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

AGENDA

Monday, February 3, 2020

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

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

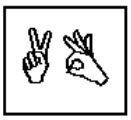
3. General Manager's Report
   a. General Manager's Oral Report
   b. Monthly Monitoring Report for November

4. Consent Calendar
   a. Minutes for January 13, 2020
   b. Memorandum of Understanding for CSAC-EIA Property Insurance Coverage
   c. Marin Transit 2020 Legislative Program
   Recommended Action: Approve.

5. Marin Transit FY 2020-2029 Short Range Transit Plan
   Recommended Action: Adopt updated FY 2020-2029 Short Range Transit Plan.

6. Marin Transit Fare Policies and Marin Access Program Eligibility and Low-Income Fare Assistance Changes and Title VI Analysis
   Recommended Action: Review Title VI Fare Equity Analysis and consider adopting changes to Marin Transit fare policies and Marin Access program eligibility and low-income fare assistance.

<u>Adjourn</u>



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February 3, 2020

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

SUBJECT: General Manager Report – Monthly Report: November 2019

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 November 30, 2019. The monthly reports summarize statistics on the performance of Marin Transit services and customer comments.

Overall ridership in November 2019 increased by 3.9 percent compared to November 2018. Ridership on fixed-route services increased by 4.1 percent compared to the same month last year. Ridership on Marin Access services increased by 11.5 percent, and Yellow Bus ridership increased by 1.1 percent compared to November 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 https://marintransit.org/service-performance-and-reports.

FISCAL/STAFFING IMPACT: None associated with this report.

Respectfully submitted,

Nancy E. Whelan

Nancy Whelan
General Manager

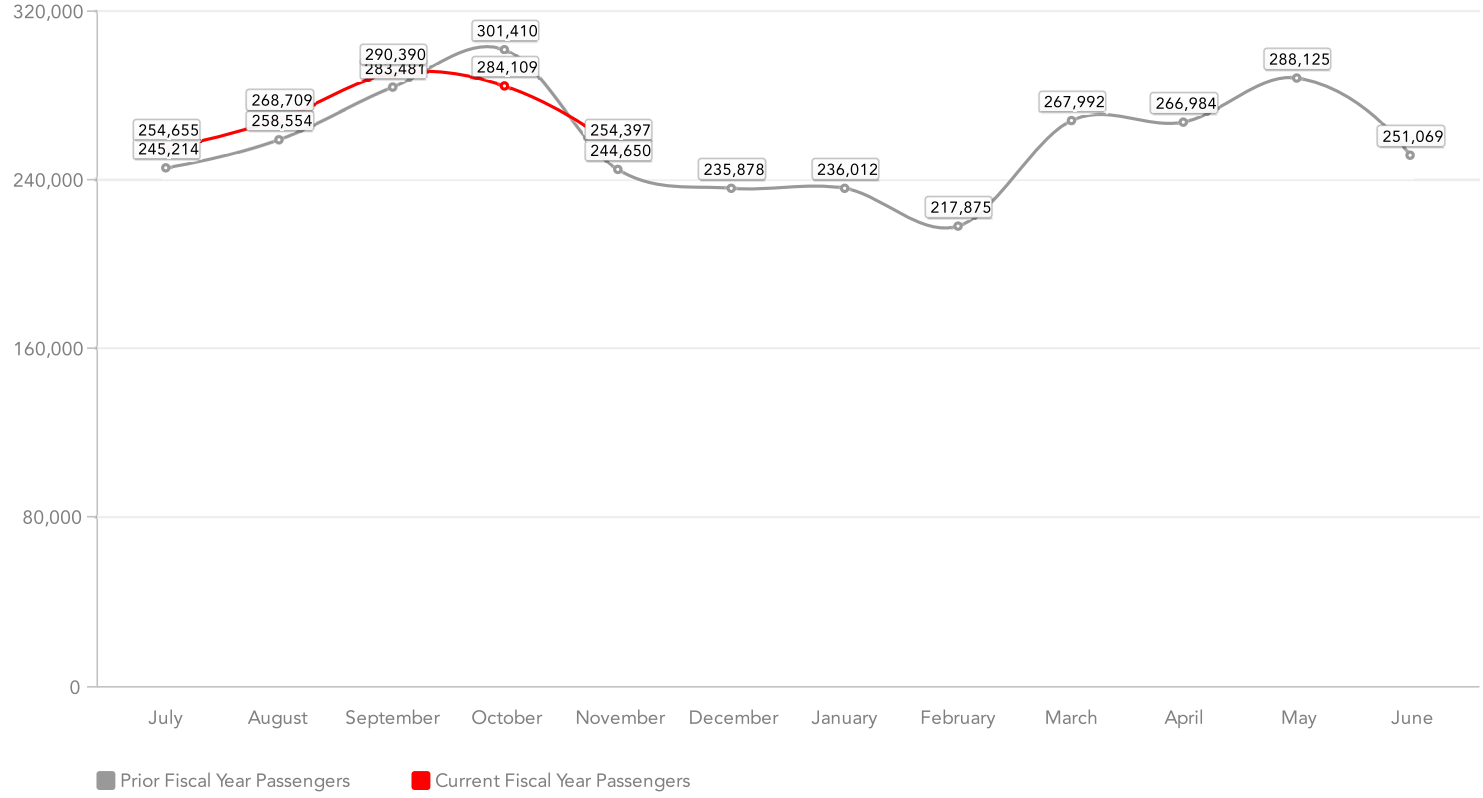
Attachments

FISCAL YEAR

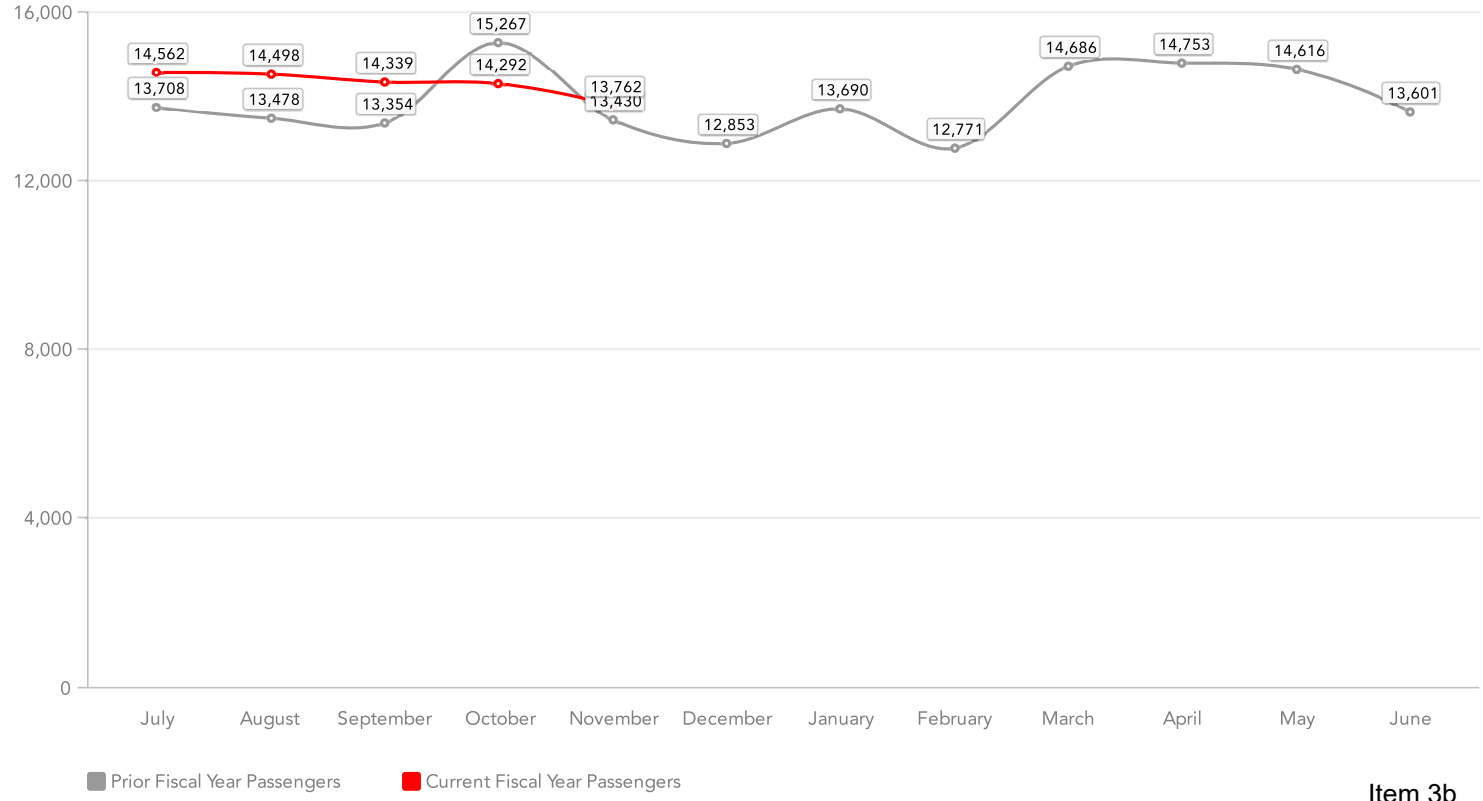
2020

Year-to-Date Ridership Trends

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



Demand Response Passengers by Month

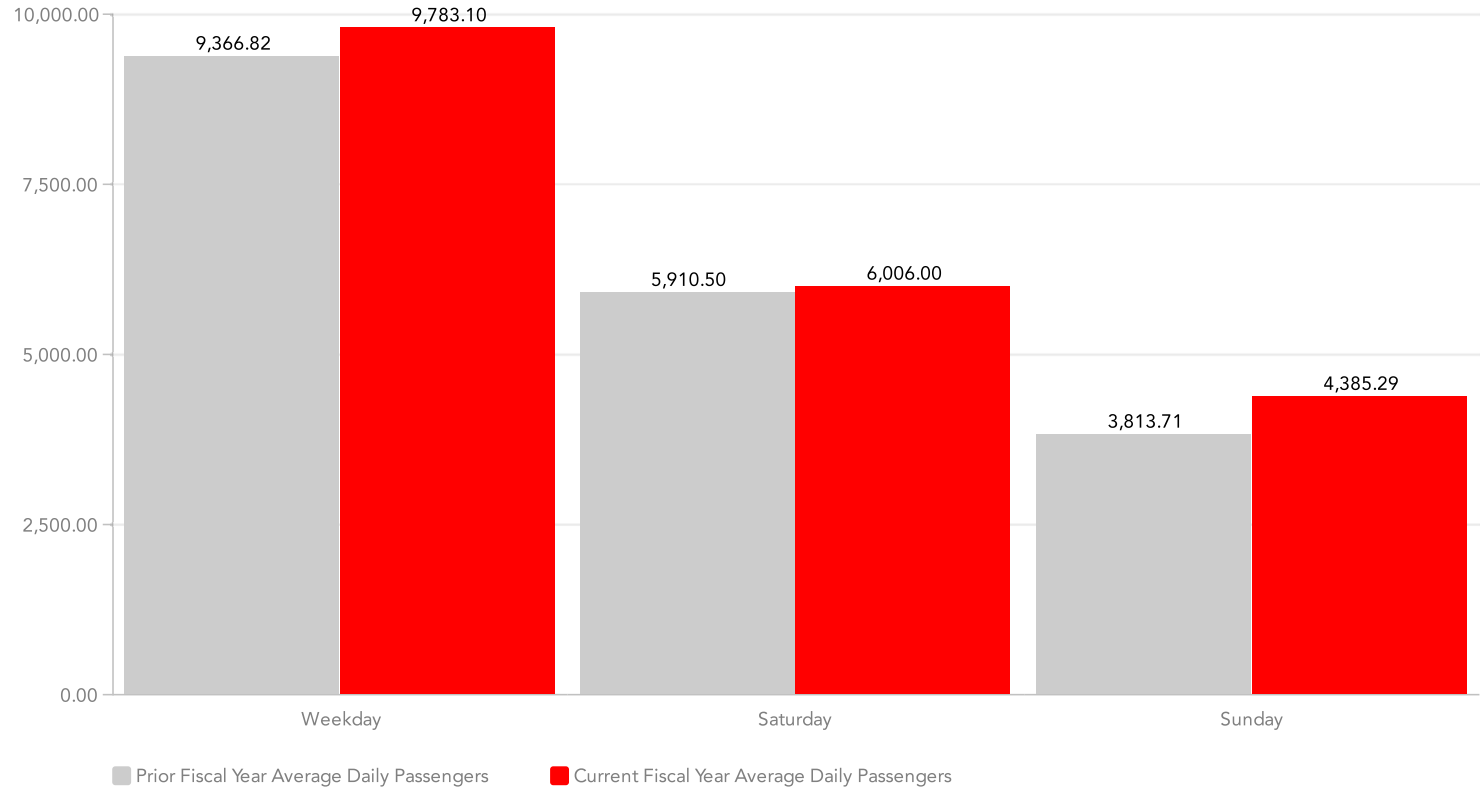


Monthly Statistics

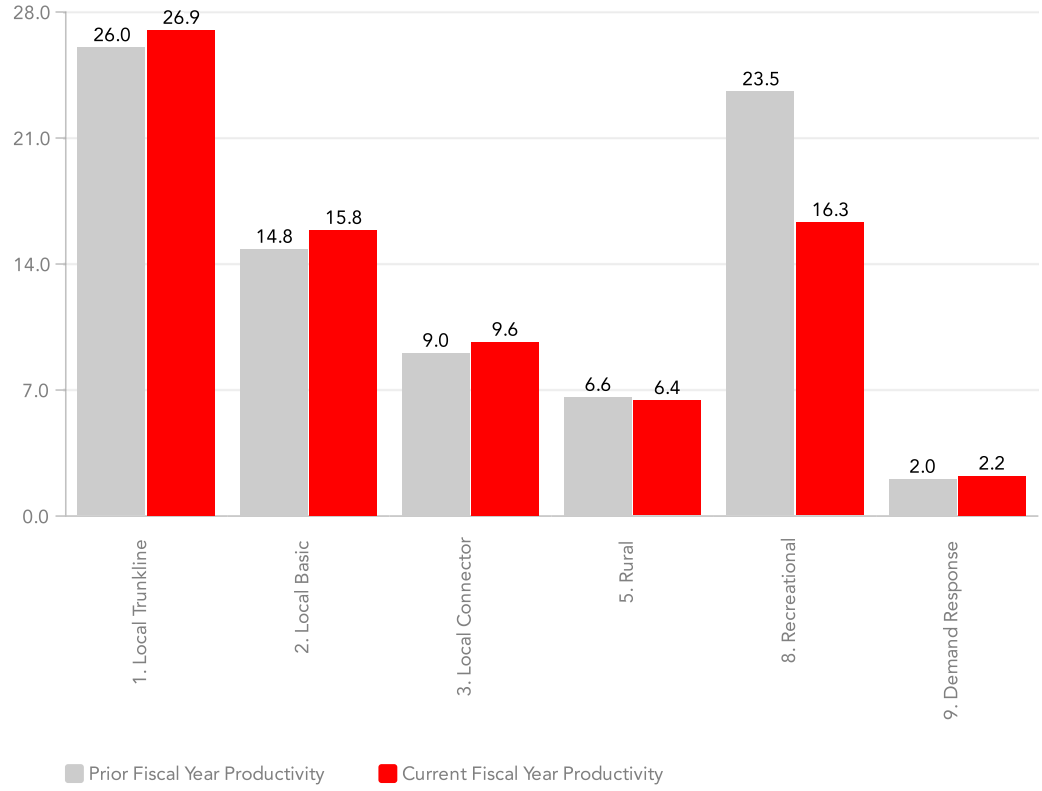
MONTH

November

Average Systemwide Daily Passengers



Productivity (pax/hr) by Typology



Route Typologies

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

Monthly Customer Feedback Report

November 2019

Month:	November 2019

Category	Program							Total
	Fixed-Route Local	Fixed-Route Shuttle	Stagecoach & Muir Woods	Supplemental & Yellow Bus	Demand Response	Mobility Management	Systemwide	
Commendation	**0**	**0**	**0**	**0**	**4**	**1**	**0**	**5**
Service Delivery Complaint	**32**	**13**	**7**	**3**	**6**	**0**	**0**	**61**
Accessibility	3	0	2	0	0	0	0	5
Driver Conduct Complaint	11	5	2	1	2	0	0	21
Driving Complaint	10	2	0	0	2	0	0	14
Early Trip	1	2	0	0	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	1	0	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	0	0	2	2	0	0	0	4
Off-Route	1	0	0	0	0	0	0	1
Pass-Up Complaint	5	2	0	0	0	0	0	7
Service Structure Complaint	**1**	**0**	**0**	**0**	**9**	**0**	**0**	**10**
Bus Stop Improvement Request	0	0	0	0	0	0	0	0
Fares	0	0	0	0	0	0	0	0
Other Complaint	0	0	0	0	2	0	0	2
Scheduling Complaint	0	0	0	0	6	0	0	6
Service Improvement Suggestion	1	0	0	0	1	0	0	2
Safety Complaint	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Total Service Hours	8,658	3,403	1,813	730	5,129	-	21,201	21,201
Commendations per 1,000 Hours	0.0	0.0	0.0	0.0	0.8	-	0.0	0.2
Complaints per 1,000 Hours	3.8	3.8	3.9	4.1	2.9	-	0.0	3.3

Total Passengers	176,199	32,696	16,924	28,578	11,276	2,486	268,159	268,159
Commendations per 1,000 Passenger	0.0	0.0	0.0	0.0	0.4	0.4	0.0	0.0
Complaints per 1,000 Passengers	0.2	0.4	0.4	0.1	1.3	0.0	0.0	0.3

REGULAR MEETING OF THE MARIN COUNTY TRANSIT DISTRICT BOARD OF DIRECTORS

Held Monday, January 13, 2019 at 9:30 A.M.

Roll Call

Present: **Vice President Rodoni, Second Vice President Colin, Director Arnold, Director Rice, Director Sears**

Absent: **President Connolly, Director Lucan**

Vice President Rodoni opened the meeting at 9:35 A.M.

1. Organization of Transit District

Director Sears made a motion to nominate Dennis Rodoni as President, Director Colin as Vice President, and Director Arnold as Second Vice President.

M/s: Director Sears – Director Rice

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

Noes: None

Absent: Director Connolly, Director Lucan

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

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

3. Board of Directors' Matters

Board President Rodoni expressed appreciation to Board and staff for holding the Board meeting a week later due to the renovations of the Board Chambers.

4. General Manager's Report

a. General Manager's Oral Report
b. Monthly Monitoring Report for October

General Manager Nancy Whelan reported that eleven new 40-ft Gillig hybrid buses will replace seven 60-ft articulated diesel buses. These replacements will reduce greenhouse gas emissions by retiring the most polluting buses. The new buses will be integrated into the fleet in March when new services changes go into effect.
Ms. Whelan highlighted upcoming March service changes. These include more

frequent service in the Canal that staff expects will decrease overcrowding and increase reliability.

Overall ridership in October 2019 decreased by 5.8 percent compared to October 2018. Ridership on fixed-route services decreased by 5.2 percent compared to the same month last year. Ridership on Marin Access services decreased by 6.4 percent, and Yellow Bus ridership decreased by 15.8 percent compared to October 2018. There are several factors that contributed to the ridership decrease in October. These include the wildfires and power outages that led in school closures, Muir Woods closures, and reduced travel demand.

5. Consent Calendar

a. Minutes for December 2, 2019
b. Marin Transit Quarterly Performance Report for the First Quarter of FY 2019/20
c. Fiscal Year 2019/20 Contracting Opportunities and Awards

Recommended Action: Approve.

M/s: Director Sears – Director Arnold

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

Noes: None

Absent: Director Connolly, Director Lucan

6. Public Hearing on Draft FY 2020-2029 Marin Transit Short Range Transit Plan

Staff Report

Board President Rodoni opened the Public hearing.

Planning Manager Aida Banihashemi reported that since the last Short Range Transit Plan (SRTP) Marin Transit's local and State operations funding has changed significantly. Marin Transit is in a strong financial position due to the extension of the local transportation sales tax under Measure AA and State revenues under SB 1 for operations and capital projects. The SRTP update satisfies the goals of the Measure AA transportation sales tax expenditure plan, which calls for an updated plan every two years.

Ms. Banihashemi highlighted key accomplishments since Board approval of the previous update in 2017 and noted that staff will prepare a revised final draft for potential adoption at the February 3, 2020 meeting based on Board direction.
Board President Rodoni opened the Public hearing to comments. No one came

forward. President Rodoni closed the public hearing.

{Board President Rodoni re-opened Item 6 for Public Comments at 10:46 A.M.}

Mr. David Schonbrunn (TRANSDEF) commented that the biggest remaining source of greenhouse gases in Marin County is motor vehicles. Mr. Schonbrunn suggested that by increasing the frequency, productivity, and practicality of transit, more residents will be encouraged to try transit. Mr. Schonbrunn's letter is included in the Board packet in Appendix H of the draft SRTP.

Board President Rodoni closed the public hearing.

Recommended Action: Receive public comment and provide direction to staff.

7. Public Hearing on Proposed Changes to Fare Policies and Marin Access Program Eligibility and Low-Income Fare Assistance

Staff Report

Board President Rodoni opened the Public hearing.

Planning Manager Aida Banihashemi reported that staff performed a comprehensive assessment of fare policies across all programs and evaluated eligibility standards for Marin Access programs, as part of the FY 2020-2029 Short Range Transit Plan. The comprehensive review evaluated three areas:

1. Low-income fare assistance (LIFA) for older adults and persons with disabilities;
2. Program eligibility for demand response programs; and
3. Fare policies for mobility management programs, paratransit and fixed-route services.

Ms. Banihashemi provided a summary of key considerations that guided the proposed changes and an overview of the proposed changes to the District fares and eligibility policies. Ms. Banihashemi highlighted public outreach efforts and feedback on the proposed changes. Staff will continue to conduct outreach to riders who may be impacted by this proposal and will prepare a Title VI Equity Analysis. Public comment portals will remain open until February 3, 2020.

Director Rice asked for clarification regarding the potential fiscal impact in Phase 1 (FY 2021) of $6,000 to $175,000 and asked how this range might impact ridership. Ms. Banihashemi answered that fare adjustments were not intended to increase the revenue; they are really to help encourage more use of the fixed route networks where possible and spread out the demand throughout our programs. With the proposed changes, staff anticipate that

proposed systemwide changes in fares will lead to behavioral changes in fare payment and will incentivize ridership shifts between services. She noted that these behavioral changes are anticipated to be slower in Phase 1, however a larger migration of riders between services is expected in Phase 2 (FY 2024). Ms. Rice asked if there is a potential for increased revenue for the District if the fare changes result in some riders choosing to take less subsidized rides. Ms. Banihashemi responded that while some additional fare revenue is expected on some of the services, overall the revenue will be offset due to the expansion of the Low-Income Fare Assistance program and the increased volunteer driver reimbursement. Staff anticipates will result in decreased revenue during Phase 1.

Vice President Colin remarked that feedback was received from Marin County's appointed Public Defender regarding reduced bus passes for their clients. Ms. Colin requested staff provide more information on Marin Transit's relationship with Marin County's Probation Department, Sheriff, and Superior Court.

Ms. Colin asked for clarification regarding fixed route fares and the difference between paying in cash, a monthly pass, or Clipper. She also asked how about the relationship with Golden Gate Transit's fare programs. Ms. Banihashemi answered that cash is the most expensive way to pay for fares. Monthly passes provide the most value for frequent riders followed by Clipper cards.

The current Clipper system restricts the District's ability to change fares. However, staff expects Marin Transit will have more input and versatility with the Clipper 2.0 update. General Manager Nancy Whelan noted that Clipper cards are available at the San Rafael Transit Center, Walgreens, and Whole Foods. Monthly passes are available at the San Rafael Transit Center as well as online. Staff are seeking better options for distributing passes, including selling monthly passes at community or public events.

Ms. Colin stated that in addition to better distribution options, it is important to explain to riders the benefits of the monthly pass and Clipper card over cash. She also noted the success of the Spanish translation of the fare policy changes video and suggested that staff use that medium to release educational videos.

Second Vice President Arnold asked for clarification on the differences between Dial-A-Ride and Catch-A-Ride. Ms. Banihashemi replied that Catch-A-Ride is a Marin Access program funded by the vehicle registration fee, Measure B. To be eligible for Catch-A-Ride, a rider must be a Marin resident and meet one of the following criteria: Age 80 and older or Age 60-79 and no longer driving. If the rider is under 60, they need to be eligible for ADA paratransit. Dial-A-Ride services are designed to supplement and fill gaps in the existing fixed-route transit network and are open to the general public. Ms. Banihashemi noted that thirty-eight percent of public feedback on the proposed changes was for Catch-A-Ride.

Director Sears expressed appreciation to staff for the outreach efforts and gathering feedback. Ms. Sears remarked that the goal of the fare changes is to

enhance eligibility and maintain the safety net for those who are most in need. At the same time, the District needs to provide information on all the services that are available to meet diverse travel needs.

Ms. Rice asked if there is a potential for increased revenue for the District if the fare changes result in some riders choosing to take less subsidized rides. Ms. Banihashemi noted that District has conducted financial analysis based on the anticipated level of behavioral changes in two phases, with the assumption that a larger migration of riders between services expected to happen in Phase 2 (FY 2024). She stated that while the increased fare on some of the services may generate additional fare revenue, there will be a loss in revenue as a result of the reduced price of the monthly passes, expansion of the Low-Income Fare Assistance program, and the increased subsidy level to volunteer driver and Catch-A-Ride programs.

Board President Rodoni emphasized the importance of ensuring that monthly passes are more easily available to the community.

Board President Rodoni opened the Public hearing to comments.

Mr. David Schonbrunn (TRANSDEF) remarked that he found the new fare structure complicated, and requested that Marin Transit eliminate cash and transition to a single medium for accepting fare payments.

Linda Jackson (Aging Action Initiative) expressed appreciation to staff for the frequent outreach efforts in the community. Ms. Jackson expressed appreciation for the equitable approach Marin Transit is taking to make sure services are available and accessible to lower-income individuals in Marin.

General Manager Nancy Whelan remarked that transitioning to a single medium for accepting payments will increase operating efficiencies, including boarding times. Marin Transit is currently tied to Golden Gate Transit's fare structure. This restricts the District's ability to make changes to the Clipper payment system and expand distribution of passes. In the meantime, staff are focused on reducing monthly pass prices and submitting feedback to Clipper for the next phase.

Director of Operations and Planning Robert Betts highlighted some of the challenges of the Clipper system. These include the penalty for forgetting to "tag off" the bus, and the extensive process required to request a refund that can be lengthy and challenging for individuals whose first language is not English. For these reasons and more, staff have been resistant to market the Clipper payment system to the community.

Director Sears remarked that in the interim the monthly pass program is very important.

Director Rice acknowledged that while a single payment medium is ideal, she recognized that alternative payment methods may be beyond the comfort level of many individuals, and may require a more personal approach.

Board President Rodoni closed the public hearing.

Recommended Action: Receive public input and provide direction to staff on proposed changes to fare and eligibility policies and the Marin Access low-income fare assistance program.

8. Proposal to Change Service Area and Fares for Marin Transit Connect Pilot Program

Staff Report

Director of Operations and Planning Robert Betts provided a brief history of the Marin Transit Connect (MTC) pilot program and highlighted the proposed changes to the Connect service area, fare policy, and fare pricing. The proposal would expand the current service area to increase the attractiveness of the program for senior/ADA passengers, especially those needing wheelchair access. Based on surveying passengers through the app, staff expects these changes to attract more senior/ADA riders by providing travel into Downtown San Rafael and connections to targeted destinations for many paratransit trips. The expanded service area will include more areas in Santa Venetia adjacent to North San Pedro Rd, Marinwood adjacent to Miller Creek Rd, and Lucas Valley expanding west on Lucas Valley towards Mt McKinley Rd. If approved, staff will implement these changes on February 3, 2019.

Director Sears asked how a first-time rider will know how much to pay. Mr. Betts replied that the app presents all riders with an estimated time of arrival and an estimated cost prior to booking a trip. Mr. Betts noted that the first mile is $4 and subsequent miles are charged incrementally. According to the one-year evaluation report, the average trip is 1.1 miles and the longest trip a user has been able to make is 4-6 miles.

Second Vice President Arnold expressed concern over the increased monthly pass price for Marin Access riders and asked if staff will monitor ridership trends after the fare increase. Mr. Betts responded that staff provide specialized outreach to Marin Access clients through the Travel Navigators that is very personal. Mr. Betts noted that staff expect $40 is a good value for unlimited door-to-door service anywhere in the proposed expanded service area. Pass subscribers can add an additional rider for $1.

Vice President Colin asked if there are other programs like Marin Transit Connect the District can reference to provide context for the expansion and operating costs of the current service. Mr. Betts responded that in terms of productivity, the Marin Transit Connect app is similar to other programs using an app and the same technology partner. The biggest difference among other similar programs is the District's cost for the service.

Marin Transit pays a premium because the District chooses to purchase their own vehicles and modifies them to meet certain requirements, such as ADA accessibility. Other providers outsource the drivers and vehicles to their technology partners, which leads to a lower operating cost. Ms. Colin asked when staff will provide the next update on the pilot program. Mr. Betts noted that staff are conducting a procurement for a new technology partner and will likely provide updates to the Board twice in the next year. Ms. Colin commented that it is important to look at the data realistically to make appropriate decisions for the program to succeed.

Director Rice asked how staff will manage ridership so that the target population, seniors/ADA passengers, is not denied service in favor of passengers that may have other options. Mr. Betts responded that the first way to manage demand is through pricing that will be more comparable to services like Lyft or Uber for the average rider. Staff are also prepared to increase the number of vehicles in circulation in addition to expanding the service area to accommodate the potential increase in demand. Staff will continue to closely monitor the service and adjust as necessary.

Director Sears noted that the potential for employer contracts may increase with the expansion of the service area.

Director Rice expressed concern over the potential increase in subsidy costs for the District.

Second Vice President Arnold asked for clarification on the changes in pricing for traveling to or from the SMART station. Mr. Betts replied that rides are currently discounted for passengers going to or from a transit stop, which includes the SMART station. The intention was to help senior/ADA passengers access bus stops easier. However, staff propose discontinuing this discount. Data shows that the majority of the discounts go to passengers using the Connect to travel to or from the SMART station.

Board President Rodoni encouraged regular reports on the Marin Transit Connect pilot program.

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

Mr. David Schonbrunn (TRANSDEF) requested that the Board President re-open the public hearing on draft FY 2020-2029 Marin Transit Short Range Transit Plan for public comments.

Recommended Action: Approve fare and fare policy changes to the Connect pilot program and expand the service area.

M/s: Director Sears – Director Colin

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

Noes: None

Absent: Director Connolly, Director Lucan

9. Budget Amendment #2020-06 to Add a Facility Maintenance Budget

Staff Report

Director of Finance & Capital Programs Lauren Gradia requested Board approval to add a Facility Maintenance Budget. Ms. Gradia noted that the adoption of FY2019/20 Budget Amendment #2020-06 will add a facility maintenance budget for the remaining six months of the fiscal year. The budget amendment will increase operations revenues by $164,277 and increase operations expenses by $33,930 in Marin Transit's FY2019/20 Operation budget.

Recommended Action: Adopt Budget Amendment #2020-06 to add Facility Maintenance Budget to the FY2019/20 Budget.

M/s: Director Arnold – Director Sears

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

Noes: None

Absent: Director Connolly, Director Lucan

Adjourn President Rodoni adjourned the meeting at 10:52 A.M. and the Board went into closed session.

Report from Closed Session
President Rodoni reported that no action was taken.

SINE DIE

_____
PRESIDENT

ATTEST:

_____
CLERK

marin transit

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February 3, 2020

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

SUBJECT: Memorandum of Understanding for CSAC-EIA Property Insurance Coverage

Dear Board Members:

RECOMMENDATION: Authorize General Manager to Sign Memorandum of Understanding to Participate in the CSAC-EIA Property Insurance Program.

SUMMARY: Marin Transit currently participates in CSAC Excess Insurance Authority (EIA) General Liability Program. Marin Transit contractors are responsible for all insurance claims pertaining to their delivery of our services. CSAC-EIA coverage provides excess liability insurance. With the purchase of 600 Rush Landing Road in Novato, the District requires property insurance coverage. Staff obtained cost estimates for property insurance coverage from CSAC-EIA and a private insurance carrier. Staff have reviewed the coverage documents and find that CSAC-EIA will meet our needs and provide a higher level of coverage than the private insurer. Staff is attaching the EIA's Memorandum of Understanding (MOU) for their Property Program and requests that your Board authorize the General Manager to sign the MOU.

FISCAL/STAFFING IMPACT: The annual cost of CSAC-EIA insurance for 600 Rush Landing is $5,200. Your board adopted a Facility Maintenance Budget at the January 13, 2020 board meeting that estimated $5,000 per year in insurance expenses for the new facility. The actual expense is $200 more than the adopted budget. A budget amendment is not required at this time as the difference is small and total facility expenses are not expected to exceed the new Facility Maintenance Budget. The actual cost for facility insurance will be reflected in the FY 2020/21 annual budget.

Respectfully submitted,

Amy Van Doren
Director of Policy and Legislative Programs

Attachment: EIA Memorandum of Understanding Property Program

Adopted: June 4, 1999
Amended: October 1, 2004
Amended: June 19, 2008

MEMORANDUM OF UNDERSTANDING
PROPERTY PROGRAM

This Memorandum of Understanding is entered into by and between the CSAC Excess Insurance Authority (hereinafter referred to as the "Authority") and the participating members who are signatories to this Memorandum.

1. **Joint Powers Agreement**. Except as is otherwise provided herein, all terms used herein shall be as defined in Article 1 of the Joint Powers Agreement Creating the CSAC Excess Insurance Authority (hereinafter referred to as "Agreement"), and all other provisions of the Agreement not in conflict with this Memorandum shall also be applicable.

2. **Program Committee**. There is hereby established a Property Program Committee (hereinafter referred to as "Property Committee" or “Committee”) and, except as otherwise provided herein, said Committee shall have full authority to determine all matters affecting the members including, but not limited to, approval of new members and premium/rate setting and establishment of policies regarding data submission and provisions for notice of withdrawal, as long as such policies are not in conflict with the Joint Powers Agreement.

The Property Committee shall consist of eleven (11) voting members and two (2) alternates. The Executive Committee of the Authority shall appoint the Committee members, to be selected from members in the Program as follows: Seven (7) of the Committee members are to be appointed from the members who make up the top fourteen (14) members according to the amount of annual property premium paid (“Large Members”). Two (2) of the Committee members are to be appointed from those remaining members not within the top fourteen (14) members (“Smaller Members”). One (1) of the members may be appointed from any member (“At Large”). The remaining seat shall be designated for a Public Entity member. If there are no Public Entity nominees or not enough members available from a category (Large, Smaller, At Large), the Executive Committee shall make the appointment from members participating in the Program without regard to category. The two alternates may be appointed from any member.

The terms of the members of the Committee shall be for two (2) years, except for the Public Entity representative and the alternate representatives whose terms shall be for one (1) year. The expiration dates of the two-year appointments shall be staggered so that terms of no more than five (5) members will expire at any one time. The Committee will annually, at its first meeting of the calendar year, select its officers, consisting of a Chair and Vice-Chair.

The Committee, when necessary to fulfill the purposes of this Memorandum, shall meet on the call of the Chair of the Committee as provided in Article 12 of the Agreement and Article VI of the Bylaws of the Authority (hereinafter referred to as the “Bylaws”).

Adopted: June 4, 1999
Amended: October 1, 2004
Amended: June 19, 2008

A majority of the members of the Committee shall constitute a quorum for the transaction of business. Except as otherwise provided herein, all actions of the Property Committee shall require the affirmative vote of a majority of the members of the Committee. Any meeting of the Committee shall be subject to the applicable provisions of Government Code § 54950 et seq., commonly known as the "Brown Act."

3. **Premiums.** The participating members, in accordance with the provisions of Article 14 of the Agreement, shall be assessed an annual premium for the purpose of funding the Property Program. Annual premium contributions, including administrative costs associated with the Program shall be established by the Property Committee.

4. **Cost Allocation.** Each member's share of annual premium shall be determined by the Property Committee however, the Committee may delegate any or all of this authority as it deems appropriate.

5. **Application to the Program**. All applications to join the Property Program will be evaluated and subject to approval by the Committee and the underwriter. Any entity which makes application to become a participating member of the Program who is not already a participating member in the Authority must also be approved in accordance with the provisions of Article 19 of the Agreement.

New members may be added to the Program during the term of the coverage year on a pro-rata basis.

6. **Withdrawal and/or Cancellation From the Program**. Withdrawal of a member from the Program shall be in accordance with the withdrawal provisions of Article 20 or 21 of the Agreement**.**

7. **Late Payments.** All provisions for payments shall be in accordance with the Invoicing and Payment Policy adopted by the Board of Directors. Notwithstanding any other provision to the contrary regarding late payment of invoices or cancellation from a Program, at the discretion of the Executive Committee, any member that fails to pay an invoice when due may be given a ten (10) day written notice of cancellation.

8. **Resolution of Disputes**. Any question or dispute with respect to the rights and obligations of the parties to this Memorandum shall be determined in accordance with Article 31 of the Agreement, Dispute Resolution.

9. **Amendment**. This Memorandum may be amended by a majority vote of the Property Committee, upon ninety (90) days advance written notice to the members and county counsels. Each member shall approve of any amendment by signature on the Memorandum by a member's representative who shall have authority to execute this Memorandum. Should a member of the Program fail to execute any amendment to this Memorandum within the time provided by the Committee, the member will be deemed to have withdrawn from the Program on the next annual renewal date.

Adopted: June 4, 1999
Amended: October 1, 2004
Amended: June 19, 2008

10. **Complete Agreement**. Except as otherwise provided herein, this Memorandum constitutes the full and complete agreement of the members.

11. **Severability.** Should any provision of this Memorandum be judicially determined to be void or unenforceable, such determination shall not affect any remaining provision.

12. **Effective Date of Agreement**. This Memorandum shall become effective on the date of coverage for the member or upon approval by the Property Committee of any amendment, whichever is later.

13. **Execution in Counterparts**. This Memorandum may be executed in several counterparts, each of which shall be an original, all of which shall constitute but one and the same instrument.

IN WITNESS WHEREOF, the undersigned have executed this Memorandum as of the date set forth below.

6/19/2008
Dated

CSAC Excess Insurance Authority

_____
Dated

Member Entity: _____

marin transit

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February 3, 2020

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

SUBJECT: Marin Transit 2020 Legislative Program

Dear Board Members:

RECOMMENDATION: Adopt Marin Transit legislative and policy program for 2020.

SUMMARY: Staff requests that your Board approve a 2020 Legislative Program for Marin Transit. The proposed program identifies:

- Marin Transit's legislative program purpose;
- Current legislative and funding priorities;
- Strategies to communicate and support the Legislative Program, including engaging policymakers and participating in coalition-led advocacy; and
- An agenda for related activities at the federal and State level.

Under the District's adopted 2019 program, Marin Transit took positions on two state bills that were under development. The Governor signed into law one of these bills, AB 784 California Hybrid and Zero-Emission Truck and Bus Voucher Incentive Project. AB 784 exempts zero-emission transit buses (ZEBs) from the state portion of the sales tax until January 1, 2024. This exemption assists transit agencies in meeting California Air Resources Board targets to advance zero-emission technologies and achieve clean air goals. The District's support is based on legislative priority to pursue legislation and regulations that support Marin Transit's interests in operating an energy-efficient and environmentally conscious transit system.

Marin Transit also supported Assembly Constitutional Amendment (ACA) 1 Local Government Financing: Affordable Housing and Public Infrastructure. This bill proposed a constitutional amendment to lower the voter approval threshold to 55 percent for a city, county, or special district to impose a special tax to fund critical public infrastructure or affordable housing projects. The District's support is based on legislative priority to pursue actions that lead to increased funding levels for transit operating and capital assistance. ACA 1 was turned into a two-year bill and the legislature will take it up again in 2020.

Staff have also been following the early implementation of the 2018 TNC Access for All Act. Marin Transit supported this Act as proposed in 2018's Assembly Bill 1376. The California Public Utilities Commission (CPUC) is responsible for implementing the Act. As staff reported to your Board on May 6, 2019, Marin Transit submitted detailed responses to the CPUC requests for input on Phase 1 implementation. In September 2019, Marin Transit provided an additional set of responses to a second CPUC request for input on Phase 2.

The Director of Policy and Legislative Programs serves on the CalACT Legislative Committee and the California Transit Association's Federal Legislative Committee. Members meet regularly to identify priorities and develop positions on pending legislation that impact public transportation in California. The Director of Policy and Legislative Programs also served on a panel for the CalACT Fall Conference to provide insights for agencies on how to develop their own legislative programs.

Staff will continue to monitor proposed legislation that affects Marin Transit and update the Board on the status of key bills of significance to the District. Based on staff analysis of a bill's potential impact on the District, staff may request that the Board establish a position supporting or opposing proposed legislation. If time is of the essence, the General Manager may seek the Marin Transit Board President's concurrence on letters of support or opposition to legislation in lieu of Board action on the District's position.

FISCAL/STAFFING IMPACT: Board approval of the proposed 2020 Legislative Program will enable staff to anticipate and respond promptly to upcoming legislation and policy proposals that may impact Marin Transit.

Respectfully submitted,

Amy Van Doren
Director of Policy and Legislative Programs

Attachment

2020 Marin Transit Legislative Program

The 2020 Marin Transit Legislative Program will guide Marin Transit's advocacy efforts at the local, State, and federal level over the course of the upcoming legislative sessions. The program is broad enough to cover the variety of pertinent legislative issues and concerns that may be considered, and flexible enough to enable Marin Transit to effectively respond to unanticipated developments. The Legislative Program is a strategic document that provides general direction on proposed policies, regulations and funding proposals relevant to the District.

Program Purpose

1. Develop legislative priorities for Marin Transit;
2. Outline an annual Marin Transit legislative agenda based on current and potential legislation that may impact Marin Transit; and
3. Provide broad authority for staff to pursue this legislative agenda.

Guided by the priorities identified in the annual Program, staff will monitor proposed legislation that affects Marin Transit and update the Board on the status of key bills of significance to the District. Based on staff analysis of a bill's potential impact on the District, staff may request that the Board establish a position supporting or opposing proposed legislation. If time is of the essence, the General Manager may seek the Marin Transit Board President's concurrence on letters of support or opposition to legislation in lieu of Board action on the District's position.

Staff will continue to collaborate with the California Transit Association and the California Association for Coordinated Transportation (CalACT) to advance annual legislative priorities and establish positions on proposed policies and regulations. In addition, Marin Transit will continue to review and provide input into the annual legislative program for the County of Marin.

Marin Transit's Legislative Priorities

The District has developed the following legislative priorities, and revisits them annually to ensure their continued relevance:

- Protect existing funding sources and current funding levels, at a minimum.
- Pursue actions that lead to increased funding levels for transit operating and capital assistance.
- Pursue or support laws and regulations that support public transit, and oppose those that will impede Marin Transit's ability to address the mobility needs of Marin residents and employees.
- Pursue legislation and regulations that support Marin Transit's interests in operating an energy-efficient and environmentally-conscious transit system.

- Pursue actions that protect and enhance accessibility to public transit especially for Marin County's seniors, children, persons with disabilities, low-income residents, and disadvantaged communities.

Legislative Agenda

The annual Marin Transit Legislative Program applies to State and federal issues organized into three categories. These include: Budget and Transportation Funding, Marin Transit Capital Projects, and Regulatory and Administrative Issues. Within these categories, Marin Transit will identify and support specific legislative initiatives or develop corresponding policy positions. Staff will monitor current and proposed regulations and legislation affecting the funding or delivery of Marin Transit's services and capital priorities.

1. 2020 Budget and Transportation Funding

a. **Federal Transportation Funding:** Support efforts to ensure reliable ongoing funding and appropriations for federal transit formula grants and discretionary programs. Support transit capital funding as a part of the new infrastructure program.

b. **Statewide Transportation Funding**: Support implementation of the 2017 California State Senate Bill 1, and identify program opportunities that will benefit Marin Transit's capital projects and ongoing operations. Support efforts to identify additional long-term, sustainable funding sources for transit and transportation improvements to support the delivery of Marin Transit services and to meet unfunded operating needs.

c. **Cap and Trade Funding:** Support opportunities to direct additional Cap and Trade funds towards provision of public transit. Monitor legislation to modify the programs, and support administrative or legislative efforts to streamline applications and simplify program administration.

d. **Definition of Disadvantaged Communities:** Monitor legislation related to the definition of disadvantaged communities as it applies to Cap and Trade or other relevant state funding programs. Seek opportunities to broaden in statute the definition of a socioeconomically disadvantaged community. Monitor administrative efforts related to updating the State's current screening tool to include communities of concern in Marin County as supported by the Office of Environmental Health Hazard Assessment.

2. Marin Transit Capital Projects Funding Needs – Current Priorities

Staff will identify opportunities and seek funding support for the following high priority capital needs:

- Siting and Development of a Marin Transit Maintenance and Storage Facility

- Multimodal Transit Center in Downtown San Rafael that will replace the current transit center
- Transit Vehicle Purchases and related infrastructure requirements (e.g., charging stations, electric service)
- Local Bus Stop Improvements
- Parking for school buses

3. Regulatory and Administrative Issues

State - Proposals for State legislation of interest to Marin Transit that may affect such areas as:

- The public transit workforce
- Driver training and qualifications
- Bus axle weight regulations
- Zero-emission bus and air quality requirements for public transit operators
- Transit pass programs
- Procurement
- Safety and security
- Contracting
- Regulation and use of public funds for Transportation Network Companies
- Compliance

Federal - Review and submit comments on federal notices of proposed rulemakings that impact Marin Transit. Support removal of barriers that affect the distribution of federal grant funding.

Strategies to Advance Marin Transit's Legislative Agenda

Working with the Director of Policy and Legislative Programs, the General Manager will employ a variety of strategies to communicate and support the District's Legislative Program. These strategies include:

1. **Directly Engage Policymakers**
   Communicate and advance Marin Transit's legislative priorities and positions in coordination with Marin Transit's Board President. Engage policymakers directly in person and by phone, and submit correspondence regarding potential bills and the District's needs. Provide public testimony as appropriate. Create outreach and marketing materials for local legislators that support Marin Transit's legislative priorities.

2. **Participate in Coalition-led Advocacy on Policy and Legislative Issues**
   Collaborate with local, North Bay, and regional stakeholders to build awareness about specific issues affecting public transportation. Participate in local, regional, statewide, and national organizations or coalitions organized to advance positions consistent with the 2020 Legislative Program. Pursue other actions as needed in coordination with the Board President and the Transportation Authority of Marin.

The tables below identify specific Marin Transit's legislative and regulatory strategies at the federal and State level.

Federal Legislation	
Priorities	**Strategy**
Transportation Reauthorization & Appropriations	▪ Support efforts to secure stable long-term sustainable funding for public transportation at the federal level. ▪ Advocate for full funding of federal grant programs that may impact Marin Transit, under the appropriations process.
Capital Projects	▪ Advance Marin Transit priority projects as candidates for federal capital program grants for facilities and transit vehicles, including an operations and maintenance facility and low- and no-emission buses. ▪ Pursue funding opportunities and seek support from Congressional representatives. ▪ Support efforts to ensure that eligible transit capital projects in the development pipeline move forward, consistent with the federal transportation law and regulatory requirements.
Proposed Regulations	▪ Review and comment on proposed federal regulations that may affect Marin Transit. ▪ Consult with and support related efforts of trade organizations, stakeholders, and peer agencies as appropriate. ▪ Support a long-term solution for US Department of Labor certification of Federal Transit Administration grants regarding federal labor requirements and the State of California's pension reform efforts.

State Legislation	
Priorities	**Strategy**
State Transportation Funding	▪ Support of the Metropolitan Transportation Commission and California Transit Association in their efforts to define and clarify Senate Bill 1 (SB 1) programs and expand sources of statewide funding for public transportation. ▪ Protect and grow State Transit Assistance and Transit Development Act funds and protect State set-asides for transit operations. ▪ Monitor the transportation-related aspects of the current State Budget and the Cap-and-Trade programs funded in the budget. Work to secure the appropriation of additional Cap-and-Trade revenues to support Marin transportation needs and provide input as appropriate into the annual Cap-and-Trade Expenditure Plan. ▪ Advocate and support transportation funding that benefits Marin County. Pursuing funding opportunities and seek support from Marin County's State legislative representatives. ▪ Protect against the elimination or diversion of any State or regional funds that support Marin transportation and public transit needs.
Transit Operations, Safety, and Security	▪ Monitor proposed legislation affecting transit operations pertaining to such issues as autonomous vehicles, emission standards, bus axle weights, security (including cyber), operator safety, and roadways. ▪ Support consensus-based industry standards and best practices developed with input from stakeholders and by organizations that represent the transit industry. These include American Public Transportation Association, California Transit Association, or California Association for Coordinated Transportation (CalACT).

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February 3, 2020

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

SUBJECT: Marin Transit FY 2020-2029 Short Range Transit Plan

Dear Board Members:

RECOMMENDATION: Adopt updated FY 2020-2029 Short Range Transit Plan.

BACKGROUND: Marin Transit released a draft of the FY 2020-2029 Short Range Transit Plan (SRTP) for public review and comment at your November 18, 2019 meeting. Your Board held a public hearing to receive public comment on the draft plan on January 13, 2020. Since that meeting, staff have incorporated additional public and stakeholder comments into the draft plan. Staff requests that your Board adopt the updated SRTP.

The revised SRTP is attached to this letter and posted to the website with links to the complete SRTP and individual chapters at http://marintransit.org/short_range.html.

SUMMARY: The SRTP provides the District with a framework for service and capital planning over a ten-year period. The plan is fiscally constrained for the first five years of the plan, as required by the Metropolitan Transportation Commission (MTC). The SRTP satisfies the requirements of the Measure AA transportation sales tax expenditure plan for the District to update the plan every two years.

The SRTP summarizes Marin Transit accomplishments since Board 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.

Fixed route service levels are planned to remain constant throughout the ten-year period. Staff are 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. Marin Transit is in a stronger financial position due to extension of the local

transportation sales tax under Measure AA and State revenues under SB 1 for operations and capital projects.

In addition to identifying minor service changes, the plan updates the following elements:

- Rider profile and customer satisfaction ratings from the most recent systemwide onboard survey;
- Demographic profiles based on most recent census information;
- Estimates of future demand and shifts between paratransit and other mobility management programs based on analysis of paratransit usage and internal modeling;
- 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 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.

Marin Transit released the draft SRTP to the public following your November 18, 2019 meeting. In addition to the January 13th public hearing, public comment was received through an online comment form, mail, email, and telephone.

Staff have summarized all public and stakeholder comments and provided accompanying responses. This summary is included in your packet as Appendix H to the SRTP. In addition, staff made minor edits to the Financial and Capital Plans to incorporate comments from MTC and include the purchase of a zero-emission non-revenue vehicle.

The SRTP is a planning document intended to illustrate the future direction of the District. Recommendations within the plan that require future Board action will be addressed by staff as one or more separate tasks with the appropriate amount of outreach and public notification and, if needed, a budget adjustment request. Board adoption 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 IMPACT: There is no fiscal impact associated with this item.

Respectfully submitted,

Aida Banihashemi
Planning Manager

Attachments: Draft Final Marin Transit Short Range Transit Plan for FY2020–2029

2020-2029

SHORT RANGE TRANSIT PLAN

marin transit

DRAFT FINAL | JANUARY 2020

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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Executive Summary

An up-to-date Short Range Transit Plan (SRTP) guides Marin Transit's investments in the future. It is a living document that uses current information, financial resources, and performance targets to plan for local public transit services. The SRTP balances Marin Transit's projected costs and revenues over a five-year timeframe, and is designed to provide a ten-year vision of the future.

In 2004, Marin County voters approved a 20-year ½ cent transportation sales tax increase (Measure A) that designates 55 percent of revenues to local transit services and established goals, objectives, and performance measures. Marin voters approved the 2018 Marin County Transportation Sales Tax Renewal Expenditure Plan (Measure AA) that extends the ½- cent transportation sales tax for another 20 years through 2039.

Dedicated local funding enables the District to pay for and improve local bus and shuttle services and provide targeted mobility programs for Marin senior, disabled, and low-income residents. The District depends on the availability of local funding sources to secure federal, state, and regional funding for public transit operations, equipment, and facilities. Scheduled Marin Transit services encompass all bus routes that begin and end within Marin County, supplemental middle and high school trippers, community shuttles, West Marin Stagecoach, and Muir Woods Shuttle. Marin Transit provides demand response paratransit services for those eligible under the Americans with Disabilities Act (ADA) and additional mobility management programs to expand travel options and serve seniors who no longer drive. In all cases, Marin Transit anticipates the needs of Marin County's diverse travel markets and delivers cost-effective, targeted service options. Marin Transit is a future-oriented mobility manager.

