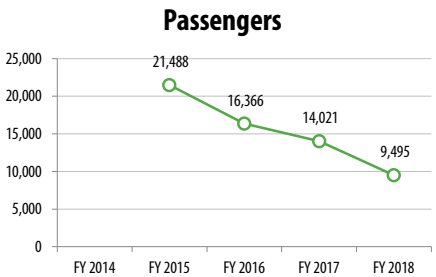
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	14,021	425	24	637	19	1	6,963	211	12
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**14,021**	**425**	**24**	**637**	**19**	**1**	**6,963**	**211**	**12**

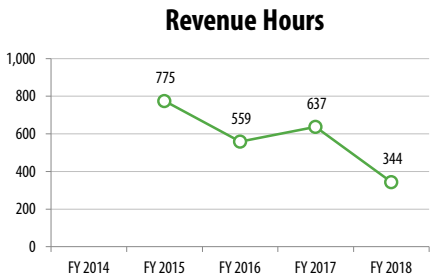
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$87,534	$2,653	$152	$9,504	$288	$17	$78,030	$2,365	$136
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$87,534**	**$2,653**	**$152**	**$9,504**	**$288**	**$17**	**$78,030**	**$2,365**	**$136**

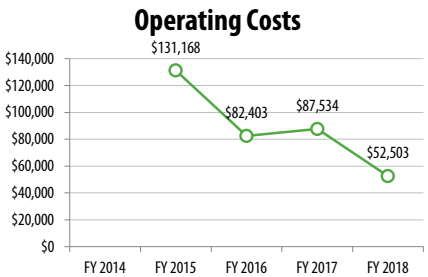
	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	18.5	$5.57		10.9%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**18.5**	**$5.57**	**$137.44**	**10.9%**

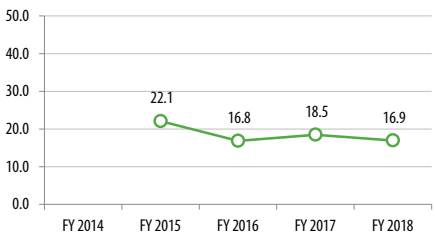
Historic Trends

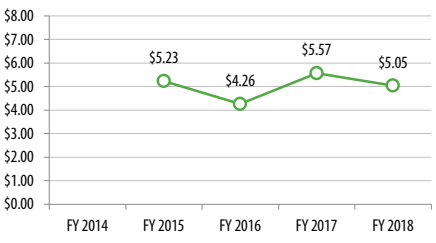
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	16,366	559	$82,403	$12,638	$69,765	16.8	$4.26	$147.54	15.3%
FY 2017	14,021	637	$87,534	$9,504	$78,030	18.5	$5.57	$137.44	10.9%
FY 2018	9,495	344	$52,503	$4,578	$47,925	16.9	$5.05	$152.73	8.7%

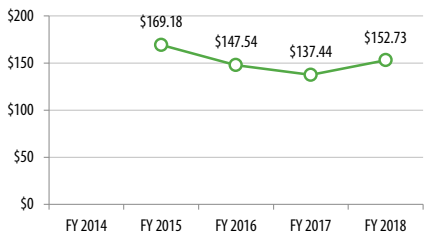














117
Supplemental

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

FY 2017 Farebox Recovery: 21%
% transfer (to route): 0%
% Clipper usage: 2%

FY 2017/18 DATA

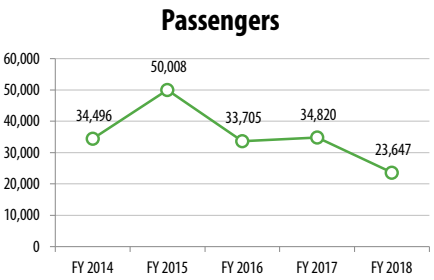
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	34,820	1,055	64	640	19	1	4,753	144	9
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**34,820**	**1,055**	**64**	**640**	**19**	**1**	**4,753**	**144**	**9**

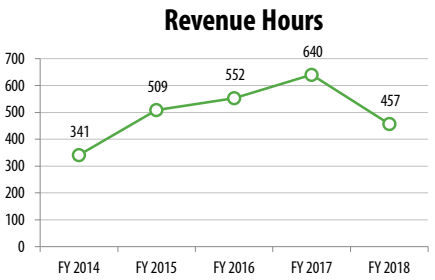
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$81,509	$2,470	$149	$17,140	$519	$31	$64,369	$1,951	$117
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$81,509**	**$2,470**	**$149**	**$17,140**	**$519**	**$31**	**$64,369**	**$1,951**	**$117**

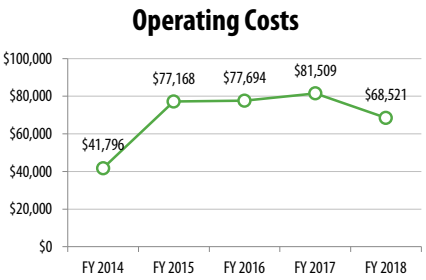
	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	28.4	$1.85		21.0%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**28.4**	**$1.85**	**$127.32**	**21.0%**

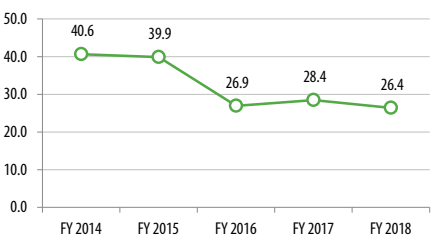
Historic Trends

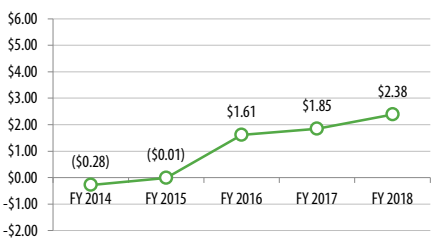
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	33,705	552	$77,694	$23,478	$54,216	26.9	$1.61	$140.75	30.2%
FY 2017	34,820	640	$81,509	$17,140	$64,369	28.4	$1.85	$127.32	21.0%
FY 2018	23,647	457	$68,521	$12,134	$56,387	26.4	$2.38	$150.03	17.7%

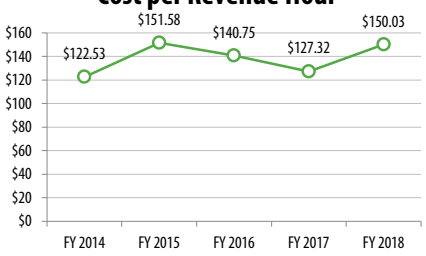














119
Supplemental

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

FY 2017 Farebox Recovery: 34%
% transfer (to route): 0%
% Clipper usage: 5%

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	27,161	823	50	374	11	1	6,893	209	13
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**27,161**	**823**	**50**	**374**	**11**	**1**	**6,893**	**209**	**13**

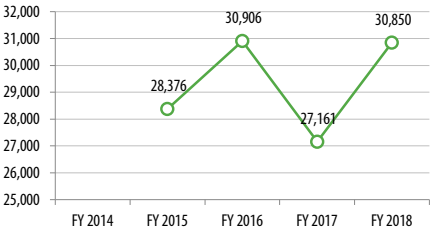
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$56,273	$1,705	$103	$18,859	$571	$34	$37,414	$1,134	$68
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$56,273**	**$1,705**	**$103**	**$18,859**	**$571**	**$34**	**$37,414**	**$1,134**	**$68**

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	31.3	$1.38		33.5%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**31.3**	**$1.38**	**$150.58**	**33.5%**

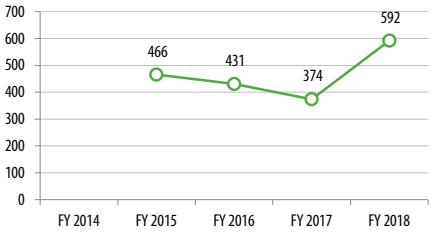
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	30,906	431	$68,366	$28,456	$39,910	31.7	$1.29	$158.77	41.6%
FY 2017	27,161	374	$56,273	$18,859	$37,414	31.3	$1.38	$150.58	33.5%
FY 2018	30,850	592	$95,816	$20,918	$74,898	26.5	$2.43	$161.84	21.8%

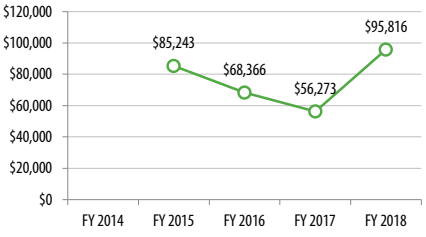
Passengers



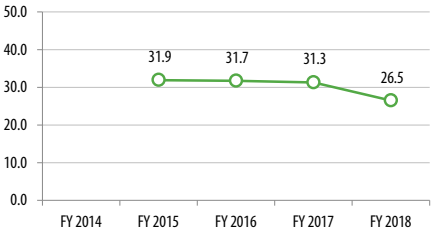
Revenue Hours



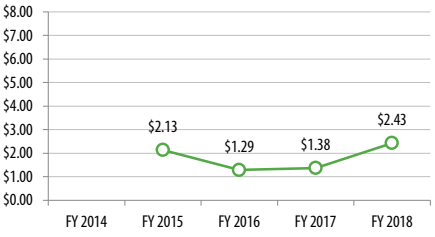
Operating Costs



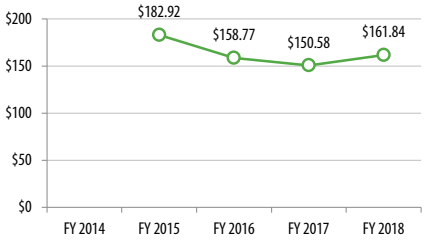
Passengers per Trip



Subsidy per Passenger



Cost per Revenue Hour





122
Partnership

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

FY 2017 Farebox Recovery: 66%
% transfer (to route): 9%
% Clipper usage: 6%

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	19,860	662	39	1,696	57	3	15,480	516	31
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**19,860**	**662**	**39**	**1,696**	**57**	**3**	**15,480**	**516**	**31**

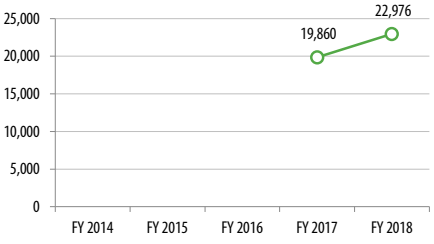
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$183,943	$6,131	$364	$121,007	$4,034	$239	$62,936	$2,098	$124
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$183,943**	**$6,131**	**$364**	**$121,007**	**$4,034**	**$239**	**$62,936**	**$2,098**	**$124**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	11.7	$3.17		65.8%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**11.7**	**$3.17**	**$108.44**	**65.8%**

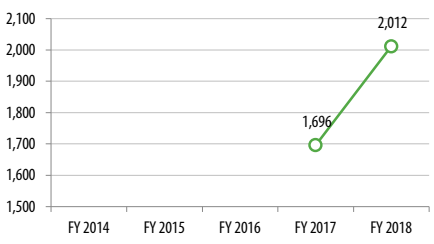
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016									
FY 2017	19,860	1,696	$183,943	$121,007	$62,936	11.7	$3.17	$108.44	65.8%
FY 2018	22,976	2,012	$254,330	$118,945	$135,385	11.4	$5.89	$126.41	46.8%

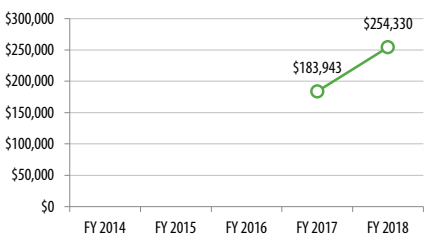
Passengers



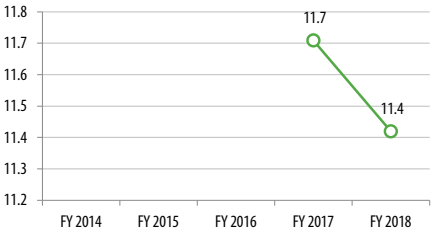
Revenue Hours



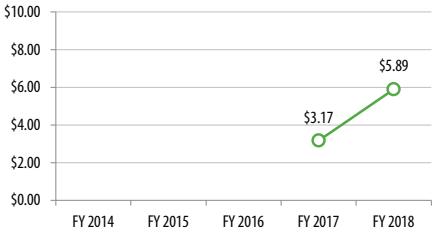
Operating Costs



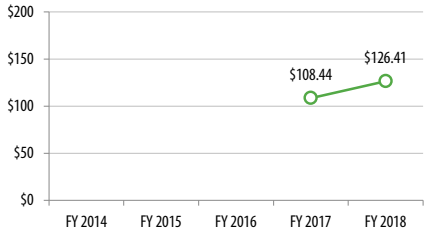
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





125
Supplemental

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

FY 2017 Farebox Recovery: 16%
% transfer (to route): 1%
% Clipper usage: 8%

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	13,757	417	25	600	18	1	8,580	260	16
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**13,757**	**417**	**25**	**600**	**18**	**1**	**8,580**	**260**	**16**

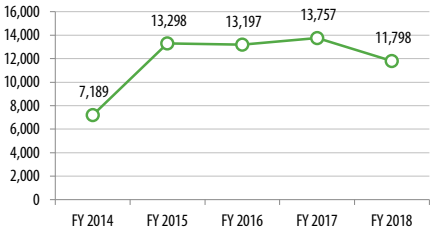
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$72,469	$2,196	$132	$11,570	$351	$21	$60,899	$1,845	$111
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$72,469**	**$2,196**	**$132**	**$11,570**	**$351**	**$21**	**$60,899**	**$1,845**	**$111**

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	19.3	$4.43		16.0%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**19.3**	**$4.43**	**$120.86**	**16.0%**

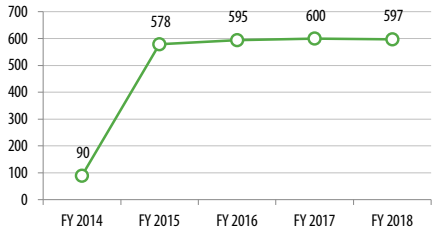
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	13,197	595	$77,991	$12,684	$65,307	18.2	$4.95	$131.17	16.3%
FY 2017	13,757	600	$72,469	$11,570	$60,899	19.3	$4.43	$120.86	16.0%
FY 2018	11,798	597	$82,641	$9,917	$72,724	16.1	$6.16	$138.45	12.0%

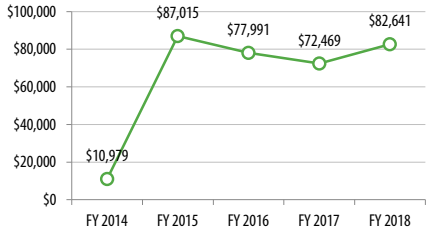
Passengers



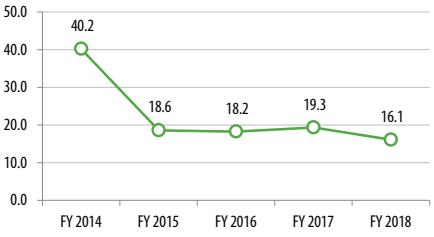
Revenue Hours



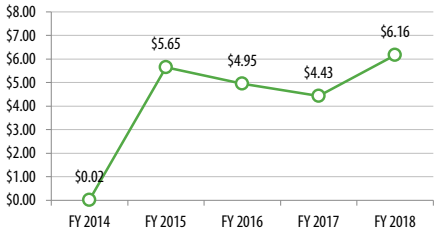
Operating Costs



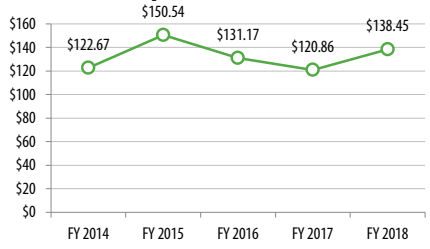
Passengers per Trip



Subsidy per Passenger



Cost per Revenue Hour





139
Supplemental

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

FY 2017 Farebox Recovery: 20%
% transfer (to route): 0%
% Clipper usage: 24%

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	6,414	194	12	253	8	0	4,127	125	8
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**6,414**	**194**	**12**	**253**	**8**	**0**	**4,127**	**125**	**8**

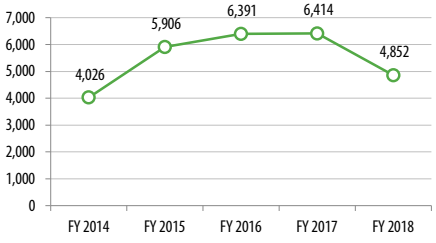
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$33,182	$1,006	$61	$6,635	$201	$12	$26,547	$804	$48
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$33,182**	**$1,006**	**$61**	**$6,635**	**$201**	**$12**	**$26,547**	**$804**	**$48**

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	17.9	$4.14		20.0%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**17.9**	**$4.14**	**$131.10**	**20.0%**

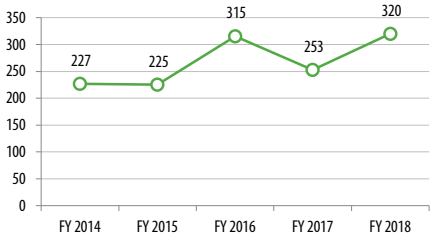
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	6,391	315	$43,776	$6,241	$37,535	16.0	$5.87	$138.80	14.3%
FY 2017	6,414	253	$33,182	$6,635	$26,547	17.9	$4.14	$131.10	20.0%
FY 2018	4,852	320	$45,279	$4,233	$41,046	13.3	$8.46	$141.47	9.3%

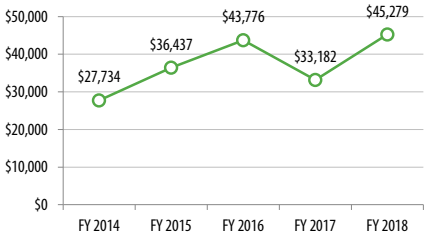
Passengers



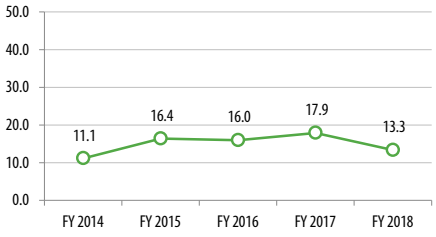
Revenue Hours



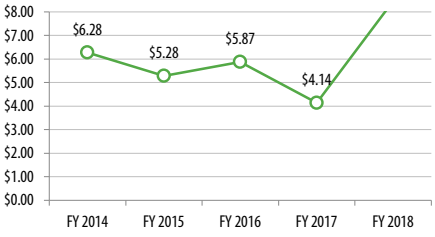
Operating Costs



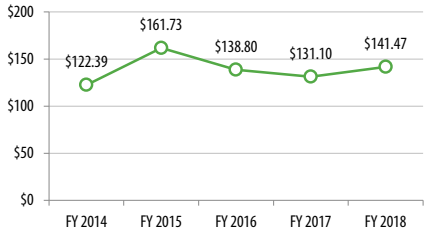
Passengers per Trip



Subsidy per Passenger



Cost per Revenue Hour





145
Supplemental

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

FY 2017 Farebox Recovery: 29%
% transfer (to route): 5%
% Clipper usage: 2%

FY 2017/18 DATA

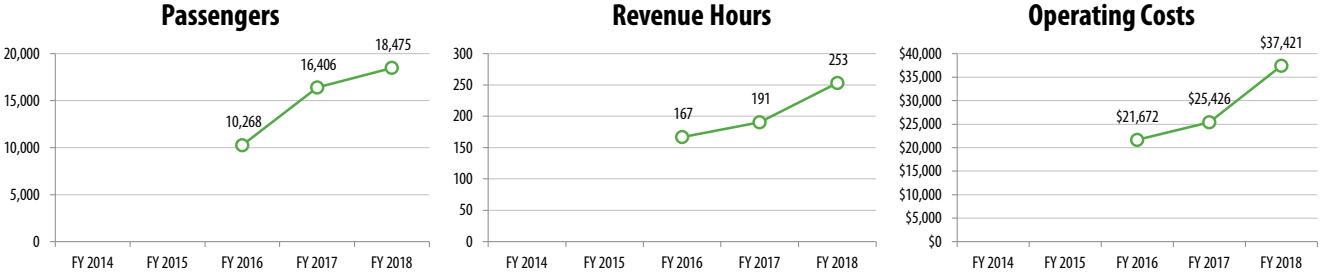
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	16,406	497	30	191	6	0	2,175	66	4
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**16,406**	**497**	**30**	**191**	**6**	**0**	**2,175**	**66**	**4**

