

## 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 measured the success of the local transit system using readily available data collected and analyzed by the District. Marin Transit established the 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. These goals have been updated in subsequent SRTP efforts, and continue to reflect those identified in the Measure A Expenditure Plan.

Marin Transit has updated the Goals and Targets to reflect the 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 split out a few route-level performance goals into a new category based on corridors. This change better reflects the structure of the District’s fixed-route service network and the priorities in the 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
<b>Local Trunkline</b>						
FY 2013/14	27,131	369,778	1,259,637	\$1,319,797	\$147.15	\$3,992,408
FY 2014/15	27,117	369,218	1,101,754	\$1,105,130	\$139.00	\$3,769,214
FY 2015/16	28,451	386,573	1,041,990	\$1,141,551	\$132.83	\$3,779,233
<b>Local Basic</b>						
FY 2013/14	62,882	783,054	1,331,957	\$1,566,820	\$147.10	\$9,249,825
FY 2014/15	61,257	763,647	1,252,884	\$1,404,110	\$139.00	\$8,514,569
FY 2015/16	60,842	755,839	1,124,153	\$1,238,542	\$131.79	\$8,018,537
<b>Local Connector</b>						
FY 2013/14	36,552	557,109	405,999	\$372,973	\$95.13	\$3,477,225
FY 2014/15	39,361	594,997	438,115	\$459,132	\$86.76	\$3,414,785
FY 2015/16	39,660	591,612	434,282	\$531,755	\$89.75	\$3,559,383
<b>Supplemental</b>						
FY 2013/14	3,783	53,840	196,860	\$192,356	\$122.53	\$463,490
FY 2014/15	4,869	64,871	249,562	\$304,163	\$157.14	\$765,159
FY 2015/16	4,000	52,202	185,935	\$143,158	\$138.92	\$555,670
<b>Rural</b>						
FY 2013/14	12,262	222,180	90,420	\$108,590	\$78.59	\$963,689
FY 2014/15	16,332	287,698	105,871	\$128,415	\$79.30	\$1,295,209
FY 2015/16	16,247	286,090	107,788	\$137,473	\$75.89	\$1,233,051
<b>Recreational</b>						
FY 2013/14	3,841	53,801	103,052	\$206,015	\$140.07	\$538,015
FY 2014/15	3,866	52,944	103,930	\$209,514	\$123.49	\$477,420
FY 2015/16	4,673	63,648	116,942	\$245,779	\$113.75	\$531,498
<b>Partnership</b>						
FY 2013/14	-	-	-	-	-	-
FY 2014/15	-	-	-	-	-	-
FY 2015/16	2,932	30,294	20,360	\$149,686	\$110.94	\$325,229
<b>Fixed-Route Total</b>						
FY 2013/14	146,451	2,039,762	3,387,925	\$3,766,551	\$127.58	\$18,684,652
FY 2014/15	152,801	2,133,375	3,252,116	\$3,610,464	\$119.35	\$18,236,356
FY 2015/16	156,803	2,166,258	3,031,450	\$3,587,944	\$114.81	\$18,002,601

**Table 2-2: Yellow Bus Program Historic Performance**

Fiscal Year	Revenue Hours	Revenue Miles	Passenger Trips	Fare Revenue	Cost Per Revenue Hour	Total Cost
<b>Yellow Bus</b>						
FY 2015/16	1,080	14,148	138,304	\$411,411	\$666.99	\$720,419