Marin Transit Services and Programs

With approval of Measure A, the District developed the county's first local transit service plan as part of the 2006 Short Range Transit Plan. The local service plan was designed to enable local riders to travel more efficiently to reach work, school, and health care destinations with fewer transfers. Marin Transit has continued to refine the route structure to anticipate and serve the needs of local riders, improve service efficiency, and establish a system to evaluate performance by service type.

The District's bus and shuttle services carry over 3.2 million passenger trips each year, and are organized by program and service type. The five program areas are: local fixed route, community shuttle, supplemental school, rural fixed route, and the Muir Woods Shuttle. Service type refers to the purpose of individual routes and their intended markets. Marin Transit develops and delivers a family of services to accommodate the diverse transportation needs of Marin residents.

Marin Transit contracts out all its operations in five program areas – Big Bus, Community Shuttle, Rural and Seasonal, Special Needs, and Yellow Bus. Marin Transit initiated an innovative mobility management program, Marin Access, in 2008 to develop and deliver efficient travel options and improve information for senior and disabled residents. Since 2009, the District operates the award-winning seasonal Muir Woods Shuttle that keeps vehicles off narrow mountain roads, relieves congestion, and improves the experience of visitors from across the United States and around the world. This is accomplished through an ongoing partnership with the National Park Service.

Marin Transit works with many schools in Marin County to offer and manage supplemental transit and yellow bus services for students. These school service trips reduce roadway congestion during peak travel hours. The District offers a reduced-price Youth Pass for riders 18 and under that provides unlimited rides on all local transit services within Marin County. Free Youth Passes are provided to students of eligible families with demonstrated income hardships.

Under the umbrella of Marin Access, Marin Transit has a variety of programs that serve the transportation needs of older adults and those with disabilities. A team of Travel Navigators coordinate and match four mobility programs with eligible riders. These include local paratransit, travel training, volunteer driver, and subsidized taxi (Catch-A-Ride). The travel navigators provide trip planning and technical assistance so that riders can select the most appropriate option to make their trips. Delivery of Marin Access services is supported by the Measure A local transportation sales tax and the Measure B vehicle license fee. Measure B designates funds specifically to expand and enhance transportation services for senior and disabled residents.

Who Does Marin Transit Serve?

The table below is presented in Chapter 1 and compares the results of passenger surveys conducted on Marin Transit services in 2005, 2008, 2012, and 2017 with recent data on the demographics of Marin County residents.

The comparison highlights significant differences in transit riders from the average Marin County resident in income and race. Compared to the rest of the County, Marin Transit local riders have a significantly lower income level and a lower proportion of riders identify themselves as Caucasian/White. About 35 percent of Marin Transit local riders earn less than $25,000 a year, while the majority of Marin County residents (63 percent) are at the other end of the range earning $75,000 or more.

In addition to an overview of the District's services, partner agencies, and capital assets, Chapter 1 summarizes the findings from local transit needs and countywide market assessments. The findings identify the characteristics of those who are likely to use local transit services in the future. The recommendations from each of these studies significantly inform the SRTP service planning priorities.

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.*

Service Types and Productivity

Marin Transit has developed and applied categories of service by program and function. This system provides a means to establish performance standards and better design services in various parts of the county based on the profile of the travel market served and ridership levels. Chapter 1 provides a description of how the District defines these service types and the transit vehicles assigned to them.

Marin Transit Priorities and Performance Measurements

The Measure AA expenditure plan calls for Marin Transit to update this Short Range Transit Plan every two years so that the District will more effectively respond to the changing transit needs of all who travel within the county. The expenditure plan distributes transit funds within four categories:

- Maintain and expand local bus transit service
- Maintain and improve the rural bus transit system
- Maintain and expand transit service and program for those with special needs
- Invest in bus transit facilities for a clean and efficient transit system

As required in Measure AA, the transit planning process employs extensive public input from all areas of the county and bases investments on an analysis of measurable performance criteria. The Metropolitan Transportation Commission also compels transit operators to prepare an SRTP every four years, and this SRTP update addresses their requirements. Through Marin Transit's short-range planning process, the District has established a system for evaluating the performance of its services and programs that refers to and builds on the eight criteria established in the Measure AA plan. The District organizes these measures into four categories to evaluate the performance of its services and programs as follows:

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

Chapter 2 of the SRTP provides detail on each Marin Transit goal and performance target. The District develops a monthly systemwide report, a quarterly route performance report, and an annual summary report that summarize operational and financial performance for the Board of Directors. These reports are available for viewing on the website: www.marintransit.org

Service Plan Goals within the Short Range Transit Plan

The District is planning for very little growth in the District's fixed route services (+1%) and a relatively significant amount of growth (+19%) in the demand response programs that primarily serve older adults and persons with disabilities. 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.

This service plan recognizes a number of challenges and opportunities. These 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.

Additional opportunities will be recognized with improvements in regional transit, student transportation, and other alternative transportation options within the County. Further description of these challenges and opportunities as well as detailed funded and unfunded projects are included in Chapter 3 and Appendix C of the Plan.

Marin Transit Capital and Financial Plans

Delivering safe and cost-effective transit service requires adequate numbers of well-maintained vehicles, bus stops, and other supportive capital facilities and equipment. The capital plan addresses clean-fueled and electric vehicles, bus stop amenities and accessibility, major transfer locations, passenger information, and communications. The District has established a program of expenditures that identifies sufficient funding sources and the expected timeframe for each project. The capital plan also describes needed capital projects that will require additional funds - as unfunded capital needs.

The SRTP provides a ten-year plan for local and rural bus and shuttle routes and Marin Access programs based on projections of annual service hours and miles for each service category. Marin Transit is currently in a strong financial position with a fully funded operations reserve, equivalent to six months of operations expenses. For operations, costs include contract services by program, fuel and communications, and customer service. Marin Transit draws from a variety of sources to pay for these services. These include local Measure AA and Measure B transportation funds, state gas tax funding under SB1, state transit assistance and transit development funds, federal grants for rural and lifeline services, and fares.

Appendix B of the SRTP evaluates the District's fare policy structure, and is proposing updates current fare policy jointly with changes to Marin Access eligibility thresholds and low-income fare assistance program. These recommendations are included in the fare revenue projections.

The SRTP financial plan maintains the Marin Transit Board-adopted District reserve levels throughout the ten years. Chapters 4 and 5 describe the updated short-range capital and financial plans in detail.

Where is Local Transit Going in the Future?

This SRTP service plan is the basis for the ten-year financial and capital planning. The plan identifies delivery challenges and opportunities, and aligns them to financial projections to estimate the state of local transit in Marin County over the ten-year period. While currently in good financial health, the District is not forecasting significant growth until future financial and operating uncertainties are better defined.

The District also recognizes that mobility services are in the midst of radical changes and transit needs to respond to these changes. New technologies will reshape the transportation sector, and offer additional options for travel and car-free lifestyles. However, these technologies may not serve the general public in areas where public transit currently succeeds, particularly in terms of congestion relief and providing transportation for highly transit-dependent populations.

There are opportunities for public transit to be part of the solution alongside private and non-profit partners. Staff participates in ongoing discussions with these sectors to understand and identify opportunities for successful partnerships that can leverage technology and policy changes to improve local transit offerings and serve the mobility needs of all Marin residents. For example, Marin Transit anticipates that there will be a partnership to support on-demand mobility within the first year of the Plan.

To achieve the goals laid out in this plan, Marin Transit will focus on these initiatives:

Increase Efficiency of Operations
The District strives to create cost-neutral service expansion through increasing efficiency. Staff reassess route schedules and their alignments with current peak/off peak runtimes, and restructure routes that have excess time when the bus is out of service. Newly purchased scheduling software enables the District to closely assess current and proposed bus and shuttle schedules.

Plan for the Expanding Need for Marin Access Programs and Services
Marin County's older adult population is projected to increase by 25 percent over the next ten years. Marin Access programs provided almost 160,000 passenger trips in fiscal year 2017-18, and the number will increase in proportion with the numbers of residents reaching age 65 and above. Individualized transit services are by their nature expensive to provide, and the most expensive is door-to-door paratransit utilized by most Marin Access customers. The District will continue to plan for the expansion of these services while implementing or enhancing programs and policies intended to contain costs. The SRTP accommodates and manages future growth related to senior and Americans with Disabilities Act-eligible riders and evaluates current service options, usage, and funding. Priorities include:

- Maximize the use of electronic scheduling software to increase service and efficiency;
- Provide more robust paratransit service to area outside the ADA-mandated geographic service area;
- Develop a more robust, accessible same-day service;
- Evaluate fare policies and eligibility criteria for Marin Access programs;
- Pursue effective partnerships to test and support innovative modes and services;
- Establish a wider audience for services; and
- Support new and expanded volunteer driver programs within the county.

Marin Transit anticipates a 19 percent increase in ridership over the next ten years on current Marin Access services as Marin's senior population continues to grow. As demand for these services grows, the District must allocate a higher percentage of its budget to support these programs.

Evaluate Unfunded Service Needs

The SRTP Appendix C lists future service improvements as needs that are not funded within the Plan. These have been developed through analysis of:

- 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; and
- Changes in demographics

Funded or unfunded, Marin Transit evaluates each service need based on the Measure AA performance criteria for transit investments. Appendix C includes the results of this evaluation for improvements that will require additional and financially sustainable funding to operate.

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 recent 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.

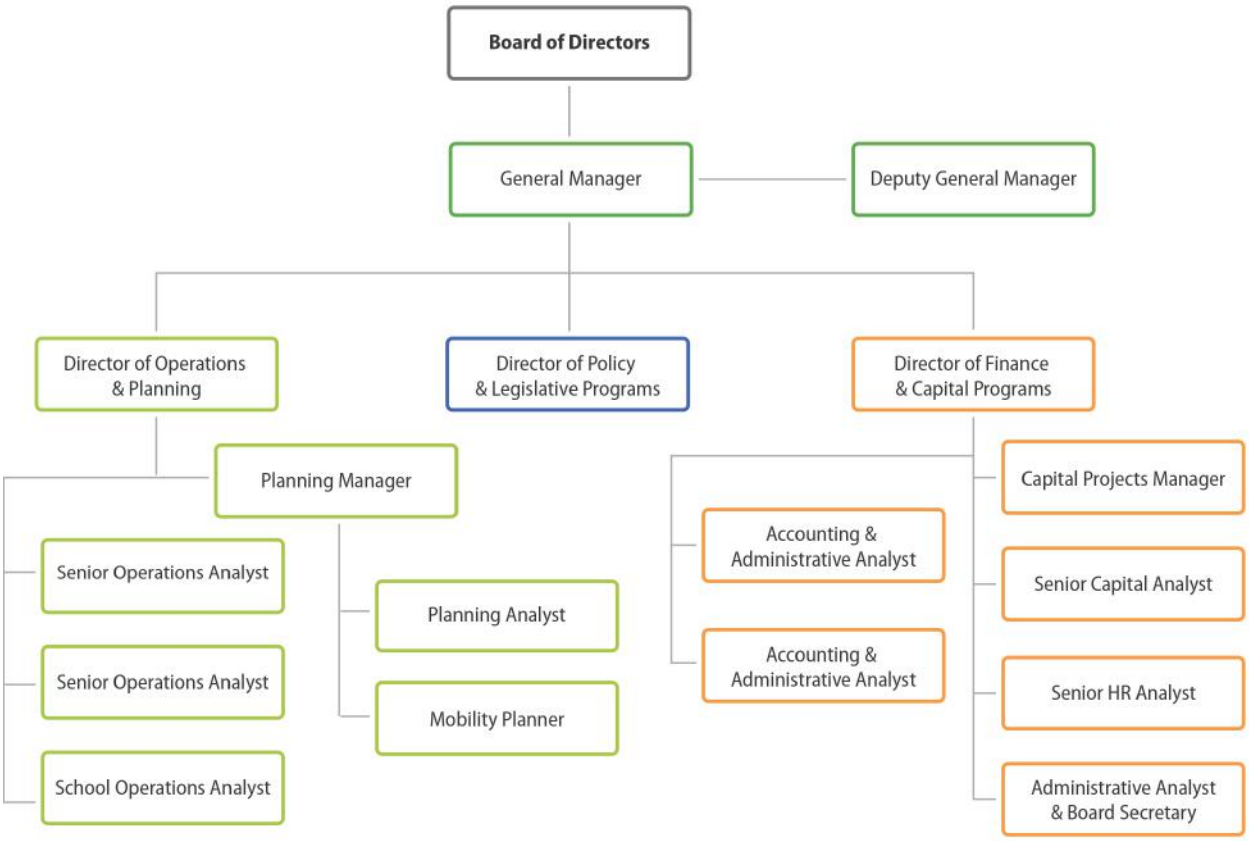
Staff will conduct further analysis to evaluate the ongoing performance of Marin Access programs.

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 a Planning Analyst and a Mobility Planner who support planning efforts of District's provided services and programs.

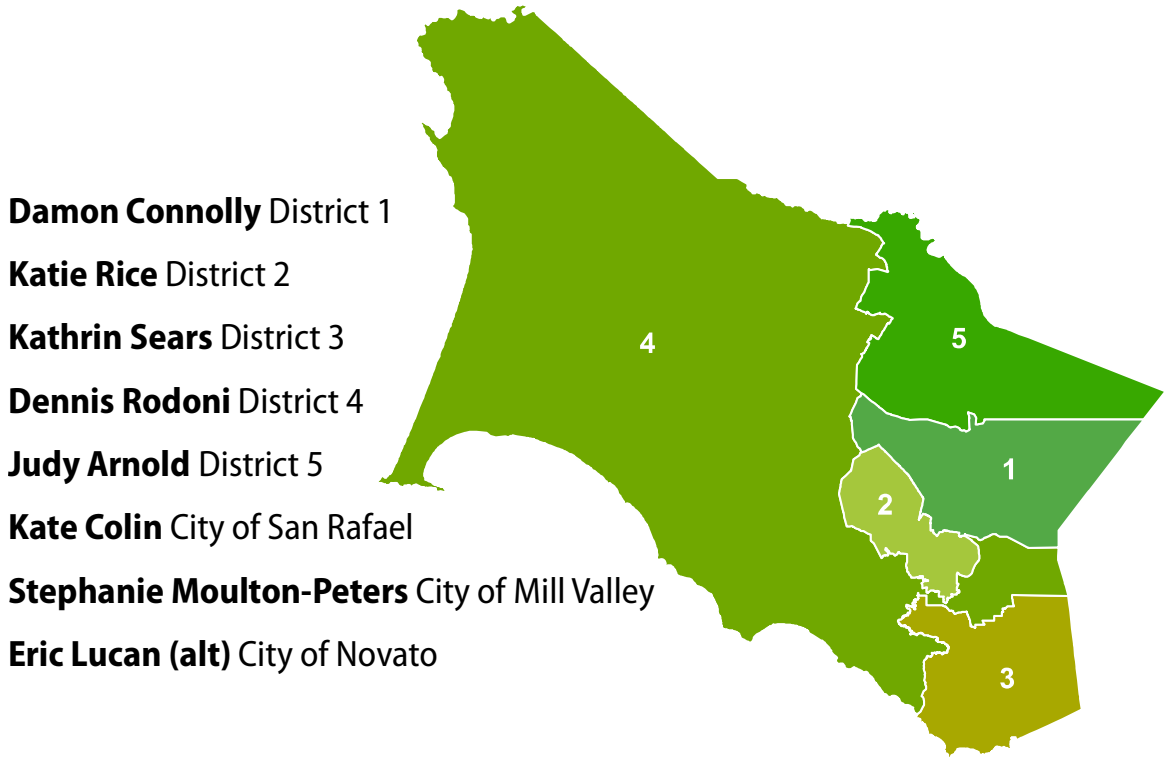
The Director of Finance and Capital Programs oversees two Accounting and Grants Analysts, a Capital Projects Manager, Capital Analyst, and an Administrative Analyst. The Director of Policy and Legislative Programs oversees compliance with federal requirements, develops intergovernmental policies and 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 as part of the GGT system within Clipper. 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 operation as 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 (GGBHTD), consisting of the Golden Gate Bridge, Golden Gate Transit, and Golden Gate Ferry, work together to ensure coordination in providing Marin County with a quality regional and local transit system. GGBHTD 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 GGBHTD. 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 initiated train service to Larkspur and opened a new station in Downtown Novato in Dec 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)	(mi^2)	(pop/mi^2)	(emp/mi^2)[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

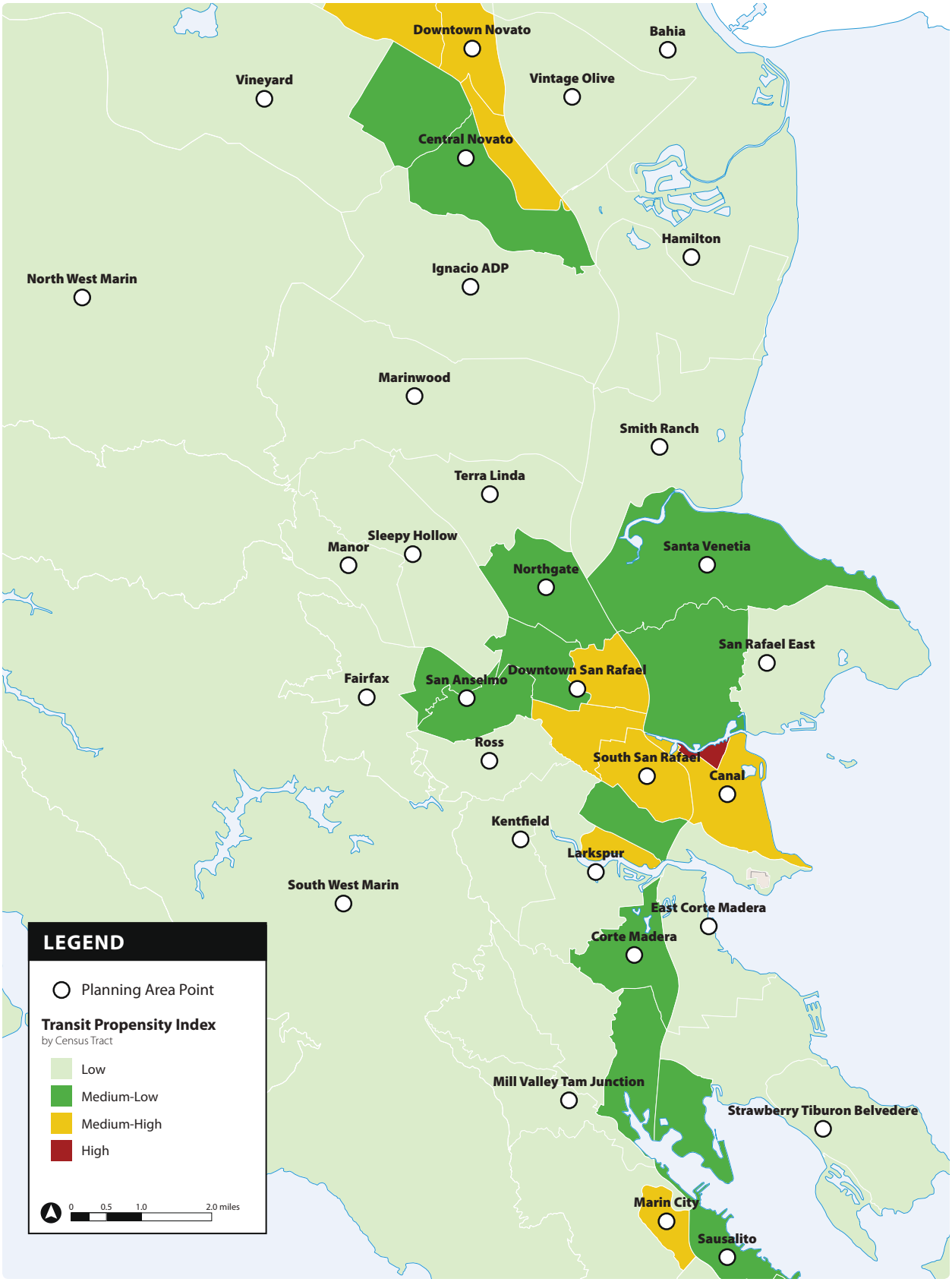


Figure 1-4: Employment Density

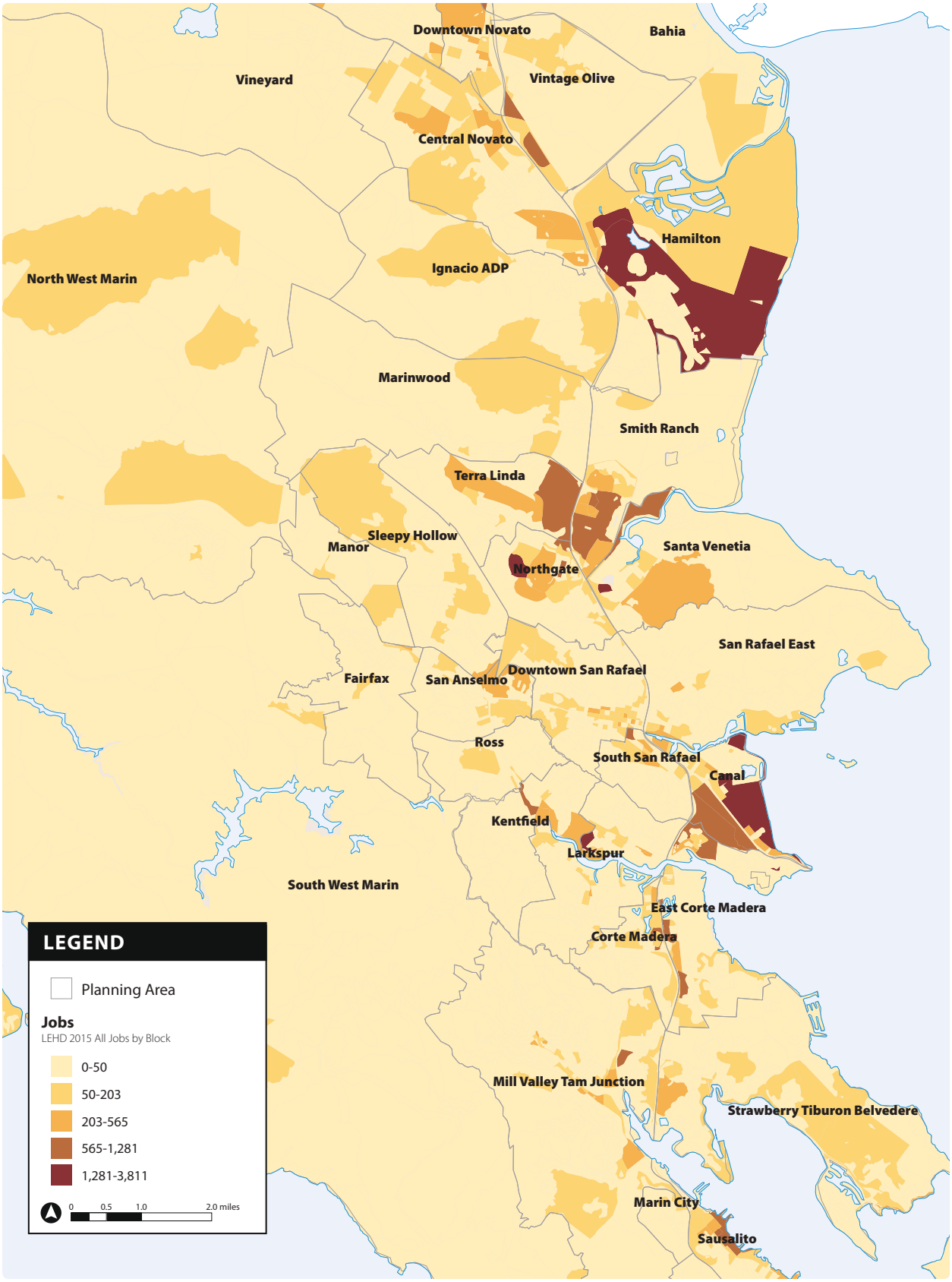
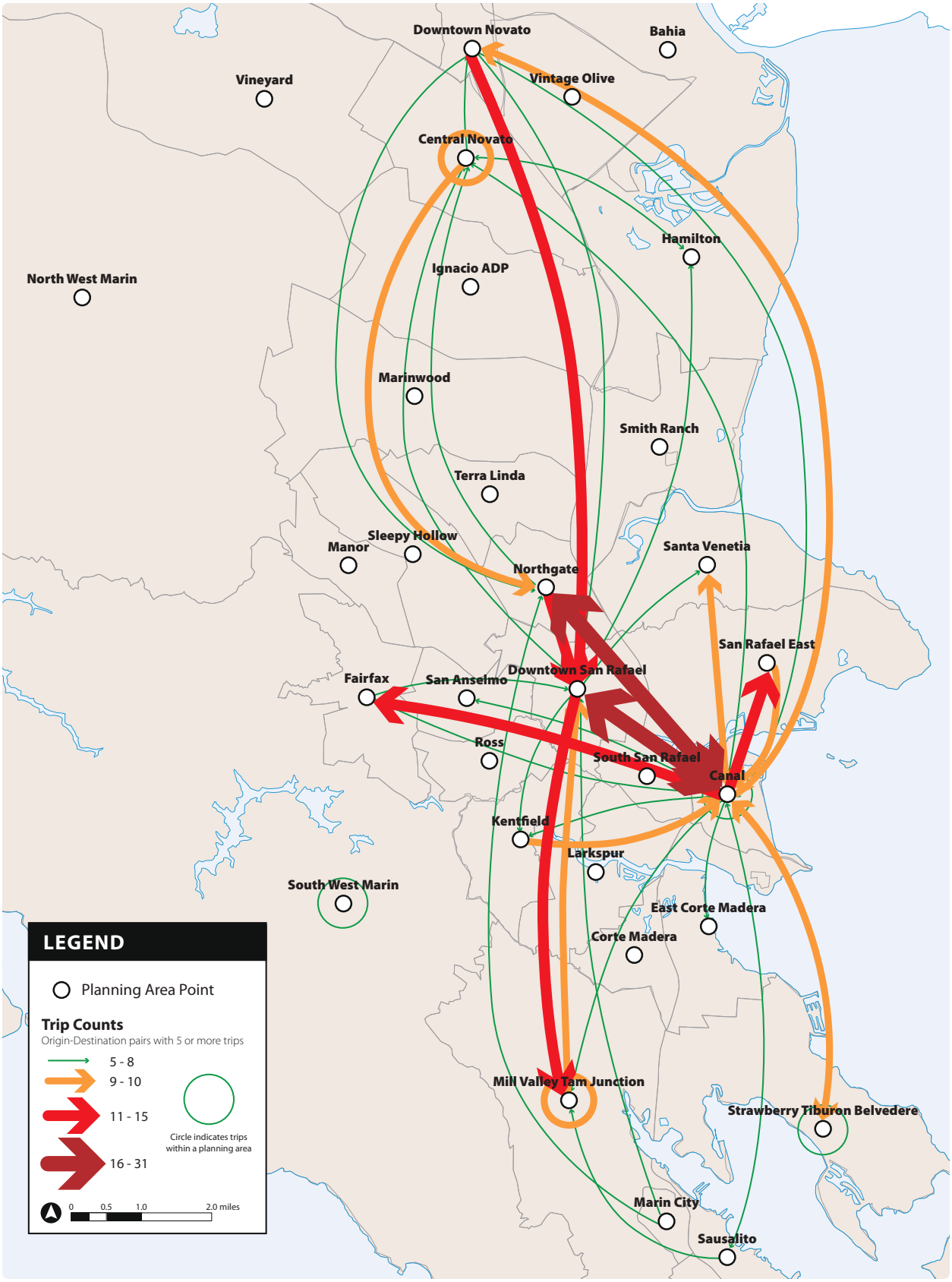


Figure 1-5: Origins and Destinations



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

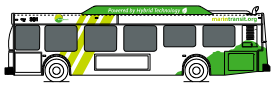
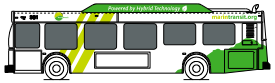
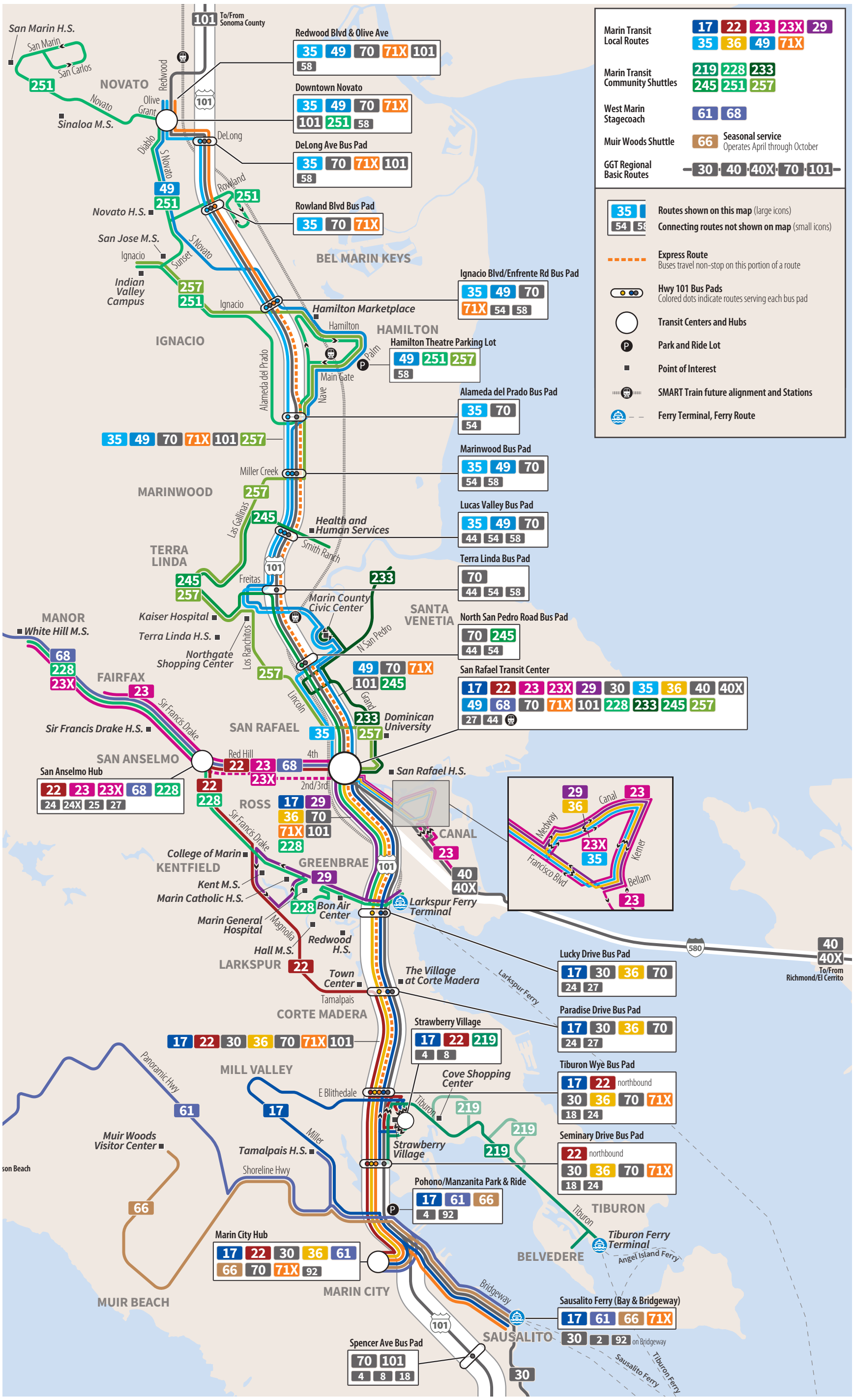
Typology	Typical Vehicle	Operational Focus				% Annual Ridership	% Annual Revenue Hours	% Annual Operating Costs
		Capacity	Frequency	Speed	Accessibility			
/// **Local Trunkline** Routes: 35, 36, 71X		●	●	●		38%	24%	30%
/// **Local Basic** Routes: 17, 22, 23, 23X, 29, 49			●	●	●	33%	36%	37%
/// **Local 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

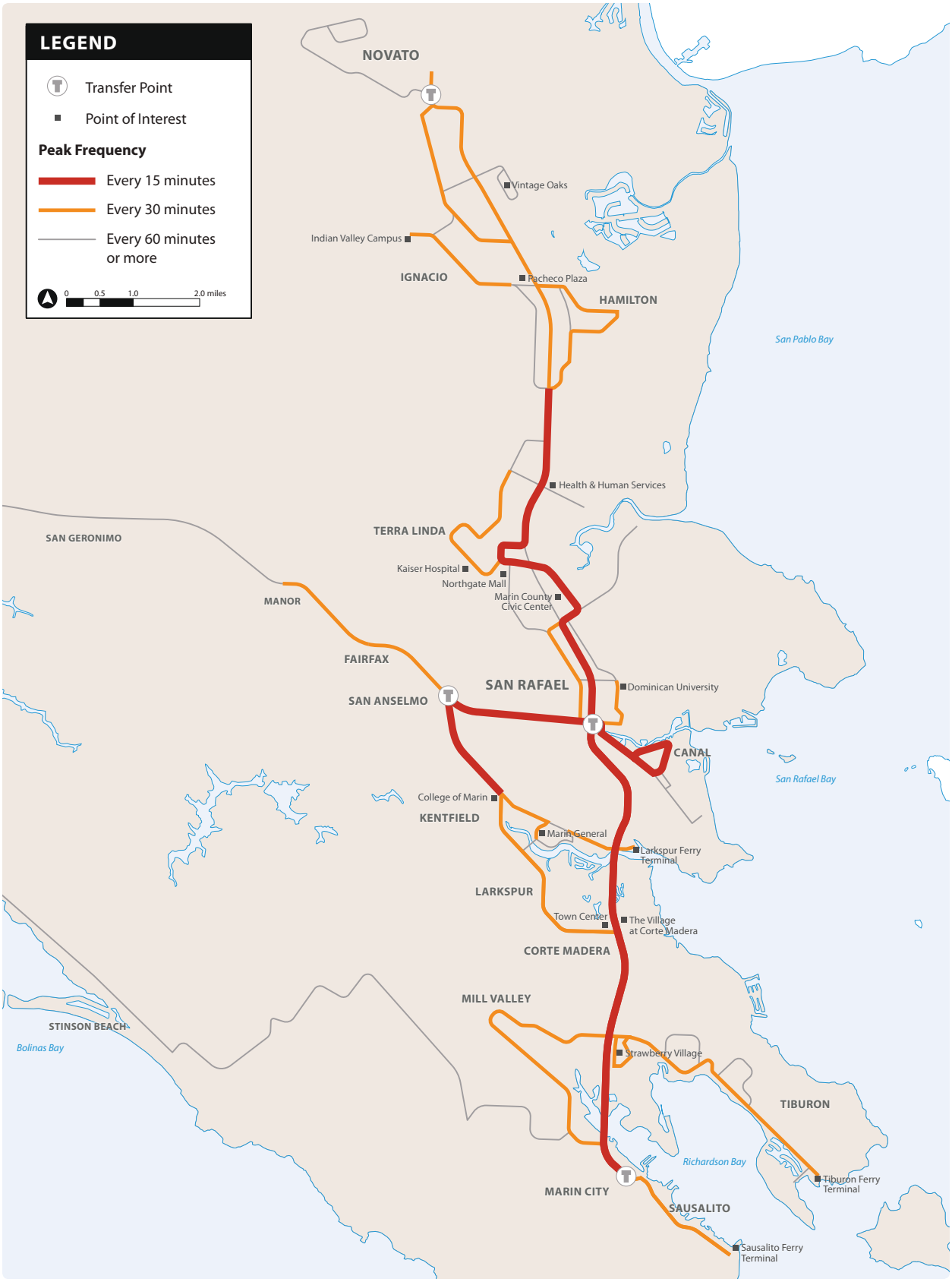


Figure 1-8: Express Connections

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

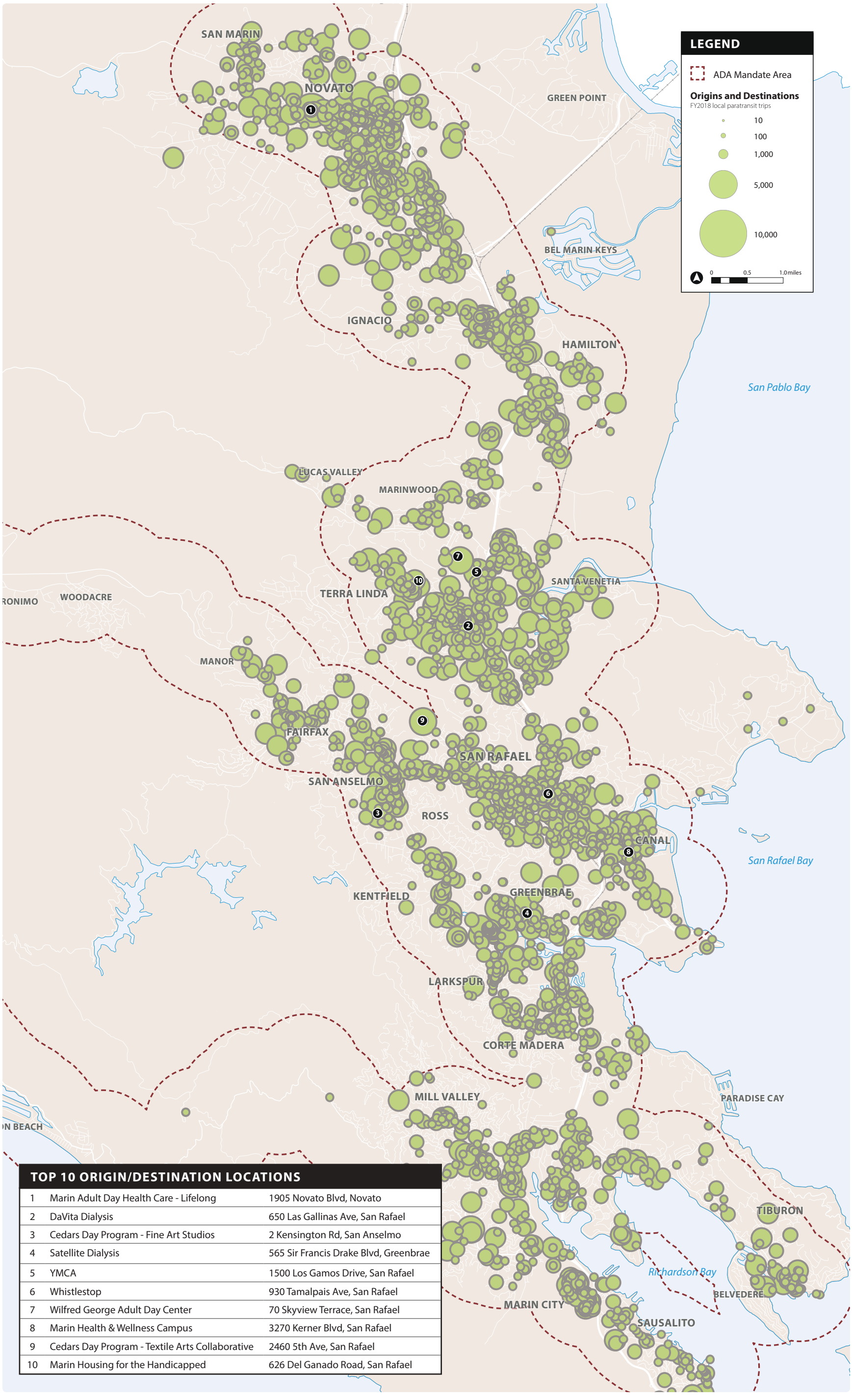
	Passenger Trips[1]	Revenue Hours	Passengers per Hour	*Annual % Change in Passengers*
FY 2000/01	70,293	37,930	1.85	
FY 2001/02	76,122	37,769	2.02	+8.3%
FY 2002/03	76,609	37,812	2.03	+0.6%
FY 2003/04	83,764	38,820	2.16	+9.3%
FY 2004/05	83,961	39,197	2.14	+0.2%
FY 2005/06	86,465	39,458	2.19	+3.0%
FY 2006/07	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

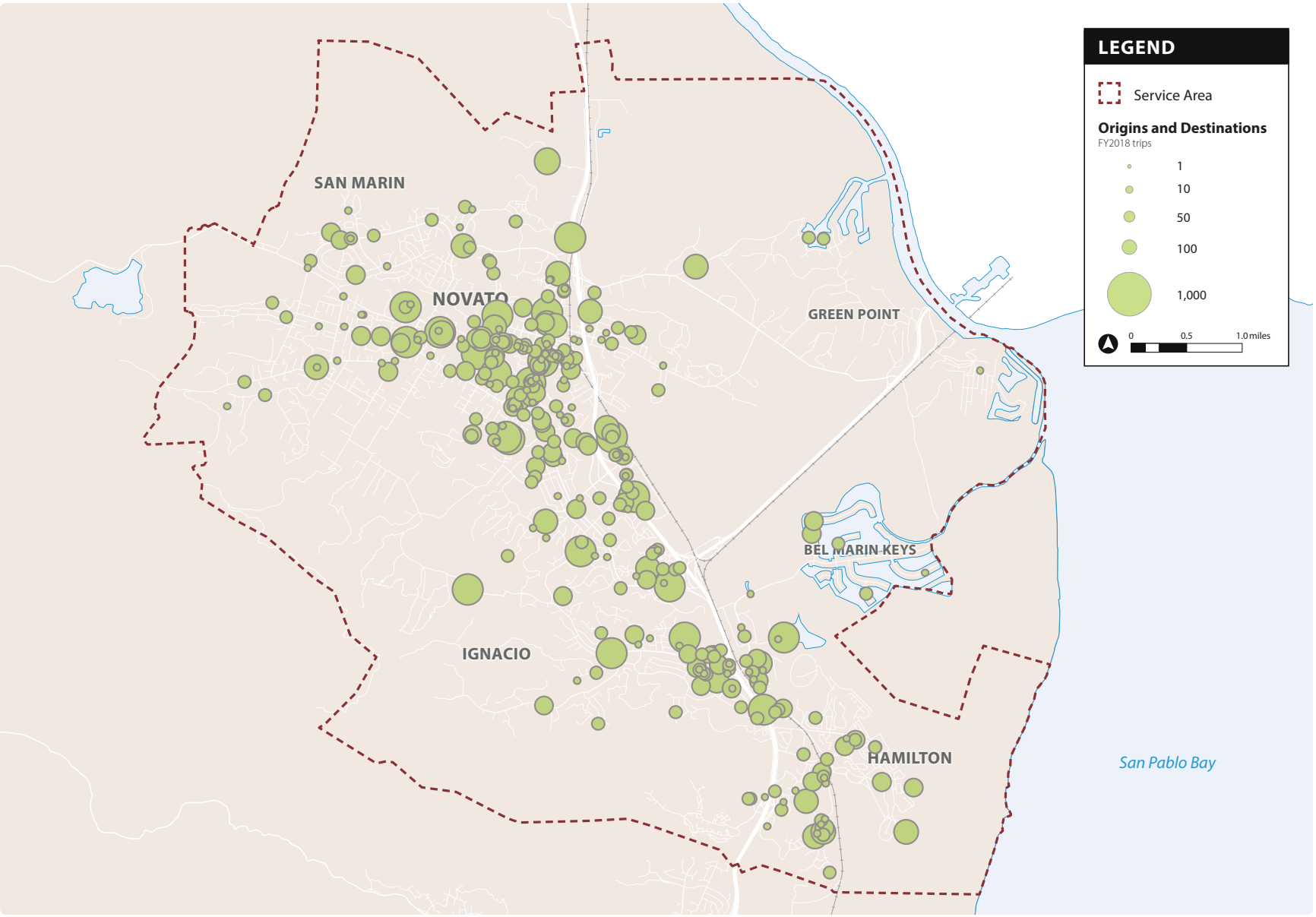
Novato Dial-A-Ride

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.

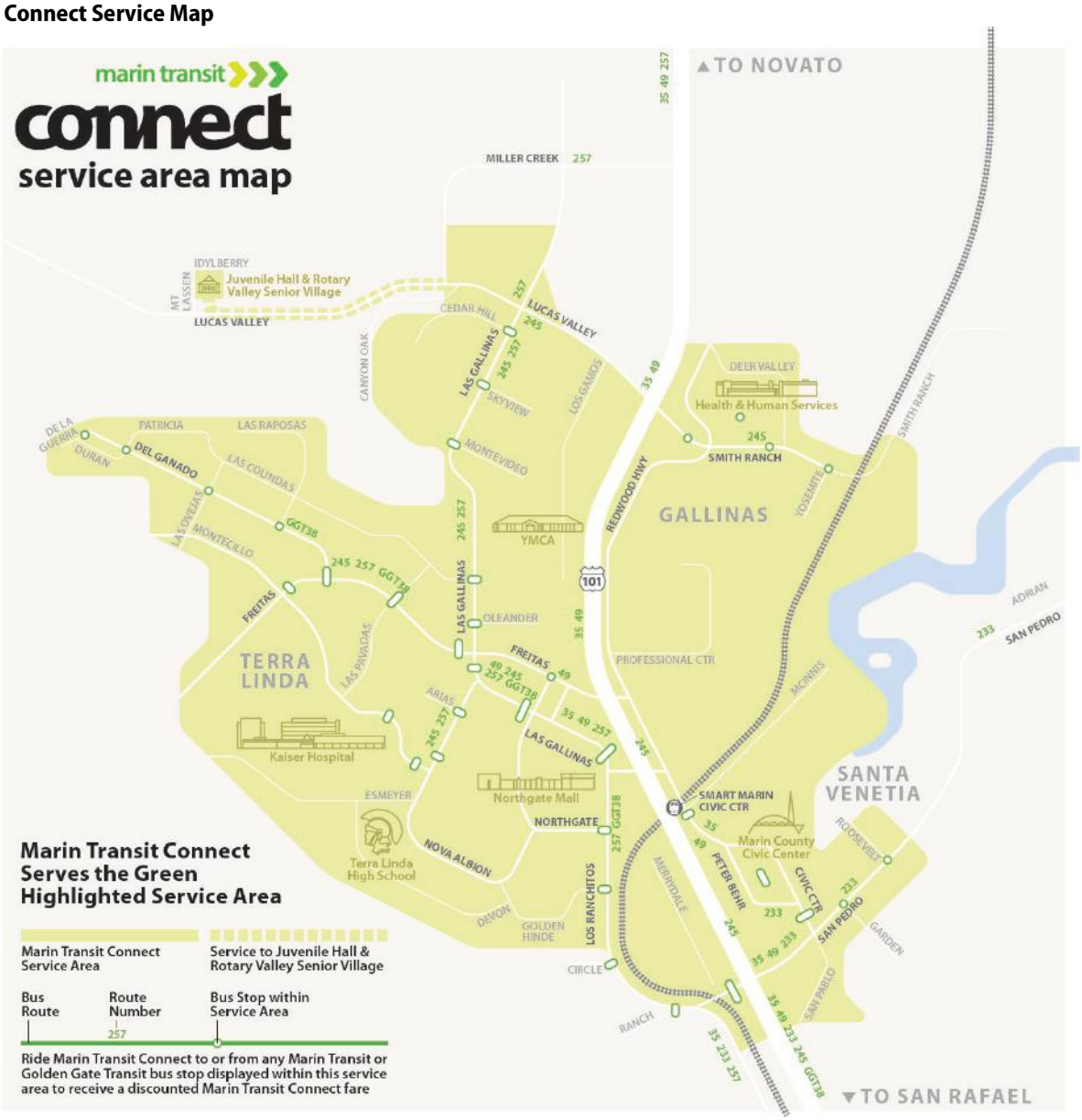
To use the service, riders download the Marin Transit Connect app powered by VIA from the iTunes App Store or Google Play Store. Once they register, riders can request a trip from any location to any location within the service area. Riders who do not have access to a smartphone can call the Marin Access 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 four 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 discontinued this service when SMART began 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 began service in December 2019. The extension to Larkspur will coincide with service to second station in Downtown Novato and an 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

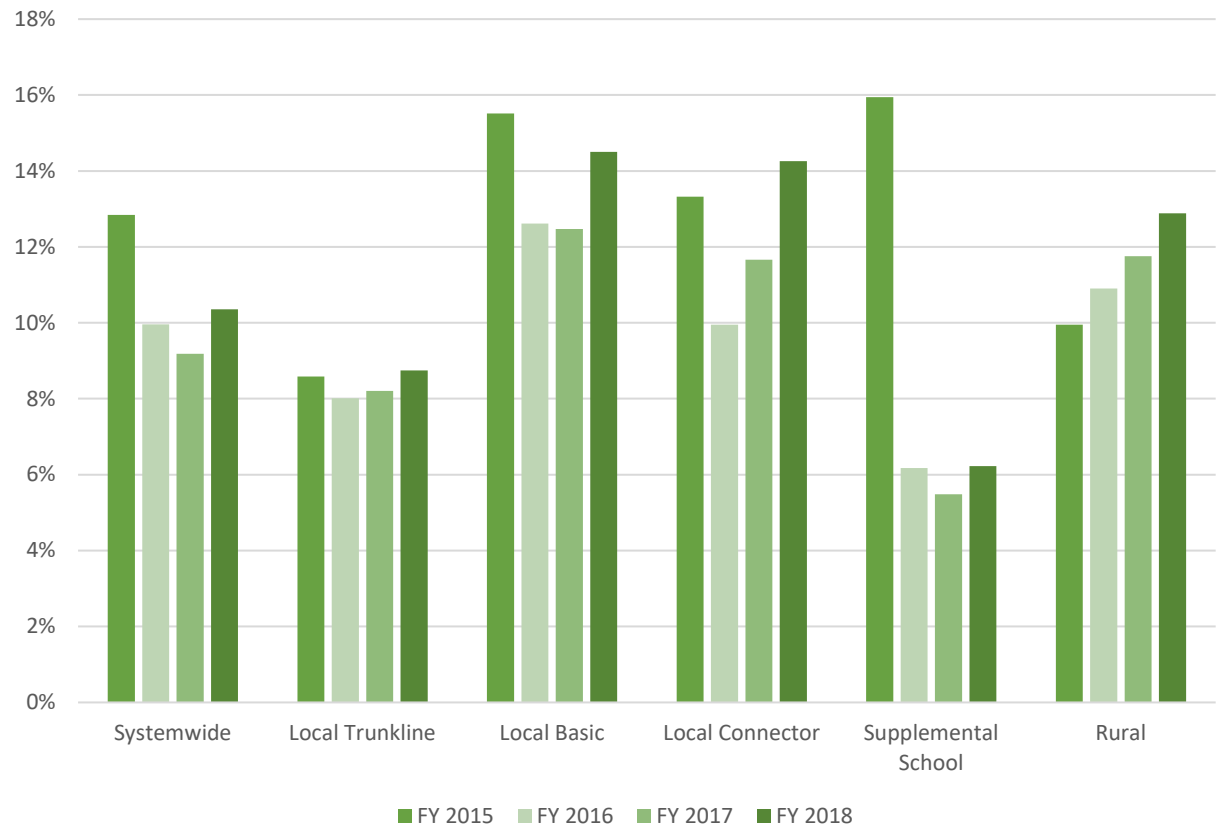
Notes:
(1) One pass is equivalent to a semester (6-month) pass. Annual passes are counted as two passes.