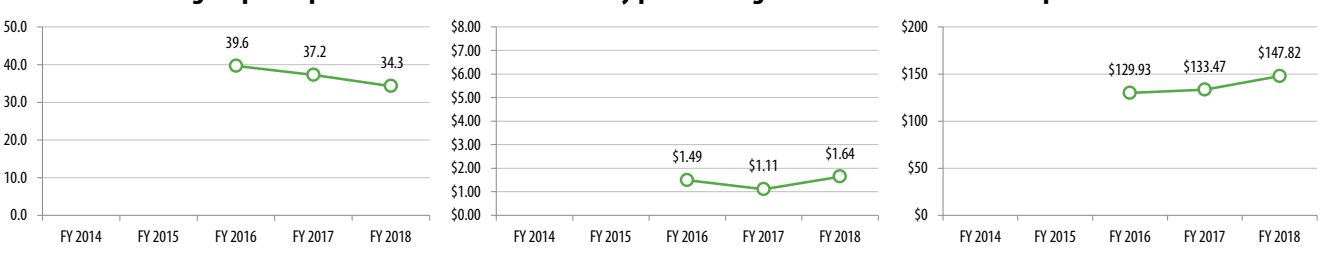
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$25,426	$770	$46	$7,258	$220	$13	$18,168	$551	$33
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$25,426**	**$770**	**$46**	**$7,258**	**$220**	**$13**	**$18,168**	**$551**	**$33**

	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	37.2	$1.11		28.5%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**37.2**	**$1.11**	**$133.47**	**28.5%**

Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	10,268	167	$21,672	$6,341	$15,331	39.6	$1.49	$129.93	29.3%
FY 2017	16,406	191	$25,426	$7,258	$18,168	37.2	$1.11	$133.47	28.5%
FY 2018	18,475	253	$37,421	$7,095	$30,326	34.3	$1.64	$147.82	19.0%







151
Supplemental

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

FY 2017 Farebox Recovery: 25%
% transfer (to route): 1%
% Clipper usage: 4%

FY 2017/18 DATA

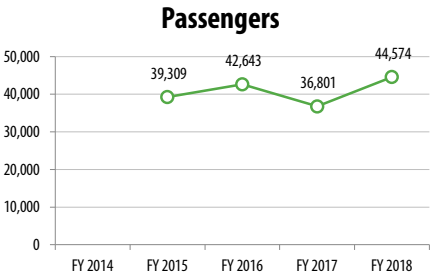
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	36,801	1,115	67	594	18	1	10,649	323	19
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**36,801**	**1,115**	**67**	**594**	**18**	**1**	**10,649**	**323**	**19**

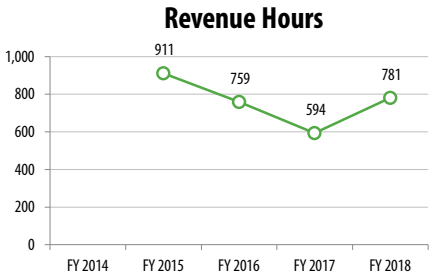
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$73,842	$2,238	$134	$18,463	$559	$33	$55,379	$1,678	$100
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$73,842**	**$2,238**	**$134**	**$18,463**	**$559**	**$33**	**$55,379**	**$1,678**	**$100**

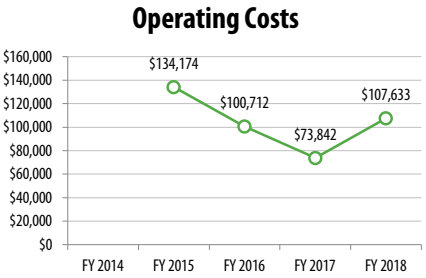
	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	42.8	$1.50		25.0%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**42.8**	**$1.50**	**$124.42**	**25.0%**

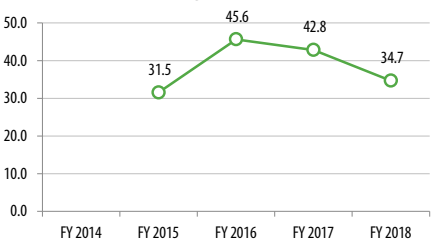
Historic Trends

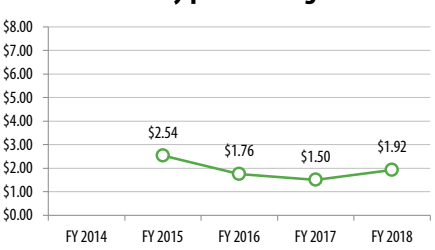
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	42,643	759	$100,712	$25,851	$74,861	45.6	$1.76	$132.67	25.7%
FY 2017	36,801	594	$73,842	$18,463	$55,379	42.8	$1.50	$124.42	25.0%
FY 2018	44,574	781	$107,633	$21,865	$85,768	34.7	$1.92	$137.75	20.3%

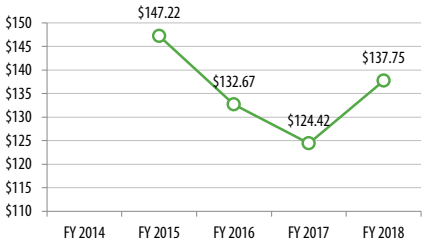














154
Supplemental

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

FY 2017 Farebox Recovery: 21%
% transfer (to route): 0%
% Clipper usage: 5%

FY 2017/18 DATA

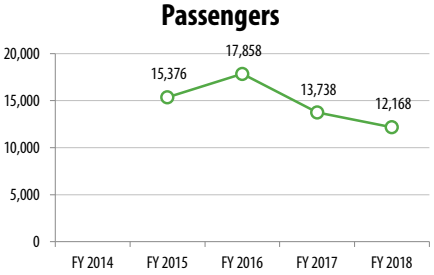
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	13,738	416	25	358	11	1	4,342	132	8
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**13,738**	**416**	**25**	**358**	**11**	**1**	**4,342**	**132**	**8**

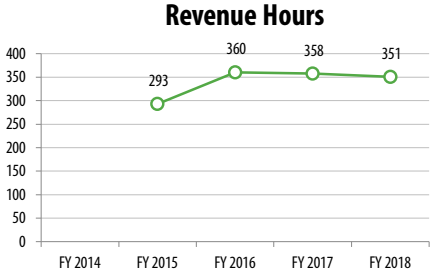
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$41,965	$1,272	$76	$8,847	$268	$16	$33,118	$1,004	$60
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$41,965**	**$1,272**	**$76**	**$8,847**	**$268**	**$16**	**$33,118**	**$1,004**	**$60**

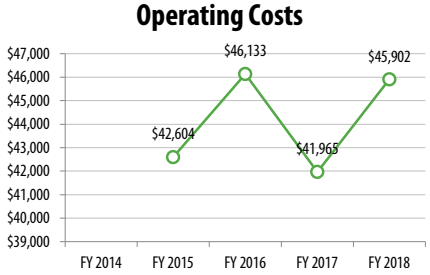
	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	25.5	$2.41		21.1%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**25.5**	**$2.41**	**$117.29**	**21.1%**

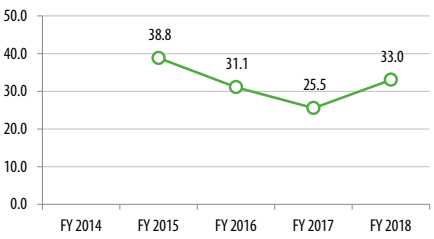
Historic Trends

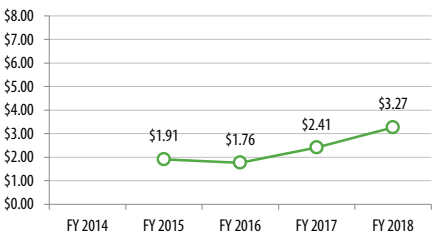
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	17,858	360	$46,133	$14,660	$31,473	31.1	$1.76	$128.08	31.8%
FY 2017	13,738	358	$41,965	$8,847	$33,118	25.5	$2.41	$117.29	21.1%
FY 2018	12,168	351	$45,902	$6,145	$39,757	33.0	$3.27	$130.83	13.4%

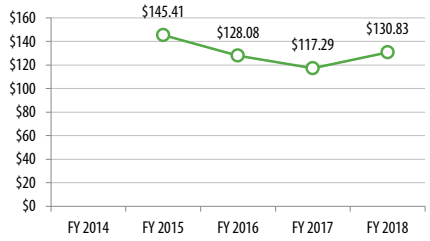














219
Local Connector

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

FY 2017 Farebox Recovery: 11%
% transfer (to route): 20%
% Clipper usage: 11%

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	40,817	1,134	54	5,020	139	7	58,766	1,632	78
Saturday	4,888	136	31	637	18	4	10,931	304	69
Sunday	4,744	132	26	735	20	4	12,607	350	70
Total	**50,449**	**1,401**	**46**	**6,392**	**178**	**6**	**82,304**	**2,286**	**75**

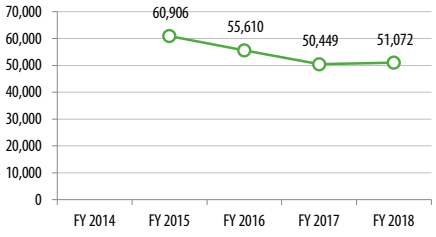
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$462,388	$12,844	$611	$51,411	$1,428	$68	$410,977	$11,416	$543
Saturday	$59,904	$1,664	$379	$6,230	$173	$39	$53,674	$1,491	$340
Sunday	$68,932	$1,915	$383	$6,460	$179	$36	$62,472	$1,735	$347
Total	**$591,224**	**$16,423**	**$540**	**$64,101**	**$1,781**	**$59**	**$527,123**	**$14,642**	**$481**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	8.1	$10.07		11.1%
Saturday	7.7	$10.98		10.4%
Sunday	6.5	$13.17		9.4%
Total	**7.9**	**$10.45**	**$92.50**	**10.8%**

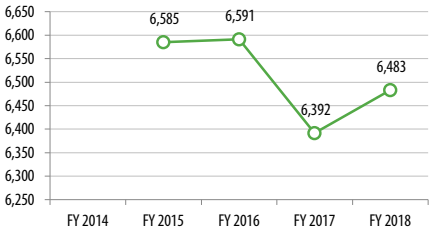
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	55,610	6,591	$590,663	$73,164	$517,499	8.4	$9.31	$89.61	12.4%
FY 2017	50,449	6,392	$591,224	$64,101	$527,123	7.9	$10.45	$92.50	10.8%
FY 2018	51,072	6,483	$665,412	$64,723	$600,689	7.9	$11.76	$102.64	9.7%

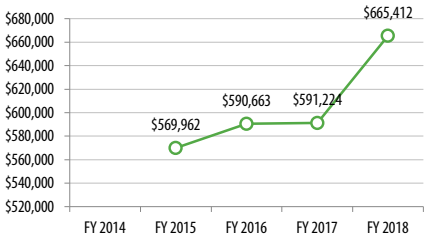
Passengers



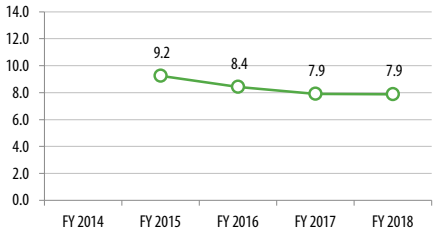
Revenue Hours



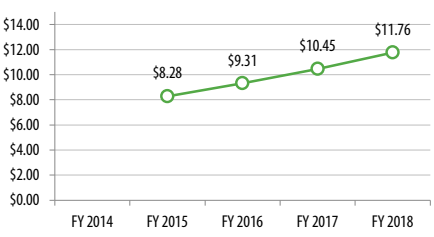
Operating Costs



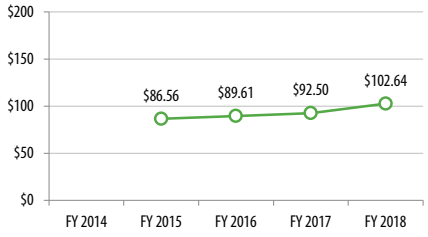
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





228
Local Connector

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

FY 2017 Farebox Recovery: **11%**
% transfer (to route): **17%**
% Clipper usage: **15%**

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	57,316	1,592	76	7,175	199	9	65,884	1,830	87
Saturday	8,218	228	52	1,331	37	8	13,020	362	82
Sunday	5,806	161	32	1,536	43	9	15,023	417	83
Total	**71,340**	**1,982**	**65**	**10,042**	**279**	**9**	**93,926**	**2,609**	**86**

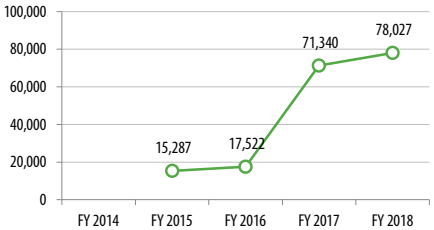
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$646,194	$17,950	$854	$80,857	$2,246	$107	$565,337	$15,704	$747
Saturday	$120,205	$3,339	$761	$12,568	$349	$80	$107,637	$2,990	$681
Sunday	$138,407	$3,845	$769	$10,487	$291	$58	$127,920	$3,553	$711
Total	**$904,806**	**$25,134**	**$826**	**$103,912**	**$2,886**	**$95**	**$800,894**	**$22,247**	**$731**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	8.0	$9.86		12.5%
Saturday	6.2	$13.10		10.5%
Sunday	3.8	$22.03		7.6%
Total	**7.1**	**$11.23**	**$90.10**	**11.5%**

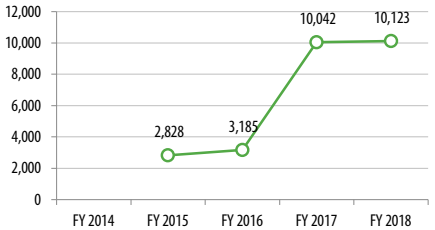
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	17,522	3,185	$280,634	$28,092	$252,542	5.5	$14.41	$88.12	10.0%
FY 2017	71,340	10,042	$904,806	$103,912	$800,894	7.1	$11.23	$90.10	11.5%
FY 2018	78,027	10,123	$1,007,459	$103,529	$903,930	7.7	$11.58	$99.52	10.3%

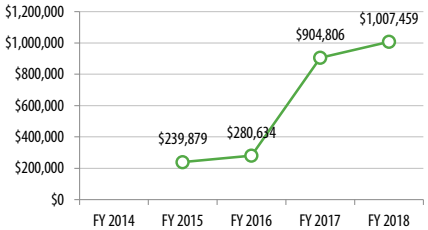
Passengers



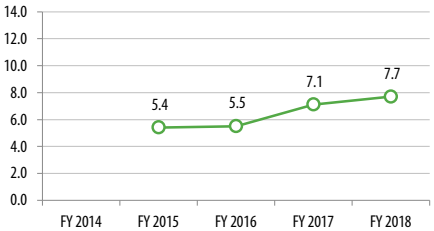
Revenue Hours



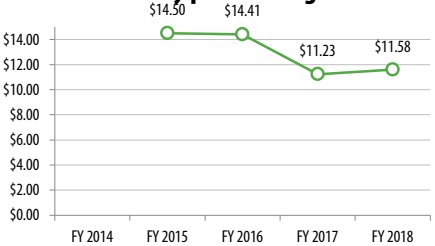
Operating Costs



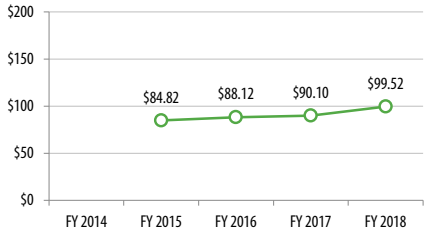
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





233
Local Connector

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

FY 2017 Farebox Recovery: 13%
% transfer (to route): 16%
% Clipper usage: 10%

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	35,589	989	47	3,306	92	4	38,809	1,078	51
Saturday	3,911	109	25	490	14	3	5,829	162	37
Sunday	3,298	92	18	566	16	3	6,726	187	37
Total	**42,798**	**1,189**	**39**	**4,363**	**121**	**4**	**51,364**	**1,427**	**47**

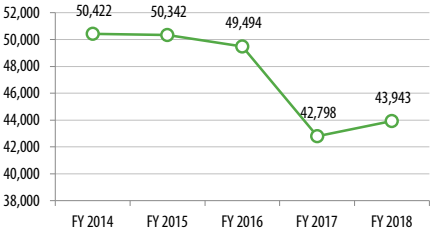
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$302,758	$8,410	$400	$42,450	$1,179	$56	$260,308	$7,231	$344
Saturday	$44,829	$1,245	$284	$5,018	$139	$32	$39,811	$1,106	$252
Sunday	$51,616	$1,434	$287	$4,533	$126	$25	$47,083	$1,308	$262
Total	**$399,203**	**$11,089**	**$365**	**$52,001**	**$1,444**	**$47**	**$347,202**	**$9,645**	**$317**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	10.8	$7.31		14.0%
Saturday	8.0	$10.18		11.2%
Sunday	5.8	$14.28		8.8%
Total	**9.8**	**$8.11**	**$91.51**	**13.0%**

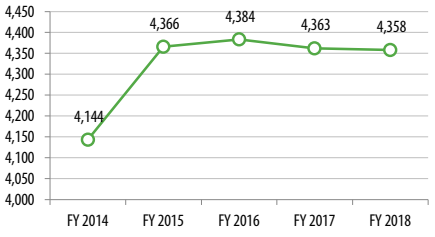
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	49,494	4,384	$388,005	$59,296	$328,709	11.3	$6.64	$88.51	15.3%
FY 2017	42,798	4,363	$399,203	$52,001	$347,202	9.8	$8.11	$91.51	13.0%
FY 2018	43,943	4,358	$441,126	$47,757	$393,369	10.1	$8.95	$101.21	10.8%

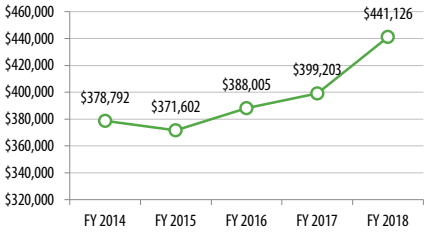
Passengers



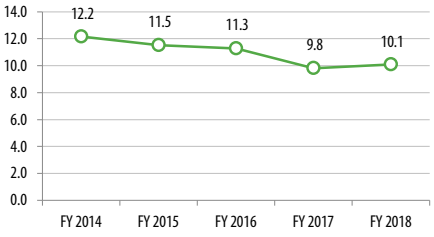
Revenue Hours



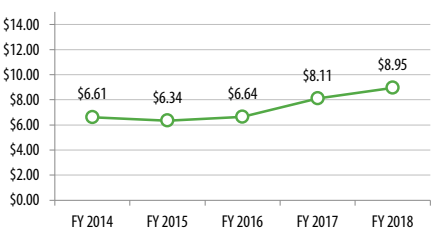
Operating Costs



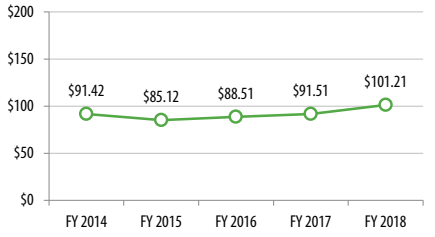
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