**Table 2-3: Marin Access Program Historic Performance**

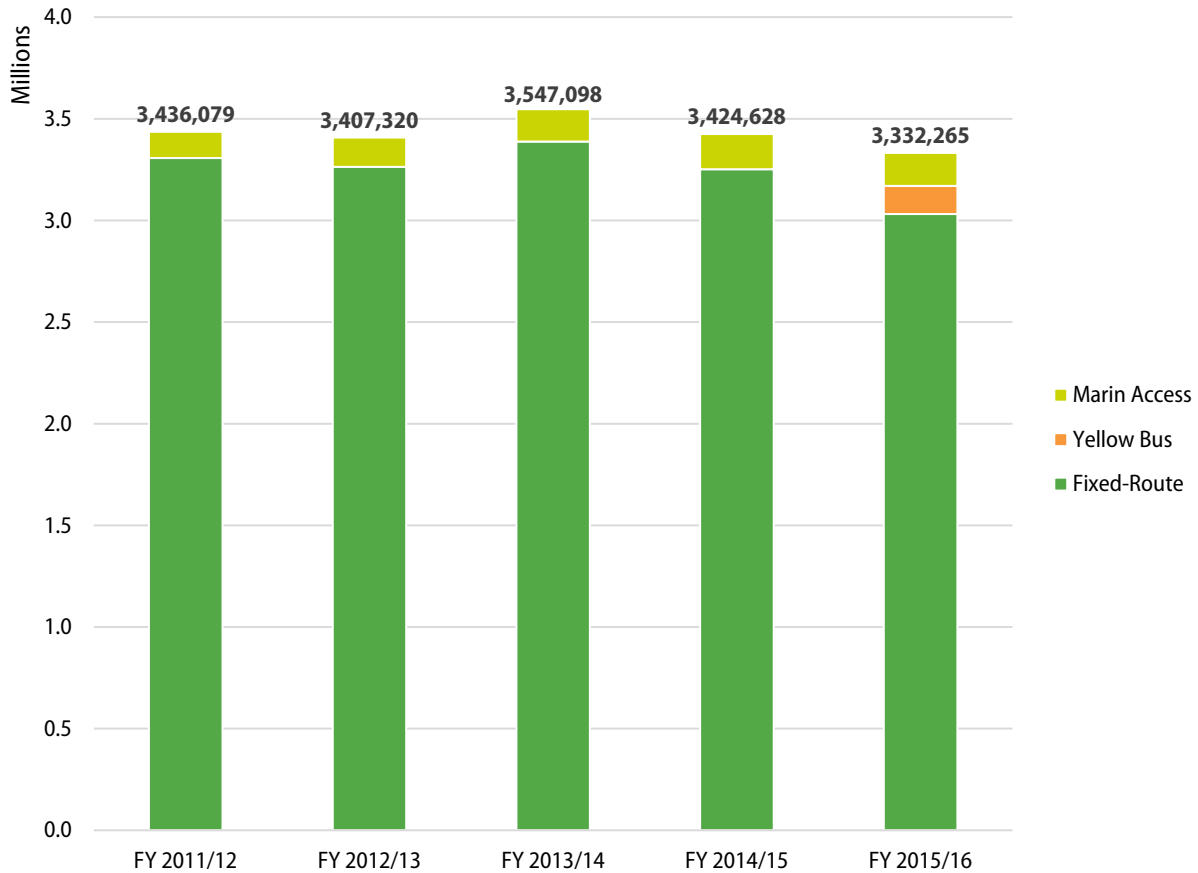
Fiscal Year	Revenue Hours	Revenue Miles	Passenger Trips	Fare Revenue	Cost Per Revenue Hour	Total Cost
<b>Local Paratransit</b>						
FY 2013/14	55,648	861,905	126,403	\$238,445	\$91.28	\$5,079,596
FY 2014/15	58,388	904,363	132,680	\$244,949	\$94.42	\$5,513,121
FY 2015/16	56,461	881,415	124,764	\$229,263	\$85.15	\$4,807,497
<b>Novato Dial-A-Ride</b>						
FY 2013/14	2,140	23,474	4,410	\$7,432	\$88.18	\$188,700
FY 2014/15	2,029	22,696	4,451	\$8,578	\$82.27	\$166,894
FY 2015/16	2,144	23,768	4,397	\$10,581	\$82.27	\$176,368
<b>Rural Dial-A-Ride</b>						
FY 2013/14	-	-	-	-	-	-
FY 2014/15	-	-	-	-	-	-
FY 2015/16	152	187	260	\$690	\$60.47	\$9,174
<b>Volunteer Driver</b>						
FY 2013/14	21,065	179,752	15,381	\$0	\$9.52	\$200,514
FY 2014/15	19,103	173,670	16,266	\$0	\$8.43	\$160,976
FY 2015/16	17,828	166,967	16,570	\$0	\$16.29	\$290,372
<b>Catch-A-Ride</b>						
FY 2013/14	-	42,317	12,979	\$20,024	-	\$238,317
FY 2014/15	-	56,873	19,115	\$31,426	-	\$349,680
FY 2015/16	-	46,679	16,520	\$38,477	-	\$323,177
<b>Marin Access Total</b>						
FY 2013/14	78,852	1,107,447	159,173	\$265,901	\$72.38	\$5,707,127
FY 2014/15	79,520	1,157,602	172,512	\$284,953	\$77.85	\$6,190,671
FY 2015/16	76,585	1,119,015	162,511	\$279,011	\$73.21	\$5,606,588

**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 did not meet its ridership performance goal in FY 2015/16 when fixed-route ridership decreased 2.50% over the previous year. However, the County's population also decreased 0.15% between 2015 and 2016.