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

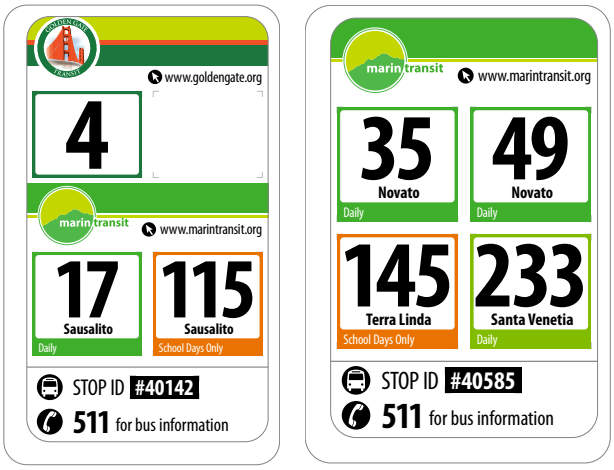
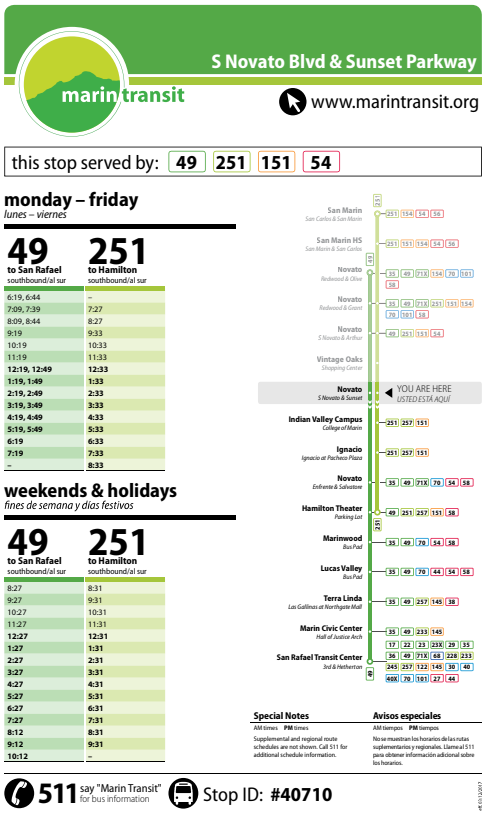


Figure 1-13: Rider Panel Information



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

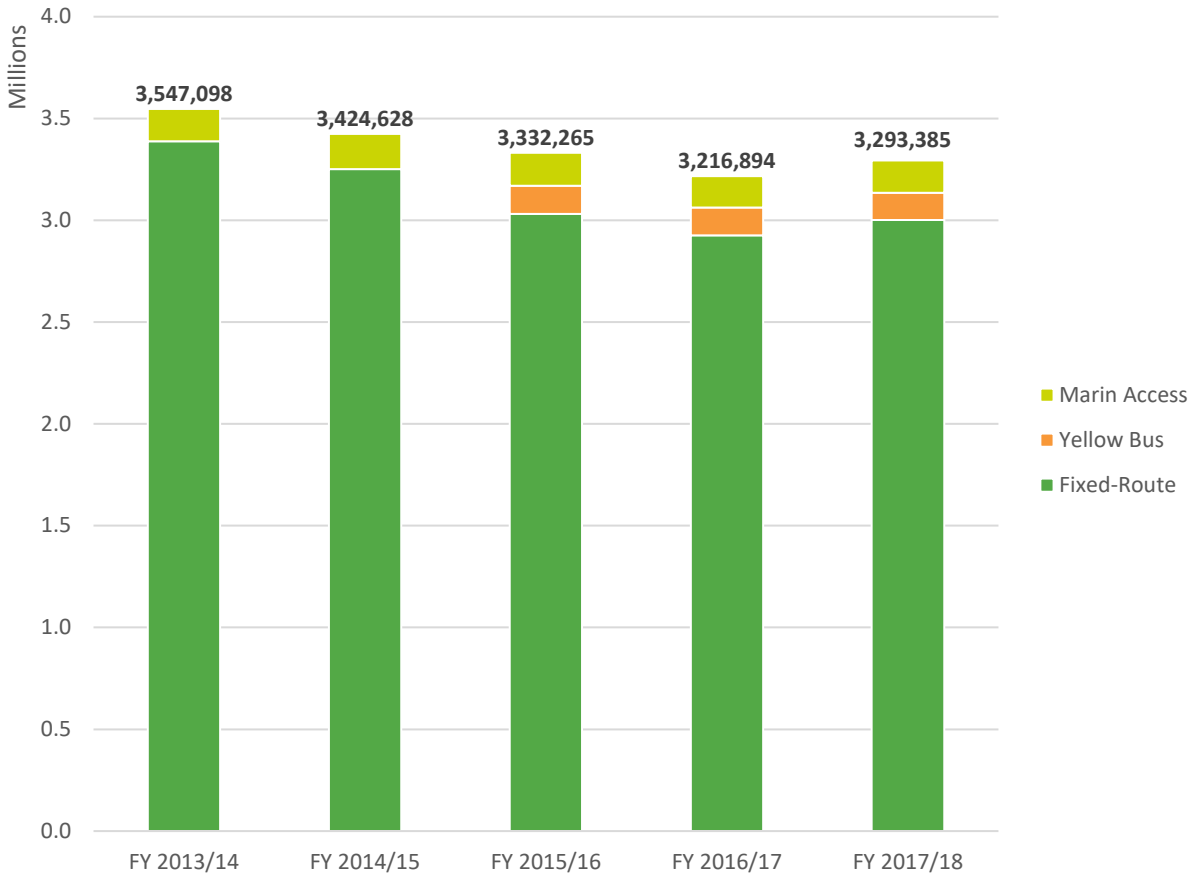
Goal A: *Relieves congestion and provides mobility as measured in total ridership*

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

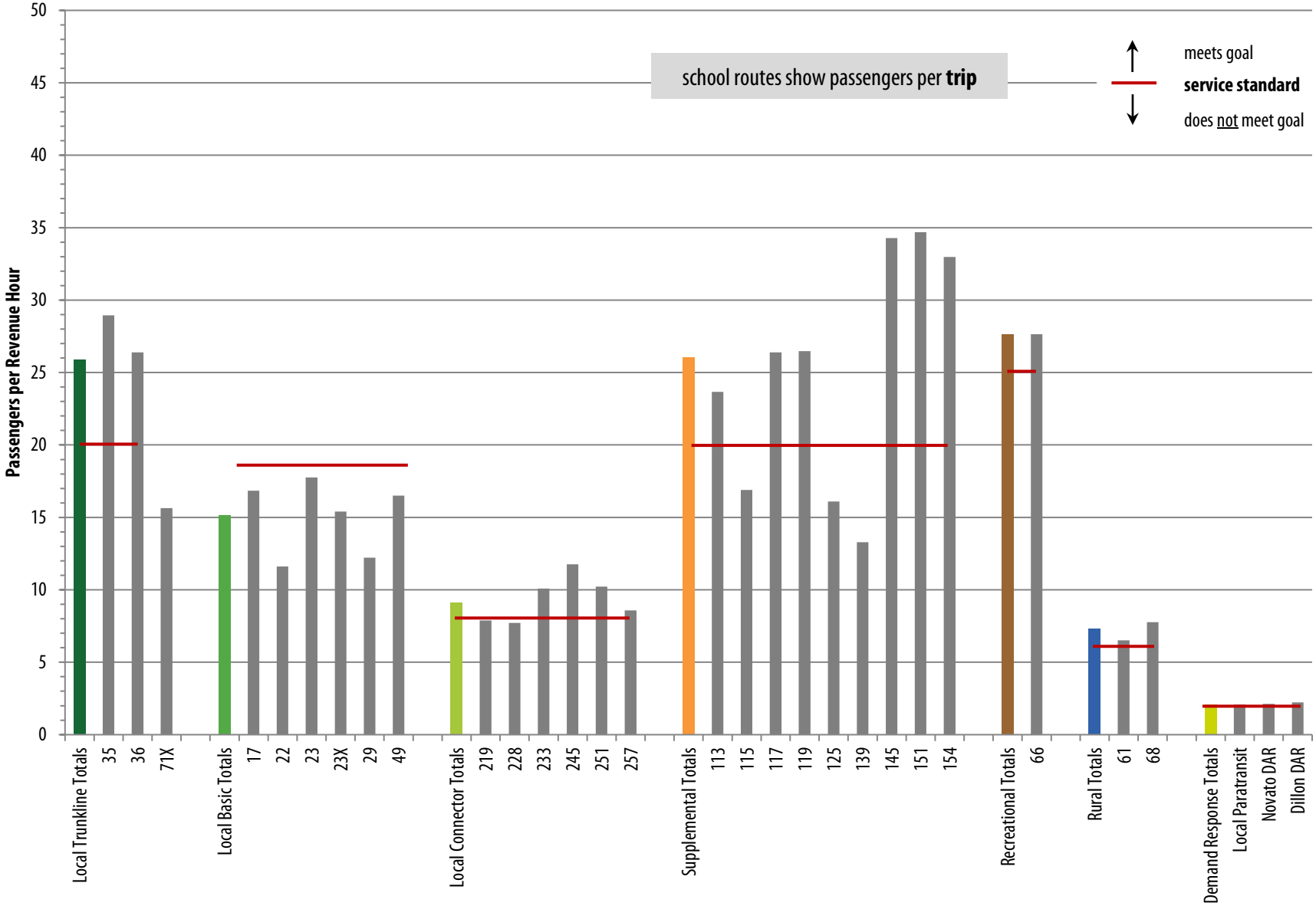


Figure 2-3: FY 2017/18 Passenger Subsidy by Route and Typology

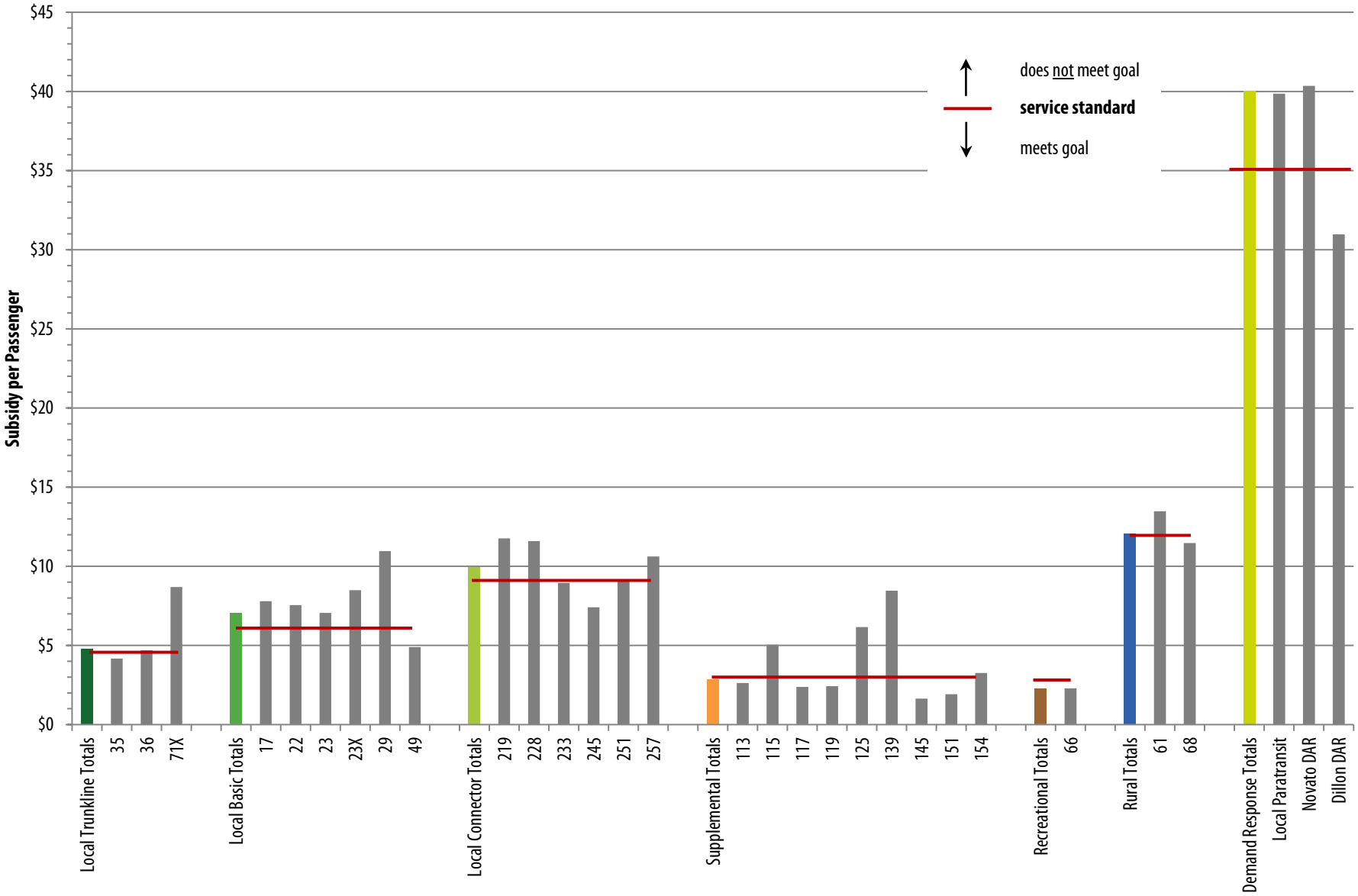


Table 2-7: FY 2017/18 Performance by Route

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.

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[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	1,104,234	1,124,216	1,144,348	1,164,632	1,185,052	1,205,593	1,226,270
Marin Transit Connect	99,886	99,886	99,886							
Novato Dial-A-Ride	28,203	28,203	28,203							
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.

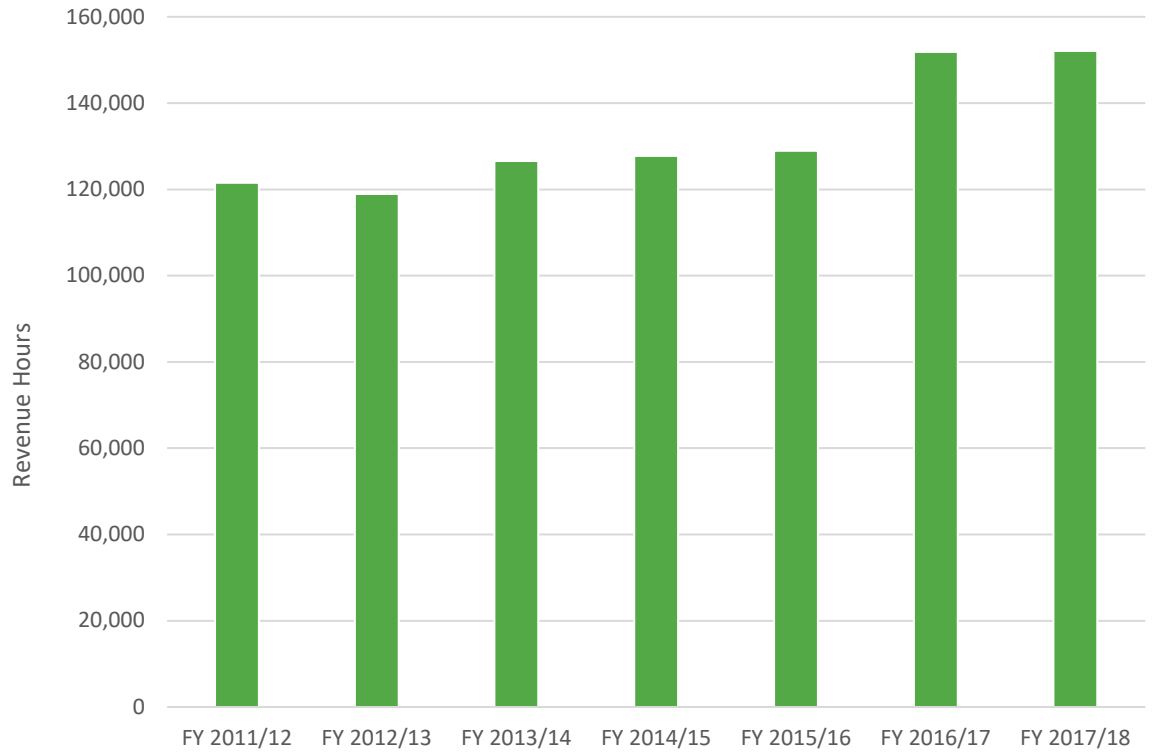
Underperforming Routes

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. The Vintage Oaks deviation on the current Route 251 should also be evaluated to see if there is a more efficient way to serve this part of Novato without forcing all riders to ride through the loop. 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.

- **Continue to Coordinate and Partner with Golden Gate Transit for Services in the Highway 101 corridor.** Highway 101 is the backbone of Marin County and the only major north-south travel corridor. Multiple local and regional routes serve this corridor and local riders can use either service while paying the local fare for travel within Marin County. The District also agrees to reimburse Gate Transit on a per trip basis for local riders holding a local pass (monthly, weekly, daily) that use regional services within Marin. While a number of routes service this corridor, they all do so in a slightly different fashion. Marin Transit, in partnership with Golden Gate Transit, should continue to explore opportunities to streamline and potentially consolidate routes in this corridor to increase service frequencies and improve legibility for the rider.

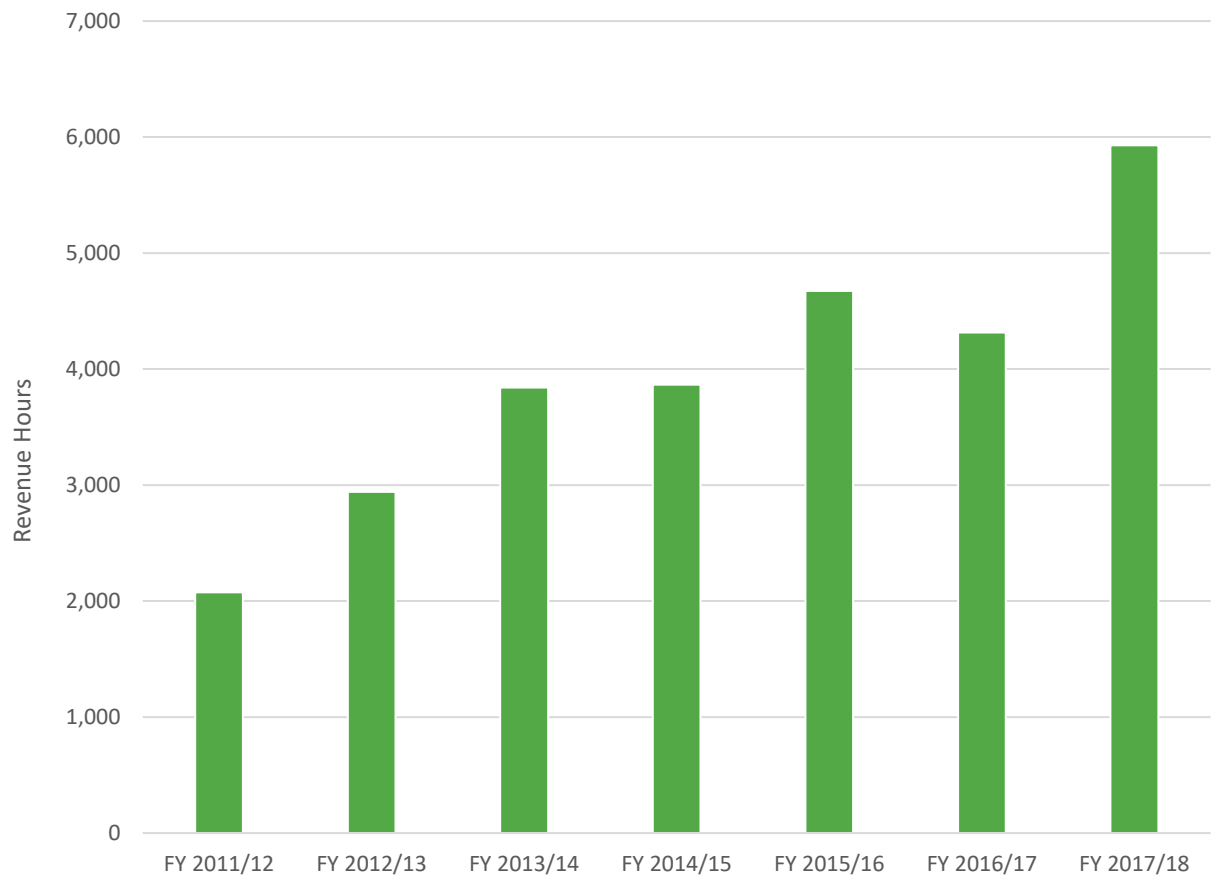
Recreational Services

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

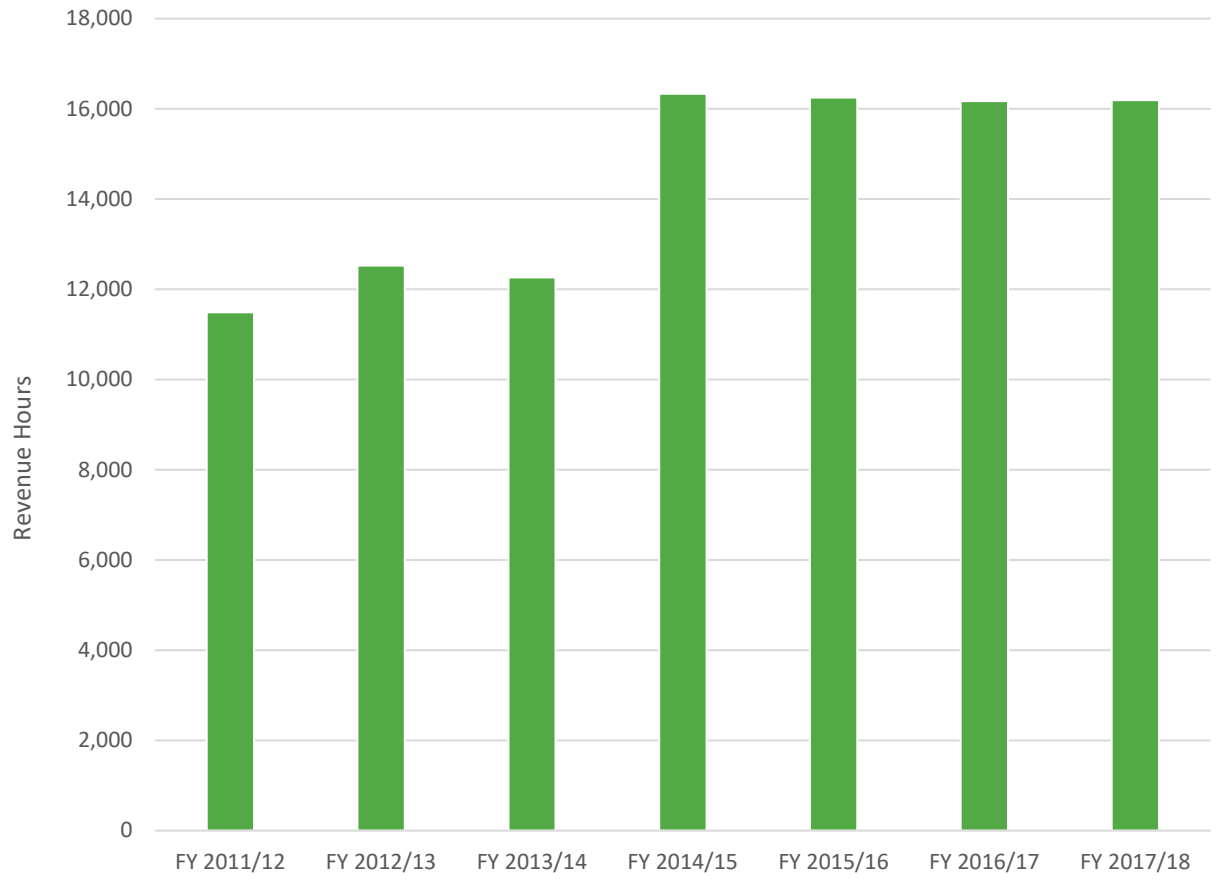
Service levels on the Muir Woods Shuttle are expected to remain constant over the ten years of the plan. In 2018, the National Park Service requested an expansion of service above the 4,000 annual hours shared financially with the District. This expansion added approximately 1,5000 hours of service annually 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%.

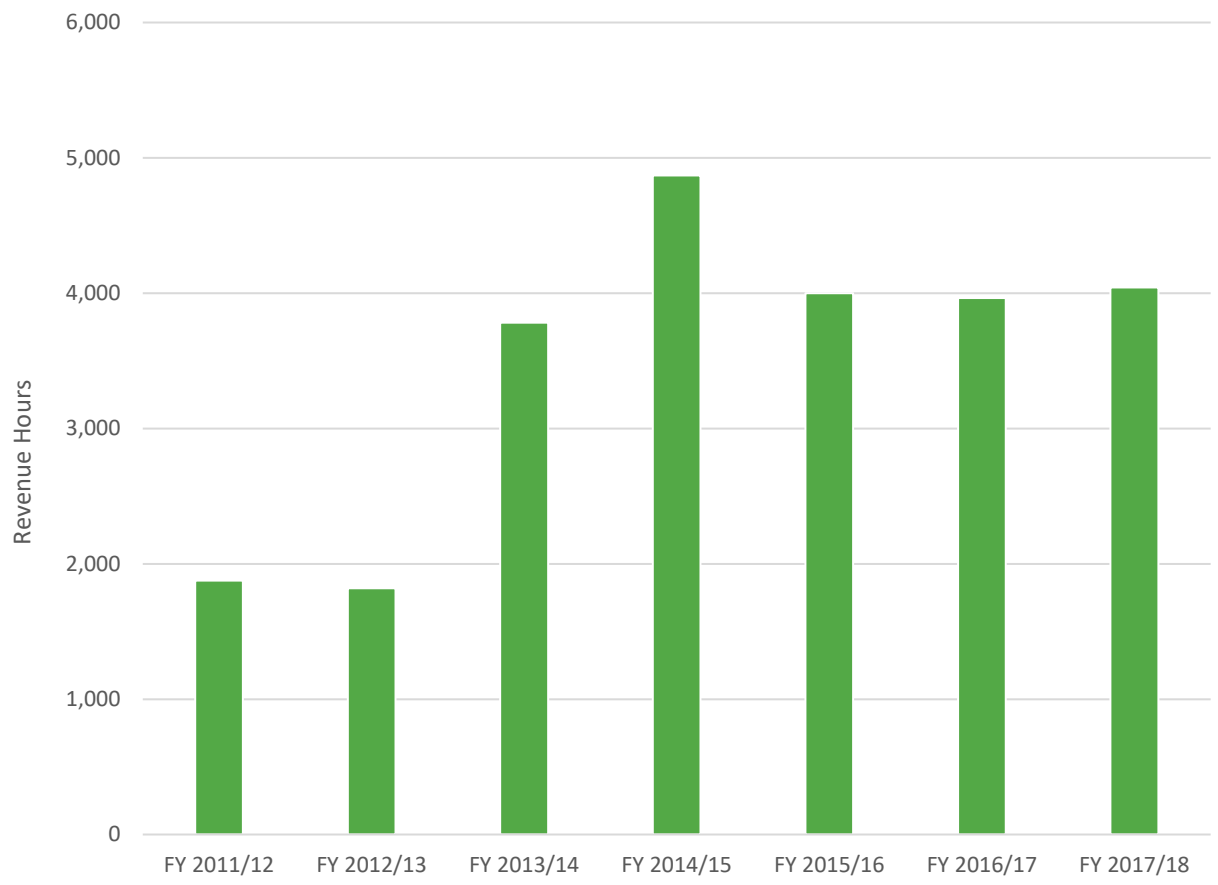
Supplemental Services

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.

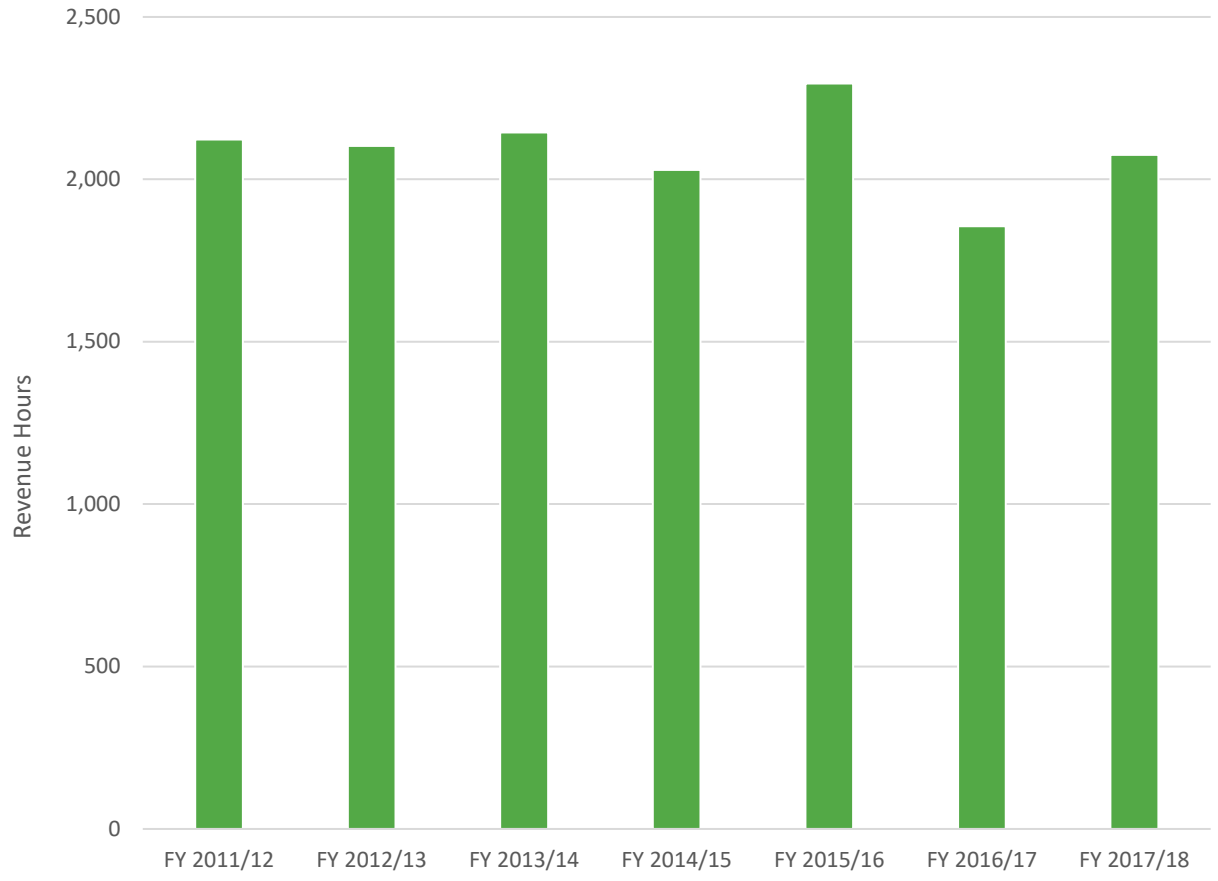
Underperforming Routes

- 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.

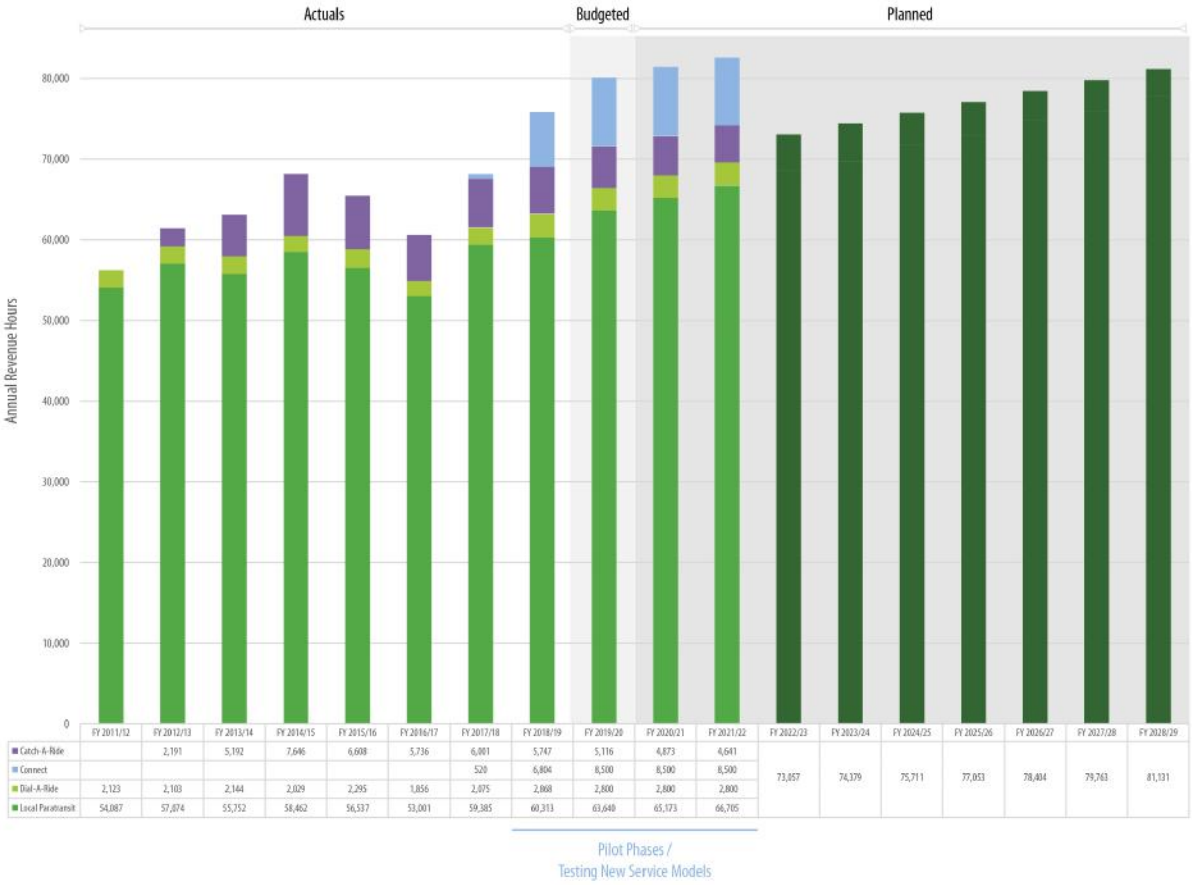
- **"Establish a wider audience"** One of the biggest challenges for many people seeking transportation assistance is to know their available options and how to utilize them. The Travel Navigator program serves as a resource for riders, family members, friends, or caregivers to get assistance without 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	73,057	74,379	75,711	77,053	78,404	79,763	81,131
Connect							520	6,804	8,500	8,500	8,500							
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

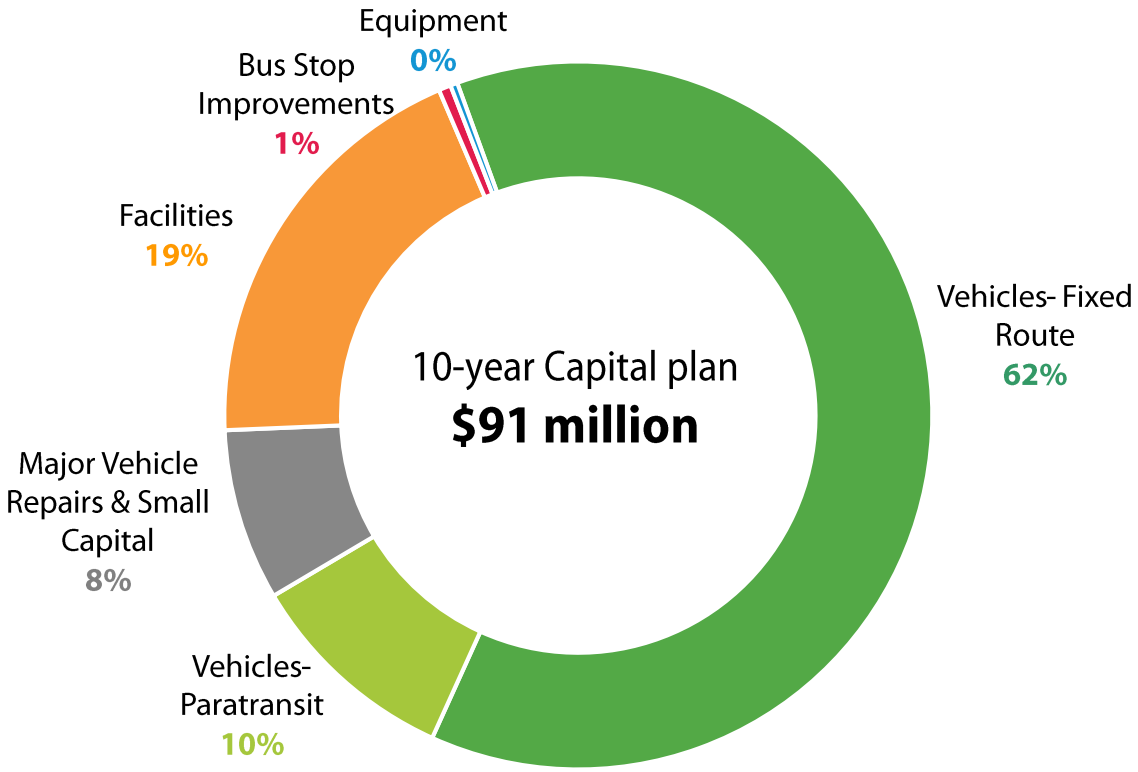
Chapter 4: Capital Plan

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

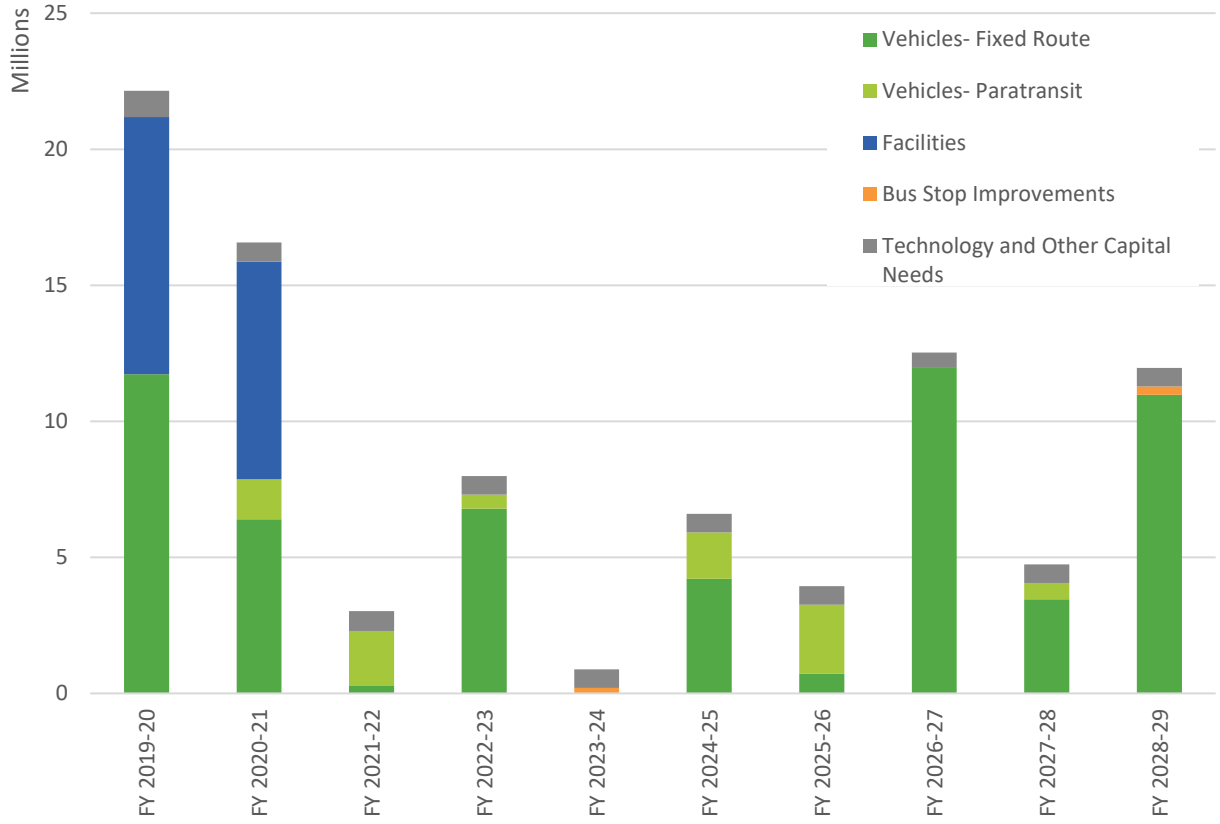


Facility expenditures comprise 19 percent of total planned expenditures. These include purchase of land for transit bus parking and a yellow bus parking facility as well as funding for property improvements. The plan does not include the costs associated with construction of a maintenance facility. If 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	$44,649	$0	$47,368	$0	$0	$51,760	$0	$54,913	$0	$0	**$198,690**
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	$60,000	$0	$0	**$292,500**
Realtime Signs	$212,394	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$212,394**
Other Technology	$50,000	$0	$0	$0	$0	$0	$0	$50,000	$0	$0	**$100,000**
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	**$22,531,000**	**$16,573,511**	**$3,024,163**	**$7,987,306**	**$881,064**	**$6,650,359**	**$3,942,131**	**$12,691,528**	**$4,744,324**	**$11,968,013**	**$90,993,399**
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	$4,4,429,383	$1,098,772	$1,317,253	$1,097,384	$858,064	$1,030,676	$1,118,741	$1,281,586	$1,086,436	$1,009,133	**$14,327,428**
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	$0	$0	$0	$0	$0	$0	$0	$0	$0	**$1,760,000**
Subtotal Local	$8,558,763	$9,128,152	$1,340,253	$1,820,384	$881,064	$1,503,676	$1,141,741	$1,304,586	$1,109,436	$1,032,133	**$28,381,676**
STATE											
State Transit Assistance – State of Good Repair	$529,975	$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	$660,000	$0	$0	$0	$0	$0	$0	$0	$0	**$67,522**
Subtotal State	$597,497	$1,825,874	$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	$1,683,909	$5,440,675	$0	$4,893,444	$2,491,133	$9,906,332	$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	$1,683,909	$5,440,675	$0	$4,893,444	$2,491,133	$9,906,332	$3,326,198	$9,002,135	**$55,611,737**
TOTAL	**$22,531,000**	**$16,573,511**	**$3,024,163**	**$7,987,306**	**$881,064**	**$6,650,639**	**$3,942,131**	**$12,691,528**	**$4,744,324**	**$11,968,013**	**$90,993,399**
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: Local Transit Bus Replacement Schedule** 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.

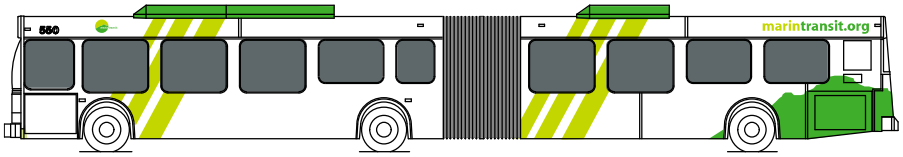
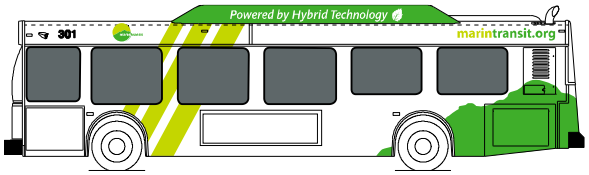
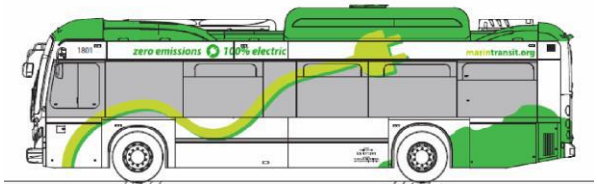
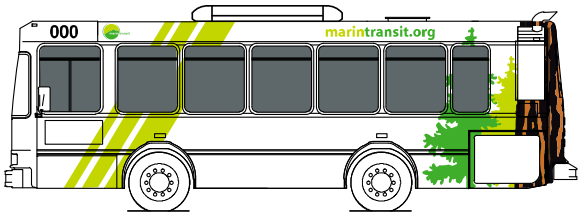
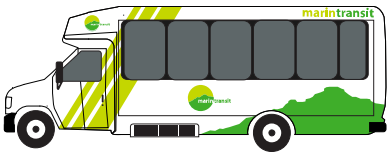
For the purposes of this Capital plan, it assumes that all standard-sized bus replacements beyond FY 2019/20 will be Hybrid Electric. The plan also assumes that narrow-bodied buses for recreational service will be fueled by clean diesel. The complete Fixed Route Vehicle Transition Plan is included as 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.

Non-Revenue Vehicle

Marin Transit currently relies upon two staff vehicles for administrative functions, a 2002 Prius sedan, which was purchased from the County of Marin in 2012, and a 2018 Ford Transit Connect Van. The Prius sedan is beyond its useful life and the District plans to replace the vehicle with a Zero Emission vehicle. Additional funds may be required for charging infrastructure, in which case the Marin Transit will need to identify additional funding.

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.

Other Technology

Other Administrative Technology includes technology improvements that are scheduled for Marin Transit's administrative office. This includes the replacement of Network Equipment every seven years.

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

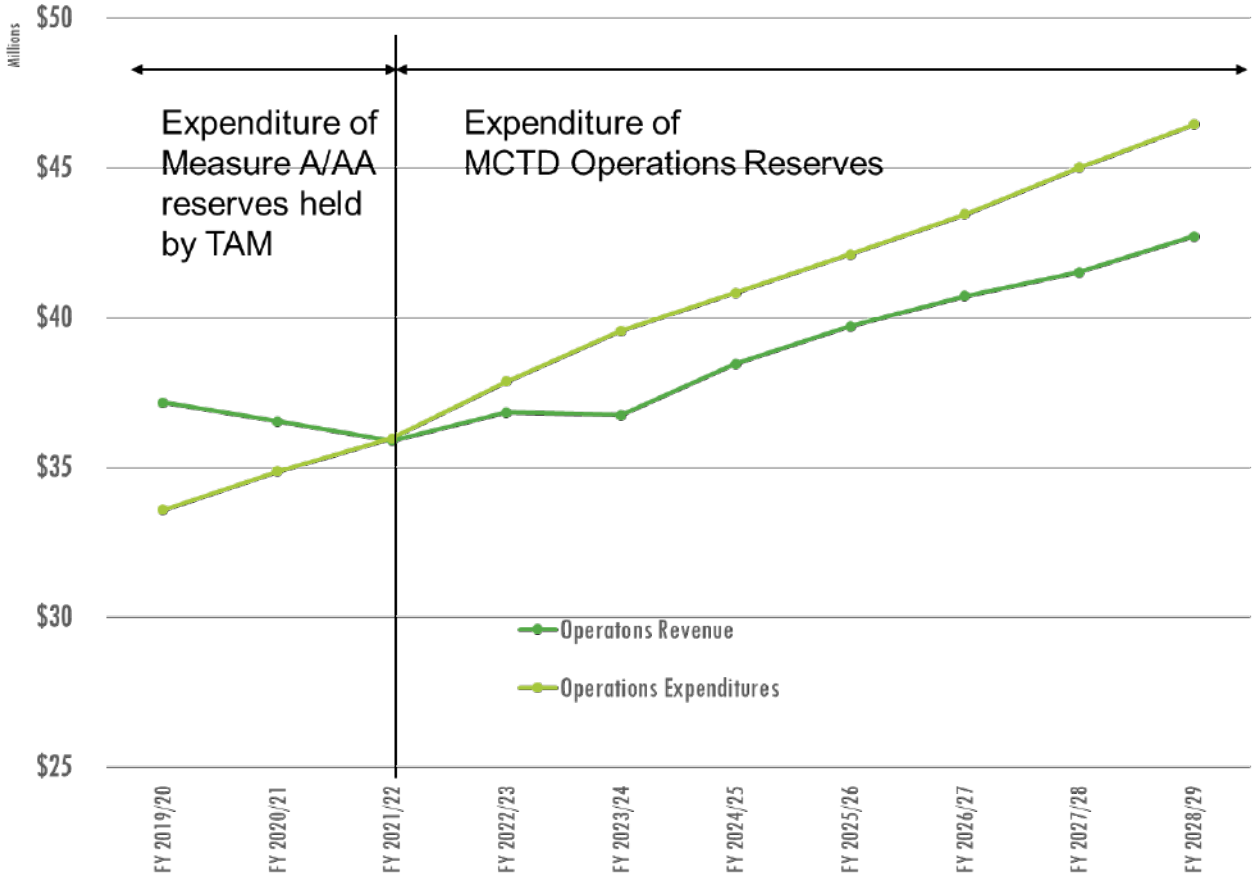
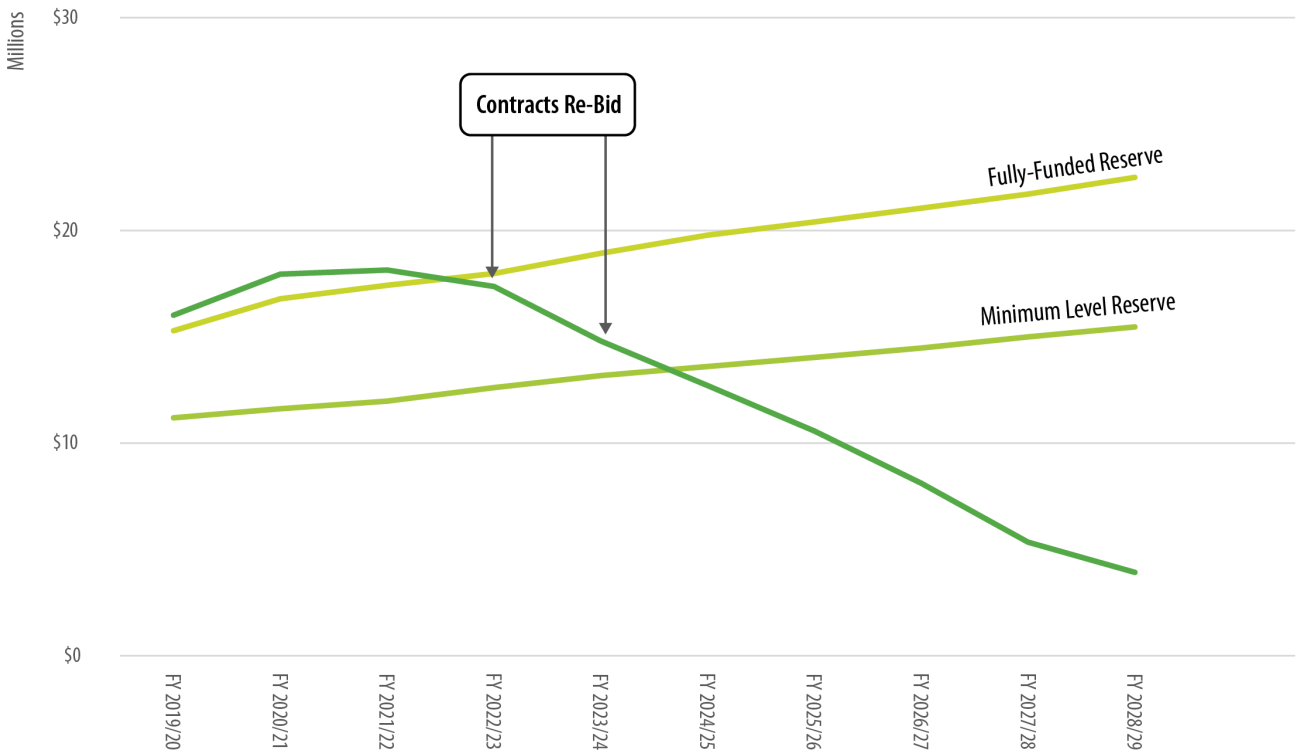


Figure 5-2: District Reserve Level for Service Plan Assumptions and Contract Rate Increase Assumptions



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 Tables 5-2 and 5-3.