245
Local Connector

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

FY 2017 Farebox Recovery: 15%
% transfer (to route): 13%
% Clipper usage: 13%

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	41,761	1,160	55	3,014	84	4	28,706	797	38
Saturday	4,220	117	27	620	17	4	5,778	161	37
Sunday	3,785	105	21	715	20	4	6,667	185	37
Total	**49,766**	**1,382**	**45**	**4,349**	**121**	**4**	**41,152**	**1,143**	**38**

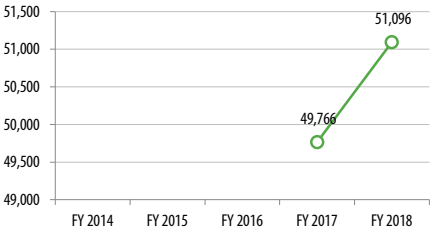
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$271,762	$7,549	$359	$44,873	$1,246	$59	$226,889	$6,302	$300
Saturday	$55,697	$1,547	$353	$6,217	$173	$39	$49,480	$1,374	$313
Sunday	$64,137	$1,782	$356	$5,878	$163	$33	$58,259	$1,618	$324
Total	**$391,596**	**$10,878**	**$358**	**$56,968**	**$1,582**	**$52**	**$334,628**	**$9,295**	**$306**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	13.9	$5.43		16.5%
Saturday	6.8	$11.73		11.2%
Sunday	5.3	$15.39		9.2%
Total	**11.4**	**$6.72**	**$90.04**	**14.5%**

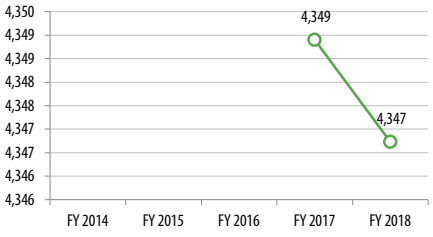
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016									
FY 2017	49,766	4,349	$391,596	$56,968	$334,628	11.4	$6.72	$90.04	14.5%
FY 2018	51,096	4,347	$432,567	$54,153	$378,414	11.8	$7.41	$99.52	12.5%

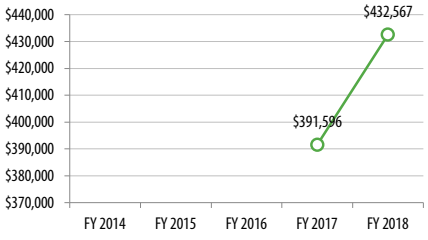
Passengers



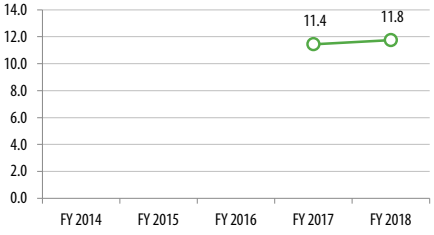
Revenue Hours



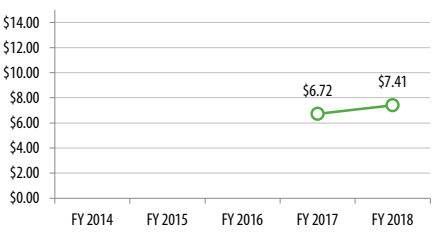
Operating Costs



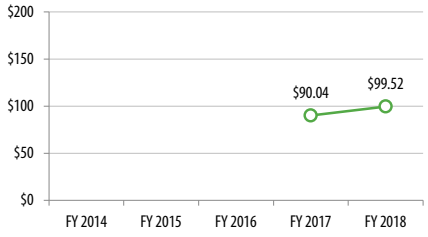
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





251
Local Connector

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

FY 2017 Farebox Recovery: 11%
% transfer (to route): 8%
% Clipper usage: 8%

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	76,675	2,130	101	6,754	188	9	95,654	2,657	126
Saturday	9,952	276	63	1,325	37	8	18,630	518	118
Sunday	8,879	247	49	1,528	42	8	21,497	597	119
Total	**95,506**	**2,653**	**87**	**9,607**	**267**	**9**	**135,781**	**3,772**	**124**

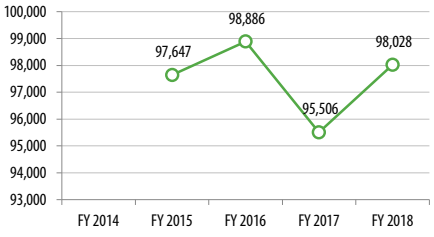
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$625,542	$17,376	$826	$78,006	$2,167	$103	$547,536	$15,209	$723
Saturday	$122,485	$3,402	$775	$12,104	$336	$77	$110,381	$3,066	$699
Sunday	$140,992	$3,916	$783	$11,713	$325	$65	$129,279	$3,591	$718
Total	**$889,019**	**$24,695**	**$812**	**$101,823**	**$2,828**	**$93**	**$787,196**	**$21,867**	**$719**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	11.4	$7.14		12.5%
Saturday	7.5	$11.09		9.9%
Sunday	5.8	$14.56		8.3%
Total	**9.9**	**$8.24**	**$92.54**	**11.5%**

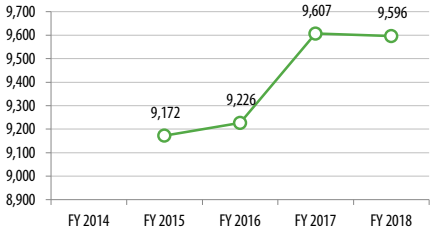
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	98,886	9,226	$831,623	$120,959	$710,664	10.7	$7.19	$90.14	14.5%
FY 2017	95,506	9,607	$889,019	$101,823	$787,196	9.9	$8.24	$92.54	11.5%
FY 2018	98,028	9,596	$982,992	$93,853	$889,139	10.2	$9.07	$102.44	9.5%

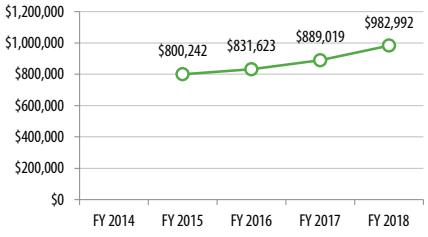
Passengers



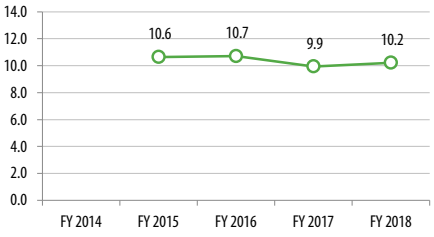
Revenue Hours



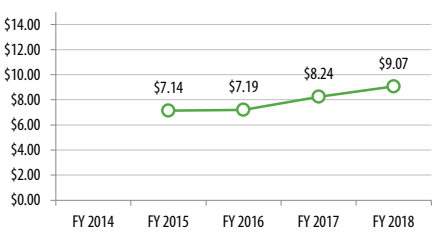
Operating Costs



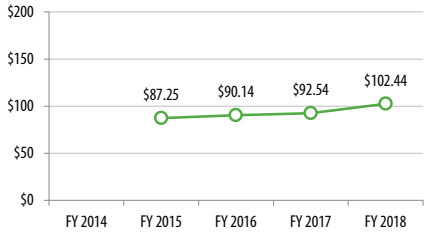
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





257
Local Connector

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

FY 2017 Farebox Recovery: **12%**
% transfer (to route): **6%**
% Clipper usage: **13%**

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	69,126	1,920	91	7,643	212	10	85,748	2,382	113
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**69,126**	**1,920**	**91**	**7,643**	**212**	**10**	**85,748**	**2,382**	**113**

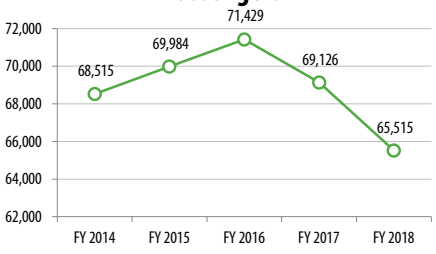
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$697,953	$19,388	$922	$82,621	$2,295	$109	$615,332	$17,093	$813
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$697,953**	**$19,388**	**$922**	**$82,621**	**$2,295**	**$109**	**$615,332**	**$17,093**	**$813**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	9.0	$8.90		11.8%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**9.0**	**$8.90**	**$91.32**	**11.8%**

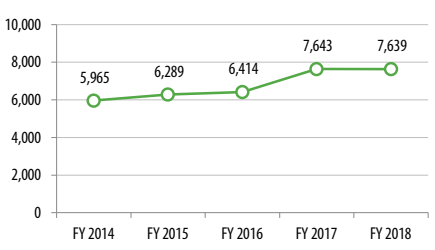
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	71,429	6,414	$575,805	$83,288	$492,517	11.1	$6.90	$89.77	14.5%
FY 2017	69,126	7,643	$697,953	$82,621	$615,332	9.0	$8.90	$91.32	11.8%
FY 2018	65,515	7,639	$770,914	$75,202	$695,712	8.6	$10.62	$100.92	9.8%

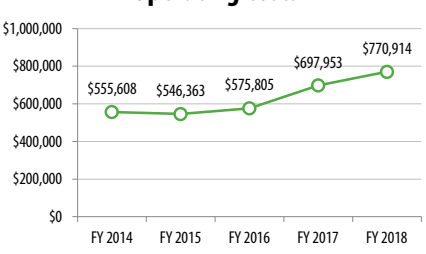
Passengers



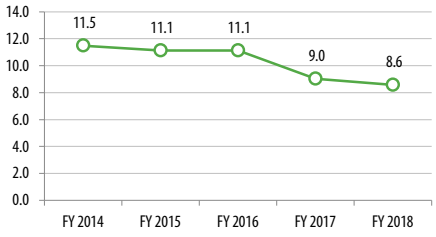
Revenue Hours



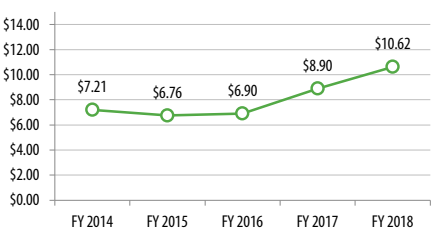
Operating Costs



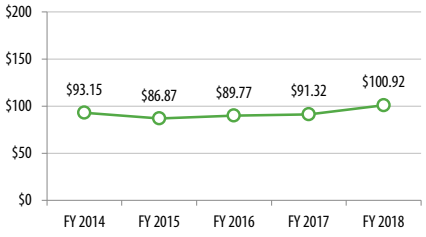
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





Hdn Valley

Yellow Bus

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

FY 2017 Farebox Recovery: 26%
% transfer (to route): -
% Clipper usage: -

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	9,281	281	17	180	5	0	1,638	50	3
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**9,281**	**281**	**17**	**180**	**5**	**0**	**1,638**	**50**	**3**

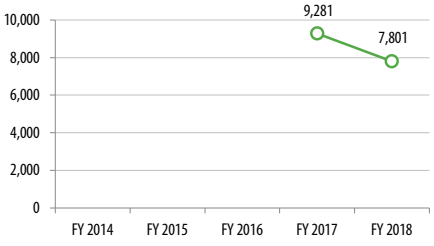
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$124,763	$3,781	$227	$32,170	$975	$58	$92,593	$2,806	$168
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$124,763**	**$3,781**	**$227**	**$32,170**	**$975**	**$58**	**$92,593**	**$2,806**	**$168**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	51.6	$9.98		25.8%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**51.6**	**$9.98**	**$693.13**	**25.8%**

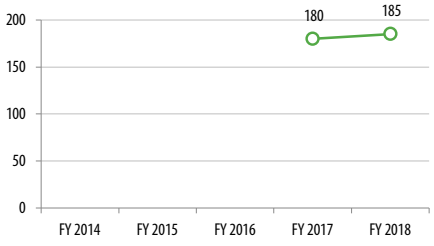
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016									
FY 2017	9,281	180	$124,763	$32,170	$92,593	51.6	$9.98	$693.13	25.8%
FY 2018	7,801	185	$119,489	$30,331	$89,158	42.2	$11.43	$645.89	25.4%

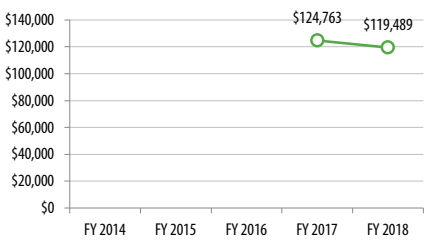
Passengers



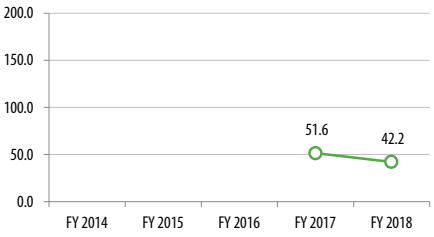
Revenue Hours



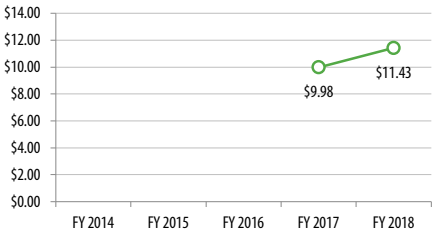
Operating Costs



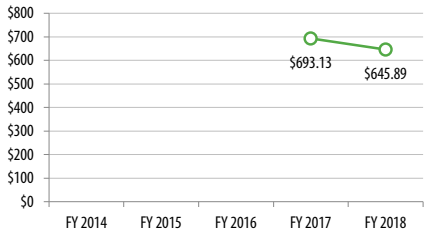
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour





White Hill

Yellow Bus

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

FY 2017 Farebox Recovery: 60%
% transfer (to route): -
% Clipper usage: -

FY 2017/18 DATA

	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	127,219	3,855	231	1,065	32	2	12,096	367	22
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**127,219**	**3,855**	**231**	**1,065**	**32**	**2**	**12,096**	**367**	**22**

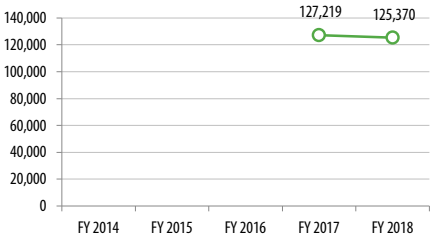
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$738,585	$22,381	$1,343	$440,896	$13,360	$802	$297,689	$9,021	$541
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$738,585**	**$22,381**	**$1,343**	**$440,896**	**$13,360**	**$802**	**$297,689**	**$9,021**	**$541**

	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	119.4	$2.34		59.7%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**119.4**	**$2.34**	**$693.25**	**59.7%**

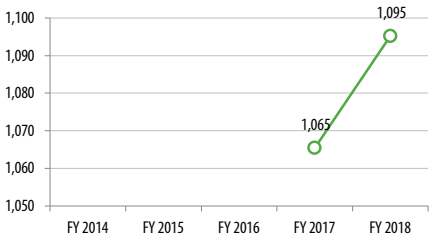
Historic Trends

	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016									
FY 2017	127,219	1,065	$738,585	$440,896	$297,689	119.4	$2.34	$693.25	59.7%
FY 2018	125,370	1,095	$707,377	$487,153	$220,224	114.5	$1.76	$645.89	68.9%

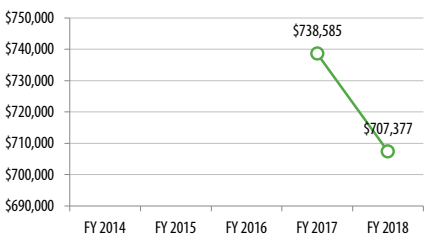
Passengers



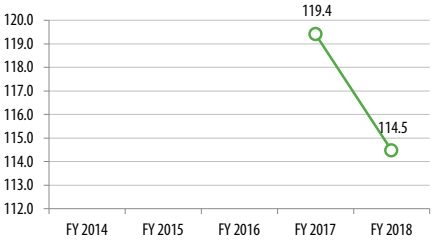
Revenue Hours



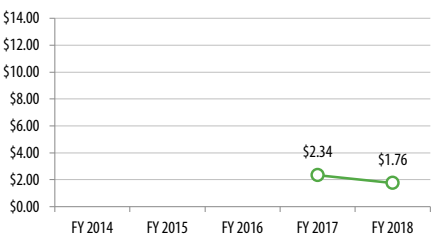
Operating Costs



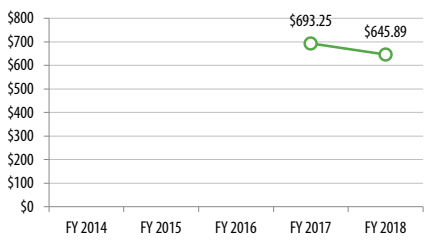
Passengers per Revenue Hour



Subsidy per Passenger



Cost per Revenue Hour



Appendix B: Fare and Eligibility Analysis

Background

The Marin Transit 2016 and 2018 Short Range Transit Plans took an in-depth look at Marin Transit's fare policy, and proposed changes to the structure and fare prices in response to the following policy goals:

- Maintain cost effectiveness targets by service typology;
- Offer fare media that encourages ridership and simplifies payment;
- Keep Marin Transit fares in line with peer agencies;
- Provide non-cash options to support operational efficiency; and
- Maximize social equity by providing mobility for all within the county

In 2016, the District released the Marin Access Strategic Analysis and Recommendations report which provides an in-depth overview of Marin Access programs and riders and the market forces that influence current and future demand. The study examined how Marin Access services are being utilized, what aspects of the programs are well-performing, and what changes in policy or programs will improve the rider experience and enhance mobility management in the county. This study identified opportunities and constraints to improve Marin Access fare and eligibility policies and recommended the following strategies:

- Reevaluate fare policies to optimize public subsidy, achieve sustainable programs, ensure fares are equitable and maintain a safety net for low-income individuals, and create pricing that manages consumer demand for services
- Reassess eligibility thresholds to achieve consistency and equity across all Marin Access and Marin Transit programs

Staff revisited previous recommendations on fares and eligibility criteria for Marin Access program and the Low-Income Fare Assistance (LIFA) that is offered to seniors and those with disabilities.

A comprehensive review of fares and eligibility thresholds together has not been completed to date. With the addition of new programs such as Connect, upgraded technology expected to come online in 2020 such as the ability to pay fares via an online "wallet," and growing needs in the community, revisiting the fares and eligibility policies were deemed necessary.

As part of the SRTP 2020-2029, staff conducted a comprehensive evaluation of fare pricing, policies, and program eligibility standards to develop updates to fare policy that will benefit riders and increase the financial sustainability of Marin Transit programs. Staff also conducted a survey of riders in November and December 2018 to inform these efforts, better understand why riders use certain payment methods, and identify possible incentives to achieve fare proposal goals.

The following Appendix reflects these updates and changes.

Guidelines for Setting Fares and Eligibility Standards

As a result of evaluating fare pricing, policies, and program eligibility standards, staff identified the following challenges and established fare policy and eligibility goals that guided the recommended policy changes.