**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 services as “good” or “excellent.” The District also aims to conduct 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 to increase options for customers to provide feedback to the District. The Marin Transit website allows customers to submit comments through an online comment form.

An onboard survey of fixed-route passengers was conducted 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.

A survey was also conducted of registered Marin Access users in 2016. In that survey 86.8% 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 to have 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 change 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 2015/16, a total of 377 (0.18%) of the 209,870 trips were missed or cancelled. This met the District's target of less than 1%. In FY 2015/16, 93.6% of all paratransit trips arrived within the 30-minute pick-up window and exceeded 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 overloads. Overcrowding is particularly monitored 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.

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**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 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.

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**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 \$127 per hour for fixed-route and \$92 per hour for demand response programs. These targets are based on a peer review conducted in 2011, and are increased annually based on 3% escalation.

**Performance**

For fixed-route services, the goal of \$127 per hour is a system wide target merging all fixed-route programs. In FY 2015/16, the fixed route hourly rate average was \$114.81. This is a 10% decrease compared to FY 2013/14. This has been a continuing trend over the past six years, in part due to renegotiated service contracts and 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 2015/16, the demand response hourly rate average was \$84.98 per hour, about 7% lower than FY 2013/14. Much of this was due to a new operating contract with lower rates that went into effect on January 1, 2016.

## Corridor-Level Performance

The new corridor-level performance metrics were developed to better assess levels of service provided along priority transit corridors. These metrics recognize the “branched radial” structure of the District’s transit network, which relies on timed transfers at central locations and overlapping services along major corridors, as well as other transit service providers, namely Golden Gate Transit.

Table 2-4 identifies the corridors based on the Measure A Expenditure Plan, and provides a summary of service along those corridors and performance targets. The corridors are separated into two categories, Local Trunkline and Local Basic, corresponding 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)
<b>Local Trunkline Targets</b>	<b>15 min / 15 min / 15 min</b>	<b>14 hrs / 14 hrs</b>	<b>&lt; 150%</b>
Novato – San Rafael – Marin City via Hwy 101 <i>Routes: 35, 36, 71X, 30 (GGT), 70 (GGT), 101 (GGT)</i>	15 min / 15 min / 15 min	20 hrs / 20 hrs	170%
Canal – San Rafael <i>Routes: 23, 23X, 29, 35, 36</i>	15 min / 15 min / 15 min	21 hrs / 21 hrs	167%
San Rafael – San Anselmo <i>Routes: 22, 23, 23X, 68</i>	15 min / 20 min / 20 min	17 hrs / 16 hrs	162%
San Rafael – Civic Center – Northgate <i>Routes: 35, 49</i>	15 min / 20 min / 20 min	17 hrs / 16 hrs	155%
<b>Local Basic Targets</b>	<b>30 min / 30 min / NA</b>	<b>12 hrs / 8 hrs</b>	<b>&lt; 200%</b>
Sausalito – Marin City <i>Routes: 17, 71X, 30 (GGT)</i>	15 min / 20 min / NA	16 hrs / 14 hrs	125%
San Rafael – College of Marin via Sir Francis Drake <i>Routes: 29, 228</i>	30 min / 60 min / NA	14 hrs / 13 hrs	281%
Mill Valley via Miller Ave and East Blithedale <i>Routes: 17, 4 (GGT)</i>	20 min / 30 min / NA	17 hrs / 15 hrs	121%
Corte Madera – Larkspur via Tamalpais/Magnolia <i>Routes: 22</i>	30 min / 60 min / NA	16 hrs / 14 hrs	142%
San Anselmo – Fairfax via Sir Francis Drake <i>Routes: 23, 23X, 68, 228</i>	15 min / 20 min / NA	16 hrs / 16 hrs	167%
Hamilton – Downtown Novato via South Novato Blvd <i>Routes: 49</i>	30 min / 60 min / NA	15 hrs / 14 hrs	150%

### **Goal A:** *Provides adequate service frequency in priority transit corridors*

The District’s service frequency targets are based 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. However, all the corridors met their peak frequency targets.

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**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.