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

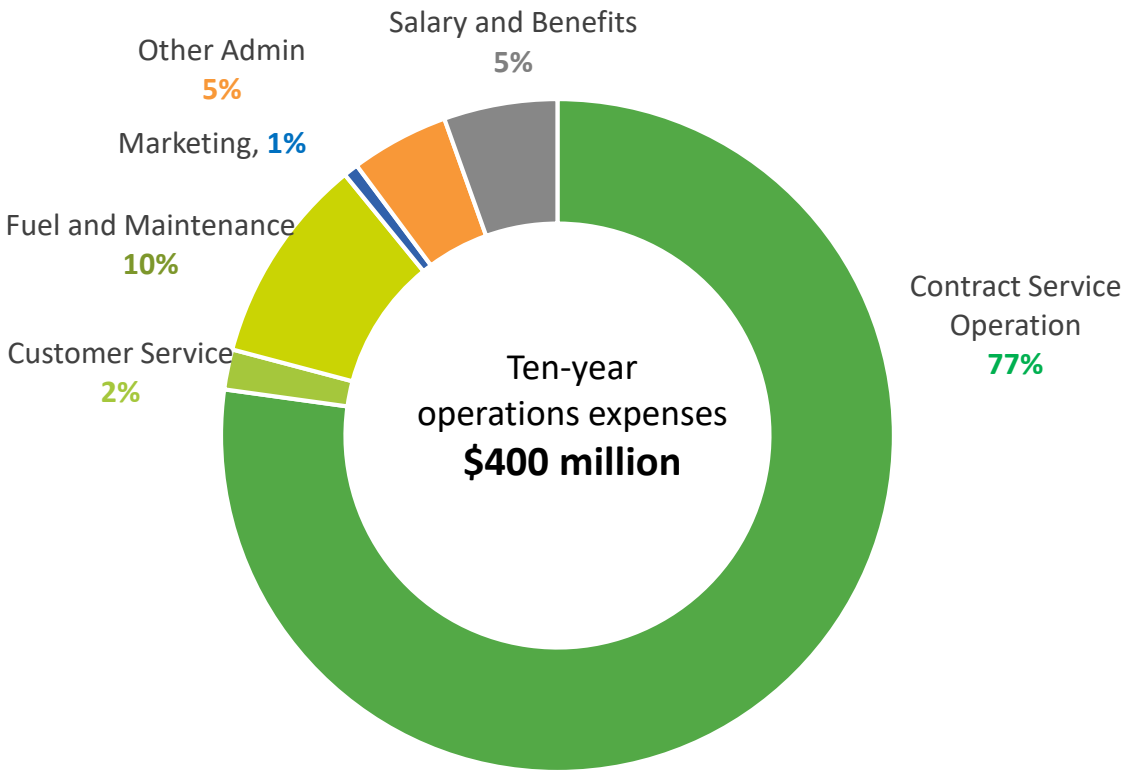


Table 5-2: 10-Year Financial Projections – Expenses by Program

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	$36,787,686	$36,134,402	$37,075,972	$36,984,988	$38,700,516	$39,960,812	$40,971,613	$42,214,687	$43,412,028	$389,401,724
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**	**$1,942,771**	**$190,866**	**$(776,356)**	**$(2,564,207)**	**$(2,099,322)**	**$(2,132,735)**	**$(2,459,580)**	**$(2,771,898)**	**$(3,003,942)**	
Cumulative Surplus/Deficit		**$16,010,802**	**$17,953,572**	**$ 18,144,439**	**$17,368,083**	**$14,803,877**	**$12,704,555**	**$10,571,820**	**$8,112,240**	**$5,340,342**	**$3,926,923**	

Note:
1) Includes expenditure of capital reserve funds for operations

Table 5-3: 10-Year Financial Projections- Revenue and 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
Revenue By Category											
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	813,684	832,299	7,595,067
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	3,496,241	2,926,970	3,197,004	3,217,339	3,327,979	3,758,928	3,880,192	4,111,774	4,364,681	34,657,100
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
Total Revenues	**37,159,021**	**36,787,686**	**36,134,402**	**37,075,972**	**36,984,988**	**38,700,516**	**39,960,812**	**40,971,613**	**42,214,687**	**43,412,028**	**389,401,724**
Operating Expense by Category											
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**
Annual Surplus/Deficit	**$3,586,667**	**$1,942,771**	**$190,866**	**$(776,356)**	**$(2,564,207)**	**$(2,099,322)**	**$(2,132,735)**	**$(2,459,580)**	**$(2,771,898)**	**$(3,003,942)**	
Cumulative Surplus/Deficit	**$16,010,802**	**$17,953,572**	**$ 18,144,439**	**$17,368,083**	**$14,803,877**	**$12,704,555**	**$10,571,820**	**$8,112,240**	**$5,340,342**	**$3,926,923**	

Note:
1) Includes expenditure of capital reserve funds for operations

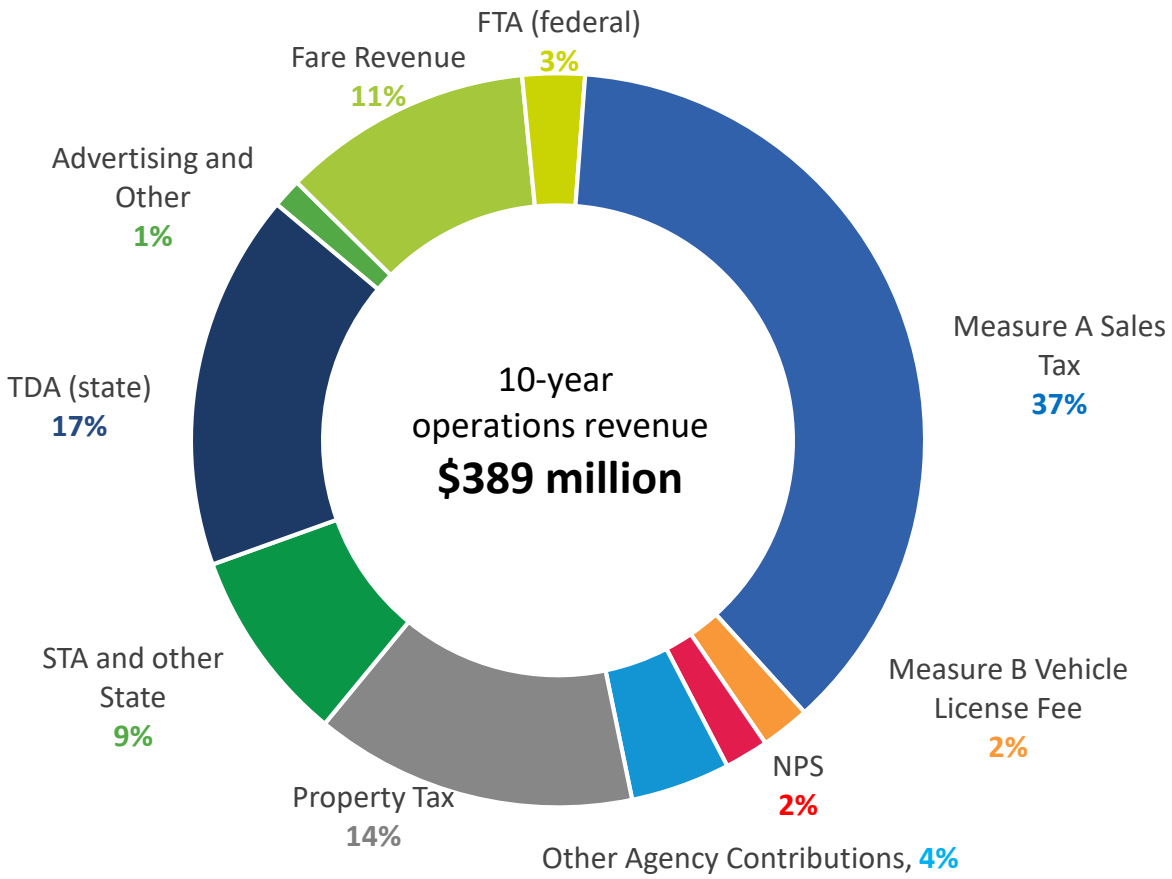
Revenue

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 5-4). 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

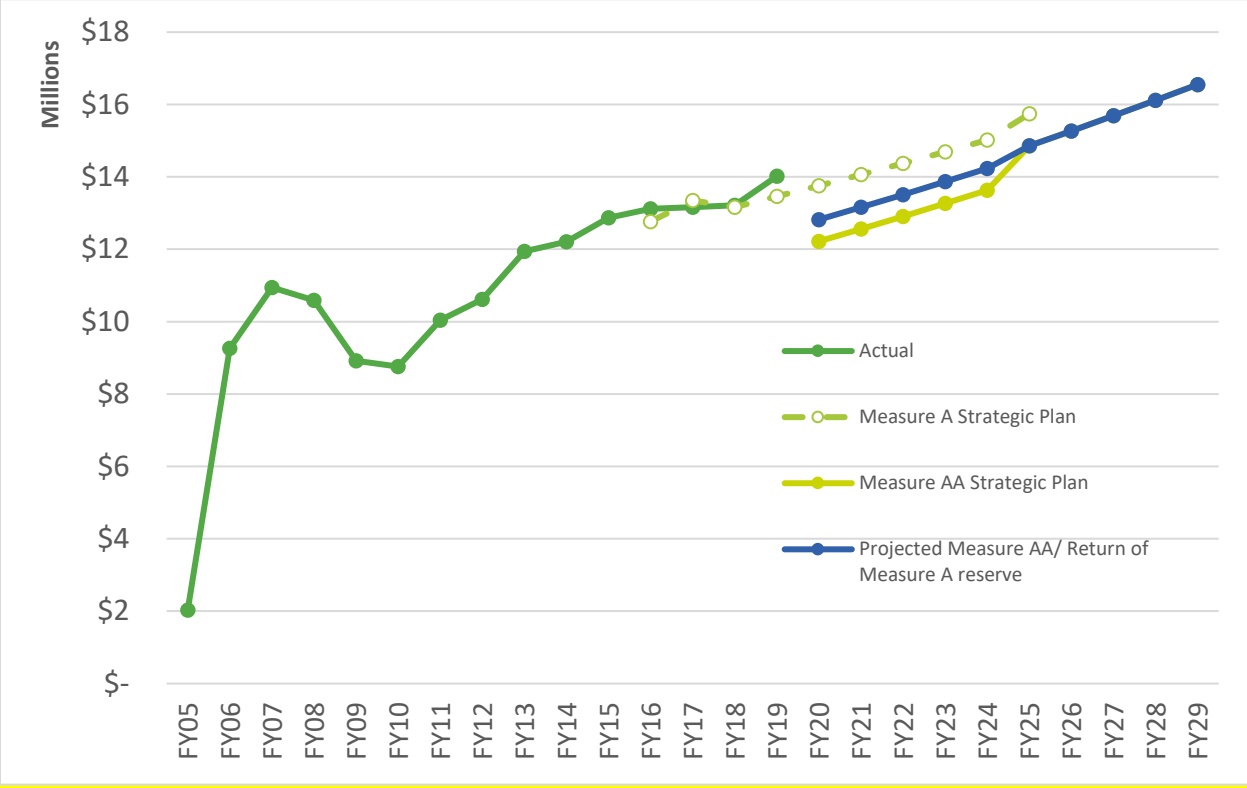
Local Transit Sub-Strategy	Measure A %'s[1]	Measure AA %'s[2]
Local Bus Service	37%	33%
Rural Bus Service	3%	3%
Special Needs	9%	9.5%
Bus Transit Facilities (Transit Capital)	6%	4%
School Service	0%[3]	5%
Total to Marin Transit	55%	45.5%
Ferry Access[4]	0%	0.5%
Total to Local Transit	**55%**	**55%**

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 5-5 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 5.6. 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.

2020-2029

SHORT RANGE TRANSIT PLAN: Appendices

marin transit

DRAFT FINAL | JANUARY 2020

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**

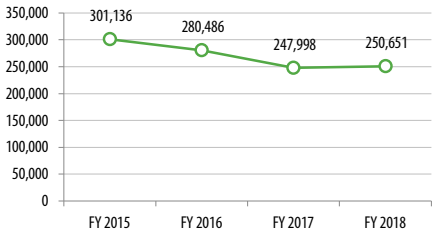
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$1,617,108	$44,920	$2,136	$247,041	$6,862	$326	$1,370,067	$38,057	$1,810
Saturday	$217,536	$6,043	$1,377	$36,894	$1,025	$234	$180,642	$5,018	$1,143
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%**

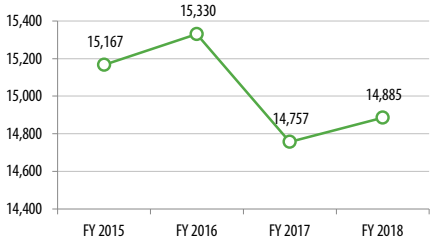
Historic Trends

	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%

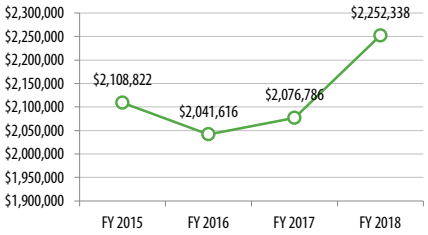
Passengers



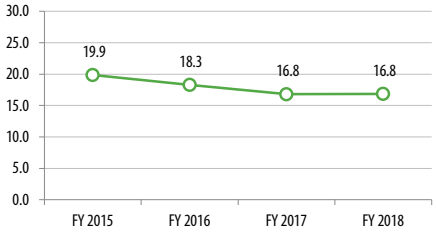
Revenue Hours



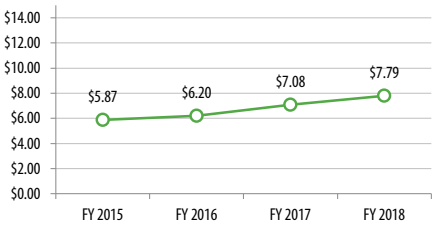
Operating Costs



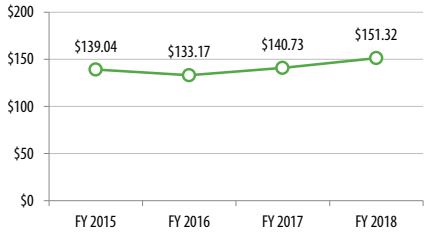
Passengers per Revenue Hour



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

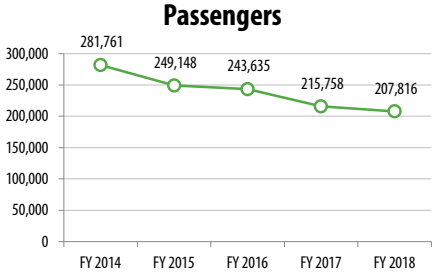
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	184,918	5,137	244	14,244	396	19	126,319	3,509	167
Saturday	16,752	465	106	1,537	43	10	16,232	451	103
Sunday	14,088	391	78	1,773	49	10	18,729	520	104
Total	**215,758**	**5,993**	**197**	**17,553**	**488**	**16**	**161,280**	**4,480**	**147**

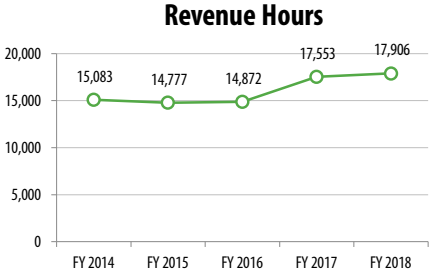
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$1,312,992	$36,472	$1,734	$232,926	$6,470	$308	$1,080,066	$30,002	$1,427
Saturday	$142,334	$3,954	$901	$21,235	$590	$134	$121,099	$3,364	$766
Sunday	$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**

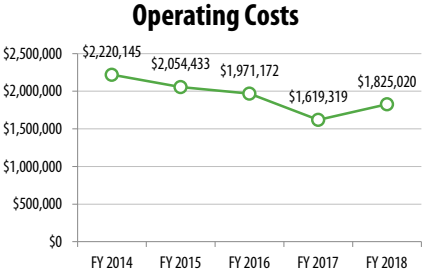
	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	13.0	$5.84		17.7%
Saturday	10.9	$7.23		14.9%
Sunday	7.9	$10.30		11.5%
Total	**12.3**	**$6.24**	**$92.25**	**16.9%**

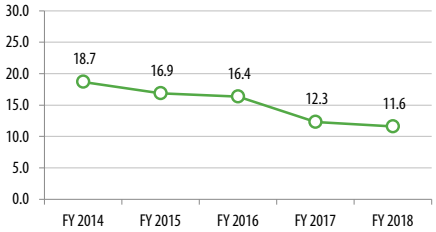
Historic Trends

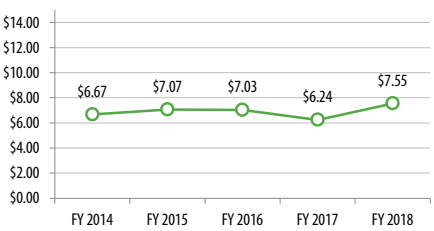
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	243,635	14,872	$1,971,172	$259,453	$1,711,719	16.4	$7.03	$132.55	13.2%
FY 2017	215,758	17,553	$1,619,319	$273,059	$1,346,260	12.3	$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%

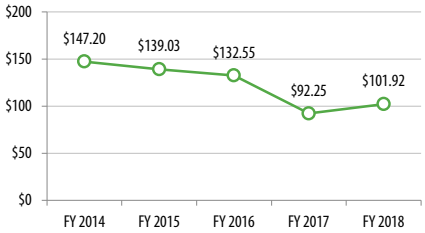












23
Local Basic

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**

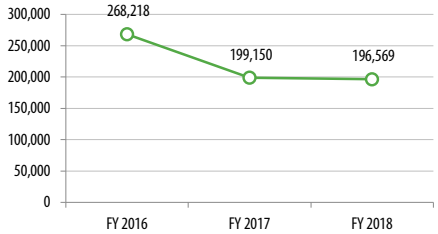
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$1,096,892	$30,469	$1,449	$179,427	$4,984	$237	$917,465	$25,485	$1,212
Saturday	$195,468	$5,430	$1,237	$35,226	$979	$223	$160,242	$4,451	$1,014
Sunday	$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%**

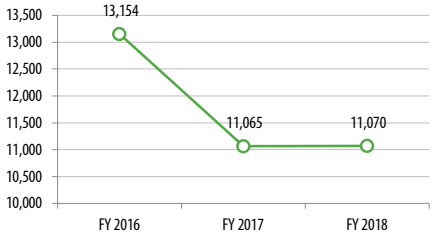
Historic Trends

	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%

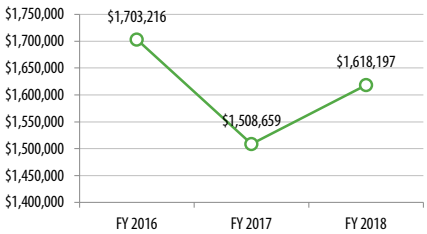
Passengers



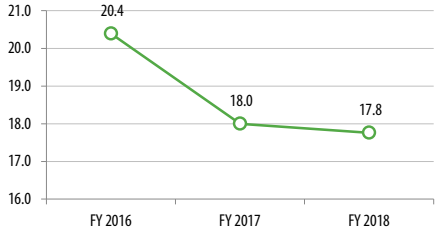
Revenue Hours



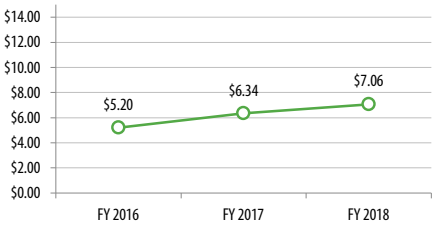
Operating Costs



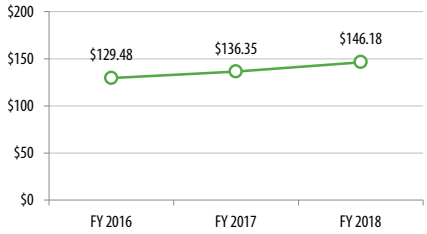
Passengers per Revenue Hour



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

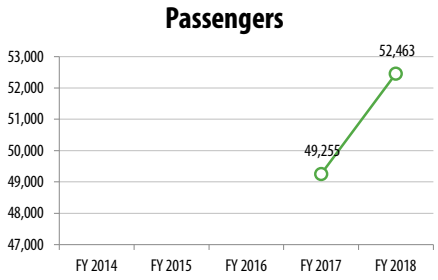
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	49,255	1,368	65	3,445	96	5	32,408	900	43
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**49,255**	**1,368**	**65**	**3,445**	**96**	**5**	**32,408**	**900**	**43**

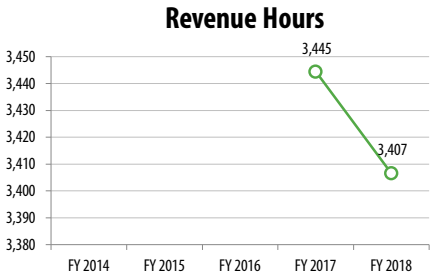
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$473,413	$13,150	$625	$57,438	$1,596	$76	$415,975	$11,555	$550
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$473,413**	**$13,150**	**$625**	**$57,438**	**$1,596**	**$76**	**$415,975**	**$11,555**	**$550**

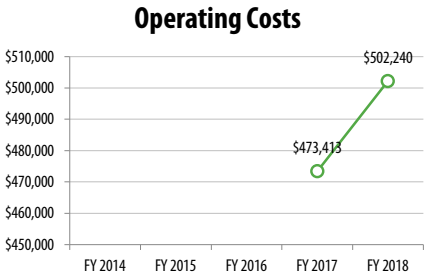
	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	14.3	$8.45		12.1%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**14.3**	**$8.45**	**$137.44**	**12.1%**

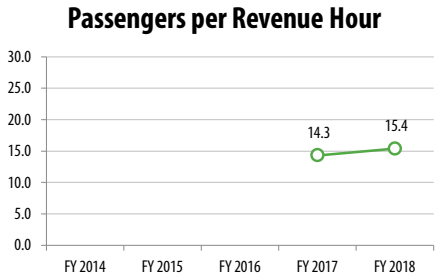
Historic Trends

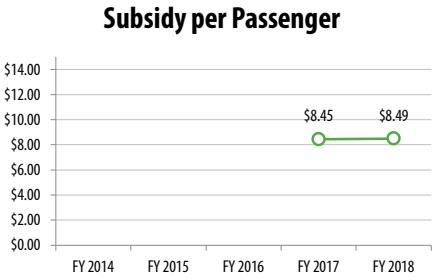
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016									
FY 2017	49,255	3,445	$473,413	$57,438	$415,975	14.3	$8.45	$137.44	12.1%
FY 2018	52,463	3,407	$502,240	$56,785	$445,455	15.4	$8.49	$147.43	11.3%

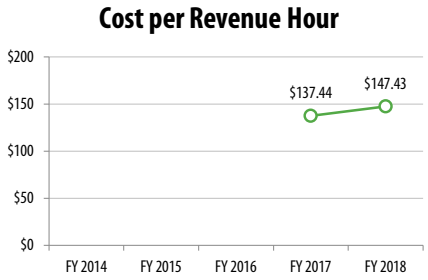












29
Local Basic

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**

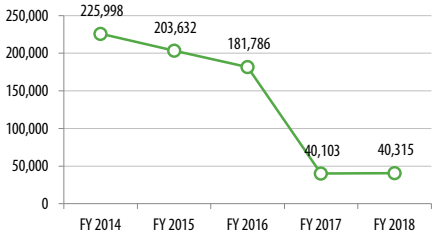
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$509,475	$14,152	$673	$49,634	$1,379	$66	$459,841	$12,773	$607
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
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%**

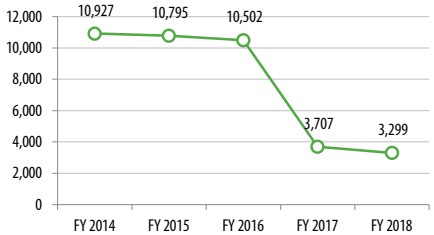
Historic Trends

	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%

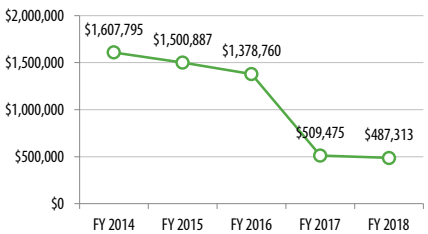
Passengers



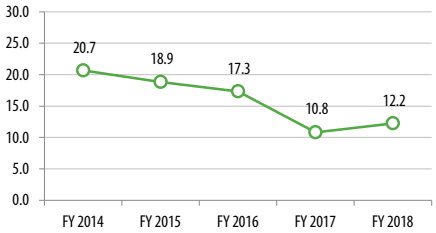
Revenue Hours



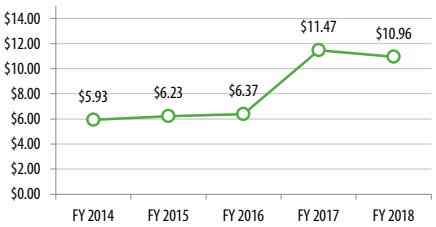
Operating Costs



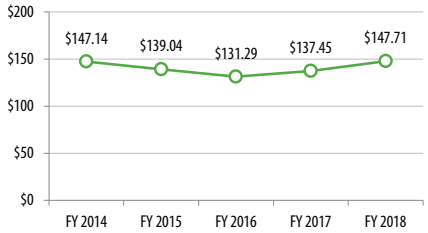
Passengers per Revenue Hour



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

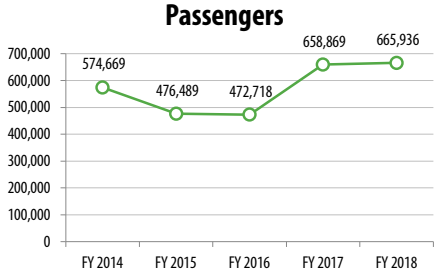
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	492,328	13,676	650	16,909	470	22	224,421	6,234	296
Saturday	84,453	2,346	535	2,860	79	18	43,336	1,204	274
Sunday	82,088	2,280	456	3,284	91	18	50,021	1,389	278
Total	**658,869**	**18,302**	**602**	**23,052**	**640**	**21**	**317,778**	**8,827**	**290**

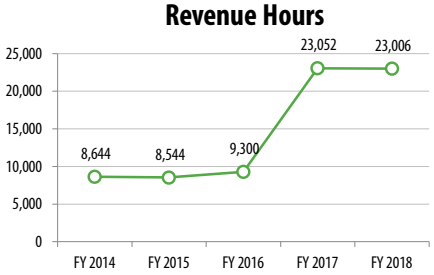
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$2,367,217	$65,756	$3,127	$533,190	$14,811	$704	$1,834,027	$50,945	$2,423
Saturday	$403,729	$11,215	$2,555	$97,853	$2,718	$619	$305,876	$8,497	$1,936
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**

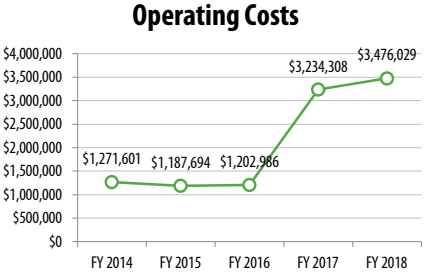
	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	29.1	$3.73		22.5%
Saturday	29.5	$3.62		24.2%
Sunday	25.0	$4.44		21.3%
Total	**28.6**	**$3.80**	**$140.30**	**22.6%**

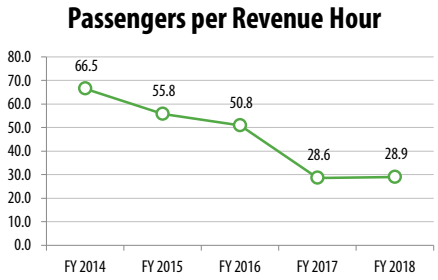
Historic Trends

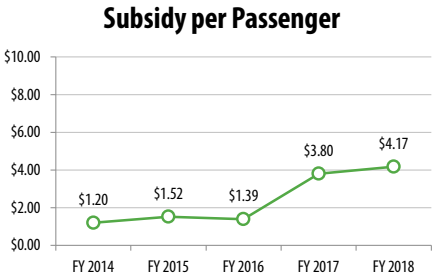
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	472,718	9,300	$1,202,986	$544,109	$658,877	50.8	$1.39	$129.35	45.2%
FY 2017	658,869	23,052	$3,234,308	$729,775	$2,504,533	28.6	$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%

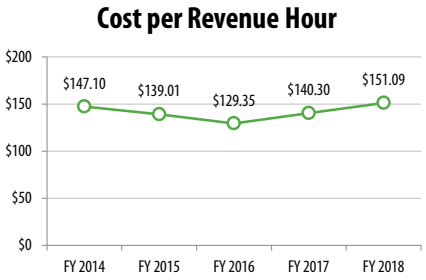












36
Local Trunkline

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**

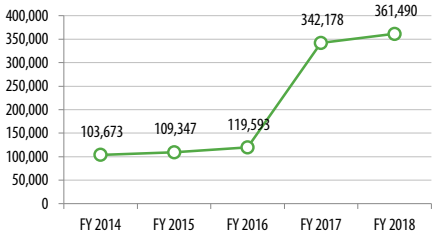
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$1,384,291	$38,453	$1,829	$290,481	$8,069	$384	$1,093,810	$30,384	$1,445
Saturday	$240,062	$6,668	$1,519	$40,774	$1,133	$258	$199,288	$5,536	$1,261
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%**

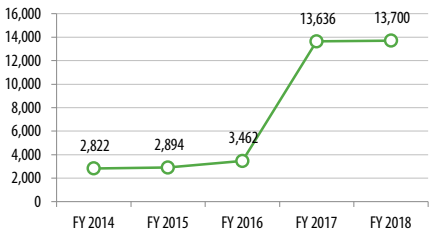
Historic Trends

	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%

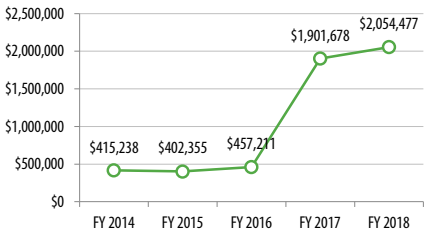
Passengers



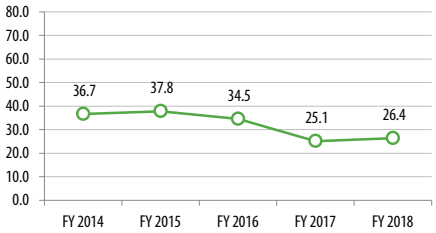
Revenue Hours



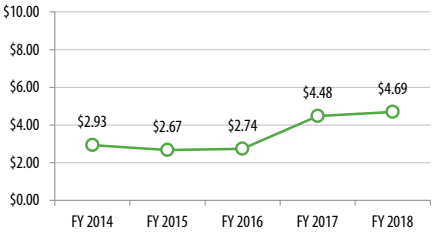
Operating Costs



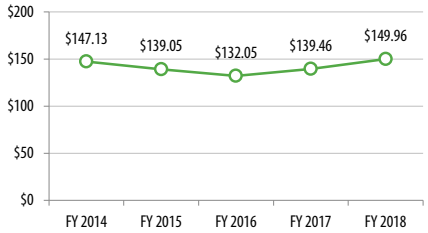
Passengers per Revenue Hour



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**

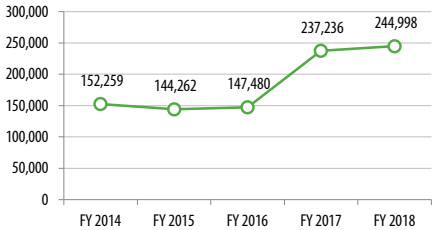
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$978,903	$27,192	$1,293	$230,134	$6,393	$304	$748,769	$20,799	$989
Saturday	$131,907	$3,664	$835	$22,520	$626	$143	$109,387	$3,039	$692
Sunday	$153,484	$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%**

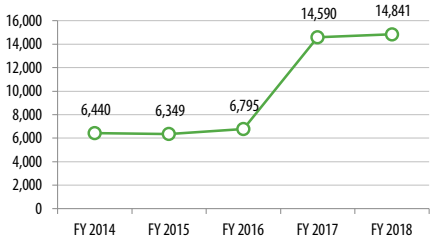
Historic Trends

	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%

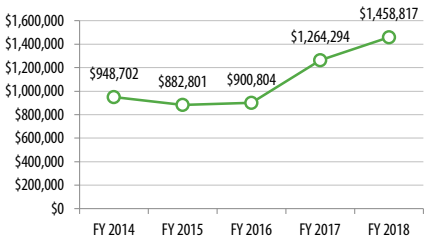
Passengers



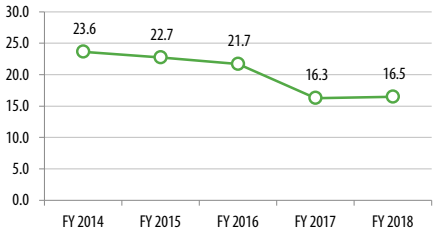
Revenue Hours



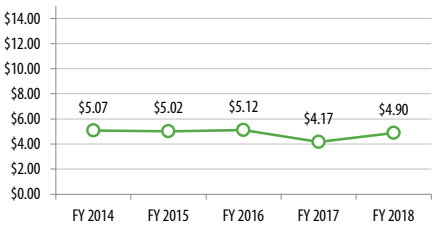
Operating Costs



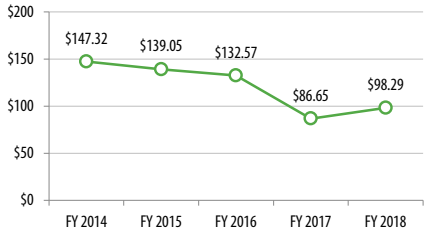
Passengers per Revenue Hour



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

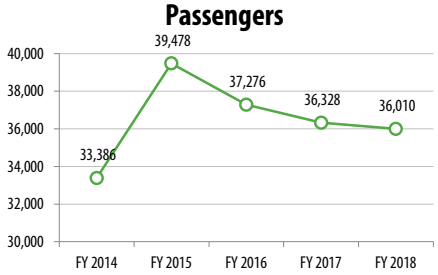
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	17,166	477	23	2,631	73	4	45,398	1,261	60
Saturday	9,922	276	64	1,319	37	9	20,810	578	135
Sunday	9,240	257	49	1,542	43	8	24,457	679	129
Total	**36,328**	**1,009**	**33**	**5,492**	**153**	**5**	**90,665**	**2,518**	**83**

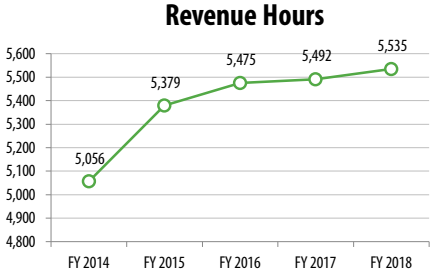
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$229,650	$6,379	$306	$17,691	$491	$24	$211,959	$5,888	$282
Saturday	$113,378	$3,149	$736	$11,622	$323	$75	$101,756	$2,827	$661
Sunday	$132,750	$3,688	$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**

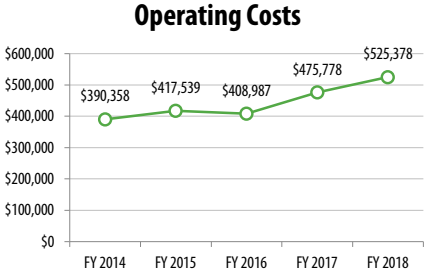
	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	6.5	$12.35		7.7%
Saturday	7.5	$10.26		10.3%
Sunday	6.0	$13.21		8.0%
Total	**6.6**	**$12.00**	**$86.63**	**8.4%**

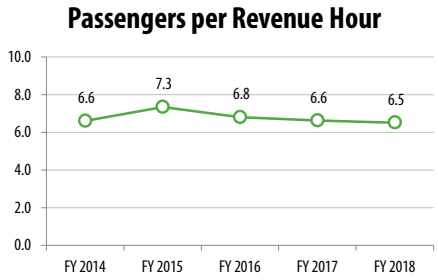
Historic Trends

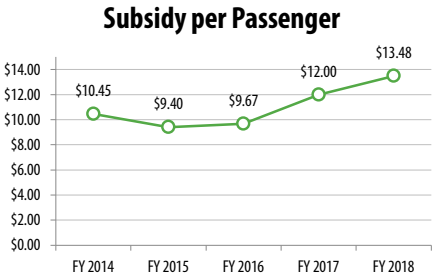
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	37,276	5,475	$408,987	$48,421	$360,566	6.8	$9.67	$74.70	11.8%
FY 2017	36,328	5,492	$475,778	$39,959	$435,819	6.6	$12.00	$86.63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

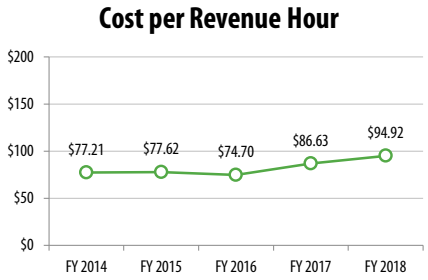












66
Recreational

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**

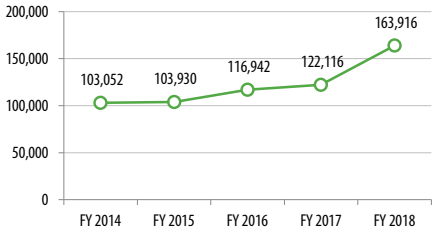
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$104,033	$11,559	$882	$37,751	$4,195	$320	$66,282	$7,365	$562
Saturday	$152,661	$5,089	$1,351	$79,948	$2,665	$708	$72,713	$2,424	$643
Sunday	$217,032	$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%**

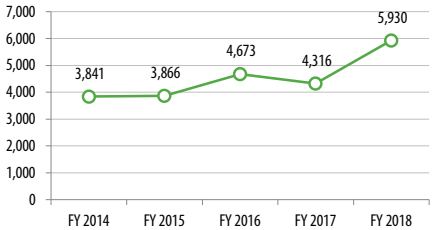
Historic Trends

	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%

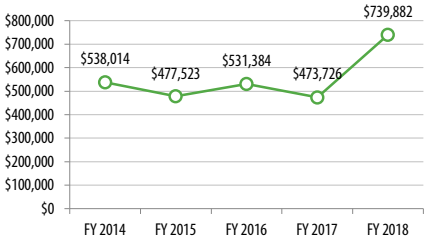
Passengers



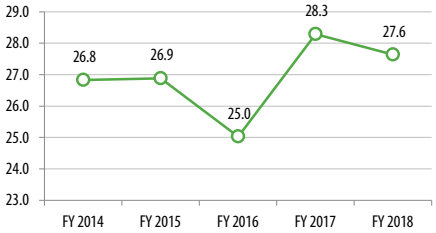
Revenue Hours



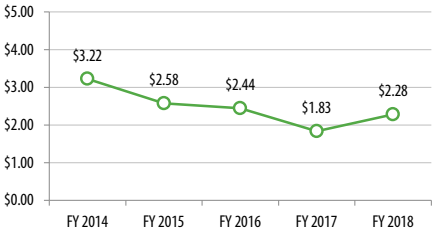
Operating Costs



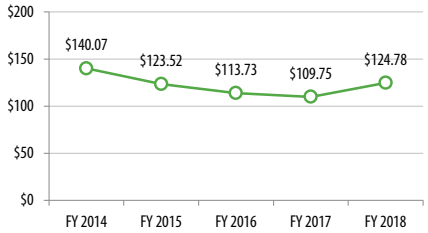
Passengers per Revenue Hour



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**

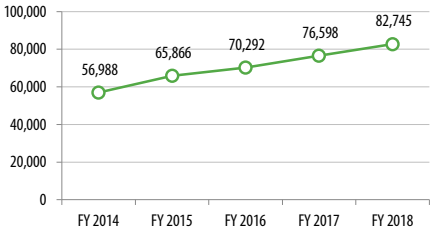
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$645,737	$17,937	$860	$64,332	$1,787	$86	$581,405	$16,150	$774
Saturday	$131,882	$3,663	$856	$9,260	$257	$60	$122,622	$3,406	$796
Sunday	$169,286	$4,702	$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%**

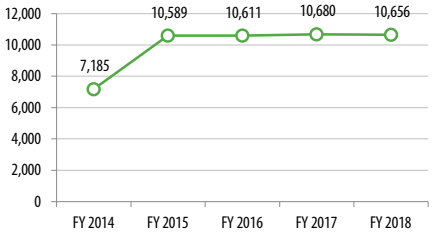
Historic Trends

`	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%

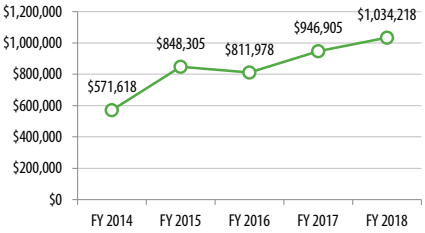
Passengers



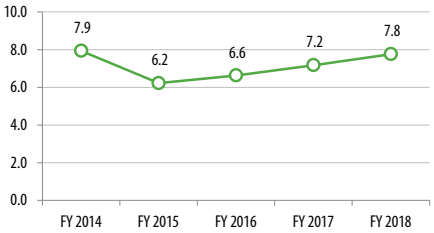
Revenue Hours



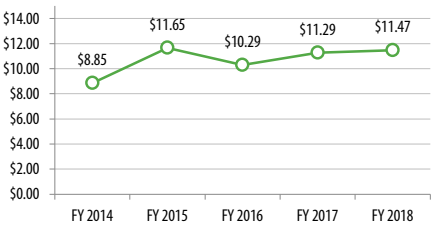
Operating Costs



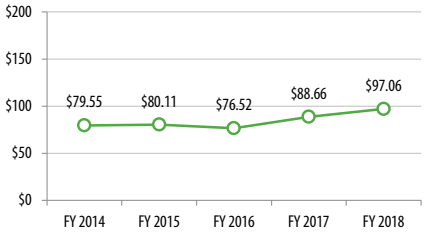
Passengers per Revenue Hour



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**

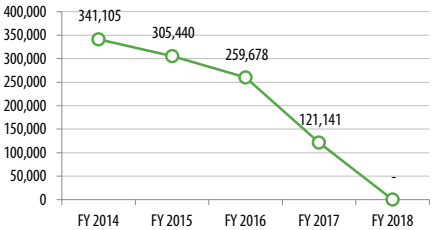
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$1,116,954	$93,080	$4,415	$164,963	$13,747	$652	$951,991	$79,333	$3,763
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
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%**

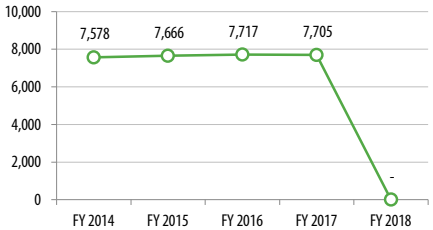
Historic Trends

	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	-	-	-	-	-	-	-	-	-

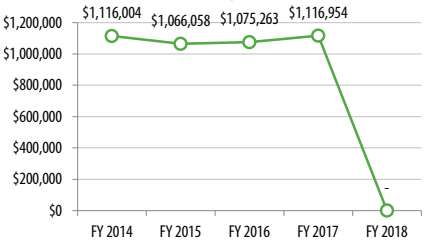
Passengers



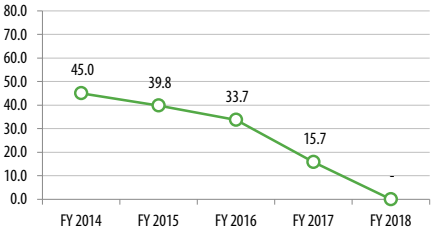
Revenue Hours



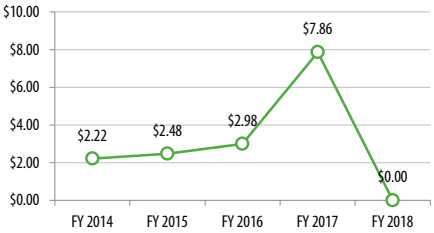
Operating Costs



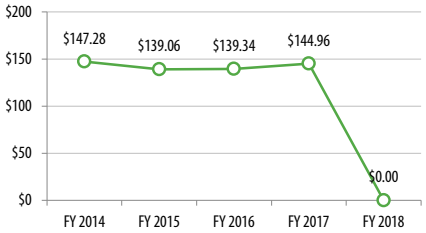
Passengers per Revenue Hour



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**

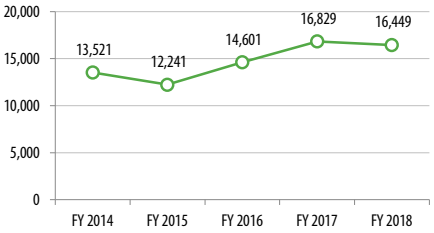
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$42,180	$1,278	$77	$12,227	$371	$22	$29,953	$908	$54
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$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%**

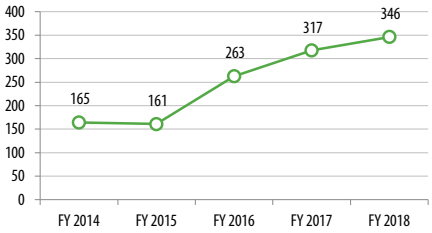
Historic Trends

	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%

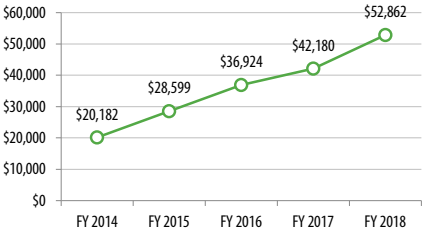
Passengers



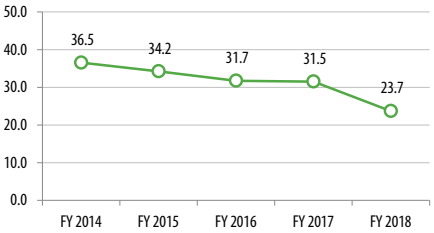
Revenue Hours



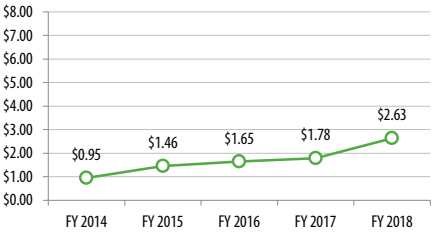
Operating Costs



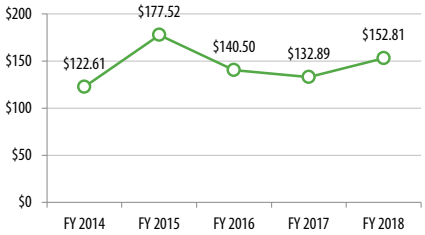
Passengers per Trip



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 2017 Farebox Recovery: 11%
% transfer (to route): 0%
% Clipper usage: 7%

FY 2017/18 DATA

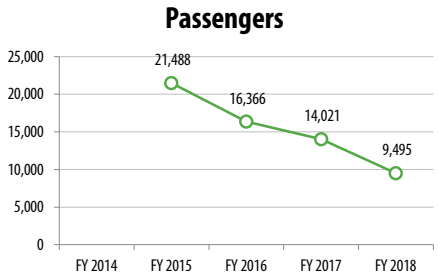
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	14,021	425	24	637	19	1	6,963	211	12
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**14,021**	**425**	**24**	**637**	**19**	**1**	**6,963**	**211**	**12**

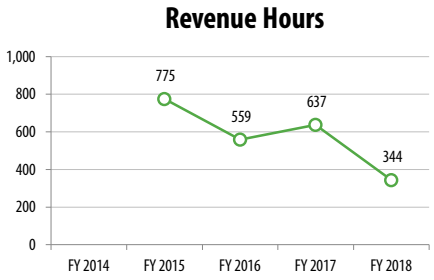
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$87,534	$2,653	$152	$9,504	$288	$17	$78,030	$2,365	$136
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$87,534**	**$2,653**	**$152**	**$9,504**	**$288**	**$17**	**$78,030**	**$2,365**	**$136**

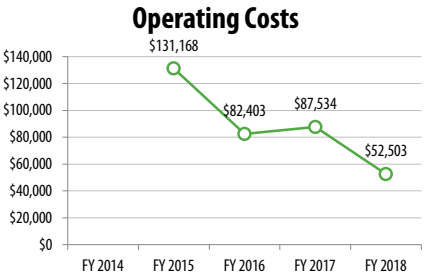
	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	18.5	$5.57		10.9%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**18.5**	**$5.57**	**$137.44**	**10.9%**

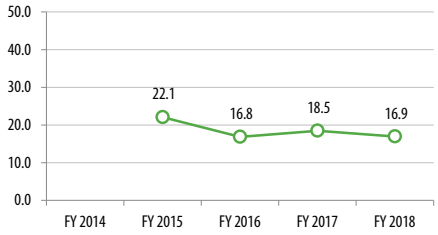
Historic Trends

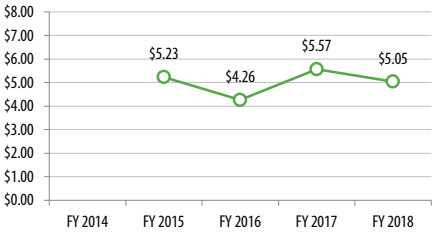
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	16,366	559	$82,403	$12,638	$69,765	16.8	$4.26	$147.54	15.3%
FY 2017	14,021	637	$87,534	$9,504	$78,030	18.5	$5.57	$137.44	10.9%
FY 2018	9,495	344	$52,503	$4,578	$47,925	16.9	$5.05	$152.73	8.7%

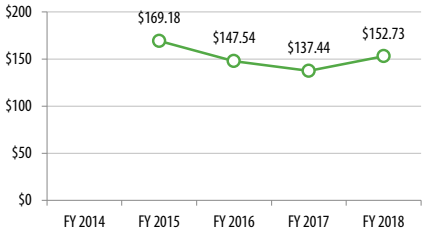












117
Supplemental

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

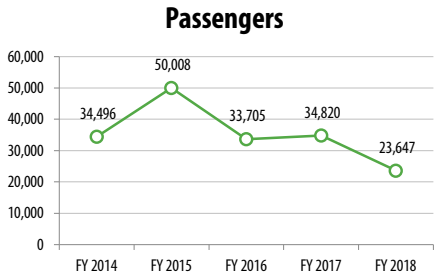
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	34,820	1,055	64	640	19	1	4,753	144	9
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**34,820**	**1,055**	**64**	**640**	**19**	**1**	**4,753**	**144**	**9**

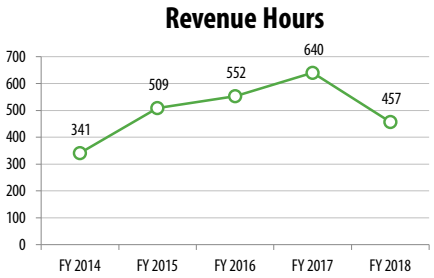
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$81,509	$2,470	$149	$17,140	$519	$31	$64,369	$1,951	$117
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$81,509**	**$2,470**	**$149**	**$17,140**	**$519**	**$31**	**$64,369**	**$1,951**	**$117**

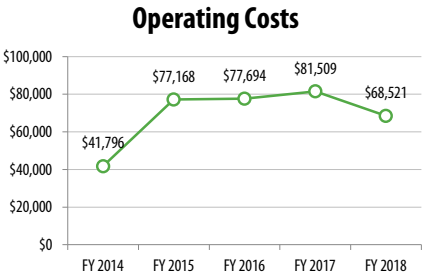
	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	28.4	$1.85		21.0%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**28.4**	**$1.85**	**$127.32**	**21.0%**

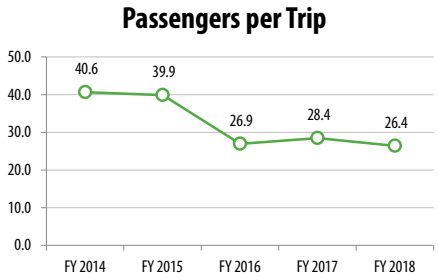
Historic Trends

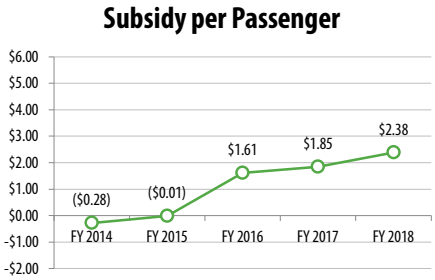
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	33,705	552	$77,694	$23,478	$54,216	26.9	$1.61	$140.75	30.2%
FY 2017	34,820	640	$81,509	$17,140	$64,369	28.4	$1.85	$127.32	21.0%
FY 2018	23,647	457	$68,521	$12,134	$56,387	26.4	$2.38	$150.03	17.7%

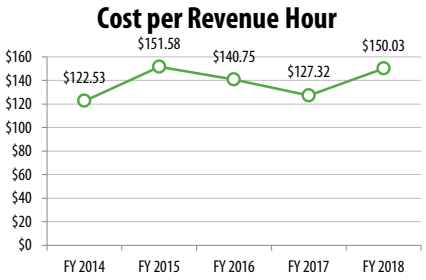












119
Supplemental

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**

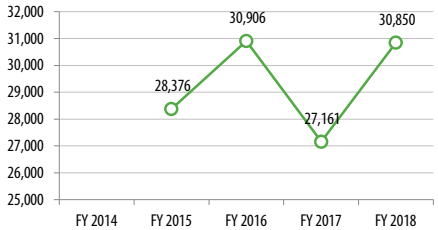
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$56,273	$1,705	$103	$18,859	$571	$34	$37,414	$1,134	$68
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$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%**

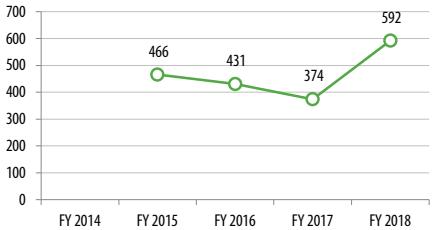
Historic Trends

	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%

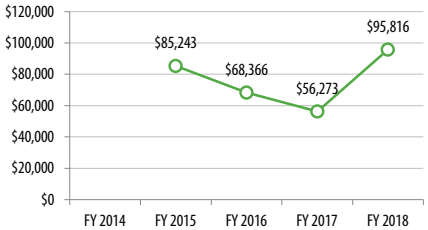
Passengers



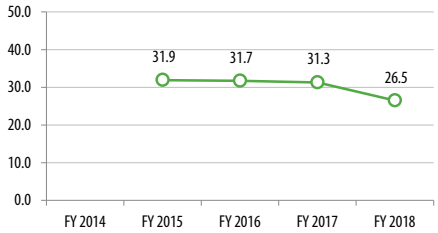
Revenue Hours



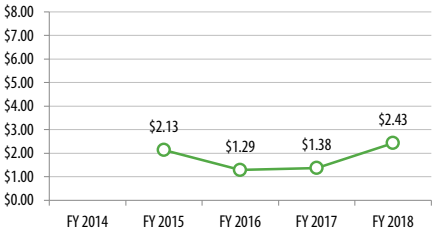
Operating Costs



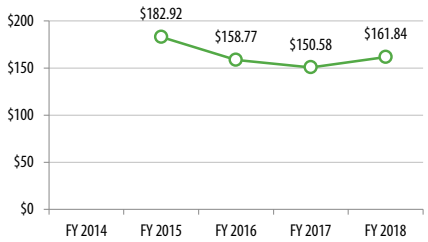
Passengers per Trip



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**

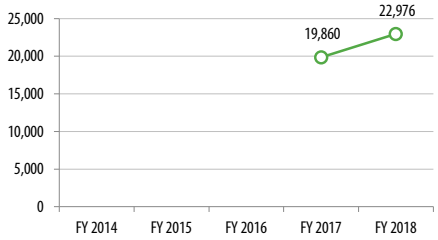
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$183,943	$6,131	$364	$121,007	$4,034	$239	$62,936	$2,098	$124
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
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%**