Key Considerations and Challenges

- Marin Transit has not increased its Fixed Route and Paratransit fares since 2004.
- Fare revenues in Demand Response programs do not keep pace with increasing operations costs and do not meet current financial performance targets.
- Marin Transit's ADA Paratransit fare is the second lowest among peer agencies in the Bay Area.
- Some fares do not reflect the premium features offered across various services and programs. For example, the fare for some curb to curb, non-ADA demand response services is lower than the Fixed Route fare.
- Marin Transit cannot independently change its fares within the Clipper system as its fare table in Clipper is shared with Golden Gate Transit. Until Clipper independence is reached, all changes to local fares must be agreed upon by both agencies.
- Even though the fare for local trips is $2, Clipper users on local routes are required to tag-on/tag-off. This continues to be an obstacle for attracting local passengers to use Clipper. When a passenger forgets to tag off on exiting a Marin Transit bus, they are charged a higher regional fare.
- Eligibility criteria to receive low-income fare assistance is inconsistent across services and programs. This has led to rider and community partner confusion.

Rider Survey

In 2018, Marin Transit staff conducted a survey of riders as part of a larger agency effort to simplify its fare structure. The goal of the survey was to better understand why use certain payment methods and identify possible incentives to achieve goals of the fare proposal. The survey also intended to identify level of rider's awareness of different fare media options, determine willingness to shift away from cash to period passes and Clipper, and gauge rider's interest in mobile ticketing.

The fare payment survey was administered online and on-board in both English and Spanish. A total of 535 responses were received with 301 responses coming from onboard riders and 234 responses online. About 17 percent of riders responded in Spanish, and 25 percent of onboard surveys were completed in Spanish. Over 85 percent of all respondents identified themselves as transit riders.

In summary, cash was overwhelmingly perceived as an easy and convenient way to pay. Common theme in survey responses included:

- Lack of knowledge on Clipper and passes,
- Cash being known as the only fare payment method, and
- Financial challenges with affording a prepaid fare payment option

The survey results also confirmed that over a quarter of cash users will be willing to consider using passes if they were less expensive, while more than 60% of cash users were not aware of the 10% Clipper discount. Additionally, over 25% of cash users indicated concerns of being overcharged when paying by Clipper.

Lastly, about 67% of surveyed riders responded they were interested in mobile ticketing. Of those riders, 41% currently pay with cash, 40% percent pay with Clipper, and 19% percent use a pass product.

The results of the survey confirmed that while there are opportunities to shift away from cash to support operational efficiencies, cash may remain as the preferred method of fare payment for about 19% of the riders who indicated that they will not consider using any other fare media.

Staff also concluded that pass and Clipper usage can be incentivized through pricing adjustments, and considering the limited level of riders knowledge on some of the fare products, a focused marketing and education on fares is recommended to reinforce the impact of the policy updates and lead to riders behavioral changes in fare payment.

Fare and Eligibility Policy Goals

The 2020-2029 SRTP recommendations for fare policy and eligibility standards are targeted at the following goals:

- Simplify senior/ADA program eligibility;
- Encourage pass and Clipper usage over cash payment to streamline and improve operations;
- Offer fare media that incentivizes ridership and simplifies payment;
- Keep fares and subsidy levels commensurate with the services offered across programs;
- Adjust fare assistance programs to maximize social equity and provide mobility options for all Marin residents;
- Maintain cost effectiveness targets by service typology; and
- Keep Marin Transit fare policies consistent with regional efforts to coordinate and integrate transit agencies fares.

The proposed policy changes fall into the following three categories:

- Fare policies;
- Low-income fare assistance (LIFA) for older adults and those with disabilities; and
- Program eligibility for demand response programs.

Due to the interrelationship between these policies, staff considered changes to these three areas concurrently.

Fare Policy

The 2018 Short Range Transit Plan described recommendations for system-wide changes to fare pricing and structure. Staff are using the 2018 SRTP update as a guide for the updated fare policy changes. Staff continue to carefully weigh potential recommendations and guidelines to ensure they are consistent with regional goals and facilitate transfers with our partner transit agencies.

The 2018 SRTP recommended fixed route changes to Clipper pricing and youth fares. Staff did not recommend any major changes to fixed route fares due to the following factors:

- Marin Transit and Golden Gate Transit are embedded within the Clipper regional fare system, and changes related to fare structure cannot be achieved independently within the Clipper environment. Golden Gate Transit declined to support proposed changes to youth fares.
- Regional efforts are underway by MTC and San Francisco Planning and Urban Research (SPUR) to simplify fares and improve coordination within the region. Recommendations for significant changes to fixed routes fares should follow guidance from the region and additional coordination with our partner transit agencies.

Marin Transit will be designated as an independent operator under Clipper 2.0, which is expected to occur by 2023. Staff recommends postponing fixed route fare changes to when the District has control over its fare pricing, while remaining consistent with any future regional guidance.

The proposed eligibility and fare policy changes fall into two main categories are shown in Table B-1:

- Adjust pricing and structure of Fixed Route Fare Media (passes)
- Implement a phased update for fare structure and pricing of Marin Access/ Paratransit programs

Fixed Route Fare Media Changes

7-day Passes:

Proposed Change:

- Eliminate the 7-day Pass for all fare categories, including Adult/Senior/Youth

The following are expected impacts of these changes:

- Eliminate the administrative burden associated with providing weekly passes that are currently underutilized.
- Minimal impact on current pass users. This is due to very low usage of this pass (below one percent). Lowering monthly pass prices will be provide a new cost-effective option.

Monthly Passes:

Proposed Changes:

- Reduce Adults Monthly Pass prices to $40 (-50% compared to current $80 pass price)
- Reduce Senior Monthly Pass price to $20 (-25% compared to current $25 pass price)

The following are expected impacts of these changes:

- Make monthly passes a more attractive option to encourage pass usage over cash fare payments.
- Provide additional discount for regular riders who rely on public transit.
- Encourage additional usage of the services.

Demand Response Program Fares and Fare Policy

Dial-a-Ride (DAR) Fares

Proposed Changes:

- Increase DAR fare to $4.00 for the general public (from $2.00 to $4.00 for the Novato DAR and from $2.50 to $4.00 for Rural DAR).
- Increase Senior/ADA DAR fare from $1.00 to $2.00.

The following are expected impacts of these changes:

- Fare pricing to align with the premium aspects of DAR services compared to Fixed-Route (i.e. on-demand curb-to-curb pick-up and drop-off services).

- DAR pricing to support operational efficiencies and cost performance targets.
- Higher DAR fares will be an incentive for the general public to use Fixed Route services over DAR where possible. This will free up additional capacity for Senior/ADA riders and alleviate current capacity issues.

ADA Paratransit Fares

Proposed Changes:

- Increase all paratransit program fares to $3.00 in Phase 1, effective July 1, 2020. This equates to a 50% increase in the fare for current mandated paratransit and a 20% increase compared to the current extended, or non-mandated, service area for paratransit services.
- Increase all paratransit fares to $4.00 in Phase 2, effective July 1, 2023.

The following are expected impacts of these changes:

- A competitive pricing structure will encourage riders to use Fixed Route services or other Marin Access programs over ADA Paratransit services, where possible.
- Fare pricing will keep pace with growing paratransit operations costs and help meet District's performance targets.
- Staff proposes increased eligibility thresholds and additional fare assistance subsidy levels for the Low-Income Fare Assistance Program to alleviate or eliminate the impact of fare increase on low-income riders.

Catch-A-Ride (CAR) Fare Structure

Proposed Changes:

- Adjust CAR fare structure to require an initial $4.00 fare from rider to activate the subsidy of $14 per trip, effective July 1, 2020. The rider will pay 100 percent of the trip cost beyond $18. The subsidy per trip level will remain the same as currently provided for CAR riders that are not income eligible. Increase the limit of allowable subsidized trips from eight to ten trips per month. This is 25 percent more trips compared to the current program.
- Adjust CAR base fare from $4.00 to $5.00, effective July 1, 2023. All other fare rules stay the same. The rider will pay 100 percent of the trip cost beyond $19.

The following are expected impacts of these changes:

- The initial $4 contribution encourages use of Fixed Route services over CAR where possible
- Increased fare revenue will allow program to continue to meet District's performance targets
- Riders will have an additional two CAR trips per month to support increased trip making

Volunteer Driver Reimbursement Subsidy

Proposed Changes:

- Increase volunteer driver mileage reimbursement to $0.60/mile. This will be a 70% mileage reimbursement increase for STAR and 50% mileage reimbursement increase for TRIP compared to current rates.

The following are expected impacts of these changes:

- Higher mileage reimbursements will increase the incentives for volunteer drivers to participate in the program
- Increased incentives will encourage riders take more trips using the Volunteer Driver Programs, which are more cost-effective than paratransit or other Marin Access services
- Provides additional support for Senior/ADA riders to ask for and receive ride assistance

Table B-1: Proposed Fare Changes

Program	Current	Proposed Phase 1 (July 1, 2020)	Proposed Phase 2 (July 1, 2023)
Adult			
Adult Cash Fare	$2.00	No change	No change
Adult Clipper Single Ride	$1.80	No change	No change
Adult 1-Day Pass	$5.00	No change	No change
Adult 7-Day Pass	$20.00	Eliminate	No change
Adult 31-Day Pass	$80.00	$40.00	No change
Seniors 65+ / Persons with Disabilities			
S/D Cash Fare	$1.00	No change	No change
S/D Clipper Single Ride	$1.00	No change	No change
S/D 1-Day Pass	$2.50	No change	No change
S/D 7-Day Pass	$10.00	Eliminate	No change
S/D 31-Day Pass	$25.00	$20.00	No change
Youth Ages 5 - 18			
Youth Cash Fare	$1.00	No change	No change
Youth Clipper Single Ride	$1.00	No change	No change
Youth 1-Day Pass	$2.50	No change	No change
Youth 7-Day Pass	$10.00	Eliminate	No change
Youth 31-Day Pass	$40.00	Eliminate	No change
6 Month Youth Pass	$175.00	Eliminate	No change
Annual Youth Pass	$325.00	No change	No change
Annual Youth Pass - low income	Free	No change	No change
Marin Access			
Novato Dial-A-Ride	$2.00/$1.00	$4.00/$2.00	No change
Rural Dial-A-Ride	$2.50	$4.00/$2.00	No change
Paratransit - Mandated	$2.00	$3.00	$4.00
Paratransit - Extended	$2.50	$3.00	$4.00
Catch A Ride	Free up to $14.00/$18.00 (1) Limit of 8 trips/month	$4.00 + 100% of fare above $18.00 Limit of 10 trips/month	$5.00 + 100% of fare above $19.00 Limit of 10 trips/ month
Volunteer Driver	No Fare - Driver reimbursement $.35/mile or $.40/mile West Marin	No Fare - increase driver reimbursement to $0.60/mile	No change

Note: (1) Qualified low-income riders get an additional $4.00 in subsidy per ride or free rides up to $18.00.

Low-Income Fare Assistance

Low-Income Fare Scholarship program provides fare assistance to Paratransit and Catch-A-Ride passengers who qualify as low income. Income qualified paratransit riders receive up to $40 per quarter to use for local paratransit rides or 80 rides per year. In terms of eligibility, all ADA eligible clients who are recipients of Supplemental Security Income (SSI) will be eligible to receive Paratransit low-income scholarship. Income eligibility for Catch-A-Ride service is determined based on Elder Economic Index and is self-reported. Eligible low-income riders receive an additional $4 subsidy per trip on Catch-A-Ride.

Under current policy, fare assistance eligibility varies across these programs, and the scholarship is limited to Catch-A-Ride and Paratransit services. Additionally, the documentation required to demonstrate eligibility is inconsistent and varies across transportation services. Income disclosure in multiple instances has been a burden for many applicants, and staff believe that this requirement has prevented access to fare assistance. Staff proposes to consolidate eligibility for both programs to simplify the application process and provide a higher financial safety net for older adults and those with disabilities in financial need.

The proposed changes to low-income fare assistance program fall into two categories: eligibility and application process, and financial assistance, as listed in the following sections. Table B-2 presents a summary of current and proposed changes to the fare assistance program.

Eligibility and Application Process

- Consolidate eligibility criteria for fare assistance and make it applicable to all programs. Consistent eligibility standard improves operations, and District's ability to serve those with financial need.
- Registered Medi-Cal participants or riders with income at or below the current Elder Economic Index that correlates with their living situation will be eligible.
- Medi-Cal eligibility will be verified by the Travel Navigator team via County of Marin. Income-based eligibility for non-Medi-Cal participants will be assessed based on the applicant's income documentation.
- LIFA will be offered to all eligible applicants across Marin Access programs during the program eligibility determination process. The LIFA application and determination process can be consolidated with program eligibility, while one will not hold up the process for the other.
- LIFA eligibility will require annual renewal at the start of each calendar year. Those that qualify based on Medi-Cal eligibility will be renewed through coordination between the Travel Navigator department and the County of Marin. Those that qualify based on income will be required to provide updated income documentation each calendar year. Clients will communicate with the Travel Navigator to renew their eligibility.

Financial Assistance

Fare Assistance Credit:

- All low-income riders eligible for LIFA will receive $20 in credit each month in phase 1 (effective July 1, 2020), and $25 in phase 2 (effective July 1, 2023). The LIFA credit can be used toward the

base fare of all Marin Access program including Paratransit, Catch-A-Ride, Dial-A-Ride and Connect. LIFA credit cannot be applied to the balance of trip over $18 in Catch-A-Ride service.

- LIFA credit is applied for all eligible clients on a monthly basis, to a maximum of $240 in credit per year. The LIFA credit will not roll over annually and is reset at the start of each calendar year. The unused credit will expire at the end of each calendar year and has no cash value.
- LIFA credit cannot be applied to trips for companions and will not be reimbursed in the event of no-shows of same day cancellations. Incidents out of the rider's control will be reviewed on a case by case basis.

Fixed Route Pass:

- All LIFA eligible riders will be eligible to receive free access to Fixed Route services. Eligible clients will have to opt in to receiving the fixed route pass. Opting in includes completing a fixed route pass request form, review of a short video designed to orient the applicant on to how to use the pass and more generally how to use fixed route service, review and signature of a certification form stating that they understand the policies for use, and a usable photo that will be affixed to their Marin Access badge. Transportation to and from Marin Access orientation sessions is the responsibility of the applicant. Alternatively, applicants can use the Marin Transit website to complete the opt in process or attend a Marin Access orientation session offered on a bi-weekly basis.
- All eligible clients will receive a Marin Access badge that includes their name, Marin Access ID number, and photos that comply with the following requirements:
    - Must be current and show the applicants face in a clearly visible fashion;
    - Travel Navigators will assess the usability of photos provided; and
    - Photos will also be uploaded to the platform used for scheduling and routing to improve ability to detect fraudulent use of services.
- The fixed route pass will be renewed annually with the period of validity signified by a sticker that will be attached to the badge indicating the current year
- Clients can replace a lost Marin Access Badge only once annually at a cost of $20. Clients who lose their badge must fill out a lost badge form and return it to the Travel Navigators. The client will need to pick up all replacement badges to verify their identity and can make alternative arrangements on a case by case basis with approval from Marin Transit staff.

The following are expected impacts of these changes:

- The new low-income eligibility threshold will significantly increase the number of riders eligible to receive LIFA fare assistance and offset any proposed increases in fares;
- A streamlined application process for Medi-Cal participants and options for documenting income will remove the burden of duplicated paperwork for riders to obtain and/or demonstrate to demonstrate LIFA eligibility;
- Replacing ticket booklets with ride credits in riders' accounts will eliminate administrative work and reduce management costs; and
- All potential LIFA eligible riders will be able to opt into multiple programs without the need for separate applications.

Table B-2: Overview of Current and Proposed Low-Income Fare Assistance Programs for Marin Access Clients

	Current Programs		Proposed LIFA
	Paratransit Fare Assistance	Catch A Ride Fare Assistance	
Program Eligibility[1]	Marin County resident or visitor and approved for ADA service based on ability-based evaluation	Marin County resident, age 80+, or 60-79 and no longer driving -or- ADA approved	Marin County Resident, age 65+ -or- ADA approved
LIFA Eligibility Threshold	SSI Eligibility [2]	Income Tied to Elder Economic Index[3]	Income Tied to Elder Economic Index[3] or Medi-Cal Qualified
Financial Assistance	Ticket booklets valued at total of $40 per quarter	Additional $4 subsidy per ride (up to $32 per month)	- $20.00 in credit each month for use on all Demand Response programs.(4) - Monthly Pass for free access to Fixed Route.
Documentation Required to Demonstrate Eligibility	SSI Eligibility Letter	Self-Reported	- Medi-Cal status can be confirmed with County of Marin - Proof of age/address/income required (documentation can include SSI letter, AGI from federal income tax forms, recent paystubs, Marin County General Assistance Letter, etc.)
Program Applicability	Paratransit Only	Catch-A-Ride Only	Paratransit, Catch-A-Ride, and Dial-A-Ride
Process	Two 10-ticket/ride booklets mailed to participant on a quarterly basis by Travel Navigators	Additional subsidy applied at booking beyond CAR subsidy	Credit added into e-wallet account to scheduling software and applied at time of booking; Fixed Route monthly pass distribution TBD
Delivery	Paper, manual process	None - managed through Access database	None - managed through scheduling software
Eligibility Renewal	N/A	N/A	Annual

Notes:

1. Recipient of LIFA must apply and be approved for one of the Marin Access programs including ADA paratransit, Volunteer Driver, or Catch-A-Ride.
2. The income limit for SSI is the federal benefit rate (FBR), which is $771 per month/$9,252 annually for an individual and $1,157 per month/$13,884 for a couple in 2019.
3. Based on annual household income: $22,272 / 1-person household, Owner w/o Mortgage
4. Demand Response programs include Paratransit, Catch-A-Ride, Connect, Novato Dial-A-Ride, Pt Reyes Dial-A-Ride, and Dillon Beach Dial-A-Ride.

Program Eligibility (Demand Response Programs)

To simplify and coordinate eligibility for programs targeted at older adults and persons with disabilities, staff proposes changes to the Catch-A-Ride and the Volunteer Driver programs. Table B-3 shows a summary of current and proposed changes to the fare assistance program. The proposed changes include.

- Standardize eligibility criteria across Volunteer Driver and Catch-A-Ride programs to include Marin County residents who are either 65+ or ADA eligible; and
- Proposed eligibility criteria will apply to all new applicants only, and current clients will be grandfathered into programs.

Staff expects the following results:

- Consistent and simplified eligibility criteria will make the program easier for applicants to understand and for community partners to share;
- The number of eligible riders will increase due to removing the 80+ age limit and the "no longer driving" criteria from Catch-A-Ride eligibility; and
- New streamlined eligibility criteria will encourage seniors to consider "giving up the keys" earlier by educating them about their transportation options before they lose their ability to drive.

Table B-3: Overview of Demand Response Program Current and Proposed Eligibility

Demand Response Program Eligibility	Existing Eligibility Criteria	Proposed Eligibility Criteria
Local Paratransit (mandated and extended)	Marin County resident or visitor and approved for ADA service based on ability-based evaluation	No Change
Volunteer Driver Reimbursement Programs (STAR & TRIP)	Marin County resident, age 60+ -or- ADA approved	Marin County Resident, age 65+[(1)] -or- ADA approved
Catch A Ride	Marin County resident, age 80+, or 60-79 and no longer driving -or- ADA approved	Marin County Resident, age 65+ -or- ADA approved
Marin Transit Connect Dial-A-Ride	None (General Public Services)	No Change

Notes:

1. Existing clients are grandfathered into program. New eligibility criteria apply to all new applicants.

The process for adoption of the fare and eligibility policy changes includes the public comment period. Staff will also prepare a Title VI fare equity analysis for the Board of Directors to review.

Appendix C: Unfunded Service Needs Assessment

Appendix C captures a number of local transit expansion service needs Marin Transit has identified based on the following:

- Input from riders (Bus Passenger Advisory Committee, comment cards, driver feedback, etc.)
- Input from Stakeholders (Partner agencies, local cities and towns, etc.)
- Current and previous planning studies
- Changes in transportation market conditions
- Changes in demographics

The expansion services described in this appendix illustrate the opportunities the District will pursue if financial resources are available. These services are additive to the service levels assumed in the District's Service plan (see Chapter 3). The improvements further the objective in Strategy #1 of the Measure A Expenditure Plan:

> Develop a seamless local bus transit system that improves mobility and serves community needs, including special transit for seniors and the disabled

Staff evaluated expansion projects based on an estimate of their ability to score well in an assessment based on the performance criteria in the Measure A Expenditure Plan for transit investment. These criteria include:

- Fills a gap in the bus transit network
- Meets productivity standards (passengers per hour)
- Meets cost effectiveness standards (subsidy per passenger)
- Relieves congestion (total ridership)
- Provides seamless connections (to regional service)
- Eliminates "pass ups" (overcrowding on routes)
- Promotes environmental justice (demographic analysis)
- Attracts outside funding (federal, state, toll, other local)

To estimate performance under these criteria, District staff performed a qualitative assessment. Scores were given based on three tiers: **High (⊕⊕⊕)** - likely supports goal, **Medium (⊕⊕)** - potentially supports goal, and **Low (⊕)** – questionable whether the service will support goal. These ratings are estimates of the project's ability to achieve the goal.

Table C-1: Measure A Bus Transit Investments Evaluation Criteria Ratings Summary

Measure A Goal	High Rating ⊕⊕⊕	Medium Rating ⊕⊕	Low Rating ⊕
Fill gap in the bus transit network	Provides service to an area currently not served by any public transit service	Provides service to an area with limited public transit service	Provides additional service to an area already served well by public transit
Meets productivity standards (passengers per hour)	Productivity expected to greatly exceed standard	Productivity expected to regularly meet standard	Ability to meet productivity standard is questioned
Meets cost effectiveness standards (subsidy per passenger)	Cost effectiveness expected to greatly exceed standard	Cost effectiveness expected to regularly meet standard	Ability to meet cost effectiveness standard is questioned
Relieves congestion (total ridership)	Ridership potential is great and has potential to significantly reduce vehicle trips	Ridership potential is strong and may reduce select vehicle trips	Ridership potential is questionable and may not impact congestion relief
Provides seamless connections (to regional service)	Service is available and timed to meet regional services including bus, rail, and ferry	Service is available but not timed specifically to meet regional services including bus, rail, and ferry	Service is not available nor timed to meet regional services including bus, rail and ferry
Eliminates "pass ups" (overcrowding on routes)	Service is offered on the same route/corridor, during the same times when current overcrowding conditions regularly occurs	Service is offered on similar routes/corridors and during the same times when potential overcrowding conditions can occur	Service does not address any potential overcrowding conditions on services
Promotes environmental justice (demographic analysis)	The service is offered to serve populations that demonstrate the greatest need for the service	The service is offered equitably based on who it serves and its cost	The service is offered to a specific population that does not demonstrate strong need based on their demographics
Attracts outside funding (federal, state, toll, other local)	Service relies on less than 25% of Measure A to implement and operate	Service relies on 25-50% of Measure A to implement and operate	Service requires at least 50% of Measure A to implement and operate

The District will not prioritize or implement expansion projects in a sequential order simply based on their qualitative ratings. This assessment demonstrates the trade-offs between projects and highlights their strengths and weaknesses. Implementing any of these services will require the District to consider cost and other factors.

Staff identified a total of 21 expansion services in the unfunded needs assessment and assigned them to seven categories. In no particular order, these include:

- Expand and Enhance Shuttle Services
- Expand and Enhance K-12 School Bus Services
- Enhance Service Frequency in Transit Corridors
- Provide Limited Stop or Express Services
- Expand Rural and Recreational Services
- Provide and Support Flexible First and Last Mile Services
- Expand Services for Those with Special Needs

At the end of this appendix, Table C-10 and Table C-11 summarize each expansion service by rating, cost, ability to implement, and relative priority within the unfunded list. Some of these ratings are speculative as many of these projects require additional study and analysis.

The following is a brief narrative of each expansion category that outlines the expansion need, summarizes how the service is expected to perform under the evaluation criteria, estimates costs, and identifies opportunities for funding or partnerships.

Expand and Enhance Shuttle Services

Overview

Marin Transit has continued to expand shuttle services since the passage of Measure A. Shuttles provide a cost-effective fixed-route transit option for the areas of the county with lower ridership demands. The initial three shuttle routes launched in 2006 operated just under 5,000 annual revenue hours. Currently, the District operates over 35,000 annual hours of shuttle service on six routes. Ridership has grown from approximately 25,000 annual passenger trips to nearly 400,000 annual passenger trips.

The Measure A Expenditure Plan identified Mill Valley and Sausalito as candidates for shuttle service that currently do not have shuttle service. The Expenditure Plan envisioned locally designed shuttle services termed the "Millie" and the "Sally" for these communities. Although shuttle services have not developed in these communities, local and regional services in these areas provide some of the county's highest transit service levels. Any new shuttle services in these communities will likely be coupled with a decrease in local big bus or regional transit services.

Marin Transit's original 2006 Short Range Transit Plan called for a new shuttle route to replace a legacy Golden Gate Transit service in East Corte Madera and Larkspur. Marin Transit met this need by implementing Route 221 in 2007. Due to low ridership, the District eliminated this route in 2010. This left a service void for residents of Corte Madera east of Highway 101. Recent requests for service to these residential areas have reinstated the need to reconsider shuttle service, coupled with growth in retail services in the area, the SMART extension to Larkspur, and increased parking issues at Larkspur Ferry.

Night service was also a goal of the shuttle program under the Expenditure Plan, and there are opportunities for further expansion. This need continues to arise in the communities of Novato and Tiburon where regular fixed route services end between 8:00 – 9:00 pm.

The outreach conducted during the Novato Transit Needs Assessment Study and the Novato Community Based Transportation Study identified a lack of service to the Bolling Circle area of Novato (Hamilton). Further discussion with this community is required to determine the specific need. Based on anticipated ridership demand, potential deviation of the Routes 251 or 257 shuttle services may be the best option.

Table C-2 provides a summary of the Shuttle Expansion services, how the need was identified, and next steps for possible implementation.

Table C-2: Shuttle Expansion Services

Route / Service Area	Description	Need Identified	Next Steps	Priority Level
Mill Valley	New circulator shuttle in Mill Valley	Measure A Expenditure Plan, Public/Customer Requests	**Planning:** Review ridership on current local and regional services. Evaluate feasibility of extending Route 219	**Low**
Sausalito	New circulator shuttle in Sausalito	Measure A Expenditure Plan	**Planning:** Review ridership on current local and regional services. Monitor Volunteer Driver Gap Grant project issued to Sausalito	**Low**
E. Corte Madera	New circulator shuttle between E. Corte Madera and Larkspur Landing	Customer Requests	**Planning:** Assess potential markets and demand including ferry riders and SMART passengers and senior/ADA needs	**Low**
219 (Tiburon)	Expanded evening service for employees and patrons	Tiburon Transit Needs Assessment Study, Job Access Mobility Institute Study	**Implement:** Identify funding	**Medium**
251 (Novato)	Expanded evening service for residents	Novato Needs Assessment, Novato CBTP, Public/Customer Requests, Job Access Mobility Institute Study	**Implement:** Identify funding	**Medium**
251 or 257 (Novato)	Deviate Route 251 or 257 to serve Bolling Circle areas of Hamilton	Novato Needs Assessment, Novato CBTP, Public/Customer Requests	**Outreach:** Community feedback on specific transit needs. **Planning:** Assess trade-offs for added revenue service. Coordinate with City of Novato on bus stop siting and costs	**Medium**

Performance Criteria Ratings

Shuttle expansion projects tend to rate highest in filling a gap in the transit network that occurs due to low ridership demands. They may also score favorably in meeting productivity and cost-effectiveness standards due to lower operating costs. Any future shuttle projects in Mill Valley and Sausalito will overlap or duplicate current local and regional fixed route services. Staff assumes some reduction in service levels on existing routes will be necessary to achieve productivity and cost-effectiveness targets. Based on current riders of evening trips on local fixed-route services, added service will most benefit low-income riders who rely heavily on the transit service for mobility.

Cost Estimates or Considerations

The District's current shuttle operating cost is approximately $90 per revenue hour including fuel. This equates to approximately $350,000 per year for a short 30-minute runtime for a route that operates every 60 minutes on weekdays only and $850,000 for a 60-minute runtime for a route that operates every 60 minutes daily. Although operating costs are lower than most other fixed route services, average farebox recovery on shuttle program routes is only 12%, and average passenger subsidy is $9.00 per trip. Assuming Measure A accounts for 40% of all operating costs, each shuttle passenger trip is supported by $3.60 of Measure A sales tax funding.

Opportunities for Funding / Partnerships

Shuttle routes primarily serve riders traveling within localized areas. There are opportunities to partner with local cities/towns, major employers, or Downtown Business Districts to subsidize the costs of shuttle services. Night service in Tiburon will directly support employees and patrons of local business. Shuttles in Sausalito and Mill Valley could perform similar roles. Novato service expansion projects may be eligible for MTC Lifeline or similar funding.

Marin Transit's original 2006 SRTP identified a fixed route shuttle service type titled "Local Initiative Service." The service was envisioned as relying on partnerships between local jurisdictions, agencies, or private employers and Marin Transit, with each providing half the cost of operation. These services would respond to a localized need and be unlikely to meet the District's performance targets. Under the program, the District determines subsidy levels based on the actual performance of the service. To date, there are no examples where these services were developed. However, Marin Transit may refer to this model to implement the identified unfunded shuttle needs.

Expand and Enhance K-12 School Services

Overview

As in much of California, the delivery of school transportation in Marin County has evolved significantly since approval of Proposition 13 and as demographic trends lead to changes in bus ridership. There is a substantial financial commitment required to operate and manage a full-service school transportation program. This has led many school districts to seek a broad range of alternatives to provide student access to school. These include expanded use of Marin Transit supplemental school service, shared use of contractual mechanisms such as that used by Marin Pupil Transportation Authority, fee for service offerings, and active promotion of alternatives through programs like Safe Routes to School (SR2S).

Marin Transit operates 28 routes including ten supplemental school routes designed to add capacity to the transit network on school days. These supplemental services are generally stand-alone services for older students that are aligned with school bell times and operate Monday to Friday during the school year. In FY 2015/16, Marin Transit provided over 200,000 individual school-based rides on the supplemental services and averaged approximately 1,200 passengers daily on school days.

Marin Transit has performed a significant role in supporting yellow school bus service for several school districts. The level of support activities varies between contract procurement, contract management, daily operations monitoring, and bus pass sales/distribution. Three school districts in the County contract with Marin Transit to provide daily operations oversight: Reed Union, Ross Valley, and Mill Valley.

Partnering with the Marin County Office of Education and the Transportation Authority of Marin, Marin Transit released the *Countywide Coordinated School Transportation Study* in December 2015. This effort provided the District direction on its role in supporting home to school transportation services in Marin County. The study developed nine recommendations assigned to either a near-term or future scenario. Generally, the recommendations suggested that the District continue to support student transportation services and work to expand them based on the appropriate type of service (yellow bus or supplemental transit).

The report also identified potential demand for buses service that led to a "high" and "medium" ranking to each school. Based on these assignments, staff estimated service levels and associated costs to expand services to meet these demands. Costs were further assigned to a phased timeline based on additional resources, such as equipment and facilities needed to support growth.

Since the study concluded in 2015, the District formed an Ad-Hoc Committee of the Board to continue the momentum and work toward implementing the study recommendations. This committee met five times between May 2016 and April 2017. Based on this additional guidance, staff identified projects for K-12 school bus expansion. These are included in Table C-3, which summarize these services, how the need was identified, and next steps for implementation.

Table C-3: K-12 School Bus Expansion Services

Route / Service Area	Description	Need Identified	Next Steps	Priority Level
Kentfield SD, Larkspur-Corte Madera SD	Implement Phase 1 of the Coordinated School Transportation Study	Measure A Expenditure Plan, 2015 Coordinated School Transportation Study	**Planning:** Finalize schedules and routing for programs without services today **Implement:** Identify funding	**High**
Reed Union SD, Mill Valley SD, Ross Valley SD, San Rafael Elementary SD, Dixie SD	Implement Phase 2 of the Coordinated School Transportation Study	Measure A Expenditure Plan, 2015 Coordinated School Transportation Study	**Implement:** Identify funding	**Medium**

Novato SD	Implement Phase 3 of the Coordinated School Transportation Study	Measure A Expenditure Plan, 2015 Coordinated School Transportation Study	**Planning:** Finalize schedules and routing for new services **Implement:** Identify funding	**Medium**
Countywide	Expand and improve supplemental school services to older students (high schools) in Marin County	Measure A Expenditure Plan, Tiburon/Novato Needs Assessments, 2015 Coordinated School Transportation Study	**Implement:** Identify funding	**High**

Performance Criteria Ratings

K-12 school services score high in several Measure A evaluation criteria categories. These include filling a gap in the bus transit network, meeting productivity and cost-effectiveness standards, and relieving congestion. Yellow bus services demonstrate benefits for the communities that have them or have recently implemented the service. Experience from yellow bus services and on the supplemental routes suggest high ridership levels are achievable on a per trip basis and a high farebox recovery (low subsidy) can be achieved. Staff assumes that a heavily discounted or free pass will be issued to students who qualify for the free or reduced lunch program, and this will result in a high rating for promoting environmental justice. All other criteria get a medium rating except providing seamless connections to the regional services, which is rated low.

Cost Estimates or Considerations

Current supplemental school operating costs are approximately $130 per revenue hour. The relatively high cost is due to the significant amount of non-revenue time associated with running a service that only operates during school peak hours. Pricing for yellow bus is typically done by the day, and the rates account for the significant amount of midday down-time for the drivers.

Each yellow bus will cost between $450 and $625 per day to operate. The broad range of operating costs considers the difference between having a local facility for storage and maintenance versus relying on remote servicing and storage facilities. Assuming a 180-day school year, the annual cost per bus is between approximately $81,000 and $112,500. Since the operation of a yellow bus is purchased per day, the cost per student is a function of how efficiently the bus is used and how many different students can be served during the day. School district decisions on bell times and staggering schedules play a significant role in the cost efficiency of these services and the ability to expand them.

Opportunities for Funding / Partnerships

The *Countywide Coordinated School Transportation Study* offers insight into how to leverage partnerships to make transportation services more efficient and plan for expansion. The current supplemental school program is merged with the District's seasonal programs and College of Marin services. This creates operational efficiencies for transit vehicles and drivers. Further expansion of services to College of Marin or Dominican University may offer additional efficiencies through off-peak use of supplemental equipment and drivers.

Yellow bus services are priced and operated differently than the supplemental services. Coordinating with the school districts on bell times and scheduling will greatly impact the cost efficiency. Yellow bus programs offer another tool for local communities to reduce roadway congestion and partnering with local cities and towns will offset the costs for expanding these services.

Enhance Service Frequency in Transit Corridors

Overview

The District provides high quality transit service in corridors that demonstrate high transit use and/or high levels of congestion. Chapter 2 identifies the District's performance metrics for service frequency goals. These metrics apply to corridors identified in the Measure A Expenditure Plan. While many corridor services meet their targets, some are not. These services may benefit from increasing frequencies and are identified as unfunded projects in Table C-4 below.

Table C-4 summarizes Service Frequency Expansion projects, how the need was identified, and next steps for possible implementation.

Table C-4: Frequency Enhancement Services

Route / Service Area	Description	Need Identified	Next Steps	Priority Level
San Rafael – San Anselmo	Expand off-peak and weekend service levels from every 20 minutes to every 15 minutes. Routes available for expansion include Routes 23 or 68.	Measure A Expenditure Plan	**Planning:** Monitor route level performance and identify opportunity for expansion **Implement:** Identify funding	
San Rafael – Civic Center – Northgate	Expand off-peak and weekend service levels from every 20 minutes to every 15 minutes. Increasing Route 49 frequency is best opportunity for expansion.	Measure A Expenditure Plan	**Planning:** Monitor route level performance and identify opportunity for expansion **Implement:** Identify funding	
Hamilton – Downtown Novato	Expand off-peak and weekend service levels from every 20 minutes to every 15 minutes. Increasing Route 49 frequency is best opportunity for expansion.	Measure A Expenditure Plan	**Planning:** Monitor route level performance and identify opportunity for expansion **Implement:** Identify funding	

Performance Criteria Ratings

Expansion services that increase service frequency score well in improving connections and filling in the bus network. They make bus service more robust and convenient for passengers. At the same time, many of these routes are not meeting their productivity and cost-effectiveness standards. They will likely continue to struggle to meet these targets if service is added.

Cost Estimates or Considerations

Based on current Marin Transit operations, expanding frequency will cost approximately $115 per revenue hour of service. Each of these identified frequency enhancements requires an investment of approximately 2,000 hours or close to $230,000 annually.

Opportunity for Funding / Partnerships

Expanding service frequencies on the existing transit network has limited opportunities to attract outside funding or partnerships. The best opportunity to fund these expansion services may be to reallocate revenues to concentrate resources in the most traveled and heavily used transit corridors. Canceling lower ridership coverage-based transit services could enable the District to reinvest resources.

Provide Limited Stop or Express Services

Overview

The focus of local transit services is to increase mobility for Marin County residents. Local transit trips are shorter in length than regional bus and ferry trips. The operating characteristics of local transit balances service speed with accessibility and can result in long travel times for some trips.

Goal C under the SRTP Corridor-Level performance measures calls for providing competitive travel times to promote transit use. Perhaps the most sensitive market to travel times are commuters who rely on the service daily and oftentimes transfer to another local or regional service to complete their trip. This market may increase with the introduction of SMART.

In June 2016, Marin Transit implemented Routes 71x and 23x to test how express services perform in a corridor already served by local routes. Route 71x provided an 18% travel time savings over other services in the Highway 101 corridor by removing the bus pad stops in San Rafael, Larkspur, and Corte Madera. Express Route 23x significantly decreases end-to-end travel times in the Fairfax to San Rafael corridor that is also served by Route 23.

The District has identified one other expansion project to achieve travel time savings in the Mill Valley to San Rafael corridor. An express service along Route 17 can achieve travel time savings for current riders and attract new riders to this route. In addition, Route 17 could be designed to provide a convenient link to future SMART services for southern Marin County residents traveling north.

The current deviation of Route 17 to Strawberry Village increases travel times for many riders traveling to Mill Valley. The ongoing study of the East Blithedale / Tiburon Blvd interchange is assessing improvements to pedestrian and bicycle circulation, with a focus on how these users connect to transit services. The study results will be evaluated in concert with express bus options for Mill Valley and other areas of southern Marin County.

Table C-5 provides a summary of the Limited Stop or Express Expansion services, how the District identified the need, and next steps for possible implementation.