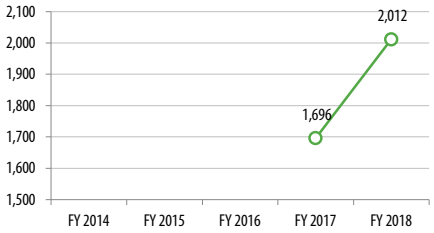
Historic Trends

	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%

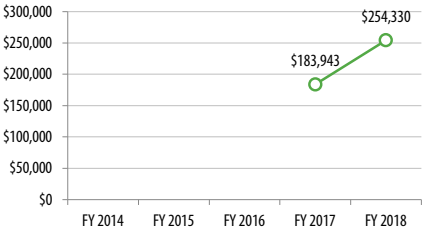
Passengers



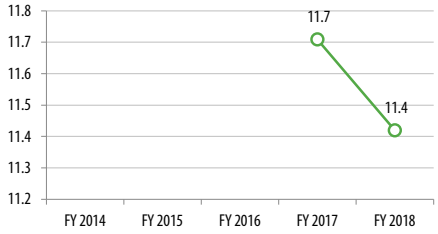
Revenue Hours



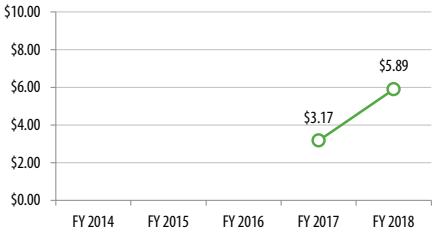
Operating Costs



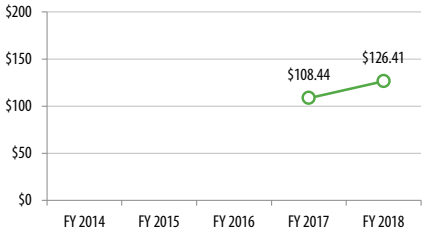
Passengers per Revenue Hour



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**

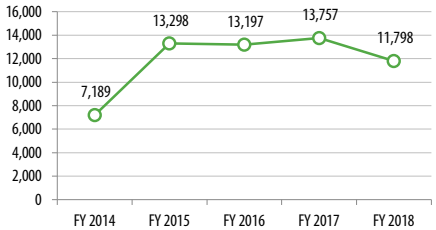
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$72,469	$2,196	$132	$11,570	$351	$21	$60,899	$1,845	$111
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$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%**

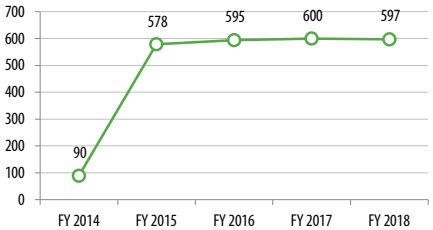
Historic Trends

	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%

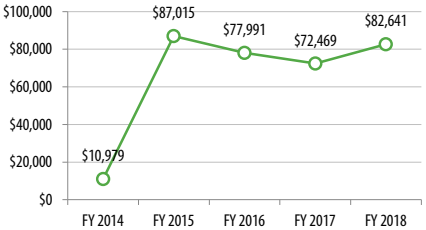
Passengers



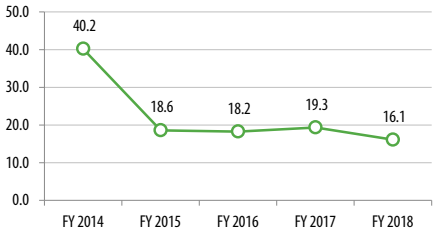
Revenue Hours



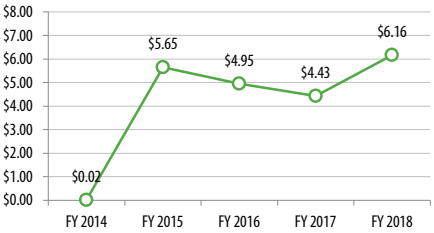
Operating Costs



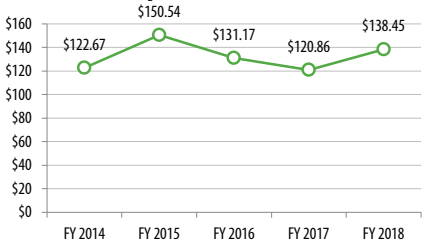
Passengers per Trip



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

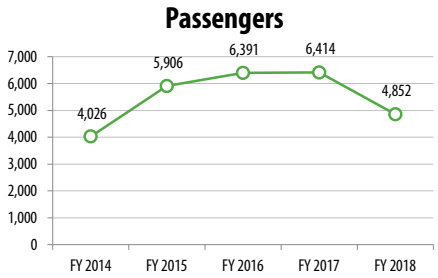
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	6,414	194	12	253	8	0	4,127	125	8
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**6,414**	**194**	**12**	**253**	**8**	**0**	**4,127**	**125**	**8**

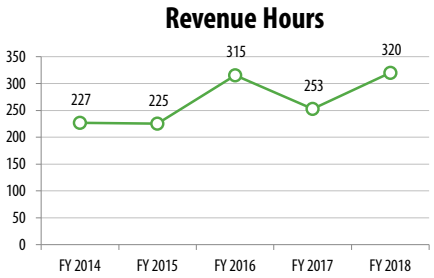
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$33,182	$1,006	$61	$6,635	$201	$12	$26,547	$804	$48
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$33,182**	**$1,006**	**$61**	**$6,635**	**$201**	**$12**	**$26,547**	**$804**	**$48**

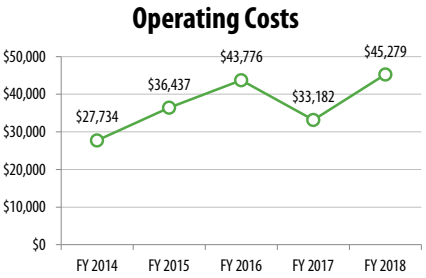
	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	17.9	$4.14		20.0%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**17.9**	**$4.14**	**$131.10**	**20.0%**

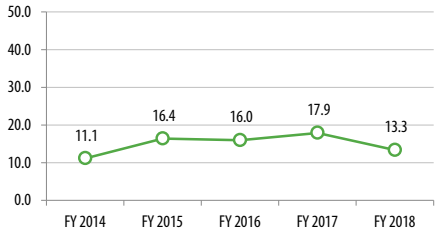
Historic Trends

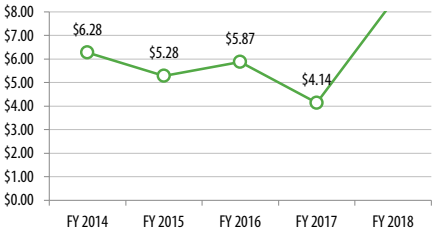
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	6,391	315	$43,776	$6,241	$37,535	16.0	$5.87	$138.80	14.3%
FY 2017	6,414	253	$33,182	$6,635	$26,547	17.9	$4.14	$131.10	20.0%
FY 2018	4,852	320	$45,279	$4,233	$41,046	13.3	$8.46	$141.47	9.3%

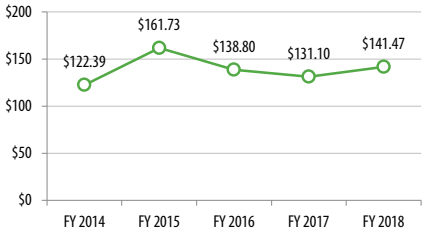












145
Supplemental

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

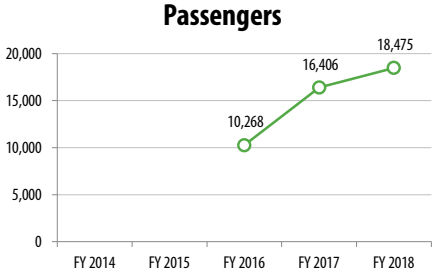
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	16,406	497	30	191	6	0	2,175	66	4
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**16,406**	**497**	**30**	**191**	**6**	**0**	**2,175**	**66**	**4**

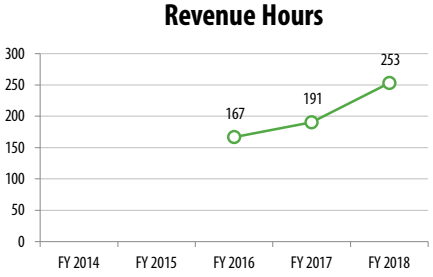
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$25,426	$770	$46	$7,258	$220	$13	$18,168	$551	$33
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$25,426**	**$770**	**$46**	**$7,258**	**$220**	**$13**	**$18,168**	**$551**	**$33**

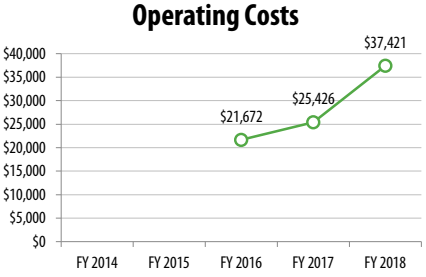
	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	37.2	$1.11		28.5%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**37.2**	**$1.11**	**$133.47**	**28.5%**

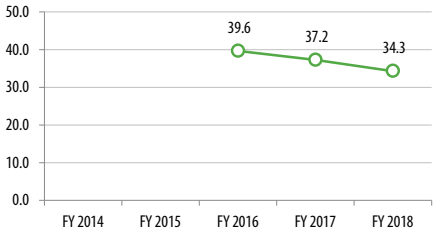
Historic Trends

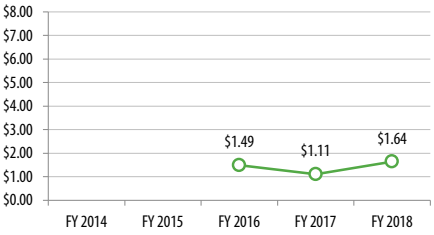
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	10,268	167	$21,672	$6,341	$15,331	39.6	$1.49	$129.93	29.3%
FY 2017	16,406	191	$25,426	$7,258	$18,168	37.2	$1.11	$133.47	28.5%
FY 2018	18,475	253	$37,421	$7,095	$30,326	34.3	$1.64	$147.82	19.0%

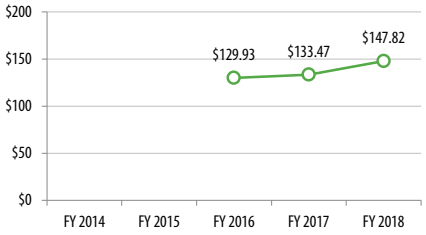












151
Supplemental

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

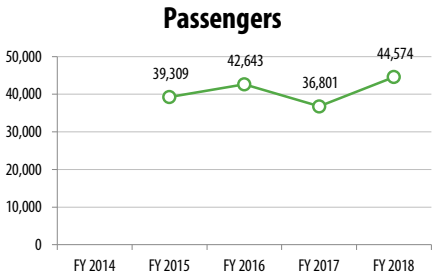
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	36,801	1,115	67	594	18	1	10,649	323	19
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**36,801**	**1,115**	**67**	**594**	**18**	**1**	**10,649**	**323**	**19**

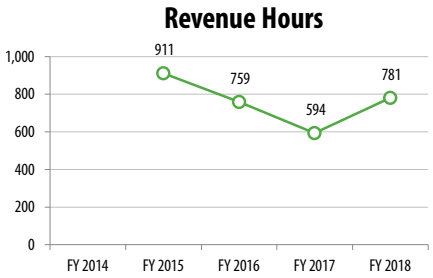
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$73,842	$2,238	$134	$18,463	$559	$33	$55,379	$1,678	$100
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$73,842**	**$2,238**	**$134**	**$18,463**	**$559**	**$33**	**$55,379**	**$1,678**	**$100**

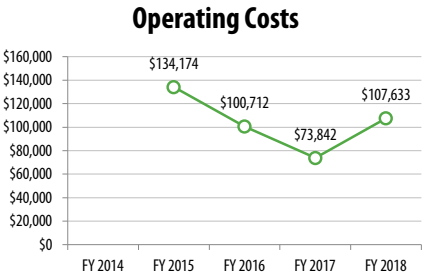
	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	42.8	$1.50		25.0%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**42.8**	**$1.50**	**$124.42**	**25.0%**

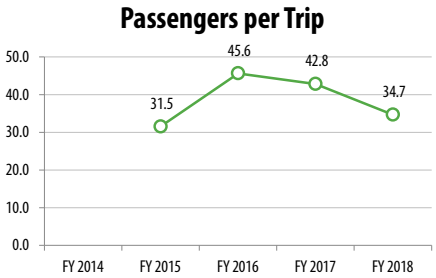
Historic Trends

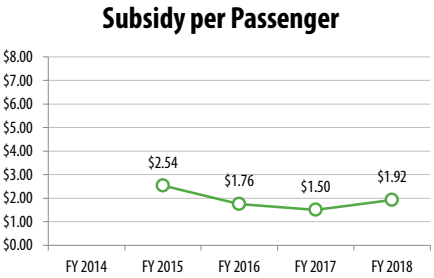
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	42,643	759	$100,712	$25,851	$74,861	45.6	$1.76	$132.67	25.7%
FY 2017	36,801	594	$73,842	$18,463	$55,379	42.8	$1.50	$124.42	25.0%
FY 2018	44,574	781	$107,633	$21,865	$85,768	34.7	$1.92	$137.75	20.3%

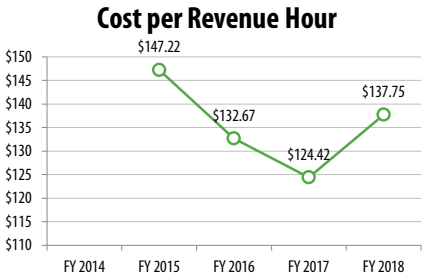












154
Supplemental

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

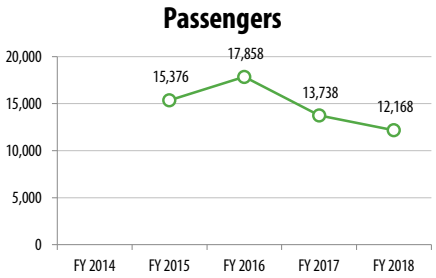
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	13,738	416	25	358	11	1	4,342	132	8
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**13,738**	**416**	**25**	**358**	**11**	**1**	**4,342**	**132**	**8**

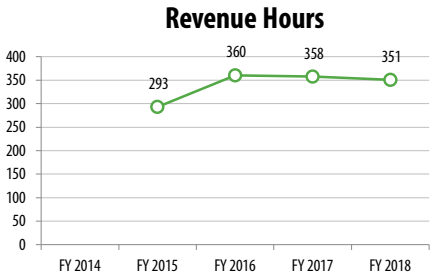
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$41,965	$1,272	$76	$8,847	$268	$16	$33,118	$1,004	$60
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$41,965**	**$1,272**	**$76**	**$8,847**	**$268**	**$16**	**$33,118**	**$1,004**	**$60**

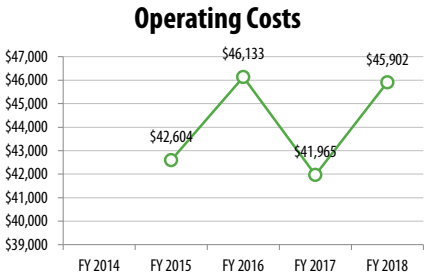
	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	25.5	$2.41		21.1%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**25.5**	**$2.41**	**$117.29**	**21.1%**

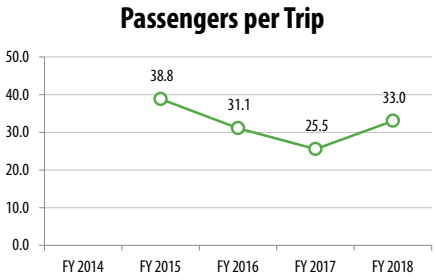
Historic Trends

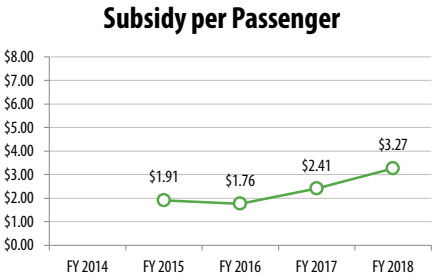
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Trip	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	17,858	360	$46,133	$14,660	$31,473	31.1	$1.76	$128.08	31.8%
FY 2017	13,738	358	$41,965	$8,847	$33,118	25.5	$2.41	$117.29	21.1%
FY 2018	12,168	351	$45,902	$6,145	$39,757	33.0	$3.27	$130.83	13.4%

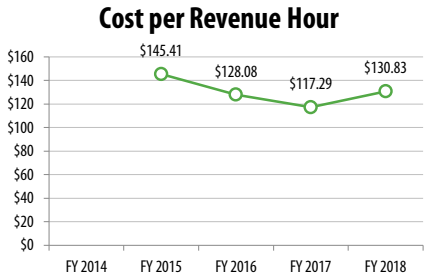












219
Local Connector

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**

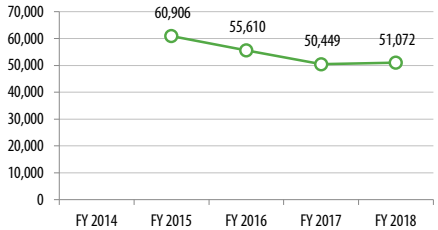
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$462,388	$12,844	$611	$51,411	$1,428	$68	$410,977	$11,416	$543
Saturday	$59,904	$1,664	$379	$6,230	$173	$39	$53,674	$1,491	$340
Sunday	$68,932	$1,915	$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%**

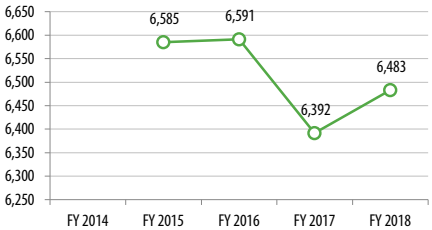
Historic Trends

	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%

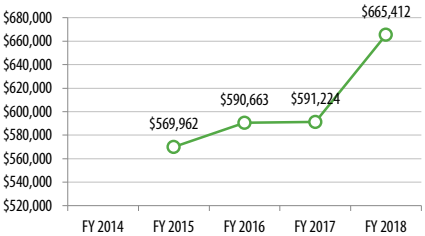
Passengers



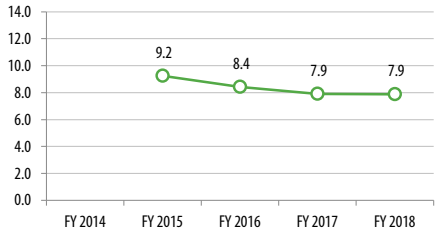
Revenue Hours



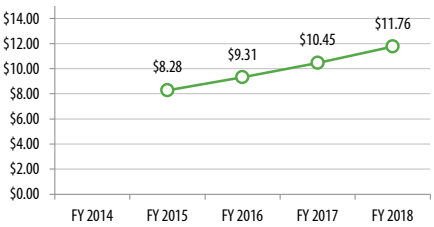
Operating Costs



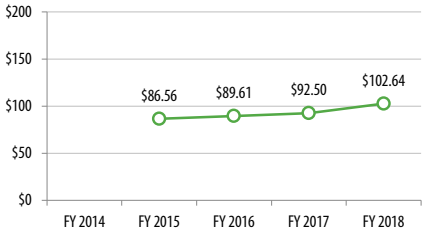
Passengers per Revenue Hour



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**

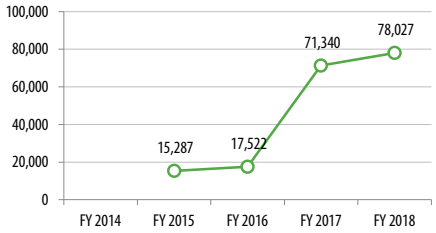
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$646,194	$17,950	$854	$80,857	$2,246	$107	$565,337	$15,704	$747
Saturday	$120,205	$3,339	$761	$12,568	$349	$80	$107,637	$2,990	$681
Sunday	$138,407	$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%**

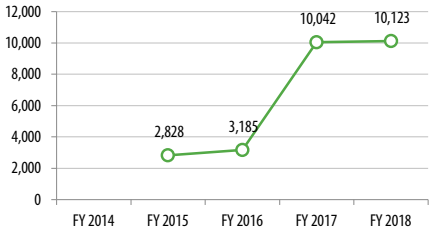
Historic Trends

	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%

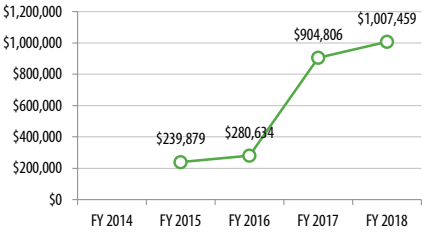
Passengers



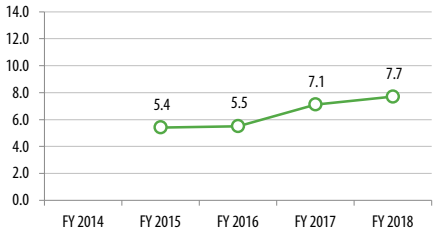
Revenue Hours



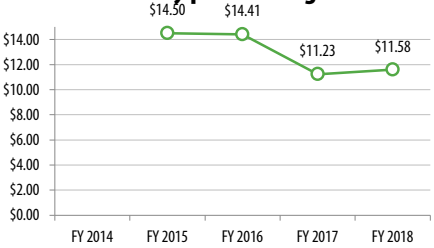
Operating Costs



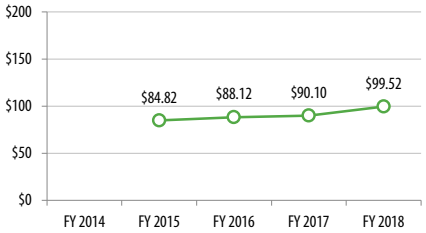
Passengers per Revenue Hour



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**

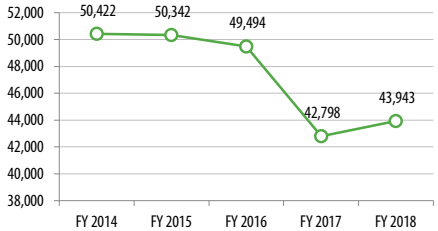
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$302,758	$8,410	$400	$42,450	$1,179	$56	$260,308	$7,231	$344
Saturday	$44,829	$1,245	$284	$5,018	$139	$32	$39,811	$1,106	$252
Sunday	$51,616	$1,434	$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%**

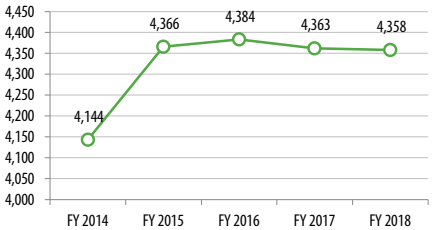
Historic Trends

	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%

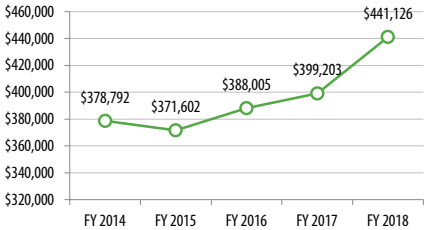
Passengers



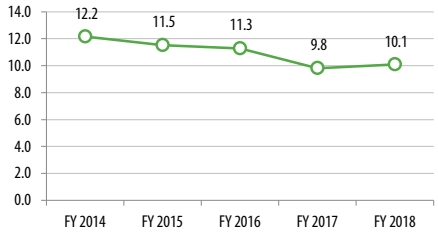
Revenue Hours



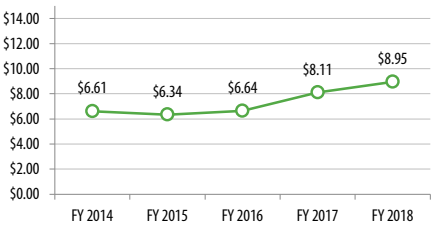
Operating Costs



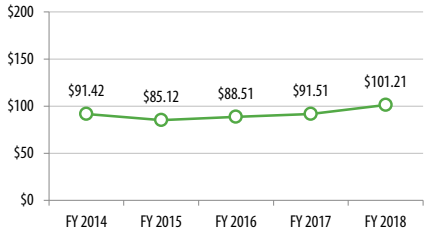
Passengers per Revenue Hour



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**

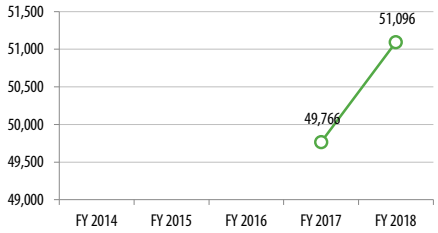
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$271,762	$7,549	$359	$44,873	$1,246	$59	$226,889	$6,302	$300
Saturday	$55,697	$1,547	$353	$6,217	$173	$39	$49,480	$1,374	$313
Sunday	$64,137	$1,782	$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%**

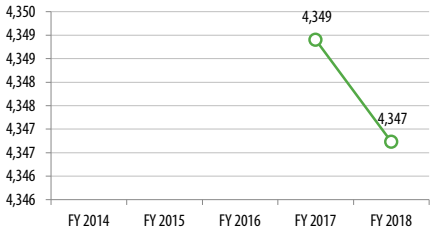
Historic Trends

	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%

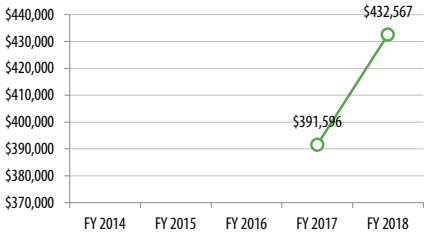
Passengers



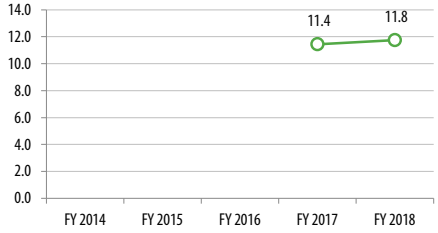
Revenue Hours



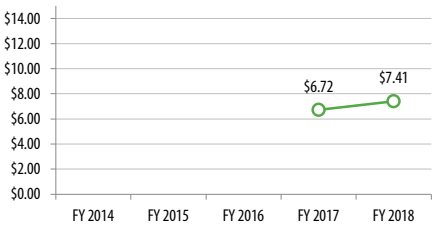
Operating Costs



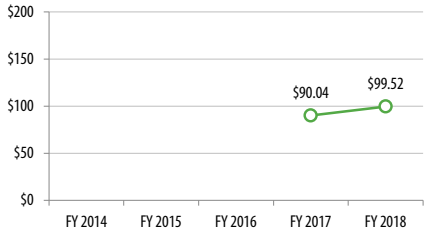
Passengers per Revenue Hour



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**

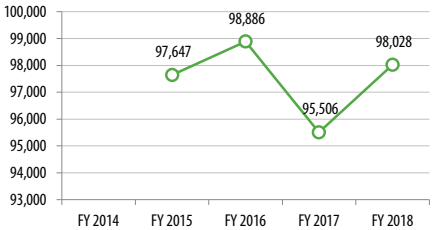
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$625,542	$17,376	$826	$78,006	$2,167	$103	$547,536	$15,209	$723
Saturday	$122,485	$3,402	$775	$12,104	$336	$77	$110,381	$3,066	$699
Sunday	$140,992	$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%**

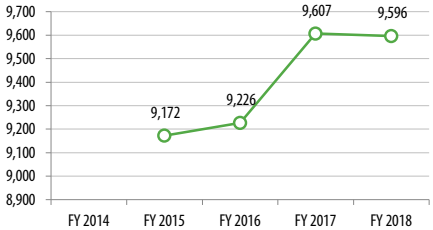
Historic Trends

	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%

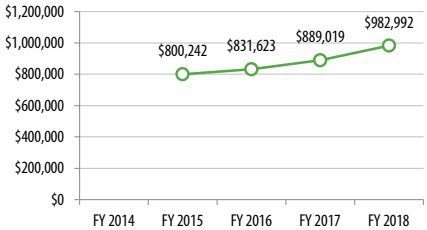
Passengers



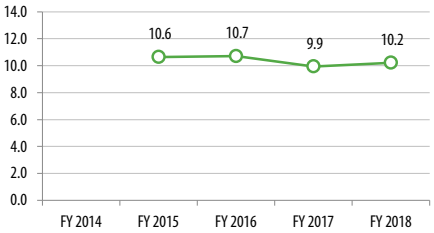
Revenue Hours



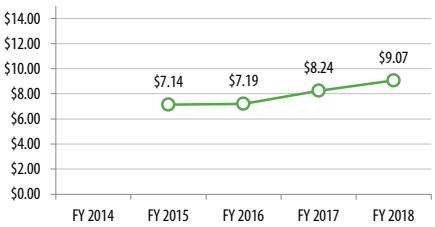
Operating Costs



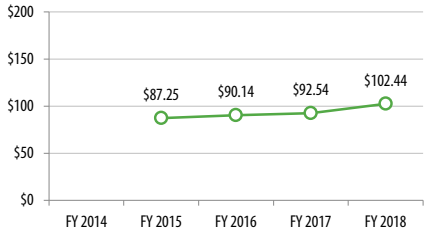
Passengers per Revenue Hour



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

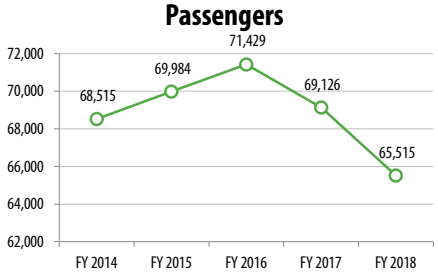
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	69,126	1,920	91	7,643	212	10	85,748	2,382	113
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**69,126**	**1,920**	**91**	**7,643**	**212**	**10**	**85,748**	**2,382**	**113**

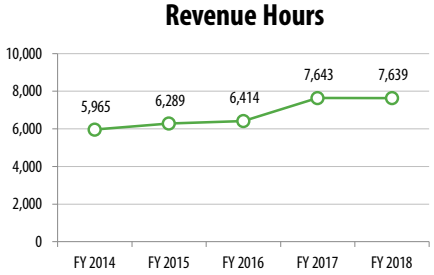
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$697,953	$19,388	$922	$82,621	$2,295	$109	$615,332	$17,093	$813
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$697,953**	**$19,388**	**$922**	**$82,621**	**$2,295**	**$109**	**$615,332**	**$17,093**	**$813**

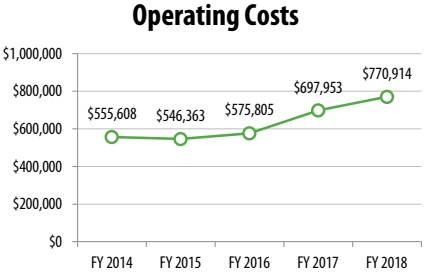
	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	9.0	$8.90		11.8%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**9.0**	**$8.90**	**$91.32**	**11.8%**

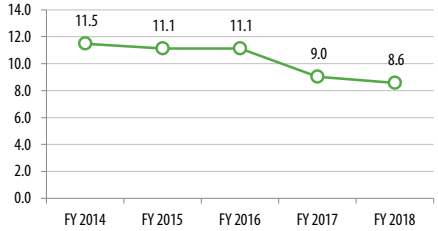
Historic Trends

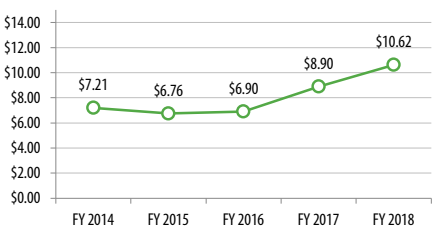
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016	71,429	6,414	$575,805	$83,288	$492,517	11.1	$6.90	$89.77	14.5%
FY 2017	69,126	7,643	$697,953	$82,621	$615,332	9.0	$8.90	$91.32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

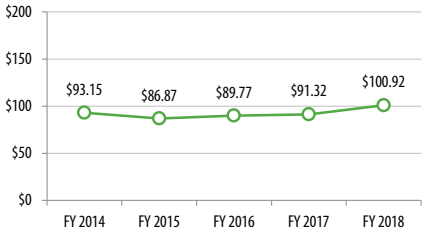












Hdn Valley

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

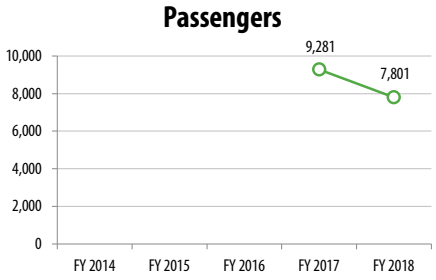
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	9,281	281	17	180	5	0	1,638	50	3
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**9,281**	**281**	**17**	**180**	**5**	**0**	**1,638**	**50**	**3**

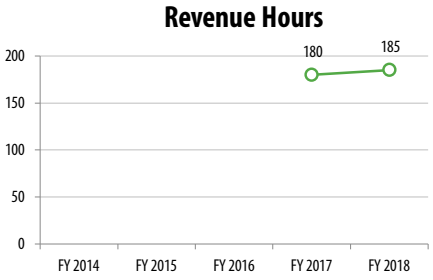
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$124,763	$3,781	$227	$32,170	$975	$58	$92,593	$2,806	$168
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$124,763**	**$3,781**	**$227**	**$32,170**	**$975**	**$58**	**$92,593**	**$2,806**	**$168**

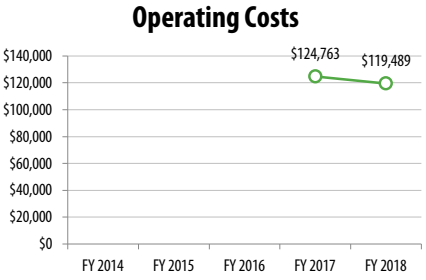
	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	51.6	$9.98		25.8%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**51.6**	**$9.98**	**$693.13**	**25.8%**

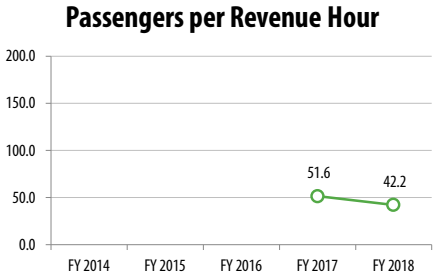
Historic Trends

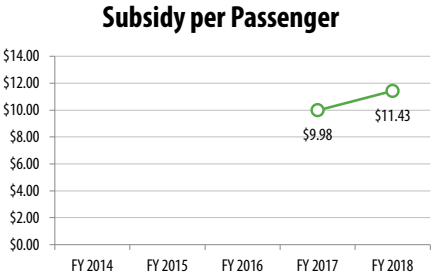
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016									
FY 2017	9,281	180	$124,763	$32,170	$92,593	51.6	$9.98	$693.13	25.8%
FY 2018	7,801	185	$119,489	$30,331	$89,158	42.2	$11.43	$645.89	25.4%

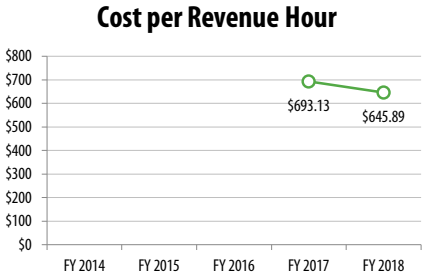












White Hill

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

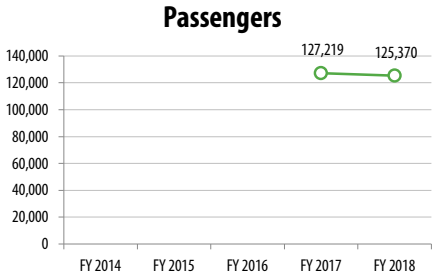
	Passengers			Revenue Hours			Revenue Miles		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	127,219	3,855	231	1,065	32	2	12,096	367	22
Saturday	-	-	-	-	-	-	-	-	-
Sunday	-	-	-	-	-	-	-	-	-
Total	**127,219**	**3,855**	**231**	**1,065**	**32**	**2**	**12,096**	**367**	**22**

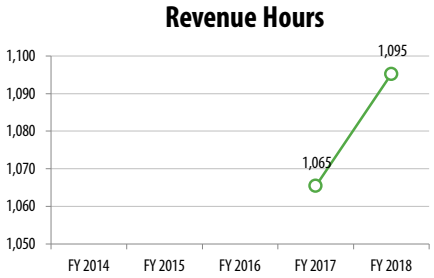
	Operating Costs			Passenger Revenue			Operating Subsidy		
	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily	Annual	Avg Monthly	Avg Daily
Weekday	$738,585	$22,381	$1,343	$440,896	$13,360	$802	$297,689	$9,021	$541
Saturday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Sunday	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total	**$738,585**	**$22,381**	**$1,343**	**$440,896**	**$13,360**	**$802**	**$297,689**	**$9,021**	**$541**

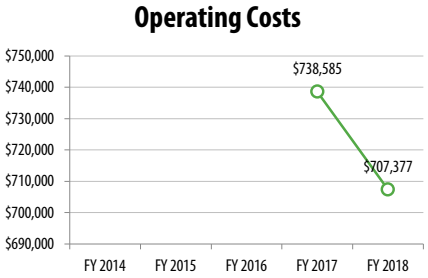
	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
Weekday	119.4	$2.34		59.7%
Saturday	-	$ -		- %
Sunday	-	$ -		- %
Total	**119.4**	**$2.34**	**$693.25**	**59.7%**

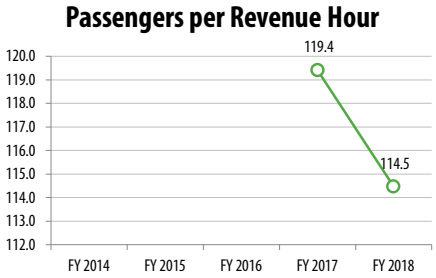
Historic Trends

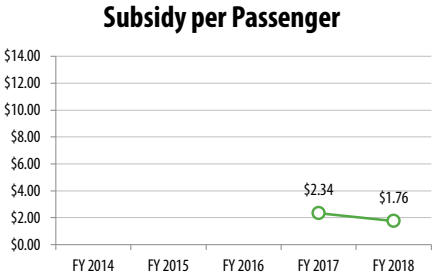
	Passengers	Revenue Hours	Operating Costs	Passenger Revenue	Operating Subsidy	Passengers per Revenue Hour	Subsidy per Passenger	Cost per Revenue Hour	Farebox Recovery
FY 2016									
FY 2017	127,219	1,065	$738,585	$440,896	$297,689	119.4	$2.34	$693.25	59.7%
FY 2018	125,370	1,095	$707,377	$487,153	$220,224	114.5	$1.76	$645.89	68.9%

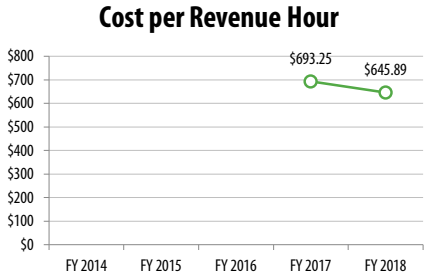












Appendix B: Fare and Eligibility Analysis

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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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
LOCAL	**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
LOCAL	**Measure B**	3%	$1.2	0.0%	Marin County $10 Vehicle License Fee	Marin Transit receives 35% for specialized senior and paratransit programs
LOCAL	**Property Tax**	12%	$4.6	3.0%	Marin County Property Tax	Dedicated tax allocated directly to Marin Transit
LOCAL	**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
STATE	**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
STATE	**STA Revenue**		$1.6	1.5%		Distributed by the State to Transit Agencies based on annually reported local revenue expended on transit service.
STATE	**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

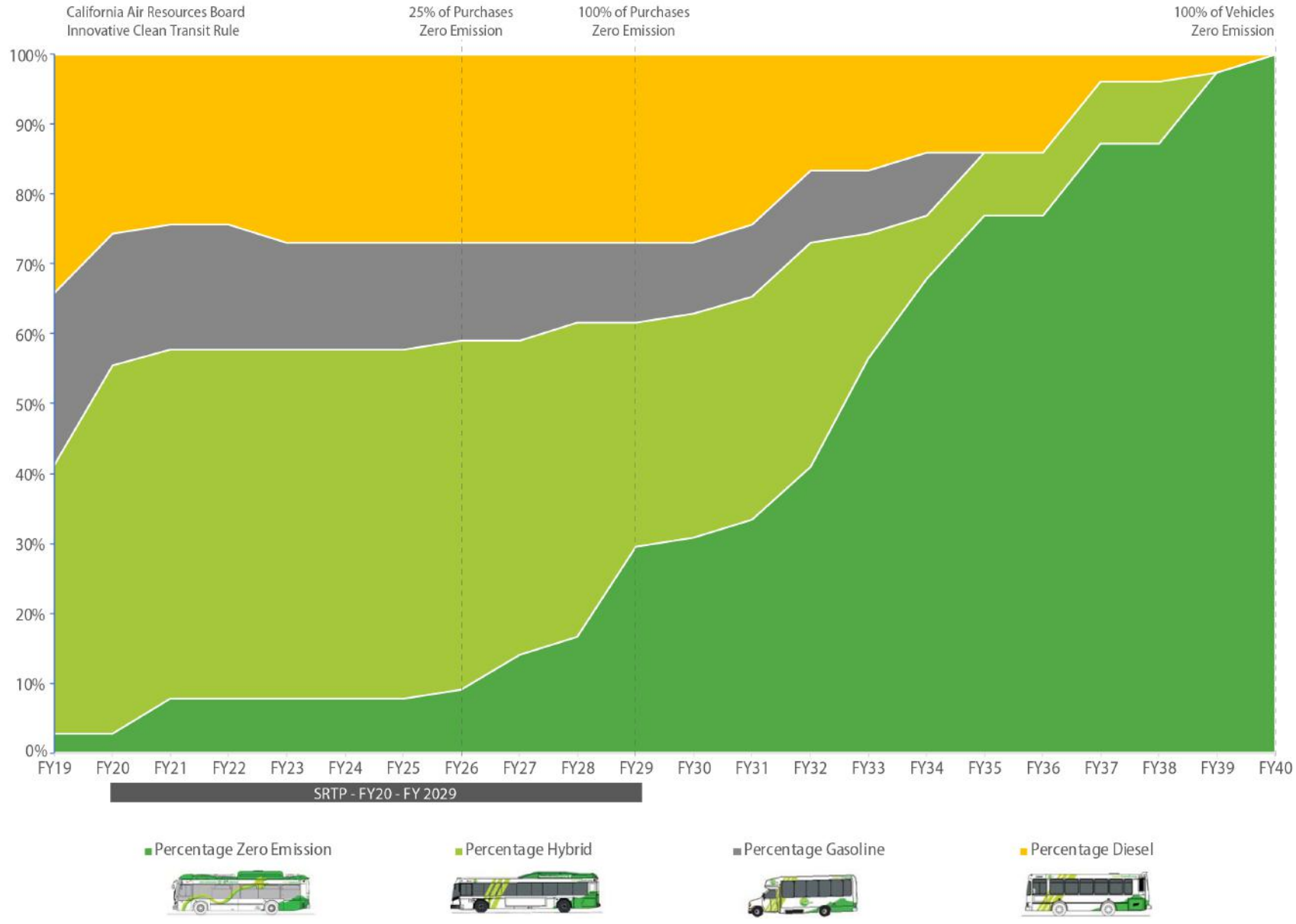
					SRTP Years - FY20-FY29																				
					Replacements (In-service year)																				
Contractor	**Vehicle Type**	**Life Cycle (yrs)**	**Current Vehicles**	**Final Vehicle**	**FY 2020**	**FY 2021**	**FY 2022**	**FY 2023**	**FY 2024**	**FY 2025**	**FY 2026[4]**	**FY 2027**	**FY 2028**	**FY 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



Appendix H: Public Comments

Date: 12/27/2019

Source: Online form

Commenter: Age: 65+ Annual Household income: 35-50k Frequent user of Marin Access services

Comment: I live at a 200-plus independent senior center (Sequoia Living Tamalpais) . I request that the #228 line be extended one mile for a stop at the Tamalpais. There is already a pleasant bench area to sit, if the stop was placed there. It would increase your 228 ridership considerably, because they need access up and down El Portal Street to Sir Francis Darke, the Larkspur ferry, etc. and also down Eliseo for medical/dental appointments and to College of Marin for classes. I have taken the 228 route myself and know its drawbacks: (missing the bus because the driver is looking toward El Portal when I am almost at the stop, late scheduled arrivals due to traffic. However, for seniors, some with mobility problems, it opens up greater community access to the transit hubs and the greater Marin area via the Marin Airporter, the new Larkspur Smart train stop and Larkspur Ferry. In addition there is an adjacent condo (Spyglass) above us. Low cost transportation for the Tamalpais employees will help our service people and seasonal part time worker gaps, in like food servers, housekeeping and caregivers. Please give serious consideration to this suggestion before all the major transit routes are set.

Comment Response: Staff are exploring updates to the routes serving that area to increase routes efficiency and reduce travel times for riders; As part of that effort staff will assess alignment alternatives along with potential new bus stops as applicable.

Date: 1/5/2020

Source: Email

Commenter: Age: N/A Annual Household income: N/A Frequent user of local bus services

Comment: [TRANSDEF Comments - See Attachment]

Comment Response: See Comment Response on pages H-2 through H-6

Date: 1/13/2020

Source: Public Hearing

Commenter: TRANSDEF

Comment: I'm here today to connect the dots between your SRTP and climate change. My message is that this is not just another boring document you are being asked to approve. Now that Marin has courageously pioneered Marin Clean Energy, the biggest remaining source of GHG emissions in the county is motor vehicles. The SRTP offers a simple low-cost method of encouraging residents to take transit, rather than drive. First, a word on how I

came up with the plan that is in Appendix H, public comments. Last February, my car died. Rather than buy another beater, I decided to conduct a real world experiment: Could one have a reasonably high quality of life in Marin without a car? After nearly a year's worth of data, the answer is emphatically Yes.
The question now is "How to encourage many more Marin residents to become Marin Transit riders?" The answer is simple, but not easy: Provide frequent service that is easy to understand. That's what my plan attempted to do. Interestingly, there is no staff analysis of my comments in the packet. There are all kinds of reasons for institutional resistance, including the granddaddy of them all, Not Invented Here. I'm here this morning to point out the ravages of wildfire in Australia and note the climactic similarities between California and Australia. Pundits have described this as hell on earth. There are forests that will never regrow.
What other evidence do you as a Board need, before setting aside business as usual? Is it possible you don't yet acknowledge the degree of crisis facing the continuation of life on Earth, as we've know it? If you do recognize that something needs to be done about congestion and GHGs, please understand that yet another routine approval of a staff document won't cut it.
I suggest that making your existing revenue hours far more productive is the obvious thing to do. The Draft SRTP does not do that. Your direction to staff could make a big difference in your ridership and your role in Marin's transportation hierarchy.

Comment Response:

The following is a response to the Short Range Transit Plan (SRTP) comments and recommendations included in the letter from the Transportation Solutions Defense and Education Fund (TRANSDEF) dated January 5, 2020. The District received copies of a similar letter on May 10, 2019 and March 29, 2019 and met with Mr. Schonbrunn in August of 2019 to discuss these suggestions. Overall, we believe the comments and recommendations are well thought out and deserve additional analysis and consideration. The following summarizes next steps for consideration of how these suggestions and how the role of the SRTP in this process.

Prior to specific route level suggestions, TRANSDEF highlights a couple points about transit priority within the transportation hierarchy that are consistent with the documents discussion of the challenges related to this issue discussed on page 3-3.

- **Highway 101 HOV hours.** The District agrees with the comment that HOV hours of operation should be extended to give transit some priority on the most congested corridor in the County. While not directly impacting Marin Transit, it is also suggested that HOV lanes should be added to the 580 and the Richmond Bridge to assist regional transit options in these congested corridors.
- **Bus Rapid Transit (Fairfax to San Rafael).** The District agrees that the east-west corridor between Fairfax and San Rafael is a prime candidate for transit priority measures. In partnership with Marin Transit, the Town of Fairfax, the Town of San Anselmo, and the City of San Rafael, the Transportation Authority of Marin (TAM) completed the Fairfax-San Rafael Corridor Study in 2015. This study identified improvements in this corridor to improve transit reliability, reduce travel times, and increase ridership.

  Unfortunately, it appears that the recommendations of this study have not been considered by the local jurisdictions as individual projects have been carried

forward. For example, San Rafael's 3rd Street Rehabilitation study, San Anselmo's Red Hill Median Improvement Project, and Fairfax's Downtown Parkade Project do not incorporate study recommendations that would improve transit in the corridor and these projects were funded with local Measure A transportation funds.

- **Transfer with GGT vehicles**. Missed transfer connections greatly degrade the transit experience and should be mitigated whenever possible. The issue of communication across drivers or between contractors may be present but the larger issue is the decision of when, and how long to hold to make a connection. Often times, holding a bus at certain stops for one or two passengers can result in many more missing their connection at another stop. The District has formal rules for when and where drivers should hold for a transfer. Outside these rules, it is believed that missed connections should be addressed through the scheduling process to proactively address chronically late trips.
- **On Board Technology**. It is recognized by District staff that some features of the on-board technology do not perform at a 100% satisfactory level at all times. The single largest hurdle to having a fully functional, integrated system across all contractors and vehicles is our inability to have Golden Gate Transit equip Marin Transit owned vehicles with the on-board systems used by our other contractors. Conversations will continue with the Bridge District to see if this can be resolved in the future.

Response to Network Improvement Solutions

The underlying recommendation for network improvements is to no longer operate a pulse operation from the San Rafael Transit Center and instead operate a "trunk and feeder" system using the Highway 101 corridor as the "trunk" and implement high frequency local circulators as the "feeder" systems. Elements of this recommendation have been implemented over the past 4-5 years including coordination with Golden Gate Transit in 2016 to go from 30 minute frequencies on Highway 101 to service every 15 minutes. Further, capital improvements have been made in recent years at key transfer facilities between local service and regional service including at Redwood/Grant (Novato), San Rafael Transit Center (San Rafael/San Anselmo/Fairfax) and Marin City (Sausalito/Mill Valley). Restructuring to full "trunk and feeder" system would require two significant changes that are viewed as challenging and outside the funding and regulatory control of the District.

First, having convenient transfers between local and regional services requires having bus stops or transfer locations to facilitate these connections. Aside from the three transfer locations previously mentioned, there are few stops that allow these convenient transfers. Ideally, these transfer locations would be located along the trunkline or highway 101. However, the freeway bus pads are challenging to facilitate transfers and to serve by local transit without committing the routing to Highway 101. Pedestrian and bike access issues are also observed at nearly all these bus stop locations.

Funded and unfunded opportunities to improve these connections and construct transit supportive infrastructure at these locations are described in the Capital Plan of the SRTP on pages 4-13 and 4-14. It is noted that these rely on partnerships with the local jurisdictions, the County of Marin, TAM and Caltrans. TAM's upcoming Highway 101 interchange study funded under Measure AA will be a good opportunity to assess potential capital improvements to support better local to regional transfer activity.

The second element needed to support a successful trunk and feeder system is high frequency service on both the 101 corridor and the local corridors. Without these frequencies, missed transfers greatly impact the transit riding experience. It should also be recognized that many trips within the County under this restructured system may now require not only one, but often two transfers to make a one-way trip. For example, a trip from Downtown Mill Valley to Hamilton in Novato would require a transfer from local to regional at the Tiburon Wye and then another transfer between regional and local at the Ignacio or Bel Marin Keys interchange. Depending upon service frequency and how well-timed these connections may be, the overall trip time may be significantly higher than taking the current Route 17 and transferring to either Route 49 or 257 at the San Rafael Transit Center.