Table C-5: Limited Stop or Express Expansion Services

Route / Service Area	Description	Need Identified	Next Steps	Priority Level
San Rafael – Mill Valley	New weekday peak only express service connecting Downtown San Rafael to Mill Valley	2012 Onboard Survey, On-Time performance Assessment	**Planning:** Identify exact alignment and stops. **Implement:** Identify funding	**Medium**

Performance Criteria Ratings

Marin Transit anticipates that express services will perform well in terms of productivity and cost-effectiveness standards. These services focus on areas of high ridership, operate with higher speeds, and result in more efficient use of revenue time. Express services will overlap with existing services as they would operate in high ridership corridors already served by transit. However, they will create a new service type that may attract a new market by filling in a gap in the network for these users. The highest ratings for express services are in the areas of seamless connections as they will provide direct service to the San Rafael Transit Center and SMART station.

Cost Estimates or Considerations

Limited or express services will likely need the same vehicle capacity as the District's big bus program and cost approximately $135 per revenue hour. Initially, the District will schedule express services in peak travel hours to target commute needs. This will require relatively few revenue hours of service. Yet, adding service in the peak requires additional fleet beyond the current baseline service. Annual operating cost estimates for an express route during peak hours range from approximately $250,000 to $500,000 per year, depending on service frequency and route length. Most important, adding more buses to the fleet will require a commensurate addition of parking and maintenance facility capacity.

Opportunities for Funding / Partnerships

Funding for these services will likely directly compete for resources allocated within the fixed route program. The District may seek opportunities to reduce regular fixed route service levels as a result of expanded express services to fund these services.

Expand Rural and Recreational Services

Overview

The District provides fixed route services to rural West Marin on the West Marin Stagecoach and Muir Woods Shuttle. The rural services serve residential mobility needs and provide access to the recreational areas in West Marin. The Muir Woods Shuttle provides a direct public transit connection to one of the Bay Area's top tourist destinations. Together, these services provide congestion relief for many Marin County roadways and highways during weekend and holiday travel.

The National Park Service (NPS) and Marin Transit supported the Muir Woods Shuttle. The Shuttle provides peak season service on weekends and holidays and summer weekdays to Muir Woods National Monument. Now in its thirteenth season, the Shuttle carries nearly 25% of all Muir Woods visitors on the

busiest visitation days and recorded over 120,000 passenger trips in FY 2016/17. The shuttle is a valuable resource to reduce roadway congestion in Sausalito, Tam Junction, and West Marin on weekends and holidays.

One area of near-term growth for rural and recreational services is a new route alignment to attract passengers who do not have access to a car before they enter Marin County. This alignment will serve the south side of the Golden Gate Bridge at the toll plaza and connect to regional transit services. These include San Francisco SFMTA Routes 28 and 76X, Golden Gate Transit Routes 2, 30, 70, 101, and the PresidiGO shuttle. Additional planning work and coordination with the operators and property owners will be required to identify stop and layover opportunities at the Bridge, service levels to the park, and the routing of the service within Marin County.

Another area of growth in the Recreational services is a potential connection between Muir Woods and Larkspur Landing. The Larkspur Ferry terminal, and the new extension of SMART, offer a unique mix of regional transit services and a large supply of parking that could make this a desired location for a new pickup point on the service. Marin Transit will continue discussions with Golden Gate Transit, SMART, and the NPS to determine the feasibility and interest in this new route.

The District significantly expanded rural Stagecoach service in June 2014. This expansion enhanced service on the North and South Routes 68 and 61 during peak weekends. Recreational travel to the Golden Gate National Recreation Area (GGNRA) causes significant congestion in Marin County. Continued expansion of the South Route will increase alternatives for those accessing GGNRA without a car and for those unable to visit Muir Woods due to lack of reservations.

Table C-6 provides a summary of the Rural and Seasonal expansion services, how the District identified the need, and next steps for implementation.

Table C-6: Rural and Seasonal Expansion Services

Route / Service Area	Description	Need Identified	Next Steps	Priority Level
Golden Gate Bridge – Muir Woods – West Marin	New route connecting the Golden Gate Bridge and West Marin	Muir Woods Shuttle Annual Evaluation Report, Stakeholder Meetings	**Planning:** Further study circulation at Toll Plaza parking lot, identify service levels and routing **Implement:** Identify funding	**High**
Larkspur Landing-Muir Woods	New route connecting the Larkspur Ferry/Larkspur SMART station and Muir Woods	Stakeholder Meetings	**Planning:** Further study demand and connection opportunities. **Implement:** Identify funding and expand fleet	**Medium**

Performance Criteria Ratings

Expansion of the Muir Woods Shuttle program scores well in nearly all categories. These include fills a gap in the bus transit network, meets productivity and cost-effectiveness standards, relieves congestion, and attracts outside funding. These ratings are based on anticipated performance of future services as projected from the

current performance of Routes 66 and 66f. All other ratings except for "promotes environmental justice" are scored as medium.

Cost Estimates or Considerations

The NPS pays for 50% of the total operating costs for the Muir Woods Shuttle, and the service has a farebox recovery ratio of nearly 50%. These aspects of the service make it very cost-effective for the District to operate, and it requires very low levels of local Measure A contributions.

Opportunities for Funding / Partnerships

Partnership with the NPS is key to the success of the Muir Woods Shuttle, and the partners will continue to identify new opportunities to expand and enhance the service.

Provide and Support Flexible First/Last Mile Services

Overview

Marin Transit's fixed route services offer scheduled public transit along the county's most heavily traveled corridors. Most of these services efficiently move as many people as possible to reduce congestion and improve mobility. The Local Connector fixed route services offer a more personalized shuttle service to areas that demonstrate regular demand for transit service and can meet the District's productivity targets. The District's paratransit and mobility management services provide another personalized layer of services for senior and special needs riders. While these offerings serve a significant number of Marin County residents, there are still gaps that makes transit use less attractive or infeasible for many residents.

First/last mile services fill those gaps in the transportation network and can overcome barriers typically associated with getting to or from fixed route transit stops. These barriers may be a function of the topography or geography, characteristics of the transportation network (narrow streets, lack of sidewalks, limited bike facilities, and unsafe crossings), or a user's physical limitation that restricts their ability to access bus stops.

Marin Transit continues to work with local community and partner organizations to identify other cost-effective solutions to this transportation barrier. A key question concerns the level of ownership and subsidy the District should provide versus relying on the private market or users to fund and provide these services. Table C-7 summarizes the key rider markets that will benefit from improved first/last mile services and some potential delivery models for these markets. The next step will be additional study to identify the most appropriate service model.

SMART rail service in Marin has presented a new option for regional travel for Marin County residents and employees. While some stations are well served by transit due to their location, Novato stations are in isolated areas that are challenging for traditional transit service to serve. Regular fixed route services in Marin are also timed to the "pulse" in Downtown San Rafael. This limits the ability to create timed connections at other locations along the rail corridor.

First/last mile services are potential service models that could fill the gaps between the regional rail and bus networks in Marin. In Novato, these services could be focused on serving the rail connections or a larger group of riders located in a general public dial-a-ride service area.

First/last mile services could also help fill a transit gap within the underserved East San Rafael/Peacock Gap neighborhood. The District's recent outreach efforts with this San Rafael neighborhood have identified the need for ferry feeder and bus connections to the Downtown bus and train depot. Golden Gate Transit operated a ferry feeder route that served this neighborhood and discontinued the route due to low ridership. Recent neighborhood surveys identify the Larkspur Ferry and the San Rafael Transit Center as the top two commute destinations. Over one-third of the 450 responses from the initial survey indicated ferry use as a destination. Over 85% of respondents that use the ferry currently drive to the ferry terminal. The potential synergies between connecting residents to the train, bus, and ferry indicate that they will benefit more from a first/last mile solution than a traditional ferry feeder service.

Table C-7: Rider Markets Identified for First / Last Mile Services

Rider Market	Peak Service Needs (Time/Day)	Service Area	Potential Service Delivery Model	Alternative Delivery Models (supported and coordinated - not directly operated)
Seniors	Midday, weekdays and all-day weekends	Countywide	Point to point services (on-demand), subscription shopper shuttles	Subscription taxi, TNC, or similar service
All	All	Locations with especially hilly terrain where fixed route and paratransit services cannot operate	Flex route service timed to bus operations at town center but circulates in residential areas in between	Subscription taxi, TNC, or similar service; car share
All	Night and off-peak hours	Commercial and residential areas with lower ridership demands	Flex route service timed to bus operations at town center but circulates in residential areas in between	Subscription taxi, TNC, or similar service; vanpools; car share; bike share
Ferry / Rail Passenger	AM / PM Peaks, weekdays	Residential areas with lower ridership demand or smaller employment sites	Point to point shuttles (subscription service), timed to trains or ferries	Subscription taxi, TNC, or similar service; vanpools; car share; bike share

Directly Operated Services

Direct operation of first/last mile services will give the District greater control and oversight in safety and training of drivers and vehicle type, capabilities, and cleanliness. Typically, direct operation has a higher cost. Marin Transit foresees opportunities for increasing the efficiency and effectiveness of its current services with the provision of this new service type.

Consistent with Marin Access program goals, the first step in offering more personalized first/last mile services is to better coordinate and integrate current and new program offerings. Riders will be able to see all transportation options when they book their trip. Schedulers will view availability across all programs. Currently, these consist of paratransit, Catch-A-Ride, Novato Dial-A-Ride, and volunteer driver programs. For example, schedulers may be able to assign a same-day Catch-A-Ride trip to paratransit to increase service efficiency.

There may be limited opportunities for greater efficiency and economies of scale in integrating these programs. The District should evaluate a new service model that will operate as a flex route service that can be adapted to community needs and the areas served. Marin Transit's diverse offerings of fixed route services provide riders with transit services based on a timetable for regular service. Flex routes offer solutions to address additional mobility needs. The District should evaluate a smaller vehicle type based on capacity needs of the service and ability to decrease costs.

Supported and Coordinated Services

The taxi industry is a potential partner for supporting and coordinating first and last mile services. Recent advances in technology and smart phone access have spurred a new transportation market. Transportation Network Companies (TNCs) such as Uber and Lyft offer new opportunities for first and last mile transportation in addition to other shared-ride (Chariot, Sidecar, Lyft Line, Uberpool, etc.) or car-share companies (ZipCar, Getaround, etc.). These services are widely available in urbanized areas and much less so in suburban areas such as Marin County.

The District's recent Catch-A-Ride partnership with the taxi industry is one model for brokering trips for seniors and ADA riders. In Marin County, the ability to expand these programs through the taxi providers is limited. Marin Transit should explore additional opportunities to support and coordinate with private or non-profit providers that require a lower per passenger subsidy levels than the Catch-A-Ride program. One option is to offer free transfers to fixed route services from taxis, transportation network company (TNC) services, or other approved providers. This will reduce the need for the District to provide these services directly and offer riders an incentive to use fixed-route transit. Since first/last mile connections are relatively short distance, the out-of-pocket costs will be minimal. The total cost of the trip will be more attractive as the transit portion provided as free. Encouraging this behavior will also create incentives for these outside providers and strengthen the market for and availability of services for Marin residents.

Marin Transit will also continue to partner with the Transportation Authority of Marin (TAM) on their countywide transportation demand management (TDM) strategies. The District will monitor TAM's current discount ride program for first and last mile services to and from the SMART stations in partnership with Lyft. Future co-location of car share and bike share stations at key transit facilities will offer alternative travel options in areas where fixed route services are not financially or physically feasible. Partnering to support vanpooling is another option to increase access to and from transit stops.

The District could pursue a hybrid arrangement where Marin Transit provides the vehicle, maintenance, and driver training. The service could be provided through either the Volunteer Driver program, an organization that benefits from the service, or individuals who pool together for a shared ride. There may be additional opportunities to use the same vehicle outside service hours, for example, in a car share program to support other countywide mobility goals.

Driverless Technology

Marin Transit will also need to consider a future with driverless cars and how they will impact public transit. Many automakers already offer autopilot functionality. There are still many technology and regulatory hurdles to overcome.

While autonomous vehicles offer many opportunities for mobility, their impact on congestion is unclear. There are few opportunities in Marin for additional infrastructure enhancements that will increase roadway capacity. In a future with autonomous vehicles, public transit's role may be to focus on moving travelers on

capacity-constrained corridors. Along with high quality transit service on congestion corridors, autonomous vehicles could fill the need for first and last mile connections.

Table C-8 provides a summary of the First and Last Mile expansion services, how the District identified the need, and next steps for implementation.

Table C-8: First and Last Mile Expansion Services

Route / Service Area	Description	Need Identified	Next Steps	Priority Level
Novato Local Connectors	SMART connector services to the two Novato stations	2015 MTC SMART Integration Study	**Planning:** Identify potential transfer demand and best way to support these needs	**Medium**
East San Rafael Connector Bus	Peak hour feeder bus to connect East San Rafael to Larkspur Ferry via San Rafael Transit Center / SMART station	2016/2017 Community Survey and Outreach	**Planning:** Map routing and cost estimates **Implement:** Secure funding	**Medium**
Countywide	New directly operated flex route services for general public	Measure A Expenditure Plan, Tiburon/Novato/West Marin Needs Assessments	**Planning:** Further study to identify potential markets and subsidy levels	**High**
Countywide	Partner with outside providers to develop complementary services in areas with transit gaps	2016 SRTP	**Planning:** Further study to identify potential markets and subsidy levels	**High**
Countywide	Support outside providers - free transfer agreements	Measure A Expenditure Plan, Tiburon/Novato Needs Assessments	**Planning:** Further study to identify opportunities. Talk with outside providers and explore how the process will function	**Medium**

Performance Criteria Ratings

First and last mile services score highest in filling gaps in the bus transit network and providing seamless connections. The focus of these services is on cost-effective opportunities to achieve these goals. These services will be explored as part of the District's upcoming planning process.

Since the program is still not well-defined, it is challenging for staff to score the other performance criteria. The ability to achieve high productivity or subsidy goals is questionable. These programs will not target large populations, yet they rely on heavy passenger loads. The metrics may also be challenging to quantify if the service increases the efficiency of other local services or significantly reduces the District's reliance on outside providers, such as TNCs, over whom the District does not have oversight.

Cost Estimates or Considerations

Due to the personalized nature of these services, the cost per passenger is likely going to be high. The level of District investment and subsidy levels is determined by the decision to directly contract to operate service versus relying on outside providers. There may be opportunities to leverage available resources by integrating and better coordinating Marin Transit's current programs, even if the District contracts directly for the operation. The District may not have a net increase in costs with this type of implementation if they increase the number of passengers served and reduce per passenger subsidies. Relying on and creating incentives for outside service providers such as taxis to support the District's goals could also be a cost-effective way to implement this type of service without directly operating it.

Opportunities for Funding / Partnerships

The District should focus on partnership opportunities to develop first and last mile services and consider the ever-changing environment of mobility options. The District's partnership with Whistlestop for Volunteer Driver programs offers an opportunity to leverage low-cost resources to help fill gaps in the transportation network. The District's partnerships with the taxi industry may lead to future win-win opportunities that enable the District to expand mobility for seniors while strengthening the network of taxi services. Other potential partnership opportunities with TNCs could offers similar win-win arrangements.

The District will continue to work with TAM to ensure TDM programs are well-integrated with public transit and residents who choose a car-free lifestyle have a wide range of mobility options. This includes providing a "safety net" for transportation when one option fails or is not feasible for a specific trip. TDM programs support service to public transit and can address the first and last mile challenges identified across the county.

Expand Services for Those with Special Needs

Overview

While Marin County's population experiences slow-to-little growth, the number of older adults is rapidly increasing. The number of senior residents – those over the age of 65 – in Marin has almost doubled since the year 2000 and is projected to increase an additional 41 percent in the next ten years. An aging population has a significant impact on transportation and transportation needs. As residents may need or want to shift their travel behavior to non-driving modes, cost-effective and convenient options will help keep this population active, healthy, and engaged within our community.

Marin Access programs serve a subset of seniors and people with disabilities who depend on public transportation to maintain their independence and a high quality of life. Marin Transit will always need to provide a high-touch, high-subsidy program to meet the needs of these riders. Any new offerings should be developed in coordination with agencies and organizations that also support this population. Coordinated planning will reduce costs, prevent service duplication, and provide riders and caregivers with the best possible service.

Table C-9 provides a summary of the Special Needs expansion services, how the District identified the need, and next steps for implementation.

Table C-9: Special Needs Expansion Services

Route / Service Area	Description	Need Identified	Next Steps	Priority Level
Countywide	Develop new same day, curb-to-curb services for seniors as available to make current program offerings more efficient	Measure A Expenditure Plan, Tiburon/Novato Needs Assessments, Senior Mobility Action & Implementation Plan, 2016 Marin Access Strategic Analysis & Recommendations	**Planning:** Study current trip request and denials and understand software need to consolidate scheduling	**High**
Countywide	Develop a reservation agreement program for senior shopper shuttles and group outings utilizing paratransit equipment	Marin Mobility Consortium; Marin Access Innovation Incubator; 2016 Marin Access Strategic Analysis & Recommendations	**Planning:** Assess available capacity; Determine eligibility criteria; Identify key origins and destinations	**High**
Countywide	Provide specialized counseling or travel training to riders with specific needs (e.g. people with developmental disabilities or the blind)	Measure B Expenditure Plan, 2016 Marin Access Strategic Analysis & Recommendations; Outreach to Adult Day Programs responsible for frequent paratransit ridership	**Outreach:** Partner with local agencies and organizations to develop curriculum and identify participants	**Medium**
Countywide	Provide innovative rider-focused transportation solutions that improve access to healthcare and promote wellbeing	2016 Marin Access Strategic Analysis & Recommendations; 2016 Marin Access Rider Survey; Marin Mobility Consortium	**Planning:** Identify transportation challenges that limit or prevent access to healthcare and/or limit wellbeing, particularly in rural West Marin; Continued partnership and collaboration with transportation and health care providers, focused on	**Medium**

Performance Criteria Ratings

Services that target those with special needs receive the highest marks in promoting environmental justice. Based on recent outreach and stakeholder feedback, expanding same-day curb-to-curb options for seniors and improving access to healthcare score well in filling a gap within the transportation network. Curb-to-curb services also provide seamless connections for those who need it most.

Due to the relative high cost and low ridership of these services, they score low on many criteria score compared to traditional mass transit services. However, some of these service models are either untested or underdeveloped. There may be opportunities to improve these scores once new service models are tested or further refined.

Cost Estimates or Considerations

Although services for those with special needs tend to have high subsidy levels, the total amount of expected service is lower than other expansion projects. Cost estimates assume the continuation of other Marin Access supportive service and that expansion services will enhance these offerings.

Opportunities for Funding / Partnerships

The District is exploring creative options to fund these services. These include:

- Partnering with private transportation companies seeking to test new models;
- Group shopping/recreational shuttles through paratransit contract;
- Travel training partnerships; and
- National Center for Mobility Management/Rides to Wellness funding.

Marin Transit recognizes that demand for these services is not typically focused on peak hour travel times. There may be opportunities to reuse program resources during the off-peak hours to provide operational and financial efficiencies.

Expansion Scoring and Priorities

Table C-10 summarizes all unfunded service improvements and organizes them by priority level. Priorities are assigned based on the evaluation ratings and ease of implementation. Overall service ratings are calculated based on an equal weighting of all Measure A criteria. Funding was not a factor in assigning priority. Many of these projects could be achieved with outside funding, partnerships, or discretionary grant funds.

The priority assignments are based on the District's needs and assume current services levels and programs. Staff will revisit this list and the priority assignments annually and update them to reflect future needs for local transit service.

Table C-11 provides a summary of the project rating in each of the evaluation criteria, an estimate of annual operating costs and Measure A contribution, and an assessment of the ease of implementation. The cost is an estimate of the annual operating costs to Marin Transit. Each dollar sign (**$**) represents approximately $50,000 per year of added operating cost. The darker portions of the "$" indicate the portion of the financial support that will likely come from local Measure A funds or its replacement.