In 2016, the District made a series of service changes to focus on eliminating transfers and providing more one-seats to reduce the impact of missed or poorly timed connections. These connections focused primarily on the Canal region of San Rafael where most local transit trips countywide start or end. The trunk and feeder system would potential now require additional transfers to travel outside the Canal for all these riders.

Transdef's suggestions related to services in the 101 corridor and coordination with Golden Gate Transit is important and should be further explored. The SRTP was updated on page 3-14 to include specific mention to these efforts that should be continued in the coming years prior to changes to local trunline or basic services.

Specific comments on the route level recommendations are provided below.

Response to Service Suggestions to Eliminate Duplication

- **Routes 22/23.** Routes 22 and 23 do serve the same corridor between San Rafael and San Anselmo, as does Route 68. However, this service is not duplicative because these routes are spaced out to provide service every 15 minutes in this high ridership corridor. While overlapping routes require the rider to fully understand the system rather than simply looking to a single route, the different origin/destinations of the different routes offer one-seat rides, as opposed to asking riders to transfer in San Anselmo or Fairfax.

  Connectivity to the San Rafael Transit Center has proved to be important for the success of nearly all routes that operate in Central Marin. Route 222, a variation of Route 22 that terminated at College of Marin and did not continue to Downtown San Rafael, was never able to achieve a productivity above 4 passengers per hour. Alternatives for Route 22, including extending to Downtown Fairfax, will be

considered before a formal recommendation is made for changes to this underperforming route.

- **Routes 35/71x and 36/71x.** We agreed that a simplification of route numbering system wide could help improve the legibility of the system. However, it also may further confuse riders if not fully thought through. Under the current structure, Route 71x shares only 47% of Route 35 stops north of SRTC and 40% of Route 36 stops south of SRTC. Unless there is a desire to take away the express nature of the 71x or make Route 35 and 36 better align with the 71x, showing these as different variations would be confusing since less than half of the stops are shared. This recommendation and route numbering should be considered as Marin Transit and Golden Gate Transit reassess the Highway 101 services. The SRTP was updated on page 3-14 to specifically reference this coordination.
- **Routes 228 and 245.** Addressed below as response to 29 and 257

Response to Service Suggestions to Eliminate Route Diversions

- **Routes 17 and 22.** The recommendation to bypass Strawberry Village is included in the SRTP (page 3-14) and has been implemented on Route 22 at the San Anselmo Hub. In March of 2020, the District will also experiment with a new express pattern on Route 17 (17x) that will bypass Strawberry Village on select weekday peak hour trips.
- **Route 29.** It is agreed that the loop to serve COM is better served by other Routes including 122 and the connection to Marin General needs to be improved. The DRAFT SRTP recommends altering Route 29 to improve the connection to Marin General and extending this route to Downtown Larkspur. The proposed alignment is intended to replace losses in service by a proposed less frequent Route 22, to speed up the connection from SRTC to Downtown Larkspur, and to open a new direct connection between Downtown Larkspur and Larkspur Landing (rail and ferry). Having 228 continue to service the S. Eliseo loop is more appropriate since this area needs service more than just weekday peak hours, the current span of service on Route 29.
- **Route 49.** Route 49 currently provides the most direct connection between the SRTC, Marin Civic Center and Northgate, three of the top transit activity centers in the County. Eliminating the connection to Northgate would be concerning due to the high level of ridership activity and the lack of another service that provides this efficient connection. We agree that the industrial areas east of Highway 101 between Freitas Parkway and Lucas Valley Road should be considered for service. Strong demands observed between the Civic Center SMART station and destinations along Smith Ranch Road and Lucas Valley on the Connect program support consideration for a fixed route option during at least weekday peak hours. This need may increase as Kaiser develops their site at Los Gamos and additional residential development is considered just south of Marin Commons. This is addressed in the SRTP under improved access to SMART stations (page 3-14).
- **Route 251.** Recommendation to eliminate Vintage Oaks segment is agree with and added on page 3-14.
- **Route 257.** Recommendation to alter the alignment north of Hamilton is consistent and included in DRAFT SRTP (page 3-14). Removing service to

Dominican would help speed up the route but service for students to Dominican warrants at least 30 minute service. Alternatives could be considered as this change is further developed.

Response to New Route Suggestions

- **Vintage Oaks Shuttle**. Recommendation is somewhat consistent with DRAFT SRTP, however staff believe this route should at least connect to Downtown Novato at Redwood and Grant
- **Hamilton Shuttle**. Recommendation is somewhat consistent with the desire to improve connections to SMART in DRAFT SRTP (page 3-14). It should be noted that this is the purpose of the Homeowner funded Hamilton Shuttle. This recommendation would need to be considered in partnership with the City of Novato and the Hamilton Homeowners Association to avoid duplication with the Hamilton Shuttle.
- **Terra Linda Local Shuttle**. Recommendation is somewhat consistent with the desire to improve connections to SMART in DRAFT SRTP (page 3-14).
- **SMART/Ferry Shuttle for Southern Marin Riders**. Recommendation is somewhat consistent with the desire to improve connections to SMART in DRAFT SRTP (page 3-14). Idea to partner with TNCs are currently being explored in partnership with TAM as the next phase of the Connect service plan.
- **BRT**. See comments on page 1.

Response to New Stop Suggestions

Recommendations for new stops are supported and will be explored in partnership with TAM, Caltrans, and the local jurisdictions as appropriate.

Transportation Solutions Defense and Education Fund

P.O. Box 151439 San Rafael, CA 94915 415-331-1982

January 5, 2020
By E-Mail

Damon Connolly, President
Board of Directors
Marin County Transit District
711 Grand Ave, Suite 110
San Rafael, CA 94901

Re: SRTP Comments

Dear Supervisor Connolly:

The Transportation Solutions Defense and Education Fund (TRANSDEF) is a Marin-based advocate for improved regional planning in the Bay Area. We are die-hard transit advocates, and use Marin Transit services frequently. In general, we are very pleased with the District's service. In recognition of transit's essential role in a sustainable future, we are pleased to offer the following comments on the Draft Short-Range Transit Plan (Plan). (All citations are to the Plan.)

Making better use of District Resources

The Plan identifies four serious challenges facing the District. The one that your Board can do the most to remedy is this one:

> "Defining transit's priority within the county's transportation hierarchy." (p. 3-1.)

TRANSDEF opposed TAM's recent Measure AA precisely because of TAM's prioritization of the needs of solo drivers. TRANSDEF believes there simply are no solutions for ever-increasing numbers of solo drivers on existing roadways. Eventually, the entire system will congest into massive gridlock. Our policy focus on reducing solo driving was addressed in a front page story in today's Mercury News, with the somewhat confusing title "Region at crossroads between less congestion and growing gridlock." (attached.) Either transit agencies provide convenient transit to make it easy for a niche segment of choice drivers to switch modes, thereby beginning the process of generating public support for more far-reaching transit investments, or the status quo will descend into gridlock. We don't see any other options.

As traffic continues to get worse, the District is forced to respond by adding more time to its schedules. (p. 3-11.) Over time, this will result in an inevitable reduction in service, as well as declining ridership due to the unattractiveness of increased travel times, unless countermeasures are taken. (See proposals below.)

Towards that end, TRANSDEF submitted our 4/12/19 "Network Improvement Suggestions--Update #1." (attached.) The thrust of the suggestions was utilizing the District's bountiful existing resources more effectively, to produce frequent service on Highway 101, by coordinating planning with Golden Gate Transit to have departures at least every 10 minutes to the north and south of San Rafael. While the Plan accepted some of our recommendations (e.g, modifying Strawberry Village service), for the most part, they were ignored.

What's need now is Board direction to staff, requesting a maximum effort to strategically combine north-south routes. We suggested these trunk route realignments be coupled with neighborhood shuttles, acknowledging that a higher percentage of trips would require transfers. However, if there are equally frequent shuttles, timed connections and places to wait out of the rain, this should encourage--rather than discourage--transit use.

We believe that a strategic restructuring of the District's trunk routes could have a tremendously beneficial impact on ridership, at essentially no increased cost. This increase in choice riders would be politically significant in starting to raise transit's priority in the District challenge identified above. TRANSDEF urges the Board to try the realignments suggested, before cutting service on the very routes that would be benefitted by the proposal: Route 17, Route 22, Routes 23/23X, Route 29, Route 36, Route 49, and Route 71X. (List of underperforming routes, pp. 3-11, 12.)

Highway 101 HOV lanes

TAM took a reactionary stance to last year's proposal to increase HOV lane hours of operation, explicitly favoring solo drivers over transit passengers. This is a prime example of "transit's priority within the county's transportation hierarchy" being unacceptably low. This action amounted to a TAM declaration that "We refuse to provide transit users with an incentive to not drive alone. If they don't drive, fine!"

TRANSDEF started writing memos before the construction of the Gap Closure project was complete, calling for HOV hours of operation to extend to all hours where the freeway was routinely congested. Neither TAM nor Caltrans ever expressed any interest in operating the HOV lane to consistently provide a travel time advantage to transit users. That indicated to TRANSDEF that Caltrans was never actually interested in facilitating HOVs, but instead just wanted to keep widening highways.

Bus Rapid Transit

Fairfax to the San Rafael Transit Center is a major congested corridor, in which too many solo drivers compete for space. Transit is unable to perform its function there, because of all the traffic. The creation of a peak-period arterial HOV lane would increase throughput in this corridor, by providing an uncongested route for buses and carpools. This would represent a new policy approach in the County: "Our resources are committed to moving the greatest number of people possible in congested corridors." This would mean establishing a clear priority for HOVs on Sir Francis Drake Boulevard, Red Hill Avenue and Third Street.

After the successful introduction of HOV lanes (with signals hung suspended over the lane like the ones on the Richmond Bridge), the next step would be to have fares paid before boarding, to speed up the route.

Transfers with GGT Vehicles

TRANSDEF has observed District Passengers asking the operator of late-running buses to call ahead to hold a bus at a transfer point. All too often, they are told "We can't communicate with Golden Gate operators--they have a different dispatcher. The time has come to put an end to the silos that prevent communications. TRANSDEF urges the Board to direct staff to initiate discussions with Golden Gate Transit to establish a Hot Line between the GGT and MT dispatchers, so that transfers can be coordinated when traffic conditions make buses run late. Nothing is worse than missing a bus by a couple of minutes, and having to wait an hour for the next one.

On-Board Technology

We note two specific problems with information systems that have been added to buses not working well:

1) Seemingly half the buses use a natural voice synthesizer to announce upcoming stops. The other half, however, use a mechanical-sounding synthesizer that is very difficult to understand, because the pronunciations are alien. For example, the word "Marin" is pronounced "MAH rin" rather than "muh RIN." It took hearing it four times before understanding that.

2) The Automatic Vehicle Locator data feed is unreliable. When working properly, this technology eliminates worrying about when the next bus will come. When it is unreliable, however, it is essentially useless.

Conclusion

TRANSDEF is pleased with how the District has improved service over the past few years. We look forward to assisting in the optimization and finalization of the Plan. Please call us with any questions.

Sincerely,

/s/ DAVID SCHONBRUNN

David Schonbrunn,
President

Attachments: Mercury News article, 1/5/20
Network Improvement Suggestions--Update #1

Region at crossroads between less congestion and growing gridlock

WISH LIST FOR THE 2020s

By Nico Savidge

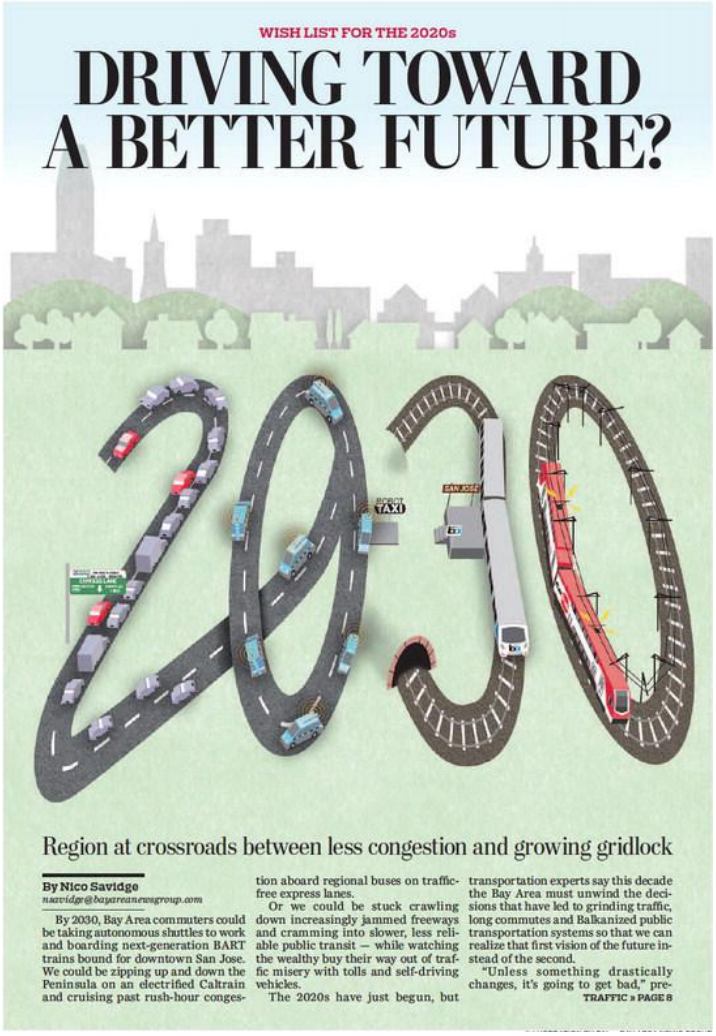
nsavidge@bayareanewsgroup.com

By 2030, Bay Area commuters could be taking autonomous shuttles to work and boarding next-generation BART trains bound for downtown San Jose. We could be zipping up and down the Peninsula on an electrified Caltrain and cruising past rush-hour congestion aboard regional buses on trafficfree express lanes.

Or we could be stuck crawling down increasingly jammed freeways and cramming into slower, less reliable public transit — while watching the wealthy buy their way out of traffic misery with tolls and self-driving vehicles.

The 2020s have just begun, but transportation experts say this decade the Bay Area must unwind the decisions that have led to grinding traffic, long commutes and Balkanized public transportation systems so that we can realize that first vision of the future instead of the second.

"Unless something drastically changes, it's going to get bad," pre-



WISH LIST FOR THE 2020s

DRIVING TOWARD A BETTER FUTURE?

Region at crossroads between less congestion and growing gridlock

By Nico Savidge
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"Unless something drastically changes, it's going to get bad," pre-

TRAFFIC » PAGE 8

ILLUSTRATION BY PAI — BAY AREA NEWS GROUP

DRIVING TOWARD A BETTER FUTURE?

Traffic

dicted Gaby Sanchez, an Oakland resident who takes BART and occasionally drives to her job in San Francisco.

BART says its new Fleet of the Future train cars, which are set to fully replace the older "legacy" fleet by 2023, should ease crowding on packed rushhour trips because their layout provides more space for standing passengers. A new control system will allow longer trains to run

This past decade, commuters on the front lines suffered as the Bay Area's housing crisis magnified long-standing problems with its transportation systems, as a booming economy pushed legions of new workers into San Francisco and Silicon Valley while fueling an exodus to the more affordable fringes of this growing mega-region.

Although population growth slowed in recent years, by 2030 the Bay Area is projected to add more than 750,000 new residents — more than the population of Seattle.

"This is the time when we have to address our biggest challenges and set ourselves on a different course," said Laura Tolkoff, regional planning policy director for the urban planning think tank SPUR.

The organization is one of several leading a campaign for a 1-cent sales tax increase, set to go before voters in November, that would raise billions of dollars to fund Bay Area transportation projects.

Sanchez and her sister, Michelle, rattled off a wish list of changes they would like to see to make getting around the Bay Area easier: more frequent BART service to cut down on crowding, more bus routes, less expensive public transit fares and more affordable housing close to job centers like San Francisco.

Both were hopeful those changes could become a reality in the 2020s. But they also were tempering their optimism.

"I've only seen it get worse and worse," Michelle Sanchez said.

Bad news for drivers

No matter which kind of future the Bay Area moves toward, life will probably not get much easier for drivers. Commuting by car — through the Transbay Tube more frequently once it's in place in 2028.

In all, BART says, the changes will allow the system to carry 30,000 passengers through the tube per hour at peak times, compared with about 21,000 now.

Caltrain's electrified service, which is set to begin in 2023, would mean a faster trip between San Jose and San Francisco, as well as more frequent service as the commuter railroad moves to remake itself as a BART-like urban transit system.

And the new express lanes that are set to eventually blanket freeways around the Bay Area could be a boon for regional bus routes by getting vehicles out of the traffic that slows them down today.

Transit agencies also will try to attract new passengers by expanding their reach, most notably with BART's extension into Santa Clara County.

Other ideas are in the works for new rail lines — one that would link the East Bay and the Peninsula across the long neglected Dumbarton Rail Bridge, and a line between the Central Valley and East Bay aimed at commuters who now struggle through some of the region's most brutal drives.

San Francisco Bay Ferry, which has doubled its ridership over the past five years, hopes to run trips every 15 minutes between the East Bay and San Francisco and plans to start offering new service from Berkeley, Redwood City and Treasure Island over the coming decade, in addition to adding terminals in Alameda and San Francisco's growing Mission Bay neighborhood.

Of course, all of these plans will take money.

especially if you're one of the nearly two-thirds of Bay Area workers who drive their cars alone each day — seems poised to get more difficult and more expensive through the 2020s. These days, the focus is on luring people out of their cars rather than making more space for drivers.

"We aren't looking to expand road infrastructure in the same way that we might have in decades before," said Hilary Nixon, chair of San Jose State University's Department of Urban and Regional Planning. "We just don't have the land space to accommodate that."

Instead, cities have been taking another look at streets that were engineered for decades to move cars as quickly as possible. And you can expect that trend to accelerate in the 2020s, Nixon said.

San Jose has re-engineered much of its downtown to better protect bicyclists and pedestrians, in large part by slowing down cars.

Oakland will reserve one lane in each direction of International Boulevard for buses once a long anticipated bus rapid transit project opens next year, and it could do the same for parts of Broadway.

Drivers eventually could pay congestion tolls to enter some of the busiest parts of downtown San Francisco, where city officials also recently approved a plan to banish private vehicles from the busiest parts of Market Street.

Berkeley officials have proposed plans for a carfree Telegraph Avenue.

There will be some bright spots for drivers.

You'll find one at bridge toll plazas, which John Goodwin, a spokesman for the Metropolitan Transportation Commission, said will be far quicker by the end of the decade once the commission completes its plan to eliminate cash toll lanes and go fully automated.

Supporters of a proposed transportation sales tax increase known as FASTER Bay Area say that vote in November will play a major role in determining which direction the region moves in the decade to come.

Big fixes, long delays

But even if voters approve the measure, the Bay Area will need to avoid the mistakes of its past for the money the tax raises to change the region's course.

Griffiths said that means ensuring big projects are delivered on time, noting major changes during the 2010s, such as the Transbay transit center and BART's extension to Warm Springs, were "plagued by delays."

BART's Silicon Valley extension, which is being built by the Valley Transportation Authority, has been showing signs of the same problem.

The Milpitas and Berryessa stations were supposed to open in 2016 when ground broke on the extension, but won't start welcoming passengers until sometime next year; VTA officials this fall pushed back their estimate for when the downtown San Jose stations could open by several years, to 2029 or 2030.

Perhaps most important, transit advocates say, the Bay Area needs to get out of the locally focused way it has long viewed transportation.

The region today is stitched together by more than two-dozen public transit agencies, which have long failed to coordinate the trains, buses and ferries people rely upon.

Syncing up schedules so that riders don't waste time waiting for a transfer, and integrating fares so people don't pay a penalty for needing to travel on two different systems, will be key to making sure the new transportation

"I feel pretty confident that toll booths in the Bay Area will be a thing of the past" by the end of the decade, Goodwin said, as will human toll-takers and the delays caused by slower cash lanes.

Of course, the cost to cross most Bay Area bridges will rise by $1 in 2022 and another dollar in 2025 under Regional Measure 3, the toll hike voters approved in 2018 to fund a host of measures aimed at curbing traffic.

Meanwhile, the Bay Area's network of express lanes — which popped up on a handful of freeway stretches — could grow substantially in the coming years to include dreaded corridors like Highway 101 between San Francisco and San Jose, or Interstate 80 between the Bay Bridge and the Carquinez Strait. That will provide a quicker route for carpoolers, as well as drivers willing to pony up for the potentially pricey toll, Goodwin said.

Will people ditch cars?

Jessica Ross has the kind of commute that transit advocates hope more Bay Area residents will have in the 2020s. To get from her home in Oakland's Jack London Square neighborhood to her job at Salesforce in San Francisco, Ross can hop on a ferry or use a ride-hailing app to get to a BART station for a quick trip across the bay.

"The worst option is driving," Ross said.

If traffic is only going to get worse, the coming decade needs to be one in which the Bay Area's masstransit systems make themselves into faster and less expensive options than driving, said Ian Griffiths, policy director for the transportation advocacy nonprofit Seamless Bay Area.

"You cannot pursue something like congestion pricing or increasing tolls if you are not improving what people's alternatives are," Griffiths said.

infrastructure that gets built is useful to riders, said Tolkoff, the SPUR policy director.

"The worst-case scenario is that we could end up building a lot of projects that don't actually deliver real benefits," Tolkoff said.

If problems with the Bay Area's fractured public transit systems continue, the 2010s proved that the private sector — from ridehailing apps Uber and Lyft to electric scooters, to tech company employee shuttles — has plenty of interest in transportation as well.

BART and other transit agencies say the rise of ride-hailing companies has siphoned off riders.

But Nixon, the San Jose State professor, said private transportation could prove helpful by delivering riders to public transit systems; just think of all the electric scooters you see parked outside BART stations.

As the decade goes on and autonomous vehicle technology develops, Nixon said, riders could one day hop onto self-driving shuttles for a trip from their neighborhood to BART or Caltrain.

"We are much closer than we realize," Nixon said, to that future.

A San Francisco Bay Ferry arrives at Seaplane Lagoon in Alameda. The public transit system plans to start offering new service from Berkeley, Redwood City and Treasure Island

The Bay Area's public transportation agencies have a number of plans they say will make those improvements.

over the coming decade and adding terminals elsewhere.

ARIC CRABB — STAFF ARCHIVES

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Transportation Solutions Defense and Education Fund

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Network Improvement Suggestions--Update #1

Transit Riches

Although few may recognize it, the Marin County Transit District is in a strikingly good position: It has managed to secure the resources for a large fleet of modern, low-noise, non-polluting buses and the operating budget to run them. Up-to-date electronics make it possible to inform riders of approaching buses, and on-board displays let passengers know when their stop is coming up. The system has large amounts of surplus capacity. At little to no marginal cost, this capacity could be put to use carrying choice riders, thereby making a dent in the county's chronic traffic congestion. This memo describes how to accomplish that.

It appears that the current route structure is the result of years of accretion of new routes. TRANSDEF suggests that now the time for a rethinking of the network structure. While we have no formal training in the art and science of network optimization, and therefore make no claims of expertise, we offer these thoughts that have resulted from close observation of the system.

The strategy proposed here is to shrink the number of trunk lines and use the resources thus freed up to increase their frequencies. These lines would connect by convenient transfer to high-frequency local circulators. Reducing the total number of routes should make the system far more understandable by a public that is now only starting to consider using transit. The current large number of routes, while an admirable improvement over the system of the 1990s, is confusing and hard to use.

The proposal would eliminate the SRTC pulse, replacing it with coordinated MT and GGT schedules that eliminate bunched departures and provide the maximum number of frequencies per hour.

The goal of this paper is a network design that reconfigures existing resources to provide higher frequencies. On the 101 backbone, interspersing MT trips with the 30, 70 and 101 would enable 7.5 minute peak headways to Novato and 10 minute headways to southern Marin. That would make it possible for passengers to no longer need schedules, eliminating two of the greatest disincentives to transit use: arcane schedules and waiting for a bus. This would open up transit use to a much broader public.

Aggressively promote the system with the theme: "Avoid the hassle--leave the driving to us." Frequent service that eliminates traffic frustrations and provides auto-competitive trip times would capture choice riders. The system has enough surplus capacity that many more passengers can be accommodated within the existing operating budget. The result would begin to change how Marinites expect to get around--an absolutely necessary step forced by the dual challenges of congestion and climate change.

Elimination of Duplication
Marin Transit has many routes that duplicate service of other routes. This resource will be tapped to optimize headways.

22/23
The 22 has always been a mysterious route. It seems unlikely that anyone rides it end-to-end, when the 36 is so much faster. We see no justification for the 22's duplication of the 23 between SRTC and The Hub. Properly redesigning legacy routes like the 22 will require good data on where current users are going.

Changing the 22 into a Marin City to Fairfax (if there's enough demand, or COM if not) route would make more sense. If scheduling permits, the route could be extended to Sausalito.

35/71X
Routes 35 and 71X are the same route north of SRTC, with two branches to the south. The 35 could be renamed the 71XC, for example, to indicate that it originates and ends in the Canal, rather than Sausalito. (The diversions to Civic Center and Northgate will be addressed below.) The advantage of this nomenclature is that it allows a doubling of express frequencies to Novato, all with the same route number. This would be a big benefit in terms of making the system easier to comprehend and use. Even more important, though, is the ability to space the departures out among the GGT departures--avoiding clumping--to achieve optimal headways.

36/71X
The 36 is essentially the same route as the 71X south of SRTC. The 36 should be extended to Sausalito and be renamed the 71XC.

228
The 228 seems to duplicate everything the 22, 29 and a segment of 23 do. The only detectible difference is the jog to MGH, and the SFDB segment from Bon Air to COM. The route can be eliminated if the suggestions about the 29, which are addressed below, are implemented. If that SFDB segment has significant ridership, the NB 22 could be turned right at COM to cover it, looping through MGH and S. Eliseo Dr. This would create a one-seat ride from Marin City to MGH, replacing a failed prior shuttle.

245
Most of Route 245 would be replaced by increasing the frequency of the 257. The Smith Ranch Road service might be able to be covered by an agreement with Lyft.

Comment
Note: implementing these changes would have the added benefit of demonstrating that MT is providing the disadvantaged communities of the Canal and Marin City with one-seat rides to major destinations.

Elimination of Diversions--speed up existing routes

17 and 22

Eliminate low-usage stops at Strawberry Village/Reed Blvd. by the 17 and 22. These loops are a tremendous time-drag. Stop the 22 at Tiburon Wye bus pads, and build a stop for the 17 on the overpass (similar to the Paradise Dr. stop for the 22), before the NB onramp. Use the Tower Dr. stop for the WB 17. Extend the 219 to Marin City, to provide service for the Strawberry Village stop. Use the GGT stop on the East side of Reed Blvd. for the NB 219.

29

When SMART service to Larkspur starts, the WB 29 should turn left on Bon Air, stop at MGH and then make the S. Eliseo loop. (COM has its own Route 122 on school days, so the rest of the 29 is duplication.) Eliminating COM would allow higher frequencies. Have the 29 meet each train and ferry (and push these agencies to coordinate), giving connecting passengers a fast and largely express ride to MGH.

Eliminate the confusion caused by swapping the route number between the 29 and 23X. Reformat the printed schedule to show Kerner Blvd./Larkspur St. as the originating stop of the WB 29, and as the terminus of the EB 29.

49

The non-trunkline Route 49 suffers from several diversions that not only literally lengthen the trip time, they make the journey feel endless. The route would be linear, faster and much more attractive with the following changes:

- Eliminate the crossing of the freeway to Northgate Mall and Terra Linda. Increased service on a truncated route 257 will cover that area (see below). Keep the 49 on the East side of the freeway.
- Replace the 49 loop through Hamilton with a local circulator. See below.
- Add service to a neighborhood with no service now: the light industrial area centered around Mitchell Blvd. in San Rafael. Run the NB 49 on the Redwood frontage road to Smith Ranch Rd.

49 Enhancements

- Build a transit center similar to Marin City on the Hwy. 101 overpass at Ignacio Blvd and Enfrente Rd. This would be phased in, as resources become available for it.
- This will optimize access to fast frequent transit (70, 71X) for Hamilton residents and employees, and allow the various Novato shuttles to connect without duplication.

251

To speed up the route, the 251 would no longer serve Vintage Oaks. Once the transit center is built, it would terminate at the new Ignacio Blvd and Enfrente Rd. Bus pads.

257

The 257 becomes the frequent route connecting the Novato and San Rafael transit centers to Terra Linda. It would operate express north of Alameda del Prado, leaving

Hamilton and Ignacio to other routes. It would remain on Lincoln at the south end, leaving service to Dominican to Route 233.

New Routes

Vintage Oaks Shuttle

A separate shuttle from the Novato transit center would directly serve the shopping center. With an agreement to carry a promotional wrap and exclusive service, Vintage Oaks might be persuaded to pay for all or part of the shuttle.

Hamilton Circulator

The circulator would make a continuous loop through the former base, connecting to the freeway bus pads, Pacheco Plaza and Hamilton Marketplace. After the construction of the new transit center, the circulator would go south on Alameda del Prado from the overpass, picking up the part of the 251 that is truncated. That would avoid having to turn around at Pacheco Plaza.

Terra Linda Local Circulator

This frequent circulator would loop between the Civic Center campus, the SMART station, Northgate Mall and Kaiser. The route eliminations described above may be enough to provide funding for this new service. In some ways, it might replace the Connect micro-transit pilot project.

SMART/Ferry Shuttle for Southern Marin Riders

A way of getting to the SMART station is described below under New Stops. Unfortunately, there is no convenient way to return home. An arrangement with Lyft Pool could enable paying passengers from the Ferry and SMART to get a free ride to the Lucky Drive bus ramp. Pickup locations could be located at the Ferry and SMART station.

BRT

We've long advocated the 23 as perfect for BRT and peak-hour HOV lanes. This proposal would require resources beyond the current budget. It would be a perfect RTP submission, if TAM can be brought to see its benefits.

New Stops

ESFDB

A bus pad on the NB on-ramp at SFD could connect directly to the SMART station, which is just up the hill from there. This stop would enable Southern Marin riders to connect conveniently with SMART. Fewer Southern Marin residents would be going to the Ferry, because of the availability of the Sausalito and Tiburon ferries. However, walking to the Ferry is feasible from the on-ramp if a path to ESFDB is provided. We don't have a suggestion for a SB stop, as the bridge over Corte Madera Creek would not allow for a safe pull-out.

Relocated Bus Pads

The Central and Southern Transit Study proposed relocating several of the freeway bus pads, to increase pedestrian safety. Please keep these alternatives in mind.

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February 3, 2020

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

SUBJECT: Marin Transit Fare Policies and Marin Access Program Eligibility and Low-Income Fare Assistance Changes and Title VI Analysis

Dear Board Members:

RECOMMENDATION: Review Title VI Fare Equity Analysis and consider adopting changes to Marin Transit fare policies and Marin Access program eligibility and low-income fare assistance.

SUMMARY: As part of the FY 2020-2029 Short Range Transit Plan update, staff performed a comprehensive assessment of fare policies across all programs and evaluated eligibility standards for Marin Access programs.

Staff released a draft Fare Policy, Program Eligibility, and Low-Income Fare Assistance Proposal for public review and comment at your Board's November 18, 2019 meeting. Your Board held a public hearing to receive public comment on the draft proposal on January 13, 2020. Staff has summarized all public and stakeholder comments and provided accompanying responses in an attachment to this letter.

Staff requests that your Board adopt the updated fare and eligibility policies and the Marin Access low-income fare assistance program.

BACKGROUND: In 2016, the District released the *Marin Access Strategic Analysis and Recommendations Study*. This Study recommended changes to the Marin Access fares and eligibility thresholds.

For the 2016 and 2018 Short Range Transit Plans (SRTP), Marin Transit conducted an in-depth assessment of its fare policies and proposed changes. As part of the SRTP 2020-2029, Marin Transit conducted a comprehensive evaluation of fare pricing and policies across all programs and evaluated eligibility standards for Marin Access program to develop changes that will benefit riders and increase the financial sustainability of Marin Transit programs.

Staff weighed previous recommendations and guidelines to ensure they are consistent with regional goals and facilitate transfers with our partner transit agencies. Marin Transit conducted a survey of riders in 2018, prepared a detailed data analysis to develop the recommended

fare change proposal, and established the following fare policy and eligibility goals that guided the recommended policy changes:

- Simplify Marin Access 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 three categories. Due to the interrelationship between these policies, staff considered updates to the three areas concurrently.

1. Low-income fare assistance (LIFA) for older adults and persons with disabilities:
   - Consolidate eligibility criteria for fare assistance and make it applicable to all Marin Access programs;
   - 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 to receive fare assistance;
   - All LIFA eligible riders will receive $20 in credit each month for use on any of the Marin Access programs. Second phase of fare proposal would increase LIFA monthly credits to $25 in July 202; and
   - All Low-Income riders who are eligible for LIFA will be eligible to receive free access to Fixed Route services.

2. Program eligibility for Volunteer Driver and Catch-A-Ride:
   - Standardize eligibility criteria across Marin Access Mobility Management programs to Marin County residents who are either 65+, or are ADA eligible; and
   - New eligibility criteria will apply to all new applicants only, and current clients will be grandfathered into programs.

3. Fare policies for mobility management programs, paratransit and fixed-route services:
   - Eliminate the 7-day Pass for all fare categories, including Adult/Senior/Youth
   - Reduce Adults Monthly Pass prices to $40 and Senior Monthly Pass price to $20
   - Increase all paratransit program fares to $3.00 effective July 2020
   - Increase DAR fare to $4.00 for the general public, and to $2 for seniors and persons with disabilities
   - Change Catch-A-Ride fare to $4.00 base fare plus 100% of fare above $18.00 (up to $14 credit per trip); increase trip limit from 8 to 10 per month
   - Increase volunteer driver reimbursement from $.35/mile (STAR) and $.40/mile (TRIP) to $.60/mile
   - Second phase of fare proposal would increase Paratransit and Catch-A-Ride base fares by $1 more in July 2023

The table below provides a summary of the proposed fare changes:

Program	Current	Proposed Phase 1 (July 1, 2020)	Proposed Phase 2 (July 1, 2023)
Fixed-Route			
7-Day Pass (Adult/ Youth/ Senior/ ADA)	$20.00	Eliminate	No change
Adult 31-Day Pass	$80.00	$40.00	No change
Senior/ ADA 31-Day Pass	$25.00	$20.00	No change
6 Month Youth Pass	$175.00	Eliminate	No change
Demand Response			
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	$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

The changing structure of the regional Clipper electronic fare payment program also influenced the recommendations. 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.

In September and November 2019, staff provided your Board with a summary of current fares and eligibility standards and presented formal recommendations to change fare and eligibility policies. A public hearing was held at your January 13th meeting, and the District invited public comments in person at the hearing and through an online comment form, mail, email and telephone.

Staff provided notice of these opportunities in Spanish and English in the Marin Independent Journal, inside Marin Transit buses and at major bus stops, on the District's website, and through emails, social media, and community partner newsletters.

As part of the targeted outreach to riders who may be impacted by this proposal, staff sent postcards via mail to all active Marin Access riders. Staff also conducted a series of presentations at Paratransit Coordinating Council and other community partner meetings, including the Marin Mobility Consortium and the Canal Alliance.

Marin Transit staff provided information and engaged Marin Access clients at scheduled satellite hours at the San Geronimo and San Rafael Community Center, at Pickleweed in the Canal, at the

Corte Madera Community Center, Mill Valley Community Center, Margaret Todd Senior Center in Novato, and West Marin Senior Services at the Dance Palace in Point Reyes Station. These satellite hours were advertised on the District's website and promoted through community partners.

Marin Transit staff prepared a detailed Title VI Fare Equity Analysis for your review and it is provided as **Attachment 1**. Staff's analysis shows that the fare change proposal does not result in a disparate impact on minority riders or a disproportionate burden on low-income riders, based on Marin Transit Title VI Civil Rights Policies on Major Service Changes, Disparate Impact, and Disproportionate Burden, provided as **Appendix A** to the fare equity analysis.

The proposal on Fare Policy, Program Eligibility, and Low-Income Fare Assistance is provided as **Appendix B** to the fare equity analysis. This appendix summarizes the key considerations that staff used to develop the proposal and provides a detailed overview of proposed changes to the District fares and eligibility policies.

With your Board's direction, staff have summarized all public and stakeholder comments with accompanying responses. These are provided as **Appendix D and Appendix E** to the fare equity analysis, respectively.

FISCAL/STAFFING IMPACT: Staff estimates that the proposed changes to fare policies and Marin Access program eligibility and low-income fare assistance will result in the District's fare revenue loss between $6,000 to $175,000 in Phase 1 (FY 2021) and $76,000 in Phase 2 (FY 2024). These amounts are within the anticipated budget under the District's ten-year financial projections.

Respectfully submitted,

Aida Banihashemi
Planning Manager

Amy Van Doren
Director of Policy & Legislative Programs

Attachments:
1. Title VI Fare Equity Analysis of Proposed Changes to Fare and Program Eligibility for Marin Access Paratransit and Mobility Management Programs and Marin Transit Fixed Route Pass Programs for July 1, 2020
2. Marin Transit Fare & Eligibility Policy Change Recommendations Display Boards

Title VI Fare Equity Analysis of Proposed Changes to Fare and Program Eligibility for Marin Access Paratransit and Mobility Management Programs and Marin Transit Fixed Route Pass Programs for July 1, 2020

Marin Transit

February 3, 2020

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Executive Summary

At its February 3, 2020 meeting, the Marin Transit Board of Directors will consider a package of proposed changes to Marin Access Paratransit and Mobility Management Program fares, Marin Access Low Income Fare Assistance, and Marin Transit's fixed route pass programs. The proposal is provided as Appendix A to this report. Marin Transit has conducted a Title VI Fare Equity Analysis of the proposed July 2020 fare changes. This equity analysis evaluates the impacts of the proposed changes and mitigations as a package and applies the District's adopted polices for disparate impact and disproportionate burden.

This report describes the public participation components that led to the fare proposal and those conducted during the public review process as essential to understanding the concerns and priorities of riders. Public input is integral to developing the final staff recommendation and will inform the District's next phase of outreach to explain how the approved changes will alter fare payment, low-income fare assistance programs, and pricing and availability of fixed-route passes.

This equity analysis demonstrates that the overall package of proposed Marin Access fare and fare assistance program changes will not result in a disparate impact or disproportionate burden for minority or low-income clients. The equity analysis of Marin Transit's proposed changes to its fixed route pass programs will substantially benefit Marin Transit's older adult, disabled, minority, and low-income riders. Staff evaluated the relative benefits of the monthly pass price reductions and applied Marin Transit's thresholds for identifying disparate impact and disproportionate burden. The distribution of benefits does not meet the District's thresholds based on data from the 2017 on-board passenger survey.

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. Appendix B of the 2018 SRTP provided guidance on a potential fare change to meet District goals.

For the proposed 2020-2029 SRTP, staff performed a comprehensive assessment of fare policies across all programs and evaluated eligibility standards for Marin Access programs. The goals that guided the development of recommended changes were to:

- Simplify Marin Access program eligibility;
- Encourage use of pass and Clipper electronic fare media 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.

Staff weighed the recommended changes and guidelines to ensure they are consistent with regional goals and facilitate transfers with partner transit agencies. Staff conducted a survey of Marin Access riders in 2017 and 2018 and prepared a detailed data analysis to develop the recommended fare change proposal. The comprehensive review evaluated these three areas in combination:

1. Low-income fare assistance (LIFA) for older adults and persons with disabilities;
2. Program eligibility for demand response programs; and
3. Fare policies for mobility management programs, paratransit, and fixed-route services.

The changing structure of the regional Clipper electronic fare payment program also influenced the recommendations. 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.

In July 2019, staff provided the Marin Transit Board with an overview of the District's fares and fare policies. At the September and November 2019 meetings, staff summarized current fares and eligibility standards and presented formal recommendations to change fare and eligibility policies. Based on Board feedback, staff updated the draft Proposal on Fare Policy, Program Eligibility, and Low-Income Fare Assistance. The full proposal is included as Appendix B of this report. It summarizes key considerations that guided the proposed changes to the District fares and program eligibility policies.

Title VI Requirements

Title VI of the Civil Rights Act of 1964, Section 601 states: "No persons in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance."

Marin Transit seeks to avoid, minimize or mitigate disproportionately high and adverse impacts on minority and low-income populations. As a recipient of financial assistance from the Federal Transit Administration (FTA), Marin Transit is required to comply with Title VI of the Civil Rights Act of 1964 by evaluating service and fare changes at the planning and programming stages to determine whether those changes have discriminatory impacts, including Disparate Impacts on minority populations and/or Disproportionate Burdens on low-income populations.

In 2012, FTA issued guidance under FTA Circular 4702.1B (Title VI Requirements and Guidelines for

Federal Transit Administration Recipients) and Circular 4703.1 (Environmental Justice Policy Guidance for Federal Transit Administration Recipients) requiring transit agencies to develop policies when they contemplate service or fare changes. Despite being an FTA requirement, a Title VI Equity Analysis does not replace the responsibility for conducting an ongoing process that considers equity among other factors when designing fare changes, service changes, or discretionary policies and programs.

Marin Transit's Title VI Program

Marin County has approximately 250,000 residents, and they are located primarily along the U.S. Highway 101 corridor stretching to Sonoma in the north and San Francisco to the south. Most of Marin County consists of protected open space; national, state, and local parks; and agricultural preservation areas in South and West Marin. Marin Transit carries 3.5 million local transit and paratransit trips each year. Based on a 2017 Marin Transit fixed route passenger survey, approximately 59 percent of local riders are low-income and approximately 71 percent identify as minority or other. Over half of the survey respondents identified as Hispanic (52%).

Table 1 below updates demographic analysis in the District's Title VI Program table with the results of the 2017 On-board Ridership Surveys and 2017 American Community Survey (ACS) data. Consistent with FTA's Title VI guidance, minority population is defined as all persons who self-identify as not white in the US Census and persons who identify as Latino or Hispanic regardless of race. As applied in Marin Transit's 2017 Title VI Program, low-income is defined as households earning less than $50,000 annually. The countywide average proportion of minorities residing in Marin County is 28 percent. In all cases, Marin Transit routes serve predominantly minority and low-income residents based on passenger survey results and ridership statistics. Marin Transit conducted its most recent onboard passenger survey in 2017, and the most recent survey of Marin Access paratransit and mobility management program clients was conducted in 2018.

The 2017 Board-adopted Title VI Program sets procedures that the District must follow regarding fare and major service change proposals. As defined under the program, major service and fare changes are subjected to an equity analysis to identify disparate and disproportionate impacts. Marin Transit fare change proposals are developed based on a long process of research, survey, and public participation. Before Board approval of any fare change, the District provides a meaningful opportunity for riders and the general public to discuss possible impacts and comment on any proposed mitigation measures. This includes discussion of less discriminatory alternatives that may be available, in advance of any action on the proposals that the Board of Directors may approve.

To comply with the 2012 FTA Title VI guidance, the Marin Transit Board adopted Policies on Major Service Change, Disparate Impact, and Disproportionate Burden for evaluating service and fare changes on June 24, 2013. These three policies established a definition of what constitutes a major service change to require an equity analysis and a statistical threshold to determine whether minority and low-income riders are disproportionately impacted by a service or fare change. These are provided as Appendix A with a description of the public outreach efforts associated with establishing these policies.

Table 1: Demographic Overview of Transit Riders in Marin County

	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	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%

Notes: (1) U.S. Census Bureau, 2013-2017 American Community Survey
(2) The 2017 Marin Transit onboard survey did not include Supplemental school routes that were included in previous survey efforts.

Developing the Proposal to Change Marin Access Fare Policies and Program Eligibility and Marin Transit Fixed Route Passes

In 2016, Marin Transit completed an extensive two-year study of its suite of Marin Access programs, including paratransit, the *Marin Access Strategic Analysis and Recommendations Study*. Ten recommendations emerged from this review of programs, rider characteristics, and an analysis of existing and future market conditions. Marin Transit staff worked collaboratively with stakeholders to develop an Action and Implementation Plan guided by these recommendations. The primary stakeholder groups include the Marin County Paratransit Coordinating Council and the Marin Mobility Consortium, which consists of representatives of community and social service organizations, advocates, and riders. Two recommendations from the Study specifically relate to the changes considered in this proposal.

The first Marin Access Study recommendation:

- **Reevaluate fare policies to optimize public subsidy, achieve sustainable programs, ensure fares are equitable (maintains a safety net for low-income), and create pricing that manages consumer demand for services.**

"Fares and fare policies across the Marin Access programs are inconsistent, especially between paratransit and Catch-A-Ride. Paratransit requires a base fare while Catch-A-Ride only requires payment if a trip exceeds a specific length. This structure makes the more convenient program cheaper than the shared ride service for shorter trips.

Changes to Marin Access fare policy could increase revenues, encourage ridership during certain times, and improve fare equity among users. Analysis is needed to consider the effects of any potential changes, particularly on low-income riders and those 'in the gap,' living above the Federal Poverty Level but below the Elder Index, and to gauge the response of current and future ridership. Fare policies should be evaluated in tandem with any changes to program eligibility thresholds. Action Items might include: Conduct a Fare Policy SWOT [strengths, weaknesses, opportunities, and threats] analysis, perform customer research, and evaluate alternatives; Reassess fixed route fares for Marin Access users to encourage usage for these services and shift demand during peak hours."

The second Marin Access Study recommendation:

- **Reassess eligibility thresholds to achieve consistency and equity across all Marin Access and Marin Transit programs.**

"Eligibility for nearly all Marin Access programs differs and creates confusion for the user and inconsistency across the services. Many Marin Access clients also rely on auxiliary services, not operated by Marin Transit, that are subject to their own requirements and eligibility thresholds. Establishing a consistent and clear eligibility process for all Marin Access program is an important step in improving the user experience and ensuring programs are easy to understand and use. Changes to Marin Access

eligibility thresholds need to be considered jointly with potential fare policy changes and developed with an understanding of eligibility requirements established by other service providers in the county and the Bay Area. Action Items might include: Standardize eligibility across Marin Access and Marin Transit services and programs; Develop recommendations for a system-wide low-income fare policy."

Marin Transit Fare Policies and the Short Range Transit Plan

Marin Transit updates its Short Range Transit Plan (SRTP) every two years. The SRTP is a fiscally constrained five-year blueprint with a ten-year financial outlook. The SRTP is informed by completed and ongoing planning efforts, including the 2016 Marin Access Study and related actions. The Marin Access and Marin Transit fare policy and program proposals build on the principles and priorities of the SRTP and extensive public participation opportunities. These include community-based transportation plans for Marin City in Southern Marin and for the Canal neighborhood in San Rafael and ongoing public participation activities. The 2016, 2018, and 2020 plans reflect the goals and guiding principles for proposed changes to fare policies and programs. Appendix B of this report is from the current draft SRTP proposed for adoption at the Marin Transit Board meeting on February 3, 2020.

Public Participation Before and After the Public Comment Period

Following US Department of Transportation planning regulations, Marin Transit developed a documented public participation plan to provide adequate notice of public participation activities and early and continuous opportunities for public review and comment at key decision points. The federal statutory and regulatory framework creates a proactive program of engagement, interaction, and accountability for decision makers, interested parties, and the public. Fundamental to this program, the District seeks out and considers the needs of those traditionally underserved by existing transportation systems, such as low-income and minority households, who may face challenges accessing employment, healthcare, and other services. The outreach plan in advance of the final recommendation to the Board is fully consistent with the District's Title VI Program Public Participation Plan.

Marin Transit identified and remedied potential adverse effects based on public input and the established goals for improving the availability and incentives for Marin Access programs. The section discusses the public participation process for developing this proposal and identifying adverse effects.

In addition to workshops and feedback forms, staff participated in stakeholder meetings and events with community organizations and conducted surveys of Marin Access clients. At each event, staff described the proposed fare and eligibility changes in detail, answered questions, and requested input.

Appendix E to this report summarizes all stakeholder and community partner comments and indicates how staff used these comments to revise the draft proposal.

Marin Transit staff provided materials and made presentations to community groups and organizations that serve older adults, the disabled community, and the Spanish-speaking community. Staff provided a detailed Fact Sheet and *Frequently Asked Questions* that describe the proposed changes and information on how to provide input on the proposal. All materials were professionally translated into Spanish.

Notice of the proposed changes and the public hearing were posted inside each Marin Transit and Marin Access vehicle and at major transfer locations, including notice of how to obtain additional information. All notices were posted in English and Spanish.

Marin Transit met with community leaders in the San Rafael's largely Hispanic neighborhood in the Canal District to seek input on how to more effectively reach residents and riders and discuss how to provide information that will assist riders with understanding their fare payment options after the changes are implemented. The Canal Alliance developed and posted a five and a half minute video in Spanish on their Facebook page providing information about the proposal with an interview of Marin Transit staff to answer questions. This dialog will continue in advance of the changes, and staff is scheduled to participate in a neighborhood leadership council that meets regularly.

Marin Transit released a draft Fare Policy, Program Eligibility, and Low-Income Fare Assistance Proposal for public review and comment at the Board's November 18th meeting and requested that they open the formal public comment period and set a public hearing for January 13, 2020.

Public comments on the proposed changes were recorded at the community meetings and travel navigator workshops, transcribed from phone calls and comment cards, and documented from emails and online comment forms. The Marin Transit Board of Directors held the public hearing at its January 13, 2020 meeting where simultaneous professional translation was provided. Staff presented all comments received up until that time. All comments received prior to the public hearing, during the hearing, and up until January 29, 2020 are provided in **Appendix D** along with staff responses.

Options for public input on the draft proposal included an online comment form, mail, email, telephone and in-person. Staff provided notice of these opportunities in Spanish and English in the Marin Independent Journal, inside Marin Transit buses and at major bus stops, on the District's website, and through emails, social media, and community partner newsletters. The Marin Access Fare & Eligibility Policy Change Comment Form is provided as **Appendix H.**

As part of the targeted outreach to riders who may be impacted by this proposal, Marin Transit staff sent postcards via mail to all active Marin Access riders. Staff conducted a series of presentations at Marin Transit's Paratransit Coordinating Council and other community partner meetings, including the Marin Mobility Consortium and the Canal Alliance. Since November 2018, Marin Transit staff provided information and engaged Marin Access clients at scheduled satellite hours at the San Geronimo and San Rafael Community Center and at Pickleweed in the Canal neighborhood through December. Staff conducted additional satellite hours in January at the Corte Madera Community Center, Mill Valley Community Center, Margaret Todd Senior Center in Novato, and West Marin Senior Services at the Dance Palace in Point Reyes Station. These satellite hours are advertised on the District's website and promoted through community partners.

Adjustments to the Proposal Resulting from Public Outreach and Subsequent Analysis

Based on input from the Marin County Paratransit Coordinating Council, staff changed the recommended criteria for determining eligibility for the low-income fare assistance program. Originally, staff proposed using 200 percent of the federal poverty index. PCC members requested that Marin Transit utilize the Elder Economic Index as more suitable for Marin County and clients of Marin Access programs. The Elder Economic Index is based on annual household income depending on household size and ownership or renter status. For Marin County, a one-person household owner with no mortgage and an income of $22,272 or less will be eligible for the Low-Income Fare Assistance Program or LIFA. The proposed use of the Elder Economic Index for LIFA is also consistent with the County of Marin's policy to increase its use of this Index in planning and program eligibility.

Marin Access Rider Surveys and Client Database as Data Sources

Marin Access rider surveys are administered annually via US Mail. To ensure at least a 20 percent response rate, Travel Navigators administer some surveys via phone. The surveys are sent to all active riders (i.e. those that have taken a trip on one of the Marin Access services within the past year). Data is from the 2017 and 2018 rider survey. Staff cleaned this data to remove duplicate responses and retain the most recent response. Respondents self-report their income, race/ethnicity, and whether they use a particular Marin Access service.

The Marin Access Travel Navigator Database (MA-TN) houses all applicant information reported at the time of application, with periodic updates to client records based on subsequent information received. Applicants self-report income, or income was inferred by eligibility for SSI and/or Marin Access Low Fare Assistance Program info. Race/ethnicity is not requested or reported at intake. Data used for the analysis is from the most recent backup of the MA-TN Database on January 21, 2020. There were 10,930 registered and 'active' clients in the database. Clients are marked inactive when staff learn that a client has moved or is deceased.

In the Marin Access 2017 and 2018 Rider Survey, respondents self-reported their use of paratransit, income, and race/ethnicity. The Rider Survey data does not differentiate ridership between mandated paratransit and paratransit trips beyond the mandated service area. Marin Access has referred to these as "paratransit, extended." The proposed fare changes eliminate this separate fare category. The 2018 Marin Access Rider Survey is provided as **Appendix G**.

Table 2: Marin Access Client Survey Participation (2017 and 2018)

	2017	2018
Total Surveys Mailed	1750	1996
Target Response Rate	Unknown	20%
Surveys Needed	-	399
Surveys Received	347	272
Completed by Phone	-	130
Actual Response Rate	20%	20%

For the Catch-A-Ride data, respondents self-reported their use of the service, income, and race/ethnicity.

Proposed Changes to Marin Access and General Purpose Dial-A-Ride Fares

Marin Access Paratransit and Catch-A-Ride Fare Changes Proposed in Two Phases

If approved by Marin Transit, the first phase will be effective July 1, 2020 on Marin Access Paratransit and Catch-A-Ride. Phase 2 would go into effect three years later on July 1, 2023.

Phase 1 proposes that fares for ADA-mandated and non-mandated paratransit trips will increase to $3.00. Currently, ADA-mandated trips are priced the same as fixed route adult fares at $2.00 per trip. Non-mandated paratransit trips are priced at $2.50. Marin Transit adult fixed route and paratransit fares have been held constant since 2004. Going forward there will be no differentiation in fares for mandated and non-mandated paratransit.

The second phase will be effective July 2023 and is proposed to further increase the per trip paratransit fare from $3.00 to $4.00. The Catch-A-Ride program subsidies will also change in Phase 2. **Table 3** below provides the current and proposed fare and subsidy structure for Catch-A-Ride.

Table 3: Proposed Changes to Catch-A-Ride Subsidized Same-Day Taxi Service

Current Catch-A-Ride	Phase 1	Phase 2
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

Note: (1) Qualified low-income riders get an additional $4.00 in subsidy per ride or free rides up to $18.00.

The Catch-A-Ride is provided for ADA-eligible riders as a convenient same-day service alternative to paratransit and to older adults based on age requirements. At no charge to the rider, this service currently provides up to $18 in distance-based service per trip for low-income riders and $14 for those who are not low-income. In both cases, riders are limited to eight trips per month. The proposal alters the fare structure by adding a $4.00 fare per trip with subsidy of $14 per trip. Above $18, the rider will pay 100 percent of the trip cost. At $14, the subsidy per trip will remain the same as currently provided for those who are not low-income. The number of subsidized trips for each client will increase from eight to ten trips per month, a 25 percent increase.

In Phase 2, the base fare is proposed to rise from $4.00 to $5.00 beginning in July 1, 2023. The rider will pay 100 percent of the trip cost above $19.

Proposed Changes to Dial-A-Ride Fares

The fares for the two rural Dial-A-Rides and the Novato Dial-A-Ride (DAR) are proposed to change on July 1, 2020. The Novato DAR offers an on-demand shuttle for travel within the City of Novato with curb to curb service. Currently, the Novato DAR per trip fares are the same as on Marin Transit's fixed route services at $2.00 for Adults and $1.00 for Senior, Disabled, and Youth riders. Marin Transit is proposing to increase the fare on the Novato Dial-A-Ride to $4.00 for Adults and $2.00 for Senior, Disabled, and Youth riders.

The Dillon Beach/Tomales Dial-A-Ride operates one round trip per week on Wednesdays by reservation. It provides curb-to-curb pick-up and drop-off service between Dillon Beach, Tomales, and Petaluma in Sonoma County. The Point Reyes Dial-A-Ride operates two round trips per month on the first and third Mondays, by reservation. It offers curb-to-curb pick-up and drop-off service between Point Reyes Station and Novato.

The current fare for the two rural services is $2.50 each way. For both rural Dial-A-Ride services, Marin Transit is proposing to raise the one-way fare to $4.00 for Adults and to lower the fare for Senior, Disabled, and Youth riders to $2.00.

Notes on Dial-A-Ride Ride Data

Dial-A-Ride ridership information is from the trip history for calendar years 2017 and 2018. Marin Transit does not collect income or race/ethnicity information from these riders. Date of birth is collected from riders that disclose this information at the time of trip scheduling or based on information Marin Transit has if the rider is eligible for Marin Access Paratransit. Dial-A-Ride and Marin Access Paratransit are both scheduled using TripSpark PASS. To determine data for use in the Fare Equity Analysis, staff combined trip history data with Marin Access Travel Navigator Database information to determine whether a rider reported minority and/or low-income status.

Title VI Fare Equity Analysis for Marin Access Program and Dial-A-Ride Fare Changes

Based on survey data, **Table 4** below indicates that the burden of the fare increase is shared equally among Marin Access riders. There is no difference between the impact to minority and low-income clients and those who are not. Based on Title VI guidance, there is no disparate impact or disproportionate burden.

Table 4: Marin Access Survey Data and Fare Equity Analysis for Phase 1 (July 1, 2020)

Marin Access Programs	Ridership Information (Numbers)				Fare Information				Average Fare Change			
	Minority	Non-minority	Low-income	Non low-income	Current fare	Proposed fare	Fare change %	Fare change absolute	Minority	Non-minority	Low-income	Non low-income
Paratransit	86	369	317	53	$2.00	$3.00	50%	$1.00	$86.00	$369.00	$317.00	$53.00
Non-Mandated Paratransit					$2.50	$3.00	20%	$0.50				
Catch-A-Ride subsidized taxi	49	241	190	47	Distance-based, variable fare	$4.00		See **Table 4**				
Dial-a-Ride, Seniors	Unknown	Unknown	99	1	$1.00	$2.00	100%	$1.00			$99.00	$1.00
Dial-a-Ride, Adults	Unknown	Unknown	Unknown	Unknown	$2.00	$4.00	100%	$2.00				
Dial-a-Ride, Rural	Unknown	Unknown	2	0	$2.50	$4.00	60%	$1.50			$2.00	$0.00
								Average	**$1.00**	**$1.00**	**$1.00**	**$1.00**
								Percent Increase	**50%**	**50%**	**50%**	**50%**

Marin Access Clients Able to Ride Marin Transit Fixed-Route Services

Table 5 provides data from two sources for Marin Access older adult and disabled clients who report that they ride Marin Transit fixed route services when they are able to do so. The rider survey and Travel Navigator database are consistent in finding that those riders are primarily low-income. Currently, Marin Transit's monthly pass for senior /disabled passengers is $25. Marin Transit is proposing to further lower the price of this monthly pass to $20. As discussed in the Marin Low-Income Assistance Program section below, eligible low-income clients will receive a free Marin Transit Monthly Pass for access to all local Fixed Route services.

Table 5: Marin Access Survey, Clients Who Ride Fixed Route Services

Data Sources	Responded to Race / Ethnicity Question	Minority	Non-Minority	Responded to Income Question	Low-Income	Non Low-Income
(1) Marin Access Rider Survey	157	28	129	130	107	23
(2) Travel Navigator Database	N/A	Unknown	Unknown	135	127	8

(1) Marin Access 2017 + 2018 Rider Survey. Self-reported use of fixed route, income, and race/ ethnicity.
(2) Travel Navigator Database through 1/22/2020. This houses all applicant information. Applicants self-report income or was inferred by eligibility for SSI or Marin Access LIFA. Race/ethnicity is not currently requested or reported at intake.

Mitigations for Marin Access Fare Changes

Program Eligibility

One of the recommendations from the 2016 Strategic Analysis Study was to make program eligibility consistent across Marin Access mobility programs. Paratransit eligibility will continue to follow ADA requirements. In all cases ADA-paratransit riders are eligible to ride the other programs. In terms of age, eligibility for Volunteer Driver Reimbursement Programs will increase from 60+ to 65+. There will be no impact on those who currently utilize these programs as they will remain eligible. Catch-A-Ride will be

open to all riders age 65+. The current and proposed program eligibility criteria are summarized below in **Table 6**.

Table 6: Current and Proposed Marin Access Program Eligibility Criteria

Demand Response Program	Current Eligibility Criteria	Proposed Eligibility Criteria	Applies to
Local Paratransit (mandated and extended)	Marin County resident or visitor and approved for ADA service based on ability-based evaluation	No Change	No Change
Volunteer Driver Reimbursement Programs (STAR & TRIP)	Marin County resident, age 60+ -or- ADA approved	Marin County Resident, age 65+ -or- ADA approved	▪ *Existing clients are grandfathered into programs* ▪ *New eligibility criteria apply to all new applicants*
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	No Change
Marin Transit Connect Dial-A-Ride	None (General Public Services)	No Change	No Change

Marin Access Low-Income Assistance Program Changes

Table 7 below summarizes the current eligibility and proposed changes for the Low-Income Assistance Program (LIFA) serving Marin Access clients. These changes are intended to provide consistency and to substantially offset the burden on low-income clients of the increase in paratransit fares. The eligibility requirements and financial assistance benefits for paratransit and Catch-A-Ride are combined and will rely on the Elder Economic Index or qualification for Medi-Cal.

New Financial Assistance for LIFA-eligible Marin Access Clients

Under the proposal, all LIFA eligible clients will receive a $20.00 credit each month for use on all Demand Response programs. These include Paratransit, Catch-A-Ride, Marin Transit Connect, and the Dial-A-Rides serving Novato, Point Reyes, and Dillon Beach/Tomales. LIFA clients will also receive a free Marin Transit Monthly Pass to ride all local Fixed Route services.

Table 7: Low-Income Fare Assistance Programs Current and Proposed	Paratransit	Catch A Ride	Proposed Low-Income 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	All Programs that require a fare
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

Table 7 Notes:

(1) Recipients 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, and Point Reyes Dial-A-Ride and Dillon Beach Dial-A-Ride (in West Marin).

Proposed Changes to Marin Transit Fixed Route Pass Programs

Marin Transit has analyzed data on fixed route fare payment methods from its most recent on-board passenger survey in 2017. This is summarized in **Table 8**, below. Marin Transit used the survey data to identify the fare media usage distinguished by rider characteristics, i.e. minority and low-income.

Minority populations are those who identified themselves as American, Indian or Alaskan Native, Asian, Black or African American, Hispanic or Latin, Native Hawaiian or Other Pacific Islander. Consistent with the Marin Transit 2017 Title VI Program, low-income is considered as households that earn less than $50,000 annually.

The 2017 passenger survey data did not differentiate between Adult, Senior/Disabled and Youth Local Passes or 1-day, 7-day, or monthly categories.

Table 8: Survey Results for all Marin Transit Fare Payment Methods by Minority and Income Status, Actual Total Reported Methods

Fixed Route Passes (Day, 7-Day, or 31-Dday)	Ridership Information (Numbers)				
	Minority	Non-minority	Low-income (below $50,000)	Non low-income ($50,000 or more)	Total Surveys
Marin Local Pass, Adult	49	19	36	24	1,214
Marin Local Pass, Youth	4	2	2	1	
Marin Local Pass, Senior/Disabled	11	13	15	3	
Cash	529	182	464	124	
Clipper Electronic Card	113	82	127	42	
Regional Discount Card for Disabled Passengers	9	13	15	2	
College Pass	53	35	55	14	
Youth Pass	83	10	38	17	
Total	**851**	**356**	**752**	**227**	

Based on 1,214 surveys, **Table 9** shows the percentage of reported Pass program participants out of the total reported fare payment methods by minority and income status.

Table 9: Survey Results for all Marin Transit Pass Program Methods by Minority and Income Status, As a Proportion of Total Reported Methods

Fixed Route Passes (Day, 7-Day, or 31-Day) Combined	Ridership Information (%)				
	Minority	Non-minority	Low-income (below $50,000)	Non low-income ($50,000 or more)	Total Surveys
Marin Local Pass, Adult	5.8%	5.3%	4.8%	10.6%	1,214
Marin Local Pass, Youth	0.5%	0.6%	0.3%	0.4%	
Marin Local Pass, Senior/Disabled	1.3%	3.7%	2.0%	1.3%	

Title VI Equity Analysis of Changes to Marin Transit Pass Programs

Table 10 below estimates the proportion of minority and low-income riders who purchase Marin Transit Passes, by applying the proportions in the 2017 survey data and actual pass usage in fiscal year 2017. This provides context for evaluating the relative impacts of the proposed changes to Marin Transit Pass programs.

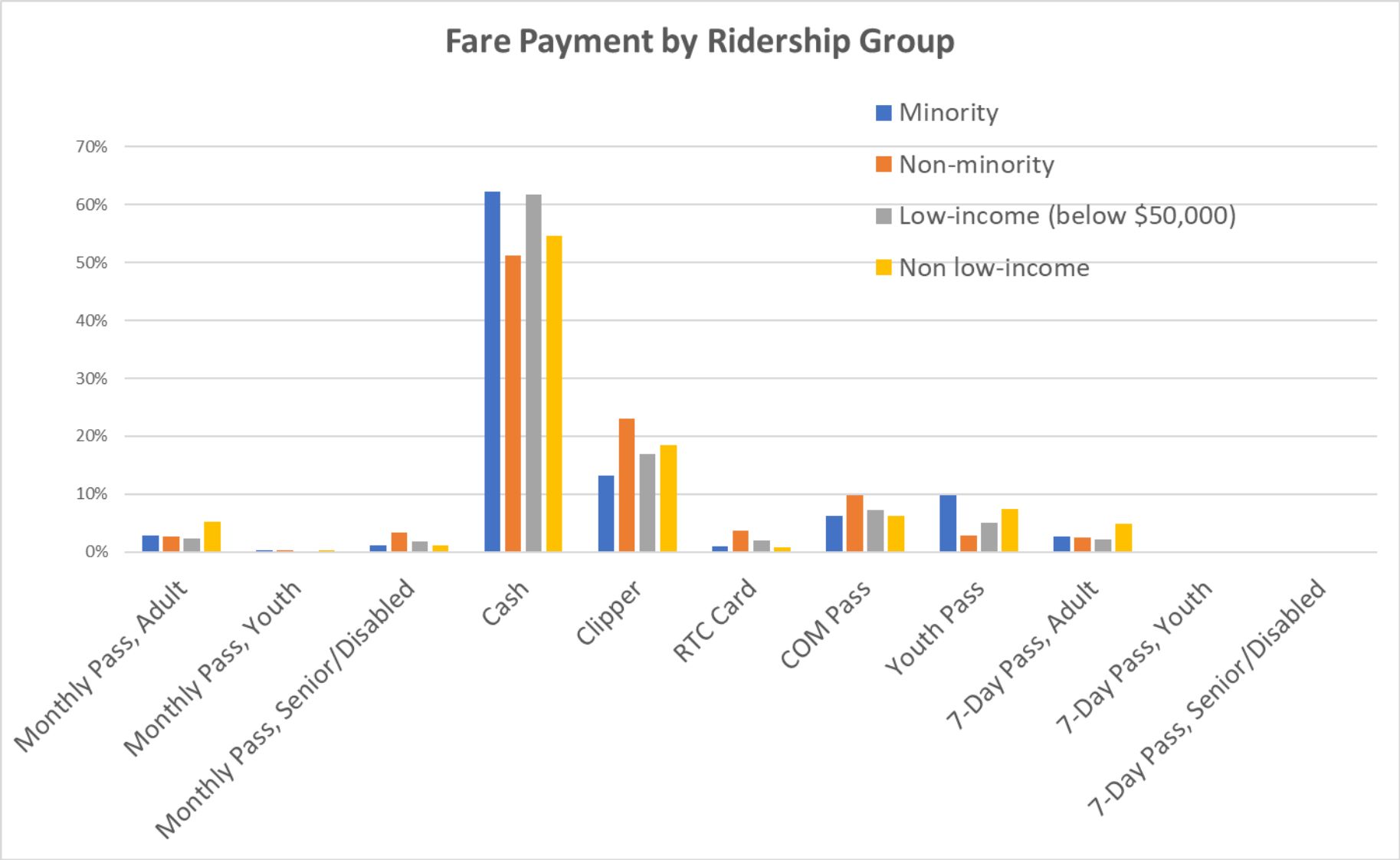
The District is proposing to cut the price of an Adult monthly pass from $80 to $40 and the monthly pass for Senior/Disabled passengers from $25 to $20. The Youth pass is proposed to be eliminated, as there is no demonstrated use. The 7-Day Pass program is proposed to be eliminated. This section analyzes these proposals and describes the FTA guidance for determining disparate impact on minority populations and disproportionate impact on low-income populations.

Table 10: Proportion Using Marin Transit Passes Based on Overall Fare Payment Methods Used by Minority and Low-Income Riders

Fare Payment Methods	Ridership Information (%)			
	Minority	Non-minority	Low-income (below $50,000)	Non low-income
Monthly Pass, Adult	3%	3%	2%	5%
Monthly Pass, Youth	0%	0%	0%	0%
Monthly Pass, Senior/Disabled	1%	3%	2%	1%
Cash	62%	51%	62%	55%
Clipper Electronic Fare Card	13%	23%	17%	19%
Regional Discount Card for Disabled Riders (RTC)	1%	4%	2%	1%
College of Marin (COM) Pass	6%	10%	7%	6%
Annual & Semester Youth Pass *	10%	3%	5%	7%
7-Day Pass, Adult	3%	2%	2%	5%
7-Day Pass, Youth	0.1%	0.1%	0.1%	0.11%
7-Day Pass, Senior/Disabled	0.0%	0.1%	0.1%	0.01%

***Under Marin Transit's Annual and Six-Month Youth Pass Program, 94% of passes are distributed free to eligible low-income students. See page 25 of this report.**

The data from **Table 10** is displayed as a chart on the following page and shows the low usage of Marin Transit Monthly and Weekly Passes compared to cash fares and use of the regional electronic Clipper card.


Fare Payment by Ridership Group
Minority
Non-minority
Low-income (below $50,000)
Non low-income
70%
60%
50%
40%
30%
20%
10%
0%
Monthly Pass, Adult
Monthly Pass, Youth
Monthly Pass, Senior/Disabled
Cash
Clipper
RTC Card
COM Pass
Youth Pass
7-Day Pass, Adult
7-Day Pass, Youth
7-Day Pass, Senior/Disabled

In **Table 11**, staff uses the results of the 2017 on-board passenger survey to analyze the potential for disparate impacts based on minority status or disproportionate burden based on low-income (those reporting annual household incomes below $50,000). The analysis finds that the reduction in the price of monthly passes provides significant net benefits to each population. Based on the responses, minority riders will experience more benefits than non-minority. Minorities will experience 58.8 percent of the benefit from the reductions and non-minority riders will experience 41.2 percent. The results for low-income riders who purchase monthly passes is reversed. Low-income riders will experience 43.6 percent of the overall benefit while non-low income riders will experience 56.4 percent of the benefit. Marin Transit's policy on disproportionate burden has a threshold of 20 percent variance in the relative burden or benefit of a fare change. The variance in the equity analysis is 12.8 percent.

Note that this analysis is based on a statistically small number of surveyed riders who purchase monthly passes. Of those who responded, 18 identified as low-income and 12 identified as not low-income.

FTA requires Marin Transit to document the percentage change and the absolute change in fares to determine the relative distribution of benefits or burdens. Under FTA guidance, an agency multiplies the fare increase or decrease of each specific fare with the number of riders for each specific fare.

Using the data in **Table 11**, this calculation is ($40)(24 minority riders), then ($40)(9 non-minority riders) and ($40)(18 low-income riders) and ($40)(12 non low-income riders). The results of multiplying these figures show the distribution of average monthly benefit of the pass price reductions, as follows:

- $27.29 for minority pass purchase;
- $19.09 for non-minority pass purchasers;
- $23.94 for low-income pass purchasers; and
- $30.94 for non-low income pass purchasers.

FTA guidance specifies that the transit agency add the average fare changes and divide them by the total number of riders in that category. The average minority ridership decrease is $29.70, which is derived by adding $960 and $50 ($1,010) and dividing that figure by the total number of minority monthly pass purchasers (34, excluding the youth pass category).

The next step is to add the average pass price decrease for minority and non-minority ($29.70 and $20) and divide the minority rider figure and non-minority figure separately by the aggregate figure ($49.70). This is used to determine the percentage decrease for minority and non-minority riders from the average reduction in the cost of the monthly pass calculated as $29.70/$49.70 minority and $20.00/$49.70 non-minority. Based on the survey responses, the results indicate that minority riders will receive 60 percent of the benefit and non-minority riders will receive 40 percent. Minority riders will benefit substantially more than non-minority riders, and there is no disparate impact from the monthly pass price reduction. The 2017 survey indicated that 71 percent of Marin Transit identify as non-white. Marin Transit anticipates that the price reduction will provide an additional incentive for minority riders to purchase a monthly pass.

Staff repeated this calculation for low income and non-low income riders, using $24.68/$57.68 to determine the share of benefits for low-income riders and $33.00/$57.68 to determine the share of benefits for non-low income riders. Based on the survey responses, these results indicate that low-income riders will receive 43 percent of the benefit and non-low income riders will receive 57 percent.

The percentage difference in benefit for low-income versus non-low-income riders is 14 percent. This figure is within Marin Transit's threshold for disproportionate burden, which is 20 percent. According to the 2017 on-board survey, 59 percent of Marin Transit riders are from low-income households.

Marin Transit anticipates that cutting the price of the Adult Monthly Pass from $80 to $40 will provide an incentive for a higher proportion of low-income riders to purchase a monthly pass. The $40 pass price is two times the current weekly pass price of $20.

These results are shown in **Table 11**, below.

Table 11: Title VI Equity Analysis of Fixed Route Pass Program Changes, On-Board Survey

2017 Fixed Route Survey Findings (out of 1214 surveys)	Fare Information				Average Fare Change				Relative Distribution of Fare Change by Category			
	Minority	Non-minority	Low-income (below $50,000)	Non low-income	Current fare	New fare	Fare change %	Fare change absolute	**Minority**	**Non-minority**	**Low-income**	**Non-low-income**
Monthly Pass, Adult	24	9	18	12	$80.00	$40.00	-50%	$40.00	$960	$360	$720	$480
Monthly Pass, Youth	3	1	1	1	$40.00	$40.00	0%	$0.00	$0.00	$0.00	$0.00	$0.00
Monthly Pass, Senior/Disabled	10	12	14	3	$25.00	$20.00	-25%	$5.00	$50	$60	$70	$15
Average benefit for each category									**$29.70**	**$20.00**	**$24.68**	**$33.00**
Percent benefit by category									**60%**	**40%**	**43%**	**57%**

Table 12: On-Board Survey of Marin Transit 7-Day Pass Purchases, by Category

2017 Fixed Route Survey (out of 1214 total surveys)	Minority	Non-minority	Low-income (below $50,000)	Non low-income	Pass Price	Proposed Action
7-Day Pass, Adult	22	9	16	11	$20.00	Eliminate
7-Day Pass, Youth	1	0	0	0	$10.00	Eliminate
7-Day Pass, Senior/ Disabled	0	0	1	0	$10.00	Eliminate

Eliminating the Weekly Pass

Table 12 above summarizes the number of fixed-route passengers that stated that they purchased a 7-Day Pass in the 2017 on-board surveys by minority and low-income status. Out of 1214 surveys, 49 passengers or four percent responded that they purchased the 7-Day Pass. Based on actual recorded use of the 7-Day Pass, less than one percent of all Marin Transit riders use this pass.

The proposal eliminates Marin Transit's seven-day passes for all categories. The price is currently $20 for adults, which is equivalent to an $80 monthly pass. The fare proposal cuts the price of adult monthly passes by 50 percent, from $80 down to $40. The monthly pass for youth will be rolled into the adult pass and the price will be the same. By cutting the monthly pass price in half, Marin Transit hopes to incentivize ridership in two ways. First, promote the purchase of a $40 monthly pass. Second, encourage more passengers to take advantage of the fare discounts that accompany use of the regional Clipper Electronic Fare Card. Clipper provides a ten percent discount per trip.

The current weekly pass for Senior and Disabled riders is $10, and the monthly pass is $25. The proposal will reduce the price of a monthly pass to $20. This is equivalent to the price of two current weekly passes. For Youth, the current weekly pass price is also $10. The monthly pass for youth riders will remain at $40.

Impact of Eliminating Marin Transit's Six-Month Youth Pass

Marin Transit has offered a school-based Youth Pass program to Marin County students for the past ten years. In fiscal year 2018/19, over 4,600 youth pass "stickers" were distributed to 33 participating public and private schools. Of these, 49 were for six-month passes. The six-month stickers distributed constitute just one percent of the total distributed. The six-month pass costs $175, and the annual pass costs $325. The annual pass provides a 5-10 percent discount for students who ride Marin Transit daily to and from school. Students whose families demonstrate income restrictions similar to the State-administered free and reduced-price meal program participate in the Youth Pass Program at no charge. Of the 49 six-month passes issued, 39 were purchased and ten were issued to students for free.

Based on the District's annual report, *Analysis of the 2018-19 Marin Transit Youth Pass Program*, 94 percent of all Marin Transit youth passes are distributed for free to low-income students. Only six percent of the youth passes were purchased. Marin Transit has data that tracks youth flash pass usage. However, that data does not distinguish between the two categories of youth passes (the six-month and annual youth pass).

As part of the proposed changes to Marin Transit passes, the District proposes eliminating the six-month pass. The free pass program for income-eligible students will remain unchanged.

Youth who are not eligible for the free pass program will continue to have the option to purchase the $1.00 youth cash fare, a monthly pass at the current price of $40, or to purchase the annual pass. Marin Transit anticipates there will be minimal impacts due to eliminating the six-month youth pass. There will be no impact on low-income students due to the availability of the free pass program.

Conclusion

Using the results of the Marin Access rider survey, the fare equity analysis of the proposed increase in Paratransit fares indicates that the burden of the fare increase is shared equally among Marin Access riders. There is no difference between the impact to minority and low-income clients and those who are not and, therefore, no disparate impact or disproportionate burden. At the same time, Marin Transit has identified a package of mobility program incentives and revisions to the Marin Access Low-Income Fare Assistance program that mitigate the impacts. These will increase subsidies for alternative and premium mobility options while clarifying program eligibility for low-income clients using the Elder Economic Index. Low-income eligible clients who are able to ride fixed route services will receive free monthly passes.

Based on analysis of 2017 Marin Transit fixed-route survey responses, minority riders will receive 60 percent of the benefit and non-minority riders will receive 40 percent from the reductions in monthly pass prices. This indicates that minority riders will benefit substantially more than non-minority riders, and there is no disparate impact from the monthly pass price reduction. In the 2017 survey, 71 percent of Marin Transit riders stated that they were either minority or other. Marin Transit anticipates that the reduced monthly pass price will provide lead to more participation from minority riders.

For Marin Transit's low-income riders, the equity analysis indicates that low-income riders will receive 43 percent of the benefit and non-low income riders will receive 57 percent. The difference in benefit for low-income and non-low-income riders is 14 percent and within Marin Transit's threshold for determining disproportionate burden, which is 20 percent.

The 2017 on-board survey found that 59 percent of Marin Transit riders are from low-income households. Marin Transit anticipates that reducing the Adult Monthly Pass from $80 to $40 will increase the incentive for low-income riders to purchase a monthly pass.

Marin Transit is prepared to conduct a thorough, multi-faceted public education campaign in Spanish and English after changes are approved by the Board. Marin Transit anticipates implementing the fare proposal package on July 1, 2020. The District will monitor changes in travel behavior and program participation by minority and low-income Marin Access eligible clients and identify any unanticipated impacts. Marin Transit meets regularly with the Marin County Paratransit Coordinating Council and the Marin Mobility Consortium. These meetings provide a forum for discussing the impacts of the changes and identifying improvements. The District will continue to use rider survey data and review comments from Marin Access and Marin Transit fixed-route riders and monitor Pass program usage. Staff will develop future recommendations for improvements, as needed, to ensure that Marin Transit is meeting its goals and maximizing mobility for its most vulnerable riders.

Appendix A - Marin Transit Title VI Civil Rights Policies on Major Service Changes, Disparate Impact, and Disproportionate Burden

As one part of its overall Title VI Program, Marin Transit Board of Directors approves the following policies to analyze the District's fixed route services, to determine the impacts and burdens of future service proposals on affected populations, and to identify potential alternatives.

Marin Transit Policy on Major Service Changes

Prior to Board approval, all major service changes will be subject to an equity analysis that will include an analysis of potential adverse effects to identify whether proposed changes would result in an unequal distribution of burdens or benefits. The FTA Title VI guidance provides examples of types of service changes in Table 1 below.

Table 1: Examples of Service Changes on Bus Routes

Change In Service	Reductions	Additions
Span of Service (at least 30 min.)	Shortening of service day Removal of periods and/or days of service	Increase of service day Additions of periods and/or days of service
Frequency of Service	Removal of trips on an entire line Removal of trips on a line segment (Short Line) Change in bus capacity	Addition of trips on an entire line Removal of trips on a line segment (Short Line) Change in bus capacity
Service Discontinuation	Discontinue service to an area (May be entire line or segment of existing line) Reroute of existing line away from an area	Add service to an area (May be entire line or segment of existing line) Reroute existing line to an area

Source: FTA Circular 4702.1B - TITLE VI REQUIREMENTS AND GUIDELINES FOR FEDERAL TRANSIT ADMINISTRATION RECIPIENTS, issued October 1, 2012

Unless otherwise noted under item (f) EXCEPTIONS, Marin Transit defines a **"Major Service Change"** as follows:

a. The addition of a new transit route. Reassignment of existing route numbers, including splitting or combining two or more routes, will not constitute a new transit route. However, if the reassignment will impact the number of transit revenue hours or the route path, the criteria (c) and (d) listed below will be considered. Transit revenue hours refers to the amount of time that a bus is available to carry passengers; or

b. New service on streets not previously used by any route (excluding major arterial streets and streets designated as a truck route); or

c. Any aggregate change of 30 percent or more of the number of transit revenue hours of a route over a three-year period for the day of the week for which the change is proposed; or

d. Any changes in the routing of a bus route, when it is in service that alters 40 percent or more of the route's path over a three-year period.

e. **EXCEPTIONS:** Exceptions to the **"Major Service Change"** defined in (a) through (d) include:

   i. Changes to a route with productivity that is 50 percent or below of Marin Transit standards in a typical service day are not considered "major," unless service on that route is eliminated completely on any such day. Productivity refers to the number of passengers carried per revenue hour or per trip. Productivity standards are based on Marin Transit's route typology and are presented in Table 2 below, as adopted in the District's Short Range Transit Plan and updated every two years.

Excerpt from Marin Transit Short Range Transit Plan on Productivity Targets by Service Type

Marin Transit has specified productivity goals measured by passengers per hour or trip and based on service typologies, as shown in Table 2, and these will be updated whenever route changes are made.

Table 2: Marin Transit Productivity Goals by Route Typology (updated January 2020)

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*

Source: Marin Transit 2020-29 Short Range Transit Plan

EXCEPTIONS *(continued)*

   ii. Frequency of service (or headway) adjustments of up to 20 minutes that are not combined with changes to a route's revenue hours or path as described in (c) and (d) above.

iii. Standard seasonal variations, unless the variations, as compared to operations during the previous season, fall within the definition of major adjustments in transit service listed in the criteria (a) through (d) above.

iv. Introduction or discontinuation of short- or limited-term service as long as the service will be or has been operated for no more than twelve months. These include promotional, demonstration, seasonal or emergency service, or service provided as mitigation or diversion for construction or other similar activities. Emergency service changes include changes to routes or service frequencies that result from a disaster that severely impairs public health or safety; changes in access to public streets (such as street closures); or the ability of District equipment to travel on public streets.

v. Restoration of service previously eliminated due to budget constraints, provided the service runs on the same route as it had prior to its elimination, subject to minor deviations that do not exceed the requirements of (a), (b), (c), or (d) above.

vi. Changes to infrequent, seasonal, or supplemental routes, including supplemental school routes that meet the requirements of (a) or (b).

Marin Transit Policies on Disparate Impact and Disproportionate Burden

Marin Transit will analyze major service change proposals and all fare change proposals to measure and compare the level of adverse effect (loss) or benefit (gain) between minority and non-minority populations and between low-income and non-low-income populations. There are two sources of data for demographic analysis of proposed changes: U.S. Census data and Marin Transit rider survey data. For routes where Marin Transit has conducted passenger surveys, the District will use that data to evaluate relative impacts and burdens of proposed major service and fare changes. When no passenger survey data is available, the District will rely on census data.

As defined under the Federal Civil Rights Act of 1964, discrimination is prohibited based on race, color, and national origin. Those characteristics are considered protected, and persons with those characteristics are referred to as a protected class. The typical measure for determining disparate impact determine the effects of a service change or fare increase based on the proportion of total ridership that consists of members of a protected class. The analysis applies a statistical measure of disparate impact for those affected by a service change or fare increase compared to persons who are not in a protected class.

When Marin Transit uses ridership data to analyze potential impacts, the agency will compare the ridership of the affected route, routes, or route segment to the entire ridership of the local fixed route system. For example, if the ridership of the affected route is 60 percent minority and the system ridership is 40 percent minority, then any changes to the route may have a disparate impact.

a. Definitions of Disparate Impact and Disproportionate Burden

Federal Transit Administration Guidance on Title VI published on October 1, 2012 defines disparate impact and disproportionate burden as follows:
Disparate impact - a neutral policy or practice that disproportionately affects members of a group identified by race, color, or national origin, where the transit provider's policy or practice lacks a substantial legitimate justification and where there exist one or more alternatives that would serve the same legitimate objectives but with less disproportionate effect on the basis of race, color, or national origin.

Disproportionate burden - a neutral policy or practice that disproportionately affects low-income populations more than non-low-income populations. A finding of disproportionate burden requires the transit provider to evaluate alternatives and mitigate burdens where practicable.

In assessing disparate impact and disproportionate burden, Marin Transit determines adverse impact based on the federal standard described in the Equal Employment Opportunity Commission (EEOC) Uniform Guidelines known as the "four-fifths rule." This standard requires benefits to accrue to protected populations at a rate at least four fifths (4/5) or 80 percent of the rate benefits accrue for unprotected populations. Likewise, adverse effects are to be borne by unprotected populations at a rate at least four fifths (4/5) or 80 percent of the rate for protected populations.

For the purposes of this policy, the maximum acceptable difference (positive or negative) in level of benefit between protected and unprotected populations is 20 percent. For changes in transit service level or transit fares, this standard applies as follows for minority and low-income populations:

b. Disparate Impact on Minority Populations

If the cumulative impact of a major service change proposal or any fare change proposal requires a minority population to receive benefits 20 percent less or to bear adverse effects 20 percent more than those benefits or adverse effects received or borne by the non-minority population, that impact will be considered a disparate impact.

Here is one example of how Marin Transit would use demographic data of its riders to determine if there is a disparate impact due to a proposed change:

If 30 percent of Marin Transit riders are minority, but a change would cause them to bear 50 percent of the impacts, and non-minority riders would bear 40 percent of the impacts, there may be a disparate impact. This is because minority riders would bear 20 percent more of the impact than their expected share at 30 percent of riders. Since there is a 20 percent difference or disparate impact, Marin Transit would be required to modify proposed changes to avoid, minimize, or mitigate the impact on minority riders.

c. Disproportionate Burden on Low-Income Populations

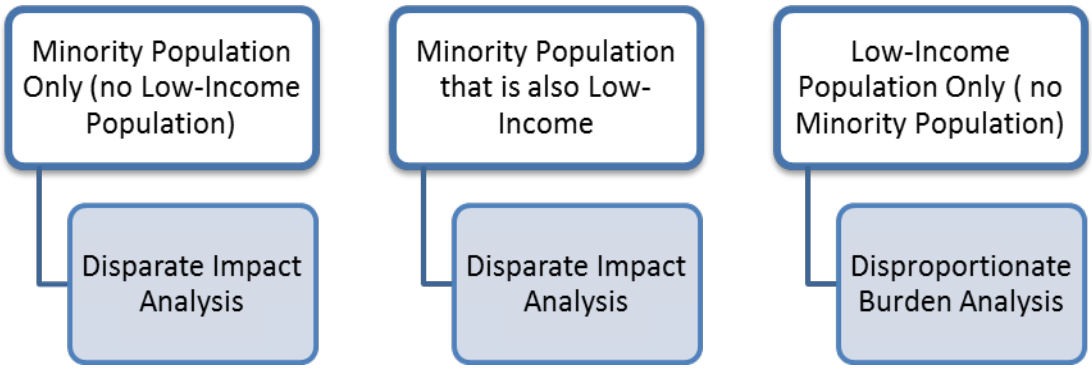
Race, color, and national origin are protected classes under Title VI. While low-income populations are not protected, Marin Transit recognizes the need to evaluate the impacts of service and fare changes on transit-dependent passengers. Marin Transit's disproportionate burden policy is based on a scenario that assumes that Marin Transit's low-income riders and minority riders are two distinct groups.

If the cumulative impact of a major service change proposal or any fare change proposal results in a low-income population receiving benefits 20 percent less, or to bear adverse effects 20 percent more, than those benefits or adverse effects received or borne by non-low-income populations, Marin Transit will consider that impact a disproportionate burden and will take steps to avoid, minimize, or mitigate impacts where possible.

Marin Transit will evaluate the impact of proposed changes to its fare media whether the proposed changes are a proportional (or percent) increase to some or all the agency's current fare categories or a flat fare increase applied to all fares. Marin Transit is not required to do a Title VI fare equity analysis for promotional fare programs that are less than six months in duration.

If the cumulative impact of a proposed major service change or fare change meets the District's approved thresholds for disparate impact or disproportionate burden, Marin Transit will develop a detailed service or fare equity analysis and identify alternatives for the Board to consider prior to approving the proposed change.

When minority populations significantly overlap with low-income populations, Marin Transit will choose to use the disparate impact analysis as outlined in the 2012 FTA Title VI guidance and illustrated in the diagram below.



Source: FTA Circular 4702.1B - TITLE VI REQUIREMENTS AND GUIDELINES FOR FEDERAL TRANSIT ADMINISTRATION RECIPIENTS, issued October 1, 2012

Where Marin Transit identifies disparate impacts due to proposed fare and major service changes, the District will provide a meaningful opportunity for public comment on any proposed mitigation measures. This will include discussion of less discriminatory alternatives that may be available, in advance of any action on the proposals that the Board of Directors may approve.

Public Engagement Process for Developing Policies for Major Service Changes, Disparate Impact, and Disproportionate Burden

At its April 15, 2013 meeting, the Marin Transit Board of Directors considered proposed analysis tools and methods for three Title VI policies, set a public hearing for May 20, and initiated a 45-day public comment period through June 1, 2013. These policies were revised and presented for Board consideration at their June 24th meeting, and included:

Major Service Change Policy to determine what constitutes a major service change, thus triggering a public process.

Disparate Impact Policy that sets a threshold for determining when a detailed service equity analysis must be conducted integral to the public process.

Disproportionate Burden Policy that sets a threshold for determining when the impact of a proposed change in fares on low-income passengers requires a fare equity analysis.

Marin Transit held four public meetings in advance of the May 20, 2013 public hearing and received very constructive feedback and thoughtful input to assist in developing ongoing Title VI related outreach. The meetings were held in Novato on May 2, San Rafael on May 4 and 8, and Marin City on May 7. Staff sent out media announcements, and distributed posters in Spanish and English. The three proposed Title VI policies were made available and presented at the public meetings. The May 4 meeting was organized in cooperation with Asian Advocacy and included over 20 Vietnamese residents and was conducted through a translator. The May 8 meeting was organized by Grassroots Leadership Network and was conducted simultaneously in Spanish. The May 8 meeting had approximately 25 participants.

Marin Transit's Board of Directors held public hearings at its May 20 and June 24, 2013 board meetings to observe the 45-day public comment period that extended to June 1, 2013. At that time, these policies were presented in draft form with the intent to consider any additional public input regarding these policies in the development of the District's full Title VI Program. With approval of the full Title VI Program, Marin Transit staff requests that the Board approve the three policies.

The Policies on Major Service Change, Disparate Impact, and Disproportionate Burden were updated to reflect public input. In preparation for June 24, 2013 hearing, staff issued public hearing notices in English and Spanish, incorporated input received at the May 20 public hearing, and consulted with representatives of community and advocacy organizations in Marin.

Appendix B – Proposal for Changes to Marin Transit 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 rider's 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 older adults 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 policy updates 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 and better understand why riders use certain payment methods and identify possible incentives to achieve goals of the fare proposal.

This Appendix reflects these updates and changes.

Guidelines for Setting Fares and Eligibility Standards

As a result of evaluation of fare pricing, policies, and program eligibility standards, staff identified the following challenges, and established the fare policy and eligibility goals that guided the recommended policy changes.

Key Considerations and Challenges

- Marin Transit has not increased its Fixed Route or 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 riders use certain payment methods and identify possible incentives to achieve goals of the fare proposal. The survey also intended to identify the 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 25% 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 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 rider 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 Marin Access 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 held on recommending 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 demand response programs including paratransit, Dial-A-Ride, and Catch-A-Ride

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 (-20% 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 DAR fare for older adults and persons with disabilities 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 older adults and persons with disabilities and alleviate current issues with providing sufficient capacity for these riders.

ADA Paratransit Fares

Proposed Changes:

- Increase all paratransit program fares to $3.00 in Phase 1, effective July 1, 2020. This will equate to a 50% increase in the fare for current mandated paratransit and a 20% increase compared to current extended service area, or non-mandated, 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 over ADA Paratransit services where possible.
- Fare pricing will keep pace with growing paratransit operations costs and 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 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 Drivers Program. The VDPs are more cost-effective than paratransit or other Marin Access services
- Provides additional support for Senior/ADA riders to ask for ride assistance

Table B-1: Proposed Fare Changes, next page

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
Older adults 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	Roll into Adult Pass	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

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 Assistance program provides fare assistance to Paratransit and Catch-A-Ride passengers who qualify as low income. Income qualified paratransit riders receive $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 will be eligible to receive Paratransit low-income fare assistance. 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 assistance is limited to Catch-A-Ride and Paratransit services. Additionally, the documentation that is 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 to 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 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 and will be renewed through communication with the Travel Navigator department.

Financial Assistance

Fare Assistance Credit:

- All low-income riders who are eligible for LIFA will receive $20 in credit each month in phase 1 (effective July 1, 2020), and $25 in credit each month in phase 2 (effective July 1, 2023). The LIFA credit can be used toward the base fare of all Marin Access program: 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 control of the rider 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 into 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 to how they can 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 provision of a usable photo that will be included on their Marin Access badge. Transportation to and from Marin Access orientation sessions is the responsibility of the applicant. Applicants can use the Marin Transit website to complete the opting in process or attend a Marin Access orientation session that will be 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
- Lost Marin Access Badges can be replaced only once annually at a cost of $20. Clients who lose their badge must fill out a lost badge form and return this to the Travel Navigators. All replacement badges will need to be picked up by the client to verify identity; alternative arrangements can be made 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	All Programs that require a fare
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 those 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 program eligibility. Below is a summary of these proposed changes.

- 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 older adults to consider exploring 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	Applies to
Local Paratransit (mandated and extended)	Marin County resident or visitor and approved for ADA service based on ability-based evaluation	No Change	No Change
Volunteer Driver Reimbursement Programs (STAR & TRIP)	Marin County resident, age 60+ -or- ADA approved	Marin County Resident, age 65+ -or- ADA approved	▪ Existing clients are grandfathered into programs ▪ New eligibility criteria apply to all new applicants
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	No Change
Marin Transit Connect Dial-A-Ride	None (General Public Services)	No Change	No Change

Before adopting the fare and eligibility policy changes Marin Transit has opened a public comment period and a public hearing for the Board to consider. Staff will also prepare a Title VI equity analysis for Board review.

Appendix C – Fare Change Proposal Public Participation Plan Activities

The public participation plan for the fare and eligibility policy proposal was multi-faceted and developed keeping in mind the District's process for soliciting and considering public comments. Outreach began early in the development of the proposal to help our operational and community partners understand the history of our fare policy and our goals for this effort. Outreach efforts were focused on five distinct segments of stakeholders including general marketing and outreach to community members, outreach to riders, outreach to community partners, outreach to operational partners, and outreach to peer agencies.

Staff anticipated that outreach to community partners and operational partners will be particularly beneficial as they generally have more direct and frequent interaction with current and potential riders and could act as our surrogates in the community to help inform and educate the public. Input provided by our community partners and operational partners proved to be useful as the proposal evolved and is documented in **Appendix E** - Summary of Public and Stakeholder Comments and Responses. Outreach to peer agencies helped staff understand the experience of our peer agencies that engaged or completed a similar effort in the past and incorporate their suggested best practices and lessons learned as the proposal was developed.

The graphic below details the various activities planned for each segment of stakeholders.

General Marketing & Outreach	• Dedicated webpage & social media • Email to Marin Transt listserves • Outreach and collateral for major stakeholders • In-vehicle notices; Bus Stop notices
Riders	• Postcard to Marin Access riders • Marin Access Newsletter • Travel Navigator Satellite Hours & Events
Community Partners	• Orientation to fare policy & resources for staff & clients • Individual meetings with key stakeholders • Presentations for PCC, MMC, ACA, H&T/COA
Operational Partners	• FAQ • Orientation to fare policy & resources for staff • Collecting & sharing input from riders
Peer Agencies	• Presentation at Bay Area Partnership Accessibility Committee meeting

The table below summarizes all public outreach activities:

Category	Item	Date Completed
General Marketing and Outreach	Email to Marin Transit Listserv	December 9, 2019
	Email to Marin Transit Community Partner Listserv	December 9, 2019
	Outreach to City Managers	December 13, 2019
	Outreach to Board of Supervisors	December 13, 2019
	Outreach to School Districts	December 13, 2019
	Information shared in Transportation Authority of Marin (TAM) TAM Traveler e-newsletter	December 19, 2019
	Information shared in Aging Action Initiative e-newsletter	December 19, 2019
	Information shared in Whistlestop Express newsletter	January, 2020
	Press Release & Notice for Public Hearing	December 15, 2019

	In-Vehicle Notices	December 12, 2019
	Posters distributed to Whistlestop, West Marin Senior Services, and MCIL	December 16, 2019
	Canal Alliance Video Posted to Social Media	January 7, 2020
Rider Outreach	Eligibility Policy Proposal Fact Sheet in English & Spanish	At Marin Access satellite hours & presentations and by request
	Fare & Eligibility Policy Proposal Frequently Asked Questions guide in English & Spanish	At Marin Access satellite hours & presentations and by request
	Fare & Eligibility Policy Proposal Informational Postcard Mailing	December 10, 2019
	Marin Transit website; dedicated page for Fare & Eligibility Policy Proposal information	December 12, 2019
	Fare & Eligibility Policy Proposal Online Comment Form in English & Spanish	December 12, 2019
	Marin Access Newsletter	January 2020
	Marin Access Satellite Hours & Presentations were held at San Geronimo Community Center, San Rafael Community Center, Al J. Boro Community Center / Pickleweed in the Canal, Corte Madera Community Center, Mill Valley Community Center, Margaret Todd Senior Center in Novato, and West Marin Senior Services at the Dance Palace in Point Reyes Station.	December 11, 2019 December 16, 2019 December 19, 2019 January 8, 2020 January 14, 2020 January 15, 2020 January 16, 2020 January 30, 2020
Community Partner Outreach	Resources Shared to Ensure Understanding & Ability to Explain / Solicit Feedback from Clients	December 16, 2019
	Presentation & Roundtable Discussions with Marin Paratransit Coordinating Council	August 19, 2019 October 21, 2019 December 16, 2019
	Presentation & Roundtable Discussions with Marin Mobility Consortium	July 17, 2019 November 19, 2019

	Presentation & Roundtable Discussions with GGBHTD Advisory Committee on Accessibility	November 14, 2019 January 16, 2020
	Presentation & Roundtable Discussions with Marin Commission on Aging Housing & Transportation Committee	November 13, 2019 January 15, 2020
	Meeting with Canal Alliance	December 10, 2019
	Meeting with Lifelong Medical	December 17, 2019
	Meeting with Marin Center for Independent Living	August 15, 2019
Operational Partner Outreach	Presentation & Roundtable Discussions with Marin Access Travel Navigator Team	November 8, 2019
	Resources Shared with All Contractors to Ensure Understanding & Ability to Explain / Solicit Feedback from Clients	December 12, 2019
Peer Agency Outreach	Presentation at Bay Area Transit Accessibility Working Group (BAPAC)	12/9/2019

Survey Documents

- **Marin Access Rider Surveys:** T:\13 Legislation & Compliance\13.01 Marin Transit Federal Program & Compliance Docs\Title VI\Marin Transit Title VI Program\Title VI Service & Fare Change Analyses\2020\Marin Access Data\Survey Documents
- **Fare Policy Feedback Paper Forms:** T:\04 MCTD Programs\04.20 Fares\2019-2020 Fare Change Proposal\Outreach and Education\Comment Form\Comment Form - Fare Policy
- **Fare Policy Online Survey**
  - **English -** https://docs.google.com/forms/d/e/1FAIpQLSfWi8EaMgaseml9aw5vXQrVhiNnPIloDKjSVrXlX1xswT8seA/viewform
  - **Spanish -** https://docs.google.com/forms/d/e/1FAIpQLSdKufZF8o1ESe3lvh4E4KQxlDxcs2LuRAyggZkRORRxs-Q0_Q/viewform

Appendix D - Summary of Public Comments from All Sources

Including comments from the Marin Access Fare & Eligibility Policy Change Comment Form.

Date: 12/12/2019
Source: Online form
Commenter: Age: 25-59 Annual Household income: 50-75k Frequent user of Marin Access, Paratransit services

Comment: I like that the proposal increases the reimbursement rate for the Marin Access volunteer driver programs (STAR & TRIP), standardizes the Marin Access eligibility standards, making the services easier to understand.

I don't like that the proposal eliminates the 7-day pass for fixed route, changes the age-related eligibility standard for Marin Access to 65+.

The drivers are always nice and accommodating.

Comment Response: The usage of 7-day passes is currently under 1%. Under current pricing, 4 weekly passes will be equivalent to a monthly pass. However, the proposed 50% reduction in monthly pass pricing at $40 is intended to facilitate a more cost-effective option to riders in lieu of a $10 weekly pass.
Eligibility criteria is currently inconsistent across Volunteer Driver and Catch-A-Ride programs. The proposed standardized eligibility criteria across these programs will make it easier for riders to understand and for community partners to share. The 65+ eligibility is applicable to new clients only, and all current riders who are under 65 will be grandfathered into the program. It will also increase the number of eligible riders due to removing the 80+ age limit.

Date: 12/13/2019
Source: Online form
Commenter: Age: 25-59 Annual Household income: < 10k Frequent user of Marin Access, Paratransit services

Comment: I like that the proposal raises the income threshold to qualify for the Marin Access Low-Income Fare Assistance program., increases the frequency of Marin Access Low-Income Fare Assistance disbursement.
I don't like that the proposal increases the fare for Dial-A-Ride, increases the fare for paratransit.

I go to many activities throughout the month. I use Whistlestop busses to come and go. I quickly run out of tickets so then I pay for my rides. These activities provide community and friendships for me. I do not have a lot of money. If the price of my rides goes up, I may have to cut back on my use of Whistlestop busses and not be able to go to so many activities. I like riding on Whistlestop and being with friends and doing fun things.

Comment Response: To alleviate or eliminate the impact of fare increase on low-income rider, an expanded and streamlined low-income fare assistance program is introduced that offers increased eligibility thresholds and additional fare assistance subsidy ($240 in credits for use on all demand response programs vs $160 value paratransit ticket booklet annually).
Marin Transit has not increased its paratransit fares since 2004. Marin Transit's ADA Paratransit fare is the second lowest among peer agencies in the Bay Area. In terms of program's efficiency, the current fare revenues are not keeping pace with growing paratransit operations costs and don't meet District's performance targets. To alleviate or eliminate the impact of fare increase on low-income rider, an expanded and streamlined low-income fare assistance program is introduced that offers increased eligibility thresholds and additional fare assistance subsidy.
Dial-A-Ride (DAR) is a curb-to-curb general public service that is designed to supplement connection to fixed route network or fill gaps of transit network in rural areas. The proposed DAR fares better align with the premium aspect of this service compared to fixed route. A competitive pricing structure will encourage commuters within the existing bus network to use fixed route services over DAR where possible. This will free up additional capacity for seniors and persons with disabilities and alleviate current issues with providing sufficient capacity for these riders.

Date: 12/14/2019
Source: Online form
Commenter: Age: 65+ | Annual Household income: 10-25k | Frequent user of Marin Access services
Comment: I like that the proposal increases the number of trips per month for Catch-A-Ride.
I don't like that the proposal adds a base fare of $4 to Catch-A-Ride trips.

Catch-A-Ride taxi drivers are already highly compensated for very short trip, usually just 2 or 3 miles, usually earning more than they would for a metered trip. Most riders DO tip the drivers for each trip. If you're going to impose out of pocket fare, it should be for no more than $2. You should also consider only imposing an out of pocket fare for trips over 5 miles.

Comment Response: Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.
As a safety net to our low-income riders, an expanded and streamlined low-income fare assistance program is introduced to offset the potential impact of any of the fare changes.

Date: 12/16/2019
Source: Online form

Commenter: Age: 65+ Annual Household income: N/A Frequent user of local bus, Marin Access services

Comment: I like that the proposal increases the number of trips per month for Catch-A-Ride.
I don't like that the proposal adds a base fare of $4 to Catch-A-Ride trips.