Table C-10: Expansion Services by Priority

High Priority, Not Ready Project (Ratings = **High**, **Not Ready** to Implement)
Yellow Bus Expansion: Kentfield & Larkspur-Corte Madera School Districts
Yellow Bus Expansion: Reed Union, Mill Valley, Ross Valley, San Rafael Elementary, & Dixie School Districts
Expand Supplemental Transit: Tamalpais Union, San Rafael, Novato School Districts
Provide new service between Golden Gate Bridge and West Marin
Medium Priority Projects, Ready Projects (Rating = **Medium**, **Ready** to Implement)
Expand Shuttle: Tiburon Evenings (219)
Expand Shuttle: Novato Evenings (251)
Expand Shuttle: Novato Hamilton (251 or 257)
Expand Fixed Frequency in San Rafael – San Anselmo Corridor
Expand Fixed Route Frequency in San Rafael – Civic Center Corridor
Expand Fixed Route Frequency in Hamilton –Downtown Novato Corridor
Mill Valley Express (Route 17x)
Medium Priority Projects, Not Ready Projects (Rating = **Medium**, **Not Ready** to Implement)
Yellow Bus Expansion: Novato School District
New route connecting the Larkspur Ferry/SMART station and Muir Woods
Novato connector services
East San Rafael Connector Bus
Provide flex route services for general public
Partner to provide new flexible first/last mile options
Support outside providers to strengthen first/last mile connections
Expand same day curb-to-curb options for seniors
Provide innovative rider-focused transportation solutions that improve access to healthcare and promote wellbeing
Low Priority Projects, Not Ready Projects (Rating = **Low**, Ready to Implement)
Develop a reservation agreement for senior shopper shuttles and group outings
Provide specialized counseling or travel training to riders with specific needs
Expand Shuttle: New circulator shuttle between E. Corte Madera and Larkspur Landing
Low Priority Projects, Not Ready Projects (Rating = **Low**, Not **Ready** to Implement)
New Shuttle: Mill Valley
New Shuttle: Sausalito

Table C-11: Expansion Project Ratings

Proj. #	Expansion Services	Fill gap in the bus transit network	Meets productivity standards	Meets cost effectiveness standards	Relieves congestion	Provides seamless connections	Eliminates "pass ups"	Promotes environmental justice	Attracts outside funding	Overall Rating (equal weighting of criteria)	Estimated Operating Cost[1]	Ease of Implementation
1.0	Expand and Enhance Shuttle Services											
1.1	New Shuttle: Mill Valley	+	++	++	++	+	+	+	+	+	$$$$$ $$$$$	+
1.2	New Shuttle: Sausalito	+	++	++	+	+	+	+	+	+	$$$$$ $$$$$	+
1.3	Expand Shuttle: Tiburon Evenings (219)	+++	+	+	+	++	+	+++	+	++	$$$	+++
1.4	Expand Shuttle: Novato Evenings (251)	+++	+	+	+	+	+	+++	+	++	$$$	+++
1.5	Expand Shuttle: Novato Hamilton (251 or 257)	+++	+	+	+	+	+	+++	+	++	$	+++
2.0	Expand and Enhance K-12 School Bus Services											
2.1	Yellow Bus Expansion: Kentfield & Larkspur-Corte Madera School Districts	+++	+++	++	+++	+	+++	++	+++	+++	$$$$$$$ $$$$$$$	+
2.2	Yellow Bus Expansion: Reed Union, Mill Valley, Ross Valley, San Rafael Elementary, & Dixie School Districts	+++	+++	++	+++	+	+++	++	+++	+++	$$$$$$$ $$$$$$$ $$$$$$$ $$$$$$$	+
2.3	Yellow Bus Expansion: Novato School District	+++	++	++	++	+	+++	++	+++	++	$$$$$$$ $$$$$$$	+
2.4	Expand Supplemental Transit: Tamalpais Union, San Rafael, Novato School Districts	+++	+++	+++	+++	+	+++	+++	+	+++	$$$$$$ $$$$$$$$	++
3.0	Enhance Service Frequency in Transit Corridors											
3.1	Expand Fixed Frequency in San Rafael – San Anselmo Corridor	++	+	+	++	+++	++	++	+	++	$$$$$	+++
3.2	Expand Fixed Route Frequency in San Rafael – Civic Center Corridor	++	+	+	++	+++	++	++	+	++	$$$$$	+++

Table C-11: Expansion Project Ratings

Proj. #	Expansion Services	Fill gap in the bus transit network	Meets productivity standards	Meets cost effectiveness standards	Relieves congestion	Provides seamless connections	Eliminates "pass ups"	Promotes environmental justice	Attracts outside funding	Overall Rating (equal weighting of criteria)	Estimated Operating Cost[1]	Ease of Implementation
3.3	Expand Fixed Route Frequency in Hamilton – Downtown Novato Corridor	⊕⊕	⊕	⊕	⊕⊕	⊕⊕⊕	⊕⊕	⊕⊕	⊕	⊕⊕	$$$$$	⊕⊕⊕
4.0	Provide Limited Stop or Express Services											
4.1	Mill Valley Express (Route 17x)	⊕⊕	⊕⊕	⊕⊕	⊕⊕	⊕⊕⊕	⊕	⊕⊕	⊕	⊕⊕	$$$$$ $$$$$	⊕⊕⊕
5.0	Expand Rural and Recreational Services											
5.1	Provide new service between Golden Gate Bridge and West Marin	⊕⊕⊕	⊕⊕⊕	⊕⊕⊕	⊕⊕⊕	⊕⊕⊕	⊕	⊕	⊕⊕⊕	⊕⊕⊕	$$$	⊕
5.2	Increase service on Route 61 to support weekend and holiday demands	⊕	⊕⊕	⊕⊕	⊕⊕⊕	⊕⊕	⊕⊕⊕	⊕	⊕⊕⊕	⊕⊕	$	⊕⊕
5.3	Increase weekday service on Route 61 to support locals and students	⊕⊕	⊕	⊕	⊕	⊕⊕	⊕	⊕	⊕	⊕	$	⊕⊕
6.0	Provide and Support Flexible First/Last Mile Services											
6.1	Novato connector services	⊕⊕	⊕	⊕	⊕	⊕⊕⊕	⊕	⊕	⊕⊕⊕	⊕⊕	$$$$$	⊕⊕
6.2	East San Rafael Connector Bus	⊕⊕⊕	⊕	⊕	⊕	⊕⊕⊕	⊕	⊕	⊕	⊕⊕	$$$	⊕⊕
6.3	Provide flex route services for general public	⊕⊕⊕	⊕	⊕	⊕	⊕⊕⊕	⊕	⊕⊕	⊕	⊕⊕	$$$$$	⊕
6.4	Partner to provide new flexible first/last mile options	⊕⊕⊕	⊕	⊕	⊕	⊕⊕⊕	⊕	⊕⊕	⊕⊕	⊕⊕	$$	⊕
6.5	Support outside providers to strengthen first/last mile connections	⊕⊕⊕	⊕	⊕	⊕	⊕⊕⊕	⊕	⊕	⊕⊕	⊕⊕	$	⊕⊕
7.0	Expand Services for Those with Special Needs											

Table C-11: Expansion Project Ratings

Proj. #	Expansion Services	Fill gap in the bus transit network	Meets productivity standards	Meets cost effectiveness standards	Relieves congestion	Provides seamless connections	Eliminates "pass ups"	Promotes environmental justice	Attracts outside funding	Overall Rating (equal weighting of criteria)	Estimated Operating Cost[1]	Ease of Implementation
7.1	Expand same day curb-to-curb options for seniors	⊕⊕⊕	⊕	⊕⊕	⊕	⊕⊕⊕	⊕	⊕⊕	⊕	⊕⊕	$	⊕
7.2	Develop a reservation agreement for senior shopper shuttles and group outings	⊕	⊕	⊕	⊕	⊕	⊕	⊕⊕⊕	⊕	⊕	$$	⊕⊕⊕
7.3	Provide specialized counseling or travel training to riders with specific needs	⊕	⊕	⊕	⊕	⊕	⊕	⊕⊕⊕	⊕	⊕	$	⊕⊕⊕
7.4	Provide innovative rider-focused transportation solutions that improve access to healthcare and promote wellbeing	⊕⊕⊕	⊕	⊕	⊕	⊕	⊕	⊕⊕⊕	⊕⊕⊕	⊕⊕	$$$	⊕⊕

Notes:
(1) "$" represents approximately $50,000 in annual operating costs. ***Black*** *"$" indicates estimates for portion of costs covered by Measure A*

Owner	MT Vehicle Number	Manufacturer	Year of Manufacture	Vehicle ID Number	Vehicle Length	Seated Capacity	Wheelchair Capacity	Vehicle Type	Service	Fuel Type	Retirement Year
Marin Transit	550	Articulated New Flyer	2007	5FYD4YS077C031482	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	2019
Marin Transit	551	Articulated New Flyer	2007	5FYD4YS097C031483	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	2019
Marin Transit	552	Articulated New Flyer	2007	5FYD4YS007C031484	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	2019
Marin Transit	553	Articulated New Flyer	2007	5FYD4YS027C031485	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	2019
Marin Transit	554	Articulated New Flyer	2007	5FYD4YS047C031486	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	2019
Marin Transit	555	Articulated New Flyer	2007	5FYD4YS067C031487	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	2019
Marin Transit	556	Articulated New Flyer	2007	5FYD4YS087C031488	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	2019
Marin Transit	557	Articulated New Flyer	2007	5FYD4YS0X7C031489	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	2019
Marin Transit	558	Articulated New Flyer	2007	5FYD4YS067C031490	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	2019
Marin Transit	559	Articulated New Flyer	2007	5FYD4YS087C031491	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	2019
Marin Transit	1701	Gillig Hybrid	2017	15GGD3016H3188166	40 ft	34	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2029
Marin Transit	1702	Gillig Hybrid	2017	15GGD3018H3188167	40 ft	34	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2029
Marin Transit	1703	Gillig Hybrid	2017	15GGD301XH3188168	40 ft	34	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2029
Marin Transit	1704	Gillig Hybrid	2017	15GGD3011H3188169	40 ft	34	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2029
Marin Transit	1705	Gillig Hybrid	2017	15GGD3018H3188170	40 ft	34	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2029
Marin Transit	1706	Gillig Hybrid	2017	15GGD301XH3188171	40 ft	34	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2029
Marin Transit	1707	Gillig Hybrid	2017	15GGD3011H3188172	40 ft	34	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2029
Marin Transit	1708	Gillig Hybrid	2017	15GGD3013H3188173	40 ft	34	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2029
Marin Transit	1709	Gillig Hybrid	2017	15GGD3015H3188174	40 ft	34	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2029
Marin Transit	1710	Gillig Hybrid	2017	15GGD3017H3188175	40 ft	34	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2029
Marin Transit	1801	BYD Electric	2018	4B9KALA69J2038902	35 ft	32	2	Standard Motorbus	Fixed Route	Battery Electric	2030
Marin Transit	1802	BYD Electric	2018	4B9KALA60J2038901	35 ft	32	2	Standard Motorbus	Fixed Route	Battery Electric	2030
Marin Transit	3301	New Flyer Hybrid	2010	5FYH4KV12AB036881	35.8 ft	29	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2022
Marin Transit	3302	New Flyer Hybrid	2010	5FYH4KV14AB036882	35.8 ft	29	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2022
Marin Transit	3303	New Flyer Hybrid	2010	5FYH4KV16AB036883	35.8 ft	29	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2022
Marin Transit	3304	New Flyer Hybrid	2010	5FYH4KV18AB036884	35.8 ft	29	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2022

Owner	MT Vehicle Number	Manufacturer	Year of Manufacture	Vehicle ID Number	Vehicle Length	Seated Capacity	Wheelchair Capacity	Vehicle Type	Service	Fuel Type	Retirement Year
Marin Transit	3305	New Flyer Hybrid	2010	5FYH4KV1XAB036885	35.8 ft	29	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2022
Marin Transit	3306	New Flyer Hybrid	2010	5FYH4KV11AB036886	35.8 ft	29	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2022
Marin Transit	3307	New Flyer Hybrid	2010	5FYH4KV13AB036887	35.8 ft	29	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2022
Marin Transit	100	El Dorado Aerotech	2011	1FDFE4FS7BDA34651	24 ft	20	2	Cutaway	Fixed Route	Gasoline	Retired-Active
Marin Transit	105	El Dorado Aerotech	2013	1FDFE4FS9DDA72661	24 ft	20	2	Cutaway	Fixed Route	Gasoline	2020
Marin Transit	108	El Dorado Aerotech	2013	1FDFE4FS6DDA83875	24 ft	20	2	Cutaway	Fixed Route	Gasoline	2020
Marin Transit	109	El Dorado Aerotech	2013	1FDFE4FS8DDA83876	24 ft	20	2	Cutaway	Fixed Route	Gasoline	2020
Marin Transit	110	El Dorado Aerotech	2013	1FDFE4FS9DDA83868	24 ft	20	2	Cutaway	Fixed Route	Gasoline	2020
MarinTransit	111	El Dorado Aerotech	2013	1FDFE4FS7DDA83870	24 ft	20	2	Cutaway	Fixed Route	Gasoline	2020
Marin Transit	112ma	El Dorado Aerotech	2013	1FDFE4FS9DDA83871	24 ft	20	2	Cutaway	Fixed Route	Gasoline	2020
Marin Transit	113	El Dorado Aerotech	2013	1FDFE4FS9DDA83872	24 ft	20	2	Cutaway	Fixed Route	Gasoline	2020
Marin Transit	114	El Dorado Aerotech	2013	1FDFE4FS2DDA83873	24 ft	20	2	Cutaway	Fixed Route	Gasoline	2020
Marin Transit	115	El Dorado Aerotech	2013	1FDFE4FS4DDA83874	24 ft	20	2	Cutaway	Fixed Route	Gasoline	2020
Marin Transit	1680	El Dorado Aerotech	2016	1FDE4FS0GDC56729	24 ft	20	2	Cutaway	Fixed Route	Gasoline	2023
Marin Transit	1880	El Dorado Aerotech	2018	1FDFE4FS2JDC16420	24 ft	20	2	Cutaway	Fixed Route	Gasoline	2025
Marin Transit	1980	El Dorado Aerotech	2019	1FDFE4FS1KDC13252	24 ft	20	2	Cutaway	Fixed Route	Gasoline	2026
Marin Transit	1501	Lowfloor Gillig Hybrid	2015	15GGE301XG1092953	29 ft	26	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2027
Marin Transit	1502	Lowfloor Gillig Hybrid	2015	15GGE3011G1092954	29 ft	26	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2027
Marin Transit	1503	Lowfloor Gillig Hybrid	2015	15GGE3013G1092955	29 ft	26	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2027
Marin Transit	1504	Lowfloor Gillig Hybrid	2015	15GGE3015G1092956	29 ft	26	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2027
Marin Transit	1505	Lowfloor Gillig Hybrid	2015	15GGD3012F1181501	40 ft	38	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2027
Marin Transit	1506	Lowfloor Gillig Hybrid	2015	15GGD3012G1181502	40 ft	38	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2027
Marin Transit	1507	Lowfloor Gillig Hybrid	2015	15GGD3014G1181503	40 ft	38	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2027
Marin Transit	1508	Lowfloor Gillig Hybrid	2015	15GGD3016G1181504	40 ft	38	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2027
Marin Transit	1509	Lowfloor Gillig Hybrid	2015	15GGD3018G1181505	40 ft	38	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2027
Marin Transit	1510	Lowfloor Gillig Hybrid	2015	15GGD301XG1181506	40 ft	38	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2027

Owner	MT Vehicle Number	Manufacturer	Year of Manufacture	Vehicle ID Number	Vehicle Length	Seated Capacity	Wheelchair Capacity	Vehicle Type	Service	Fuel Type	Retirement Year
Marin Transit	1511	Lowfloor Gillig Hybrid	2015	15GGD3011G1181507	40 ft	38	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	2027
Caltrans	618	El Dorado Aero Elite 270	2012	1FDAF5GY1BED06704	27 ft	22	2	Cutaway	Fixed Route	Gasoline	2019
Caltrans	619	El Dorado Aero Elite 270	2012	1FDAF5GY2BEC98984	27 ft	22	2	Cutaway	Fixed Route	Gasoline	2019
Caltrans	620	El Dorado Aero Elite 270	2012	1FDAF5GY4BEC64917	27 ft	22	2	Cutaway	Fixed Route	Gasoline	2019
Caltrans	1136	El Dorado Aero Elite 320	2012	1FDAF5GY3CEA34206	32 ft	30	2	Cutaway	Fixed Route	Gasoline	2019
Marin Transit	1560	El Dorado Aero Elite 270	2015	1FDAF5GY4FED20196	27 ft	22	2	Cutaway	Fixed Route	Gasoline	2022
Marin Transit	1561	El Dorado Aero Elite 270	2015	1FDAF5GY6FED46248	27 ft	22	2	Cutaway	Fixed Route	Gasoline	2022
Marin Transit	301MV	El Dorado 29' XHF	2015	1N9HBAC60FC084220	29 ft	29	2	Standard Motorbus	Fixed Route	Diesel	2027
Marin Transit	1760	El Dorado 29' XHF	2017	1N9HBAC65HC084098	29 ft	29	2	Standard Motorbus	Fixed Route	Diesel	2029
Marin Transit	1761	El Dorado 29' XHF	2017	1N9HBAC67HC084099	29 ft	29	2	Standard Motorbus	Fixed Route	Diesel	2029
Marin Transit	1860	El Dorado 35' XHF	2018	1N9HEAC65JC084231	35 ft	41	2	Standard Motorbus	Fixed Route	Diesel	2030
Marin Transit	1861	El Dorado 35' XHF	2018	1N9HEAC67JC084232	35 ft	41	2	Standard Motorbus	Fixed Route	Diesel	2030
Marin Transit	3060	El Dorado 35' XHF	2008	1N9HEACL48C084169	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	2020
Marin Transit	3061	El Dorado 35' XHF	2008	1N9HEACL08C084170	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	2020
Marin Transit	3062	El Dorado 35' XHF	2011	1N9HEACL2BC084226	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	2023
Marin Transit	3063	El Dorado 35' XHF	2011	1N9HEACL4BC084227	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	2023
Marin Transit	3064	El Dorado 35' XHF	2011	1N9HEACL6BC084228	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	2023
Marin Transit	3065	El Dorado 35' XHF	2012	1N9HEACL2DC084066	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	2024
Marin Transit	3066	El Dorado 35' XHF	2012	1N9HEACL4DC084067	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	2024
Marin Transit	3067	El Dorado 35' XHF	2012	1N9HEACL6DC084068	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	2024
Marin Transit	3068	El Dorado 35' XHF	2012	1N9HEACL8DC084069	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	2024
Marin Transit	3069	El Dorado 35' XHF	2012	1N9HEACL4DC084070	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	2024
Marin Transit	1860	El Dorado 35' XHF	2018	1N9HEAC65JC084231	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	2030
Marin Transit	1861	El Dorado 35' XHF	2018	1N9HEAC67JC084232	35ft	37	2	Standard Motorbus	Fixed Route	Diesel	2030
Marin Transit	1870	Mobile Information Kiosk	2018	1FDUF5GT1HEE86051	-	0	0	Other	Other	Gasoline	2033
Marin Transit	308	Starcraft	2009	1FD3E35L68DB57261	22 ft	8	3	Cutaway	Demand Response	Gasoline	Retired Active