Comment Response: Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.
As a safety net to our low-income riders, an expanded and streamlined low-income fare assistance program is introduced to offset the potential impact of any of the fare changes.

Date: 12/16/2019
Source: Online form

Commenter: Age: 65+ Annual Household income: 10-25k Non- transit user

Comment: I like that the proposal increases the frequency of Marin Access Low-Income Fare Assistance disbursement, gives low-income Marin Access clients access to a free monthly pass for use on fixed route.

I don't like that the proposal eliminates the 7-day pass for fixed route, changes the age-related eligibility standard for Marin Access to 65+.

Once I retire--(2 years at 70) I would enjoy taking the train (non-peak hours) for excursions up North and back for something to do, and not having to pay anything--just being a senior with free option.

Comment Response: The usage of 7-day passes is currently under 1%. Under current pricing, 4 weekly passes will be equivalent to a monthly pass. However, the proposed 50% reduction in monthly pass pricing at $40 is intended to facilitate a more cost-effective option to riders in lieu of a $10 weekly pass.
Marin Transit has not increased its paratransit fares since 2004. Marin Transit's ADA Paratransit fare is the second lowest among peer agencies in the Bay Area. In terms of program's efficiency, the current fare revenues are not keeping pace with growing paratransit operations costs and don't meet District's performance targets. To alleviate or eliminate the impact of fare increase on low-income rider, an expanded and streamlined low-income fare assistance program is introduced that offers increased eligibility thresholds and additional fare assistance subsidy.

Date: 12/16/2019

Source: Online form

Commenter:	Age: N/A	Annual Household income: N/A	Frequent user of local bus, Marin Access services

Comment: I like that the proposal reduces the cost of the monthly fixed route passes., gives low-income Marin Access clients access to a free monthly pass for use on fixed route.
I don't like that the proposal increases the fare for Dial-A-Ride, increases the fare for paratransit.

Public transit should be free in order to arrest climate change. Research cities who have implemented this policy.

Comment Response: Dial-A-Ride (DAR) is a curb-to-curb general public service that is designed to supplement connection to fixed route network or fill gaps of transit network in rural areas. The proposed DAR fares better align with the premium aspect of this service compared to fixed route. A competitive pricing structure will encourage commuters within the existing bus network to use fixed route services over DAR where possible. This will free up additional capacity for seniors and persons with disabilities and alleviate current issues with providing sufficient capacity for these riders.

Marin Transit has not increased its paratransit fares since 2004. Marin Transit's ADA Paratransit fare is the second lowest among peer agencies in the Bay Area. In terms of program's efficiency, the current fare revenues are not keeping pace with growing paratransit operations costs and don't meet District's performance targets. To alleviate or eliminate the impact of fare increase on low-income rider, an expanded and streamlined low-income fare assistance program is introduced that offers increased eligibility thresholds and additional fare assistance subsidy.

Date: 12/16/2019

Source: Online form

Commenter:	Age: 65+	Annual Household income: N/A	Frequent user of Marin Access, Paratransit services

Comment: I like that the proposal increases the number of trips per month for Catch-A-Ride.
I don't like that the proposal adds a base fare of $4 to Catch-A-Ride trips.

Catch A Ride it is too high. I have limited income and cannot afford this increase. $2 is better. This is not well thought out because we tip with this service. The service has become unreliable too many problems.

Comment Response: Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.
As a safety net to our low-income riders, an expanded and streamlined low-income fare assistance program is introduced to offset the potential impact of any of the fare changes.

Date:	12/16/2019
Source:	Online form
Commenter:	Age: 25-59 Annual Household income: < 10k Frequent user of local bus services
Comment:	I like that the proposal reduces the cost of the monthly fixed route passes, makes it easier to qualify and apply for the Marin Access Low-Income Fare Assistance program. I don't like that the proposal eliminates the 7-day pass for fixed route, changes the age-related eligibility standard for Marin Access to 65+.
Comment Response:	The usage of 7-day passes is currently under 1%. Under current pricing, 4 weekly passes will be equivalent to a monthly pass. However, the proposed 50% reduction in monthly pass pricing at $40 is intended to facilitate a more cost-effective option to riders in lieu of a $10 weekly pass. Eligibility criteria is currently inconsistent across Volunteer Driver and Catch-A-Ride programs. The proposed standardized eligibility criteria across these programs will make it easier for riders to understand and for community partners to share. The 65+ eligibility is applicable to new clients only, and all current riders who are under 65 will be grandfathered into the program. It will also increase the number of eligible riders due to removing the 80+ age limit.

Date:	12/16/2019
Source:	Online form
Commenter:	Age: 60-64 Annual Household income: 10-25k Frequent user of local bus, Marin Access services
Comment:	I like that the proposal increases the frequency of Marin Access Low-Income Fare Assistance disbursement, increases the number of trips per month for Catch-A-Ride. I don't like that the proposal adds a base fare of $4 to Catch-A-Ride trips. There is a draw back for the Taxi drivers- I will not be able to afford a tip. I only take rides that the current discount pays for.
Comment Response:	Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program. As a safety net to our low-income riders, an expanded and streamlined low-income fare assistance program is introduced to offset the potential impact of any of the fare changes.

Date:	12/16/2019
Source:	Online form

Commenter:	Age: 25-59	Annual Household income: > 200k	Frequent user of local bus services

Comment: I like that the proposal Makes it easier to qualify and apply for the Marin Access Low-Income Fare Assistance program, increases the frequency of Marin Access Low-Income Fare Assistance disbursement.
I don't like that the proposal increases the fare for paratransit, changes the age-related eligibility standard for Marin Access to 65+.

Comment Response: Marin Transit has not increased its paratransit fares since 2004. Marin Transit's ADA Paratransit fare is the second lowest among peer agencies in the Bay Area. In terms of program's efficiency, the current fare revenues are not keeping pace with growing paratransit operations costs and don't meet District's performance targets. To alleviate or eliminate the impact of fare increase on low-income rider, an expanded and streamlined low-income fare assistance program is introduced that offers increased eligibility thresholds and additional fare assistance subsidy.
Eligibility criteria is currently inconsistent across Volunteer Driver and Catch-A-Ride programs. The proposed standardized eligibility criteria across these programs will make it easier for riders to understand and for community partners to share. The 65+ eligibility is applicable to new clients only, and all current riders who are under 65 will be grandfathered into the program. It will also increase the number of eligible riders due to removing the 80+ age limit.

Date: 12/17/2019
Source: Online form

Commenter:	Age: 65+	Annual Household income: 35-50k	Frequent user of local bus, Marin Access, Paratransit services

Comment: I like that the proposal raises the income threshold to qualify for the Marin Access Low-Income Fare Assistance program, gives low-income Marin Access clients access to a free monthly pass for use on fixed route.
I don't like that the proposal eliminates the 7-day pass for fixed route, increases the fare for Dial-A-Ride.

Comment Response: The usage of 7-day passes is currently under 1%. Under current pricing, 4 weekly passes will be equivalent to a monthly pass. However, the proposed 50% reduction in monthly pass pricing at $40 is intended to facilitate a more cost-effective option to riders in lieu of a $10 weekly pass.
Dial-A-Ride (DAR) is a curb-to-curb general public service that is designed to supplement connection to fixed route network or fill gaps of transit network in rural areas. The proposed DAR fares better align with the premium aspect of this service compared to fixed route. A competitive pricing structure will encourage commuters within the existing bus network to use fixed route services over DAR where possible. This will free up additional capacity for seniors and persons with disabilities and alleviate current

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issues with providing sufficient capacity for these riders. As a safety net to our senior/ADA low-income riders, an expanded and streamlined low-income fare assistance program is introduced to offset the potential impact of any of the fare changes.

Date: 12/17/2019

Source: Online form

Commenter: Age: 65+ Annual Household income: N/A Frequent user of Marin Access services

Comment: I like that the proposal increases the number of trips per month for Catch-A-Ride.
I don't like that the proposal adds a base fare of $4 to Catch-A-Ride trips.

Marin Transit is victimizing the seniors that this service was set up for. I am very unhappy to pay $4. My income is fixed, and I don't think LIFA will help me. I am on oxygen and can only be out a limited amount of time.

Comment Response: Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.
As a safety net to our low-income riders, an expanded and streamlined low-income fare assistance program (LIFA) is introduced to offset the potential impact of any of the fare changes. The LIFA credits can be used towards all demand response programs incl. CAR base fare.

Date: 12/17/2019

Source: Online form

Commenter: Age: 65+ Annual Household income: 10-25k Frequent user of local bus, Marin Access, Paratransit services

Comment: I like that the proposal increases the number of trips per month for Catch-A-Ride.
I don't like that the proposal adds a base fare of $4 to Catch-A-Ride trips.

I will not mind paying more if the 1/2 hour window is not exceeded so frequently.

Comment Response: Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.
As a safety net to our low-income riders, an expanded and streamlined low-income fare assistance program is introduced to offset the potential impact of any of the fare changes.

Date: 12/17/2019

Source: Online form

Commenter: Age: 65+ Annual Household income: N/A Frequent user of Marin Access services

Comment: I like that the proposal increases the number of trips per month for Catch-A-Ride.
I don't like that the proposal adds a base fare of $4 to Catch-A-Ride trips.

I am unhappy to pay $4. LIFA will not help. I'm on limited income and a base fee of $4 is too much. I mainly use this service for short trips.

Comment Response: Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.
As a safety net to our low-income riders, an expanded and streamlined low-income fare assistance program is introduced to offset the potential impact of any of the fare changes.
The LIFA credits can be used towards all demand response programs incl. CAR base fare.

Date: 12/18/2019

Source: Online form

Commenter: Age: 25-59 Annual Household income: 50-75k Frequent user of Marin Access, Paratransit services

Comment: I like that the proposal raises the income threshold to qualify for the Marin Access Low-Income Fare Assistance program, makes it easier to qualify and apply for the Marin Access Low-Income Fare Assistance program.
I don't like that the proposal eliminates the 7-day pass for fixed route, changes the age-related eligibility standard for Marin Access to 65+.

Marin Access definitely should NOT increase rates for anyone. It also should be easier to qualify for the Low Income eligibility program. Try hard to stay on time! Rides are late a lot.

Comment Response: To alleviate or eliminate the impact of fare increase on low-income rider, an expanded and streamlined low-income fare assistance program is introduced that offers increased eligibility thresholds and additional fare assistance subsidy. The proposed eligibility process for LIFA is streamlined and simplified, that should make it easier to our riders to take advantage of.

The 65+ eligibility is applicable to new clients only, and all current riders who are under 65 will be grandfathered into the program. It will also increase the number of eligible riders due to removing the 80+ age limit. The proposed standardized eligibility criteria

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across Volunteer Driver and Catch-A-Ride programs will also make it easier for riders to participate and for community partners to share.

The usage of 7-day passes is currently below 1%. Under current pricing, 4 weekly passes will be equivalent to a monthly pass. However, the proposed 50% reduction in monthly pass pricing at $40 is intended to facilitate a more cost-effective option to riders in lieu of a $10 weekly pass.

Date: 12/18/2019

Source: Online form

Commenter: Age: 60-64 Annual Household income: < 10k Frequent user of Marin Access, Paratransit services

Comment: I like that the proposal increases the number of trips per month for Catch-A-Ride.
I don't like that the proposal increases the fare for Dial-A-Ride, adds a base fare of $4 to Catch-A-Ride trips.

I am very concerned about having to pay the $4, even the $2 dollars for Catch a Ride. I depend on the services a lot and my income is very limited. Having to pay for every ride is like taking away my only way of transportation. The aid for low income will not be enough.

Comment Response: Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.
As a safety net to our low-income riders, an expanded and streamlined low-income fare assistance program is introduced to offset the potential impact of any of the fare changes

Dial-A-Ride (DAR) is a curb-to-curb general public service that is designed to supplement connection to fixed route network or fill gaps of transit network in rural areas. The proposed DAR fares better align with the premium aspect of this service compared to fixed route. A competitive pricing structure will encourage commuters within the existing bus network to use fixed route services over DAR where possible. This will free up additional capacity for seniors and persons with disabilities and alleviate current issues with providing sufficient capacity for these riders.

Date: 12/19/2019

Source: Online form

Commenter: Age: 65+ Annual Household income: 75-100k Frequent user of Marin Access, Paratransit services

Comment: I like that the proposal increases the number of trips per month for Catch-A-Ride.
I don't like that the proposal adds a base fare of $4 to Catch-A-Ride trips.

I am on fixed income with no increase. It is more and more difficult to maintain living in Marin due to fees going up. No thought given to the cost of living increases.

Comment Response: As a safety net to our low-income riders, an expanded and streamlined low-income fare assistance program is introduced to offset the potential impact of any of the fare changes.
The proposed eligibility threshold LIFA is based on EEI that is county specific and takes into consideration the cost of living in Marin County.
Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.

Date: 12/20/2019

Source: Online form

Commenter: Age: 60-64 Annual Household income: 50-75k Frequent user of Marin Access, Paratransit services

Comment: I like that the proposal standardizes the Marin Access eligibility standards, making the services easier to understand.

I don't like that the proposal changes the age-related eligibility standard for Marin Access to 65+.
Our concern is being considered "stand by" because we're not near enough to a bus route. We can't drive, are under extreme stress from medical situations and the medical financial strain. I can't always get to appointments. Please provide equal treatment! Please do not change the service rate to 65+. I thought there were MORE Baby Boomers entering "senior citizen hood" and thus NEEDING such SERVICES as Whistlestop.

Comment Response: The 65+ eligibility is applicable to new clients only, and all current riders who are under 65 will be grandfathered into the program.
Eligibility criteria is currently inconsistent across Volunteer Driver and Catch-A-Ride programs. The proposed standardized eligibility criteria across these programs will make it easier for riders to understand and for community partners to share. It will also increase the number of eligible riders due to removing the 80+ age limit.

Date: 12/23/2019

Source: Online form

Commenter: Age: 65+ Annual Household income: 10-25k Frequent user of Marin Access, Paratransit services

Comment: I like that the proposal increases the number of trips per month for Catch-A-Ride, increases the reimbursement rate for the Marin Access volunteer driver programs (STAR & TRIP).
I don't like that the proposal adds a base fare of $4 to Catch-A-Ride trips.

Adding $4 for Catch a Ride will make using the program too expensive to use, even the $18 is not enough for local trips. It is too expensive. It should be higher.

Comment Response: Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.
As a safety net to our low-income riders, an expanded and streamlined low-income fare assistance program is introduced to offset the potential impact of any of the fare changes.

Date: 12/24/2019
Source: Online form

Commenter: Age: 65+ Annual Household income: <10k Frequent user of local bus, Marin Access, Paratransit services

Comment: I like that the proposal reduces the cost of the monthly fixed route passes, increases the number of trips per month for Catch-A-Ride.
I don't like that the proposal adds a base fare of $4 to Catch-A-Ride trips.

The services are often not good, and the drivers are late. scheduling does mistakes.

Comment Response: Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.
As a safety net to our low-income riders, an expanded and streamlined low-income fare assistance program is introduced to offset the potential impact of any of the fare changes.

Date: 12/26/2019
Source: Online form

Commenter: Age: 65+ Annual Household income: < 10k Frequent user of Marin Access, Paratransit services

Comment: I like that the proposal makes it easier to qualify and apply for the Marin Access Low-Income Fare Assistance program.
I don't like that the proposal increases the fare for paratransit.

I cannot afford $4. I depend on paratransit services. LIFA will limit my use. Marin Access wants less clientele. You will lose a lot of riders in need like the ones using transit for dialysis treatments. the extra money won't go to the drivers. I can afford $2 but not $4.

Comment Response: To alleviate the impact of fare increase on low-income riders, an expanded and streamlined low-income fare assistance program is introduced that offers increased eligibility thresholds and additional fare assistance subsidy.
Marin Transit has not increased its paratransit fares since 2004. Marin Transit's ADA Paratransit fare is the second lowest among peer agencies in the Bay Area. In terms of program's efficiency, the current fare revenues are not keeping pace with growing paratransit operations costs and don't meet District's performance targets.

Date: 12/31/2019

Source: Online form

Commenter: Age: 25-59 Annual Household income: 10-25k Frequent user of Marin Access, Paratransit services

Comment: I don't like that the proposal Increases the fare for paratransit, adds a base fare of $4 to Catch-A-Ride trips.

I am disabled w/a service animal and low income and can't afford to use Catch A ride and Paratransit often. I barely have money for food. I am on disability SSDI.

Comment Response: To alleviate or eliminate the impact of fare increase on low-income rider, an expanded and streamlined low-income fare assistance program is introduced that offers increased eligibility thresholds and additional fare assistance subsidy that is $240 in credits for use on all demand response programs annually (versus current $160 value paratransit ticket booklet).
Marin Transit has not increased its paratransit fares since 2004. Marin Transit's ADA Paratransit fare is the second lowest among peer agencies in the Bay Area. In terms of program's efficiency, the current fare revenues are not keeping pace with growing paratransit operations costs and don't meet District's performance targets.
Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.

Date: 1/3/2020

Source: Online form

Commenter: Age: 65+ Annual Household income: N/A Frequent user of local bus, Marin Access, Paratransit services

Comment: I like that the proposal makes it easier to qualify and apply for the Marin Access Low-Income Fare Assistance program, increases the number of trips per month for Catch-A-Ride.
I don't like that the proposal increases the fare for paratransit, adds a base fare of $4 to Catch-A-Ride trips.
Will stop using CAR due to the fare increase. I can't always afford to pay for Paratransit because I am very low income.

Comment Response: Marin Transit has not increased its paratransit fares since 2004. Marin Transit's ADA Paratransit fare is the second lowest among peer agencies in the Bay Area. In terms of program's efficiency, the current fare revenues are not keeping pace with growing paratransit operations costs and don't meet District's performance targets.
Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.
To alleviate or eliminate the impact of fare increase on low-income rider, an expanded and streamlined low-income fare assistance program is introduced that offers increased eligibility thresholds and additional fare assistance subsidy.

Date: 1/6/2020

Source: Online form

Commenter: Age: 65+ Annual Household income: 35-50k Frequent user of Marin Access, Paratransit services

Comment: I don't like that the proposal increases the fare for paratransit, adds a base fare of $4 to Catch-A-Ride trips.

I am very low income and need these services for dialysis. I pay over $50 a month for paratransit. Very thankful for paratransit.

Comment Response: Marin Transit has not increased its paratransit fares since 2004. Marin Transit's ADA Paratransit fare is the second lowest among peer agencies in the Bay Area. In terms of program's efficiency, the current fare revenues are not keeping pace with growing paratransit operations costs and don't meet District's performance targets.
Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.

To alleviate or eliminate the impact of fare increase on low-income rider, an expanded and streamlined low-income fare assistance program is introduced that offers increased eligibility thresholds and additional fare assistance subsidy that can be used on both CAR and paratransit.

Date: 1/6/2020
Source: Online form
Commenter: Age: 65+ Annual Household income: N/A Frequent user of Marin Access, Paratransit services
Comment: I like that the proposal increases the number of trips per month for Catch-A-Ride, increases the reimbursement rate for the Marin Access volunteer driver programs (STAR & TRIP).
I don't like that the proposal increases the fare for paratransit, adds a base fare of $4 to Catch-A-Ride trips.

Would like increase in pay for the Paratransit drivers, to retain good drivers. Marin Transit should pay for fare for people who attend PCC meetings.

Comment Response: The PCC is volunteer based public meeting that provides an opportunity for members of the public, private and non-profit agencies, and paratransit operators to discuss and solve the transit problems of people with disabilities, elderly, and other transit dependents.

Marin Transit has not increased its paratransit fares since 2004. Marin Transit's ADA Paratransit fare is the second lowest among peer agencies in the Bay Area. In terms of program's efficiency, the current fare revenues are not keeping pace with growing paratransit operations costs and don't meet District's performance targets.

Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.
To alleviate or eliminate the impact of fare increase on low-income rider, an expanded and streamlined low-income fare assistance program is introduced that offers increased eligibility thresholds and additional fare assistance subsidy.

Date: 1/6/2020
Source: Email
Commenter: Age: N.A Annual Household income: N/A Frequent user of Marin Access, Paratransit services
Comment: I like that the proposal I like that the proposal makes it easier to qualify and apply for the Marin Access Low-Income Fare Assistance program, increases the number of trips per month for Catch-A-Ride.

I don't like that the proposal increases the fare for paratransit, adds a base fare of $4 to Catch-A-Ride trips.

I question balancing the budget on the backs of the poor by increasing the paratransit fare by 200% by 2023 and increasing Catch A Ride to 400% more per ride! I can't afford any fare increase on SSI and Social Security. I will be stranded at home without a way to get groceries and go to medical appointments, etc. This situation would constitute a crisis in the disabled community.

Comment Response: To alleviate or eliminate the impact of fare increase on low-income rider, an expanded and streamlined low-income fare assistance program is introduced that offers increased eligibility thresholds and additional fare assistance subsidy.
Marin Transit has not increased its paratransit fares since 2004. Marin Transit's ADA Paratransit fare is the second lowest among peer agencies in the Bay Area. In terms of program's efficiency, the current fare revenues are not keeping pace with growing paratransit operations costs and don't meet District's performance targets.
Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.

Date: 1/7/2020

Source: Email

Commenter: Age: N/A Annual Household income: N/A Non-user

Comment: As the appointed public defender of Marin County I write to encourage Marin Transit to work with my office, the Probation Department of Marin County, the Marin County Sheriff, and the Marin County Superior Court to create limited time reduced bus passes that can help people of limited means, receiving public assistance, or unemployed to make court appearances, probation appointments, or are leaving jail without means of transportation to their housing. Bench warrants and failures to appear often happen because people do not have transportation. Our office currently supplies individuals with bus passes and Clipper cards as our budget allows. If our office, probation or the Sheriff's department could have access to minimally priced bus passes we can have a long-term impact on public safety by encouraging people to meet their court-ordered legal obligations through subsidized transportation. Please consider adding a section for monthly bus passes available to public safety agencies at a reduced rate. $40 dollars is too high for us to be able to meet our demand, but if such passes could be available to between $10 and $15 per month, we could see an increase in the number of people this would assist. Thank you for your consideration.

Comment Response: Marin Transit staff will reach out to probation or the Sheriff's department to coordinate a follow up meeting.

Date: 1/7/2020

Source: Email

Commenter: Age: N/A Annual Household income: N/A Frequent user of Marin Access, Paratransit services

Comment: Please do not raise Catch A Ride rates for Low Income Seniors. We are very dependent on this service.

Comment Response: As a safety net to our senior/ADA low-income riders, an expanded and streamlined low-income fare assistance program is introduced to offset the potential impact of any of the fare changes.
Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.

Date: 1/8/2020

Source: Online form

Commenter: Age: 60-64 Annual Household income: N/A Frequent user of regional services

Comment: I like that the proposal reduces the cost of the monthly fixed route passes, raises the income threshold to qualify for the Marin Access Low-Income Fare Assistance program. I don't like that the proposal eliminates the 7-day pass for fixed route, increases the fare for Dial-A-Ride.
I am very upset regarding the increase the fare for Dial A Ride (DAR). I don't understand why this can't happen over a 2-year period like you are doing for Paratransit. You need more drivers for DAR as well. I take DAR from Smart to work every day. Marin Transit doesn't go where I need to go.

Comment Response: The usage of 7-day passes is currently below 1%. Under current pricing, 4 weekly passes will be equivalent to a monthly pass. However, the proposed 50% reduction in monthly pass pricing at $40 is intended to facilitate a more cost-effective option to riders in lieu of a $10 weekly pass.

Dial-A-Ride (DAR) is a curb-to-curb general public service that is designed to supplement connection to fixed route network or fill gaps of transit network in rural areas. The proposed DAR fares better align with the premium aspect of this service compared to fixed route. A competitive pricing structure will encourage commuters within the existing bus network to use fixed route services over DAR where possible. This will free up additional capacity for seniors and persons with disabilities and alleviate current issues with providing sufficient capacity for these riders. As a safety net to our senior/ADA low-income riders, an expanded and streamlined low-income fare assistance program is introduced to offset the potential impact of any of the fare changes.

Date: 1/14/2020

Source: Online form

Commenter: Age: 65+ Annual Household income: $10k -25k Frequent user of Marin Access, Paratransit services and bus service

Comment: I like that the proposal raises the income threshold to qualify for the Marin Access Low-Income Fare Assistance program, makes it easier to qualify and apply for the Marin Access Low-Income Fare Assistance program.
I don't like that the proposal increases the fare for paratransit, adds a base fare of $4 to Catch-A-Ride trips.

My rent has gone up and he is on a very limited budget. I can't afford the increase in fares. I have maybe $700 left for food, medicine and utilities etc. I am worried that my feedback will not count, and that Marin Transit will raise the cost of Paratransit and Catch A Ride. The $20 /month LIFA that I might qualify for in July will not make much of a difference.

Comment Response: Marin Transit has not increased its paratransit fares since 2004. Marin Transit's ADA Paratransit fare is the second lowest among peer agencies in the Bay Area. In terms of program's efficiency, the current fare revenues are not keeping pace with growing paratransit operations costs and don't meet District's performance targets.

Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.

To alleviate or eliminate the impact of fare increase on low-income rider, an expanded and streamlined low-income fare assistance program is introduced that offers increased eligibility thresholds and additional fare assistance subsidy.

Date: 1/17/2020

Source: Online form

Commenter: Age: 25-59 Annual Household income: N/A Non-transit user

Comment: I like that the proposal Reduces the cost of the monthly fixed route passes, increases the frequency of Marin Access Low-Income Fare Assistance disbursement.
I don't like that the proposal eliminates the 7-day pass for fixed route
Please eliminate the route at San Marin as there's very low ridership in this area.

Comment Response: The usage of 7-day passes is currently under 1%. Under current pricing, 4 weekly passes will be equivalent to a monthly pass. However, the proposed 50% reduction in

monthly pass pricing at $40 is intended to facilitate a more cost-effective option to riders in lieu of a $10 weekly pass.

Date: 1/20/2020

Source: Online form

Commenter: Age: under 18 | Annual Household income: $35 – 50K | Frequent user of bus service

Comment: I like that the proposal raises the income threshold to qualify for the Marin Access Low-Income Fare Assistance program.

I don't like that the proposal eliminates the 7-day pass for fixed route, changes the age related eligibility standard for Marin Access to 65+.

My dad is legally blind and cannot drive, meaning he has to bus to and from work every day and my sister and I have to bus to and from school. We didn't know about the Marin student bus passes until last month and he pays full price. As a low income family with the head of the house unable to drive, it's always seemed unfair that we have to pay so much in public transit while we should be conserving money for rent and necessities. Any financial aid from Marin Transit would help us and families like ours very much.

Comment Response: The usage of 7-day passes is currently under 1%. Under current pricing, 4 weekly passes will be equivalent to a monthly pass. However, the proposed 50% reduction in monthly pass pricing at $40 is intended to facilitate a more cost-effective option to riders in lieu of a $10 weekly pass.
Eligibility criteria is currently inconsistent across Volunteer Driver and Catch-A-Ride programs. The proposed standardized eligibility criteria across these programs will make it easier for riders to understand and for community partners to share. The 65+ eligibility is applicable to new clients only, and all current riders who are under 65 will be grandfathered into the program. It will also increase the number of eligible riders due to removing the 80+ age limit.

Date: 1/21/2020

Source: Online form

Commenter: Age: 65+ | Annual Household income: $10-25K | Frequent user of Marin Access, Paratransit services and bus service

Comment: I like that the proposal raises the income threshold to qualify for the Marin Access Low-Income Fare Assistance program, increases the number of trips per month for Catch-A-Ride.

I don’t like that the proposal increases the fare for paratransit, adds a base fare of $4 to Catch-A-Ride trips

Comment Response: Marin Transit has not increased its paratransit fares since 2004. Marin Transit’s ADA Paratransit fare is the second lowest among peer agencies in the Bay Area. In terms of program’s efficiency, the current fare revenues are not keeping pace with growing paratransit operations costs and don't meet District's performance targets.
Catch-A-Ride is a non-shared, on-demand, premium program that provides curb to curb service, and is designed to help older adults and people with disabilities who are unable to drive, to receive taxi service at a discounted rate. The proposed base fare is introduced to align Catch-A-Ride pricing with the extra perks offered through this program.
To alleviate or eliminate the impact of fare increase on low-income rider, an expanded and streamlined low-income fare assistance program is introduced that offers increased eligibility thresholds and additional fare assistance subsidy.

Date: 1/22/2020

Source: Online form

Commenter: Age: 25-59 | Annual Household income: N/A | Frequent user of Paratransit services and bus service

Comment: I like that the proposal standardizes the Marin Access eligibility standards, making the services easier to understand.
I don’t like that the proposal increases the fare for paratransit.

My daughter uses paratransit. Would like to be able to schedule paratransit same day.

Comment Response: Marin Transit has not increased its paratransit fares since 2004. Marin Transit’s ADA Paratransit fare is the second lowest among peer agencies in the Bay Area. In terms of program’s efficiency, the current fare revenues are not keeping pace with growing paratransit operations costs and don't meet District's performance targets.
To alleviate or eliminate the impact of fare increase on low-income rider, an expanded and streamlined low-income fare assistance program is introduced that offers increased eligibility thresholds and additional fare assistance subsidy.

Date: 1/24/2020

Source: Online form

Commenter: Age: 18-24 | Annual Household income: 75-100K | Frequent user of Marin Access, Paratransit services and bus service

Comment: I like that the proposal Reduces the cost of the monthly fixed route passes, gives low-income Marin Access clients access to a free monthly pass for use on fixed route.

I don’t like that the proposal increases the fare for paratransit, increases the fare for Dial-A-Ride.

It would be nice if there was a paratransit program for College of Marin students, similar to the program for College of Marin unlimited bus

Comment Response: Marin Transit has not increased its paratransit fares since 2004. Marin Transit’s ADA Paratransit fare is the second lowest among peer agencies in the Bay Area. In terms of program’s efficiency, the current fare revenues are not keeping pace with growing paratransit operations costs and don't meet District's performance targets.

Dial-A-Ride (DAR) is a curb-to-curb general public service that is designed to supplement connection to fixed route network or fill gaps of transit network in rural areas. The proposed DAR fares better align with the premium aspect of this service compared to fixed route. A competitive pricing structure will encourage commuters within the existing bus network to use fixed route services over DAR where possible. This will free up additional capacity for seniors and persons with disabilities and alleviate current issues with providing sufficient capacity for these riders.

To alleviate or eliminate the impact of fare increase on low-income rider, an expanded and streamlined low-income fare assistance program is introduced that offers increased eligibility thresholds and additional fare assistance subsidy.

Appendix E – Summary of Community Partner Meetings and Comments

Meeting:	Marin Mobility Consortium
Meeting Date:	7/17/2019
Meeting Detail:	Quarterly meeting of stakeholders in Marin County to plan and take action together as a consortium of agencies and advocates to improve and expand transportation options for Marin's senior, disabled and low-income residents.
Comment:	No comments; attendees provided information and advised on future opportunities to provide input
Impact on Proposal:	N/A

Meeting:	Individual Meeting with MCIL
Meeting Date:	8/15/2019
Meeting Detail:	General plan and approach for fare policy / eligibility updates presented to MCIL team given their role as advocates for those with disabilities in the community.
Comment:	Ensure language is tangible and easily understood by general public; provide 1-pagers for reference / take away; ensure there is a thorough educational campaign; understand CA SSP benefit for reference; highlight free FR pass to LIFA eligible; prepare talking points for community partners; emphasize comparison to peers for paratransit fares; tease out explanation on medical eligibility v. SSI - share of cost example; messaging is key; use visual representations / infographics
Impact on Proposal:	• Revised language and graphics for future presentations and resources • Developed resources for community partners and operational partners to understand / explain proposal • Researched CA SSP benefit

Meeting:	Marin Paratransit Coordinating Council
Meeting Date:	8/19/2019
Meeting Detail:	The PCC is responsible for the development and implementation of transportation programs designed to solve the transit problems of people with disabilities, elderly, and other transit dependents in coordination and cooperation with appropriate public private and non-profit agencies, and paratransit operators within the established boundaries of Marin County.

Comment:	Concerns about shifting to 65+ - for those 60-64 in W. Marin this is often their only option for transportation – request to dig into those who may get left out with shift to 65+; include performance trends as it helps show that this will be revenue neutral; give more context of why proposing now + goals; add info about "how we got here" (i.e.. how did we land on 65+ & 138% of FPL); LIFA – don't say Medi-Cal is threshold, talk more logic of why 138% chosen, advantage of matching Medi-Cal is proof of eligibility is easy, focus on how/why it's easier for people; detail why we're adding a base fare to Catch A Ride; add a slide with financial impacts; use infographics
Impact on Proposal:	• Revised language and graphics for future presentations and resources • Reviewed rider data and ACS data to determine impact of shift in eligibility age threshold • Determined to "grandfather" in all existing riders age 60 - 64

Meeting:	Marin Paratransit Coordinating Council
Meeting Date:	10/21/2019
Meeting Detail:	The PCC is responsible for the development and implementation of transportation programs designed to solve the transit problems of people with disabilities, elderly, and other transit dependents in coordination and cooperation with appropriate public private and non-profit agencies, and paratransit operators within the established boundaries of Marin County.
Comment:	No comments; attendees provided information and advised on future opportunities to provide input
Impact on Proposal:	N/A

Meeting:	Travel Navigator Quarterly Meeting
Meeting Date:	11/8/2019
Meeting Detail:	Draft plan, outreach plan and collateral documents presented to Travel Navigator team as they are the most public facing piece of the Marin Access suite of programs.
Comment:	Concerns that it will lower ridership; likes that expansion of LIFA offsets increases in fares; riders would benefit from a tool to help them to decide which service to use for a trip; consider increasing mileage for STAR
Impact on Proposal:	N/A

Meeting:	Commission on Aging Housing & Transportation Committee
Meeting Date:	11/13/2019

Meeting Detail:	COA committee active in advocating for affordable housing and transportation needs for older adults in Marin.
Comment:	No comments; attendees provided information and advised on future opportunities to provide input
Impact on Proposal:	N/A

Meeting:	GGT Advisory Committee on Accessibility
Meeting Date:	11/14/2019
Meeting Detail:	Accessibility Advisory group that informs GGBHTD staff on accessibility issues for bridge, bus, or ferry.
Comment:	No Comments; attendees provided information and advised on how to provide comment
Impact on Proposal:	N/A

Meeting:	Marin Mobility Consortium
Meeting Date:	11/19/2019
Meeting Detail:	Quarterly meeting of stakeholders in Marin County to plan and take action together as a consortium of agencies and advocates to improve and expand transportation options for Marin's senior, disabled and low-income residents.
Comment:	General Comments from Group: Consider adding Medicare to standard for eligibility; Add year of EEI standard into slides/materials; Add bullet re: youth changes to monthly pass; Consider adding an accelerator for annual increases for STAR/TRIP AAI - Linda Jackson: The AAI Newsletter is a great place to provide information to current and potential clients; April 2020 convening may also be a good place to communicate changes to current and potential clients; Don't use "senior" - use older adult; Don't use "giving up the keys" - rethink how this is framed
Impact on Proposal:	• Revised language and graphics for future presentations and resources • Developed content for AAI newsletter & other relevant publications

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Meeting:	Bay Area Partnership Accessibility Committee (BAPAC)
Meeting Date:	12/9/2019
Meeting Detail:	Monthly meeting of peer agencies in region regarding accessibility + specifically, paratransit.

Comment:	General Comments from Group: Using a whole dollar fare is a good idea; for customer facing materials, break down the fares to show that you're "still giving them a really good deal." MTC: Thinks changes are in line with improving mobility options SolTrans: When they made fare changes, they adopted a regular structural policy increase to avoid "reinventing the wheel" and having to go through the full process in the future; this pegged the paratransit fare at 2x the fixed route fare SamTrans: Their experience with offering a free fixed route pass to paratransit eligible clients resulted in an increase in paratransit applicants; their LIFA equivalent program offers a deep discount on every ride for paratransit Santa Rosa City Bus: Their free fixed route pass for paratransit eligible clients uses a card with a magstripe; they are happy to share more info if requested
Impact on Proposal:	• Reviewed documents shared by SamTrans regarding their LIFA equivalent and fixed route pass programs

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Meeting:	Marin Paratransit Coordinating Council
Meeting Date:	12/16/2019
Meeting Detail:	The PCC is responsible for the development and implementation of transportation programs designed to solve the transit problems of people with disabilities, elderly, and other transit dependents in coordination and cooperation with appropriate public private and non-profit agencies, and paratransit operators within the established boundaries of Marin County.
Comment:	Consider adding info in key areas for those that board at the rear of the vehicle - using the lift; target those that speak Spanish as a primary language; consider direct mail for outreach / education after implemented
Impact on Proposal:	• Researched potential to post notices near wheelchair lift on board vehicles • Coordinated with Canal Alliance to develop a short video about the proposal which was posted on Marin Transit social media accounts • Staffed a Travel Navigator Satellite Hours event at Al J. Boro Community Center / Pickleweed with Spanish speaking staff

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Meeting:	Individual Meeting with Lifelong
Meeting Date:	12/17/2019
Meeting Detail:	Lifelong Medical Care is an ADH center and is one of Marin Access Paratransit's top OD locations.
Comment:	Clients will want to use LIFA for their personal trips - not trips to Lifelong - so advantages of LIFA not helpful; will double costs + impacts their business & ability to serve clients; They purchase 2k tickets at a time and that barely lasts them 6 weeks
Impact on Proposal:	N/A

Meeting:	Commission on Aging Housing & Transportation Committee
Meeting Date:	1/15/2020
Meeting Detail:	COA committee active in advocating for affordable housing and transportation needs for older adults in Marin.
Comment:	No Comments; attendees provided information and advised on how to provide comment
Impact on Proposal:	N/A

Meeting:	GGT Advisory Committee on Accessibility
Meeting Date:	1/16/2020
Meeting Detail:	Accessibility Advisory group that informs GGBHTD staff on accessibility issues for bridge, bus, or ferry.
Comment:	No Comments; attendees provided information and advised on how to provide comment
Impact on Proposal:	N/A

Appendix F - Marin Transit Public Participation Process for Major Service and Fare Changes

This section describes Marin Transit's process for soliciting and considering public comment prior to implementing a major service, as defined in the District's Policy on Major Service Changes, or fare change. If the service changes trigger a public hearing process, the Board of Directors sets a public hearing date for a future meeting. Once published notice has been provided and a meeting agenda posted, Marin Transit may consider the major service change at a regular or special meeting. Marin Transit will provide language assistance at Board of Director's meetings, such as oral interpreters, with 72-hour advance notice. Minutes from the meeting are available to the public on Marin Transit's website. Public comments received by letter, phone, email, and at public meetings concerning the proposed service or fare change are provided as an attachment to the staff report for the Board of Directors and for public review. At each Board meeting, the public is permitted to speak for up to three minutes on each item considered although the body has the discretion to limit public comment to less than three minutes if circumstances warrant. The Marin Transit Board may respond to comments made by the public and take other actions, such as amending the item or delaying a decision, as it deems appropriate.

To provide sufficient notice of upcoming hearings, the Board of Directors designates the time and place for public hearings at least 28 days in advance of the proposed hearing date, unless more notice is required by law. Unless otherwise required by law, the Board may provide for minor modifications to the 28-day advance notice requirements in those situations when a finding can be made that such modification will not diminish fulfilling the public notice procedures outlined in the section below.

Once the Board has decided to hold a public hearing, staff will prepare a notice of the public hearing that includes a general, brief explanation of the matter to be considered and the date, time, and location of the public hearing.

Notice of the time and place of the meeting shall be published twice in a newspaper of general circulation within Marin County that is regularly published at least once a week. As a general rule, the first publication shall occur not less than 21 days prior to the hearing and the second publication shall occur not less than 7 days prior to the public hearing but not less than 5 days after the first publication. Shorter notice may be given when permitted by law and when financial, operational or scheduling considerations make it infeasible to provide 21-day advance notice.

If more than one hearing is held in connection with implementing a new fare, raising an existing fare, or implementing a major adjustment in transit service, Marin Transit shall publish a notice in a newspaper of general circulation within Marin County of the time and place of the second or succeeding hearing(s) at least 10 days in advance of the second or succeeding hearing(s).

Notices of public hearings shall be sent to City Councils, Boards of Supervisors, or School Districts that oversee areas affected by the subject of the public hearing or other public agencies as determined by the General Manager.

Marin Transit may provide additional notification to any affected neighborhood(s) and riders regarding the proposed changes and the time and location of any public meeting where public comment will be solicited. Marin Transit will provide information about proposed fare or major service changes on its website, and may provide notification in one or more of the following ways as appropriate:

- Posting meeting notices on transit vehicles used by affected riders;
- Posting meeting notices at transit stops;
- Notification through the District's email distribution list and publicizing the hearing on the District's web site;
- Direct mail notices to neighborhoods that may be affected by the subject of the public hearing;
- Publications in newspapers to specific groups or neighborhoods that may be affected by the subject of the public hearing;
- Publishing meeting notices in neighborhood papers or Spanish language newspapers;
- Sending meeting notices to identifiable affected groups;
- Circulating an attendance sheet at the meeting to create a contact list;
- Sending letters to names on contact lists including revised versions of the original proposal along with information regarding upcoming Marin Transit Board meetings;
- Using public service announcements for radio and public access TV (when circumstances dictate, and resources allow);
- Issuing a press release; and
- Display advertisements in local newspaper(s) in the affected areas.

Appendix G - Marin Access Rider Survey (2018)

MARIN ACCESS

2018 Rider Survey

Paratransit | Catch-A-Ride | Volunteer Drivers | Travel Navigators | Travel Training | Connect

Help us understand your experience using Marin Access services:

If you do not use the service listed, check the box on the far right.

1. Please rate Marin Access Paratransit (operated by Whistlestop) on each of the following:

	Excellent	Good	Average	Poor	Very Poor	I do not use this service
On-time performance	☐	☐	☐	☐	☐	☐
Cleanliness / condition of vehicle	☐	☐	☐	☐	☐	
Driver courtesy	☐	☐	☐	☐	☐	
Ease of trip scheduling	☐	☐	☐	☐	☐	
Overall performance	☐	☐	☐	☐	☐	

2. Please rate Catch-A-Ride on each of the following:

	Excellent	Good	Average	Poor	Very Poor	I do not use this service
Ease of trip scheduling	☐	☐	☐	☐	☐	☐
Availability of taxis	☐	☐	☐	☐	☐	
Driver courtesy	☐	☐	☐	☐	☐	
Overall performance	☐	☐	☐	☐	☐	

3. Please rate Connect on each of the following:

	Excellent	Good	Average	Poor	Very Poor	I do not use this service
Ease of trip scheduling	☐	☐	☐	☐	☐	☐
Driver courtesy	☐	☐	☐	☐	☐	
Overall performance	☐	☐	☐	☐	☐	

4. Please rate the STAR/TRIP Volunteer Driver Reimbursement Program on each of the following:

	Excellent	Good	Average	Poor	Very Poor	I do not use this service
Ease of reimbursement	☐	☐	☐	☐	☐	☐
Ease of finding a volunteer driver	☐	☐	☐	☐	☐	
Overall performance	☐	☐	☐	☐	☐	

5. Please rate the Travel Navigators on each of the following:

	Excellent	Good	Average	Poor	Very Poor	I do not use this service
Helping me understand my travel options	☐	☐	☐	☐	☐	
Ease of enrolling in Marin Access programs	☐	☐	☐	☐	☐	
Referrals to other programs or services	☐	☐	☐	☐	☐	☐
Overall performance	☐	☐	☐	☐	☐	

Help us better understand how our riders get around:

6. Do you ever ride the regular fixed route bus like Marin Transit or Golden Gate Transit?

☐ Yes ☐ No

6a.i **If yes,** how frequently do you ride?

- ☐ Frequently (3 or more days per week)
- ☐ Often (1 or 2 days per week)
- ☐ Sometimes (1 to 4 times per month)
- ☐ Rarely (Less than once per month)

6a.ii **If yes,** which bus routes do you typically ride?

_____

6b. **If no,** would any of these improvements make you more likely to ride the bus? *(check all that apply)*

- ☐ More accessible path to the bus stop
- ☐ More convenient schedules or destinations
- ☐ Help understanding how the bus system works
- ☐ Safer or more comfortable place to wait for the bus
- ☐ Safer or more comfortable ride on board the bus
- ☐ Real time arrival information at the bus stop
- ☐ I am unable to ride the bus under any conditions

7. What other transportation options do you use aside from Marin Access services?

- ☐ I drive myself
- ☐ A friend or family member drives me
- ☐ Taxi, Uber or Lyft
- ☐ Shuttle service provided by my residential facility
- ☐ Transportation program offered by a non-profit
- ☐ Marin Transit Connect
- ☐ Other: _____

Help us better understand who our riders are:

8. What language do you regularly speak at home? _____

9. Race/Ethnicity:

- ☐ White
- ☐ African American/Black
- ☐ Asian
- ☐ American Indian or Alaska Native
- ☐ Native Hawaiian or Pacific Islander
- ☐ Latino/a or Hispanic
- ☐ Other _____

10. What category best describes your annual household income?

- ☐ Less than $10,000
- ☐ $10,000 to $24,999
- ☐ $25,000 to $34,999
- ☐ $35,000 to $49,999
- ☐ $50,000 to $74,999
- ☐ $75,000 to $99,999
- ☐ $100,000 to $149,999
- ☐ $150,000 to 199,999
- ☐ $200,000 and above

11. Do you own and use a cell phone? ☐ Yes ☐ No

11a. **If yes,** is it a smart phone (a touchscreen phone that combines features of a computer with a phone, e.g. an Apple iPhone, a Samsung Galaxy phone, or a Jitterbug phone)?

☐ Yes ☐ No

12. Do you use the internet or email, at least occasionally? ☐ Yes ☐ No

12a. **If yes,** do you use the internet to look up transit information?

☐ Yes ☐ No

13. How many people live in your household (including yourself)?

☐ 1 ☐ 2 ☐ 3+

14. In the past three months, have you missed or delayed a medical appointment because of a lack of transportation? ☐ Yes ☐ No

15. Does anyone assist you in booking your trips or managing your reservations?

☐ Yes ☐ No

15a. **If yes,** who is that person?

- ☐ Friend
- ☐ Family member
- ☐ Case manager or social worker
- ☐ IHSS worker
- ☐ Residential facility administrator or concierge
- ☐ Other: _____

16. Thank you for taking the time to complete this survey. In an effort to better assess the specific needs of our riders, we will be conducting follow-up interviews. By writing your name and the best number to reach you below, you will give us permission to contact you for an interview. Thank you!

Name: _____ Phone Number: _____

FIRST CLASS MAIL
U.S. POSTAGE
PAID
COUNTY OF MARIN

BUSINESS REPLY MAIL
FIRST-CLASS MAIL PERMIT NO. 171 SAN RAFAEL, CA

MARIN TRANSIT
711 Grand Avenue, Suite 110
San Rafael CA 94901-3511

FOLD HERE

Thank you for taking our survey!

Please fold and seal to mail back your completed survey. No postage is required.

To be eligible for our raffle drawing, place your completed survey in the mail by February 15, 2019. The winner will be contacted at their home phone number on file with the Travel Navigators.

To stay up to date on all Marin Access news, sign up for our email newsletter at www.marinaccess.org.

Para obtener acceso o solicitar una copia de la encuesta de usuarios en español por favor visite al www.marinaccess.org o llame al 415-226-0855.

MARIN ACCESS

Appendix H - Fare & Eligibility Policy Change Comment Form

Fare & Eligibility Policy Change

Comment Form

Marin Transit is updating fares & eligibility policies in July 2020.
As part of the 2020-2029 Short Range Transit Plan, Marin Transit has developed a proposal that includes changes to local bus fares, Catch-A-Ride, Dial-A-Ride, and paratransit fares, the reimbursement rate for STAR & TRIP volunteer driver programs, the Low Income Fare Assistance program, and eligibility standards for Marin Access programs.

We want to hear from you! Please use the form below to share your feedback with us.

1. I like that the proposal... *Select your top two responses.*
   - ☐ Reduces the cost of the monthly fixed route passes
   - ☐ Raises the income threshold to qualify for the Marin Access Low Income Fare Assistance Program
   - ☐ Makes it easier to qualify and apply for the Marin Access Low Income Fare Assistance Program
   - ☐ Increases the frequency of Marin Access Low Income Fare Assistance disbursement
   - ☐ Gives Marin Access clients access to a free monthly pass for use on fixed route
   - ☐ Increases the number of trips per month for Catch-A-Ride
   - ☐ Increases the reimbursement rate for the Marin Access volunteer driver program (STAR & TRIP)
   - ☐ Standardizes the Marin Access eligibility standards, making the services easier to understand

2. I don't like that the proposal... *Select your top two responses.*
   - ☐ Eliminates the 7-day pass for fixed route
   - ☐ Increases the fare for Dial-A-Ride
   - ☐ Increases the fare for paratransit
   - ☐ Changes the age-related eligibility standard for Marin Access to 65+
   - ☐ Adds a base fare of $4 to Catch-A-Ride trips

3. Use the area below to provide your feedback.

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Additional questions can be found on the next page.

4. Zipcode: _____

5. Which of the following describes you best?

	Sometimes	Frequently	Never
I use Marin Transit local bus service.	☐	☐	☐
I use Marin Access paratransit.	☐	☐	☐
I use other Marin Access programs (Catch-A-Ride, STAR, TRIP, etc.)	☐	☐	☐
I use other public transportation options in Marin County (SMART, Golden Gate Transit)	☐	☐	☐
I work with community members that are Marin Transit or Marin Access riders.	☐	☐	☐

Help us better understand who our riders are *(optional)***:**

6. Name: _____

7. Email: _____

☐ I would like to sign up for future announcements from Marin Transit

8. What is your age?

☐ Under age 18 ☐ 18 - 24 ☐ 25 - 59

☐ 60 - 64 ☐ 65 +

9. What is your annual household income?

☐ Less than $10k ☐ $10k - $24,999 ☐ $25k - $34,999

☐ $35k - $49,999 ☐ $50k - $74,999 ☐ $75k - $99,999

☐ $100k - $149,999 ☐ $150k - $149,999 ☐ $200k and above

Thank you for your feedback! See below for additional opportunities to provide input.

public comments & feedback
now – february 3, 2020

community events
now - january 2020

public hearing
january 13, 2020

Community members can provide feedback on our website, by email, or by phone

Marin Transit will host community workshops across Marin County

A public hearing will be held on January 13, 2020

How to learn more

Online at: www.marintransit.org/farepolicy2019

By email at: info@marintransit.org

In person at: locations across the county

By phone at: 415-454-0902, *press option 2*

Fare and Eligibility Policy Change Guidelines

marin transit

Timeline

policy adoption

Fare and Eligibility Policy Changes

- **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 Input & Refinement

- **public comments & feedback**
  november 2019 – January 2020
- **community workshops**
  november 2019 – January 2020
- **public outreach**
  november 2019 – January 2020
- **public hearing**
  January 2020

WE ARE HERE

implementation

Implementation

- **board adoption**
  February 2020
- **public outreach and education**
  February – june 2020
- **changes effective**
  july 1, 2020

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 provide incentives to ride and **simplify payment**

Proposed Changes - Low Income Fare Assistance

LIFA Eligibility for all Marin Programs

Income based (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, Catch-A-Ride, Dial-A-Ride, Connect)
- Credit will increase to $25/month in Phase 2 effective July 2023

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Proposed Changes – Program Eligibility

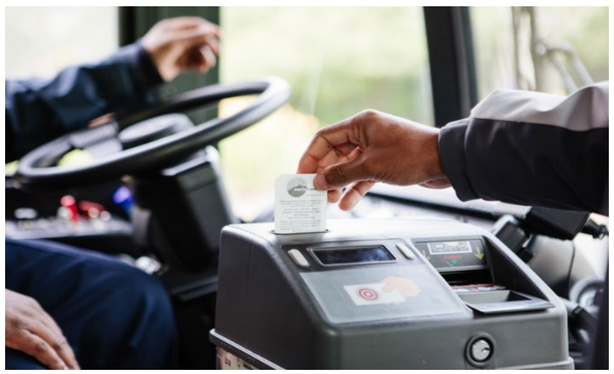
Eligibility Criteria

Consolidate eligibility criteria for Volunteer Driver and Catch-A-Ride programs to Marin County residents who are:

65+

-or-

ADA eligible



Benefits

- Improve consistency of programs for clients
- Standardize the age requirement to increase number of eligible riders
- Streamline program eligibility criteria to encourage older adults to learn about programs in early stages of aging

marin transit

Proposed Fare Changes

Fixed Route

- Reduce Adult fixed route monthly pass from $80 to $40
- Reduce Seniors fixed route monthly pass from $25 to $20
- Eliminate 7-day Pass across Adult/Senior/Youth categories

ADA Paratransit

- Increase fares from $2.00 to $3.00 in Phase 1, effective July 2020
- Increase fares from $3.00 to $4.00 in phase 2, effective July 2023

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 Jul 2020 and $5 in Phase 2, effective Jul 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 throughout the Marin county

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