Owner	MT Vehicle Number	Manufacturer	Year of Manufacture	Vehicle ID Number	Vehicle Length	Seated Capacity	Wheelchair Capacity	Vehicle Type	Service	Fuel Type	Retirement Year
Marin Transit	701	Starcraft Ford Class A	2015	1FDEE3FL9FDA12259	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	702	Starcraft Ford Class A	2015	1FDEE3FL3FDA12263	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	703	Starcraft Ford Class A	2015	1FDEE3FLXFDA12258	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	704	Starcraft Ford Class A	2015	1FDEE3FL5FDA12264	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	705	Starcraft Ford Class A	2015	1FDEE3FL4FDA12269	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	706	Starcraft Ford Class A	2015	1FDEE3FL4FDA12272	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	707	Starcraft Ford Class A	2015	1FDEE3FL9FDA12266	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	708	Starcraft Ford Class A	2015	1FDEE3EFLFDA12260	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	709	Starcraft Ford Class A	2015	1FDEE3FL7FDA12265	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	710	Starcraft Ford Class A	2015	1FDEE3FL9GDC07284	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	711	Starcraft Ford Class A	2015	1FDEE3FL6GDC07291	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	712	Starcraft Ford Class A	2015	1FDEE3FL8GDC07289	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	713	Starcraft Ford Class A	2015	1FDEE3FL6GDC07288	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	714	Starcraft Ford Class A	2015	1FDEE3FL8GDC07292	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	715	Starcraft Ford Class A	2015	1FDEE3FL4GDC07290	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	716	Starcraft Ford Class A	2015	1FDEE3FL4GDC07287	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	717	Starcraft Ford Class A	2015	1FDEE3FL5GDC07282	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	718	Starcraft Ford Class A	2015	1FDEE3FL3GDC07281	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	719	Starcraft Ford Class A	2015	1FDEE3FL2GDC07286	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	720	Starcraft Ford Class A	2015	1FDEE3FL1GDC07280	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	721	Starcraft Ford Class A	2015	1FDEE3FL0GDC07285	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	722	Starcraft Ford Class A	2015	1FDEE3FL7GDC07283	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	723	Starcraft Ford Class A	2015	1FDEE3FL1GDC07294	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	724	Starcraft Ford Class A	2015	1FDEE3FLXGDC07293	20 ft	8	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	801	Starcraft Ford Class B	2015	1FDEE4FLOFDA25638	22 ft	12	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	802	Starcraft Ford Class B	2015	1FDEE4FL9FDA25640	22 ft	12	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	803	Starcraft Ford Class B	2015	1FDEE4FL7FDA25636	22 ft	12	3	Cutaway	Demand Response	Gasoline	2020

Owner	MT Vehicle Number	Manufacturer	Year of Manufacture	Vehicle ID Number	Vehicle Length	Seated Capacity	Wheelchair Capacity	Vehicle Type	Service	Fuel Type	Retirement Year
Marin Transit	804	Starcraft Ford Class B	2015	1FDEE4FL0FDA25641	22 ft	12	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	805	Starcraft Ford Class B	2015	1FDEE4FL9FDA25637	22 ft	12	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	806	Starcraft Ford Class B	2015	1FDEE3FL9FDA25635	22 ft	12	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	807	Starcraft Ford Class B	2015	1FDEE3FL9FDA25639	22 ft	12	3	Cutaway	Demand Response	Gasoline	2020
Marin Transit	808	Starcraft Ford Class B	2018	1FDEE3FS2JDC16505	24 ft	12	3	Cutaway	Demand Response	Gasoline	2023
Marin Transit	809	Starcraft Ford Class B	2018	1FDEE3FS9JDC16503	24 ft	12	3	Cutaway	Demand Response	Gasoline	2023
Marin Transit	810	Starcraft Ford Class B	2018	1FDEE3FS8JDC14466	24 ft	12	3	Cutaway	Demand Response	Gasoline	2023
Marin Transit	1830	Ford Transit Van	2017	1FBZX2CMXJKA11854	22 ft	6		Van	Demand Response	Gasoline	2022
Marin Transit	1831	Ford Transit Van	2017	1FBZX2CM9HKA50865	22 ft	6		Van	Demand Response	Gasoline	2022
Marin Transit	1832	Ford Transit Van	2017	1FBZX2CM8HKA77068	22 ft	6		Van	Demand Response	Gasoline	2022
Marin Transit	1833	Ford Transit Van	2017	1FBZX2CM7HKB38961	22 ft	6		Van	Demand Response	Gasoline	2022
Golden Gate Transit	501	El Dorado	2013	1FDEE3FL6DDA45187	22 ft	8	3	Cutaway	Demand Response	Gasoline	2018
Golden Gate Transit	502	El Dorado	2013	1FDEE3FLXDDA39960	22 ft	8	3	Cutaway	Demand Response	Gasoline	2018
Golden Gate Transit	503	El Dorado	2013	1FDEE3FL1DDA39961	22 ft	8	3	Cutaway	Demand Response	Gasoline	2018
Golden Gate Transit	504	El Dorado	2013	1FDEE3FL3DDA39962	22 ft	8	3	Cutaway	Demand Response	Gasoline	2018
Golden Gate Transit	505	El Dorado	2013	1FDEE3FL9DDA89121	22 ft	8	3	Cutaway	Demand Response	Gasoline	2018
Golden Gate Transit	506	El Dorado	2013	1FDEE3FL0DDA89122	22 ft	8	3	Cutaway	Demand Response	Gasoline	2018
Golden Gate Transit	507	El Dorado	2013	1FDEE3FL2DDA89123	22 ft	8	3	Cutaway	Demand Response	Gasoline	2018
Golden Gate Transit	508	El Dorado	2013	1FDEE3FL4DDA89124	22 ft	8	3	Cutaway	Demand Response	Gasoline	2018
Golden Gate Transit	509	El Dorado	2013	1FDEE3FL6DDA89125	22 ft	8	3	Cutaway	Demand Response	Gasoline	2018
Golden Gate Transit	510	El Dorado	2013	1FDEE3FLODDB06033	22 ft	8	3	Cutaway	Demand Response	Gasoline	2018
Golden Gate Transit	511	El Dorado	2013	1FDEE3FL6DDB06036	22 ft	8	3	Cutaway	Demand Response	Gasoline	2018
Golden Gate Transit	512	El Dorado	2013	1FDEE3FL8DDB06037	22 ft	8	3	Cutaway	Demand Response	Gasoline	2018

Owner	MT Vehicle Number	Manufacturer	Year of Manufacture	Vehicle ID Number	Vehicle Length	Seated Capacity	Wheelchair Capacity	Vehicle Type	Service	Fuel Type	Retirement Year
Golden Gate Transit	513	El Dorado	2013	1FDEE3FLXDDB06038	22 ft	8	3	Cutaway	Demand Response	Gasoline	2018
Golden Gate Transit	514	El Dorado	2013	1FDEE3FL1DDB06039	22 ft	8	3	Cutaway	Demand Response	Gasoline	2018
Whistlestop	601	Starcraft Ford E-350	2013	1FDEEFL0DDA79240	22 ft	8	3	Cutaway	Demand Response	Gasoline	2018
Whistlestop	602	Starcraft Ford E-350	2013		22 ft	8	3	Cutaway	Demand Response	Gasoline	2018
Whistlestop	603	Starcraft Ford E-350	2013		22 ft	8	3	Cutaway	Demand Response	Gasoline	2018

Appendix E: Title VI Program

Marin Transit's Title VI Program is available for download at:

http://marintransit.org/titlevi.html

This plan was approved by the Marin Transit Board of Directors on July 24, 2017 and is updated every three years. Below is the Plan's Table of Contents that shows the outline and structure of the document.

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Formulario de Queja conforme al Título VI de Marin Transit 151

Appendix F: Operating Revenue

	Source	% of Operations Budget	FY2020 Funding (Millions)	Projected Growth	Description	Notes
LOCAL	**Fares**	11%	$4.1	0%	Farebox revenue	Cash fares, pass sales, clipper usage, youth pass sales; no growth except with fare increase in FY2022
	Measure A/Measure AA	39%	$14.4	2.7%	1/2 cent County Sales Tax	Under Measure AA District receives 54.5% of revenues generated by this tax after administrative other costs - 33% for local operations, 3% for rural operations, 9.5% for special services, 4% for capital and 5% for school service
	Measure B	3%	$1.2	0.0%	Marin County $10 Vehicle License Fee	Marin Transit receives 35% for specialized senior and paratransit programs
	Property Tax	12%	$4.6	3.0%	Marin County Property Tax	Dedicated tax allocated directly to Marin Transit
	Other	7%	$2.5	3.0%	Fee for Service, Advertising, Interest etc.	Includes GGBHTD payments for the regional paratransit and a contribution towards local paratransit; Also includes interest and advertising revenue.
STATE	**TDA**	14%	$5.8	2.7%	State Local Transportation Fund (LTF) - Transportation Development Act Funding; 1/4-cent statewide sales tax	Statewide allocated based on population; Marin County share is split under terms within GGT operations contract based on passengers and hours; Marin Transit received 38% in FY18
	STA Population	6%	$1.3	1.5%	State Transportation Development Act Funding, from state sales tax on diesel fuel	Distributed to Marin County Cities based on population, Marin Transit's share is split under terms within GGT operations contract based on passengers and hours; Marin Transit received 38.5% in FY20
	STA Revenue		$1.6	1.5%		Distributed by the State to Transit Agencies based on annually reported local revenue expended on transit service.
	STA Lifeline	<1%	$0.4	-	MTC Program using multiple funding sources including Transit STA	Depending on the cycle this has been distributed by formula or by a competitive grant process administered by the Transportation Authority of Marin

	Source	% of Operations Budget	FY2020 Funding (Millions)	Projected Growth	Description	Notes
FEDERAL	**FTA 5311 – Rural Funding**	<1%	$0.21	3.0%	Federal Rural Transit Funding	Regional Apportionment that is split by MTC using a formula based on rural population served and rural route miles provided
	FTA – 5307 ADA Set Aside	2%	$0.7	1.6%	Federal Funding for Paratransit	
	FTA -5310 Mobility	1%	$0.4	-	Discretionary grant funds for mobility project	Current grant for same day paratransit and mobility management. Administered through Caltrans.
	NPS – Muir woods	1%	$0.7	0.0%	Federal funding that MTC sets aside for paratransit expenses.	Allocated by MTC to balance their adopted Core Capacity distribution framework. Operators who have revenue shares that were under their framework allocation received population based funds in the first cycle. GGBHTD (with Marin Transit) did not receive these funds.

Appendix G: Zero Emission Fleet Replacement Plan

Marin Transit's first Battery Electric Bus went into revenue service at the end of February, and staff is collecting information on range, fueling costs, and capabilities. Based on initial results, the range will not be sufficient for the majority of service blocks (the distance a bus drives in one day) without additional charging. Given the rapid pace of technological change and new electric buses in the pipeline, staff expects that the range for the next generation of zero-emission buses will increase.

For purposes of the Fleet Replacement Plan, staff assumed the following availability for all-electric vehicles:

- An FTA-approved cutaway bus will be available in 2025;
- An FTA-approved narrow body bus will be available in 2030;
- The range of in-depot charged buses will increase from about 125 miles to 300 miles by 2027; and
- Over the next five years, there will not be a significant infusion of capital funding for Marin Transit to construct infrastructure improvements that support in-route vehicle charging or hydrogen fueling stations.

To plan for technological uncertainty, Marin Transit staff has developed the following recommendations:

1) Develop a base plan that assumes the zero-emission technology is available to meet the minimum ICT requirements, without significant changes to routing or requiring in-route charging infrastructure;
2) Identify decision points that will allow time for developing route changes or infrastructure projects, if required; and
3) Identify decision points purchasing additional zero-emission vehicles if technology exceeds expectations and/or there is significant additional capital to pursue in-route charging or other mitigations to deploy zero-emission buses.

To meet the replacement plan goals, Marin Transit first anticipates the feasibility of converting the standard bus fleet to electric buses. The narrow-bodied vehicles needed for rural and recreational services have vehicle work blocks of over 300 miles on steep, hilly terrain. This makes them the most challenging to convert. Marin Transit plans to start to replace those vehicles with zero-emission technology in FY 2031 to allow more time for the technology to improve. Marin Transit will be able to modify the procurements planned for FY 2024 and FY 2027 should a suitable zero emission vehicle type become available earlier.

In addition to the draft replacement plan in Table G-1 below, staff have provided a more detailed chart of the plan in Table G-2.

Table G-1: Marin Transit Draft Fixed Route Vehicle Replacement Plan

Fiscal Year	Zero Emission Fleet Percentage	New Vehicle Purchases - Fixed Route Fleet		
		Standard Size Buses	Cutaways	XHFs - Heavy Duty, Narrow Body
FY 2020	3%	11 - 40ft Hybrid Buses		4 - 29ft XHFs
FY 2021	3%	4 - 40ft Electric Buses	9 - Cutaways	2 - 35ft XHFs
FY 2022	8%			
FY 2023	8%	7 - 35ft Hybrid Buses	1 - Cutaway	2 - 29ft XHFs
FY 2024	8%			
FY 2025	8%			8- 35ft XHFs
FY 2026	9%		1 - Cutaway 1 - Electric Cutaway	
FY 2027	14%	4 - 30ft Hybrid Buses 7 - 40ft Electric Buses		
FY 2028	17%		7 – Cutaways 2 - Electric Cutaways	1 - 35ft XHF 2 - 29ft XHFs
FY 2029	29%	10 - 40ft Electric Buses		
FY 2030	31%		1 - Electric Cutaway	
FY 2031	33%	2 - 35ft Electric Buses		2 - 35ft Electric Narrow Body
FY 2032	41%			2 - 35ft Electric Narrow Body 4- 30ft Electric Narrow Body
FY 2033	56%	15 - 40ft Electric Buses	2 - Electric Cutaways	
FY 2034	68%	7 - 35 ft Zero Emission Buses		2 - 30ft Electric Narrow Body
FY 2035	77%		9 - Electric Cutaways	
FY 2036	77%			
FY 2037	87%		1 - Electric Cutaway	8 - 35 ft Electric Narrow Body
FY 2038	87%			
FY 2039	97%	7 - 40ft Electric Buses 4 - 30ft Electric Buses		1 - 35 ft Electric Narrow Body
FY 2040	100%		2 - Electric Cutaways	2 - 30ft Electric Narrow Body

Decision Points and Next Steps

Staff have identified points in the next ten years when Marin Transit will decide whether to make increase its investments in Zero Emission Buses earlier or make other decisions regarding the future of the zero-emission fleet.

- **2020 – Procurement and In-service Plan for FY 2021 Electric Vehicles** - By the end of 2019, Marin Transit needs a procurement and in-service plan for the four electric vehicles to be purchased in FY 2021. This plan will include vehicle selection, an operations plan, associated operations contractor agreements, and a plan for infrastructure and power delivery.

- **2024 – Initial Infrastructure Plan** - Marin Transit will complete an initial infrastructure plan that will allow three years for implementation and construction before delivery of seven electric vehicles in FY 2027 and ten electric vehicles in FY 2029. The District is currently working to purchase a facility that would accommodate electric vehicle infrastructure. If the District has not yet purchased a facility, the plan will include alternatives. These may include hydrogen fuel cell buses, if the fueling is available, or consolidating electric vehicles with contractors that are able to install electrical infrastructure on their properties.

- **2025 – Confirm Vehicle Types for FY 2027 Procurement** – Marin Transit will evaluate the battery range of available zero-emission vehicles. The District will also evaluate the status of its infrastructure and power delivery capabilities to determine whether it is possible increase the percentage of zero-emission buses in the FY 2027 procurement. At this time, the FY 2027 procurement is planned to consist of seven 40-foot electric and four 30-foot hybrid buses.

- **2025 – Determine if a zero-emission cutaway bus is available** – Marin Transit's first planned replacement of a cutaway (shuttle) with zero-emission technology is planned for FY 2026 to provide additional time for testing and development of a federally-approved vehicle. In addition, a price of the technology needs to go down for purchase of these vehicles to be cost effective over the shorter vehicle life (seven years). If no federally approved vehicle is available, CARB will exempt agencies from the requirement. Until a zero-emission alternative is available, the District will evaluate replacement of its shuttles with a standard size battery electric buses or replacing with standard gasoline vehicles

- **2027 – Confirm Vehicle Types for FY 2029 Procurement** - Determine whether battery range has improved enough to deliver the District's existing service profile. If not, the FY 2029 procurement allows time for Marin Transit to evaluate purchasing additional vehicles, cutting or re-designing service to match vehicle constraints, and/or negotiating with jurisdictions to install opportunity charging at strategic locations throughout the county.

- **2028 – Confirm Vehicle Types for FY 2031 Procurement of Narrow-Bodied Vehicles** - Decide whether there is a zero-emission bus capable of operating on the West Marin Stage and Muir Woods Shuttle services. If not, Marin Transit will have to consider cutting these programs. If a narrow-bodied vehicle is available and the range is the only concern, the District will evaluate purchasing additional vehicles to provide the service and/or whether installing opportunity charging along the routes is feasible,

- **2029 – Update Initial Infrastructure Plan** – Based on the current fleet status and the state of zero-emissions bus technology, Marin Transit will update the infrastructure plan in advance of the FY 2032 procurements that will bring the District's fleet to over 50 percent electric.

Electric bus technology is evolving rapidly. Marin Transit values the benefits of zero-emission buses. The District will recommend investments that take advantage of proven technologies while closely monitoring new developments. Marin Transit needs to be flexible as it develops the quickest, most reliable path toward a sustainable and completely zero-emission fleet. Staff will explore technology options as each of decision points nears and will evaluate the best investments that will move the District toward a battery electric fleet at a faster pace than the current vehicle replacement plan.

Table G-2: Marin Transit Detailed Fixed Route Vehicle Replacement Plan

					SRTP Years - FY20-FY29																			
					Replacements (In-service year)																			
Contractor	**Vehicle Type**	**Life Cycle (yrs)**	**Current Vehicles**	**Final Vehicle**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026[4]**	**FY 2027**	**FY 2028**	**FY 2029[5]**	**FY 2030**	**FY 2031**	**FY 2032**	**FY 2033**	**FY 2034**	**FY 2035**	**FY 2036**	**FY 2037**	**FY 2038**	**FY 2039**	**FY 2040**
Golden Gate Transit	60 ft Artic	12	10	0																				
	35ft Hybrid	12	7	0				7																
	35ft Electric	12	2	9												2			7					
	40ft Hybrid	12	10	0	11																			
	40ft Electric	12	0	25		4[1]								10				15[2]						
Marin Airporter	Shuttle	7	13	0		9		1			1		7											
	Electric Cutaway	7	0	12							1		2		1		2	1		9				
	40ft Hybrid	12	7	0								7												
	40ft Electric	12	0	7																			3	
	30ft Hybrid	12	4	0																				
	30ft Electric	12	0	4								4											5	
MV Transportation	Stage Cutaway	7	6	0																				
	29ft XHF	12	3	0	4			2					2											
	30ft Electric	12	0	9													4		2					
	35ft XHF	12	10	0	2	2					8[3]		1											
	35ft Electric	12	0	12												2	2					8		1	2

= Electric Fleet = Fleet No Longer Exists

Notes:

(1) Purchase of 4 Electric Buses in FY 2021 (and replacement in 2033) going on GGT contract is contingent upon service levels and GGT ability/willingness to operate vehicle type
(2) Replacement of 11 - 40ft Hybrids and 4 - 40ft Electric Vehicles combined in FY 2033
(3) Purchase of 5 35ft XHFs and 3- 35ft XHFs combined in FY 2025
(4) 25% of purchases are Required to be Zero-Emission under CARB's Innovative Clean Transit Rule
(5) 100% of purchases are required to be Zero-Emission under CARB's Innovative Clean Transit Rule

Figure G-1: Marin Transit Fixed Route Fleet Composition Over Time