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**Goal C:** *Provides competitive travel times to promote transit usage*

To promote the use of transit, the District 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. However, five of the six Local Basic corridors met the target. The San Rafael – College of Marin via Sir Francis Drake corridor has the longest transit travel time compared to auto travel. Much of this is because the routes that operate along this corridor, Routes 29 and 228, deviate to serve other locations including Larkspur Landing and Marin General. 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 for all Marin Transit services operated in FY 2015/16 with routes grouped by service typology. 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, 45 <sup>(1)</sup> , 71	25 passengers/ REVENUE HOUR
Local Basic	17, 22, 23, 23X <sup>(2)</sup> , 29, 49	20 passengers/ REVENUE HOUR
Local Connector	219, 228, 233, 245 <sup>(2)</sup> , 251, 257, 259 <sup>(1)</sup>	8 passengers/ REVENUE HOUR
Supplemental	113, 115, 117, 119, 125, 139, 145, 151, 154	20 passengers/TRIP
Rural	61, 65 <sup>(3)</sup> , 68	4 passengers/ REVENUE HOUR
Recreational	66	25 passengers/ REVENUE HOUR
Demand Response	Local DAR, Novato DAR, Dillon Beach DAR <sup>(3)</sup>	2 passengers/ REVENUE HOUR

**Notes:**

(1) Route was discontinued effective June 12, 2016

(2) Route began service on June 12, 2016

(3) Route 65 was discontinued effective December 9, 2016, and replaced with the Dillon Beach Dial-A-Ride

**Performance:** Figure 2-2 shows the productivity of each route for FY 2015/16 compared to the service standard. Three of the four Local Trunkline routes met the productivity target of 25 passengers per hour. Route 45 did not meet this target, and was replaced with an extension of Route 35 and new Route 245 in June 2016.

Only two of the six Local Basic routes met the productivity target of 20 passengers per hour. Route 29 was one of the routes that did not meet the target, and it was restructured as part of the June 2016 service changes.

Six of the seven Local Connector routes met the productivity goal of 8 passengers per hour. Route 228 was a weekend-only service that did not meet the target. In June 2016, the Route was expanded to operate daily.

Stagecoach Route 61 and Route 68 both met their productivity goal of 4 passengers per hour. The third Rural service, Route 65, did not meet the target, and was replaced with a dial-a-ride service in December 2016.

Of the nine Supplemental routes, six met the productivity target of 25 passengers per trip. Recreational Route 66 (Muir Woods Shuttle) also met its productivity goal of 25 passengers per hour.

Local paratransit and the Novato Dial-A-Ride met the demand response productivity target of 2 passengers per hour. The Dillon Beach Dial-A-Ride did not meet the target.

**Goal B: Meets service typology cost effectiveness standards based on subsidy per trip**

The District has specified cost effectiveness goals 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, 45 <sup>(1)</sup> , 71	\$3.00/passenger
Local Basic	17, 22, 23, 23X <sup>(2)</sup> , 29, 49	\$5.00/passenger
Local Connector	219, 228, 233, 245 <sup>(2)</sup> , 251, 257, 259 <sup>(1)</sup>	\$8.00/passenger
Supplemental	113, 115, 117, 119, 125, 139, 145, 151, 154	\$3.00/passenger
Rural	61, 65 <sup>(3)</sup> , 68	\$12.00/passenger
Recreational	66	\$3.00/passenger
Demand Response	Local DAR, Novato DAR, Dillon Beach DAR <sup>(3)</sup>	\$30.00/passenger

**Notes:**

(1) Route was discontinued effective June 12, 2016

(2) Route began service on June 12, 2016

(3) Route 65 was discontinued effective December 9, 2016, and replaced with the Dillon Beach Dial-A-Ride

**Performance:** Figure 2-3 shows the cost effectiveness of each route for FY 2015/16 compared to the service standard. Subsidy goals were met for all or most Local Trunkline, Local Connector, Supplemental, Recreational, and Rural routes.

None of the Local Basic routes met the subsidy target of \$5 per passenger. In June 2016, two of the six routes, Route 22 and Route 49, were shifted to lower-cost operations contracts.

None of the Demand Response services met the average subsidy goal of \$30 per passenger. A new operations contract with lower rates for demand-response services went into effect in January 2016.

**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 2015/16, the first year of the program, the College of Marin subsidized about 48.9% of the operating cost of the route excluding passenger revenue.

Figure 2-2: FY 2015/16 Productivity by Route and Typology

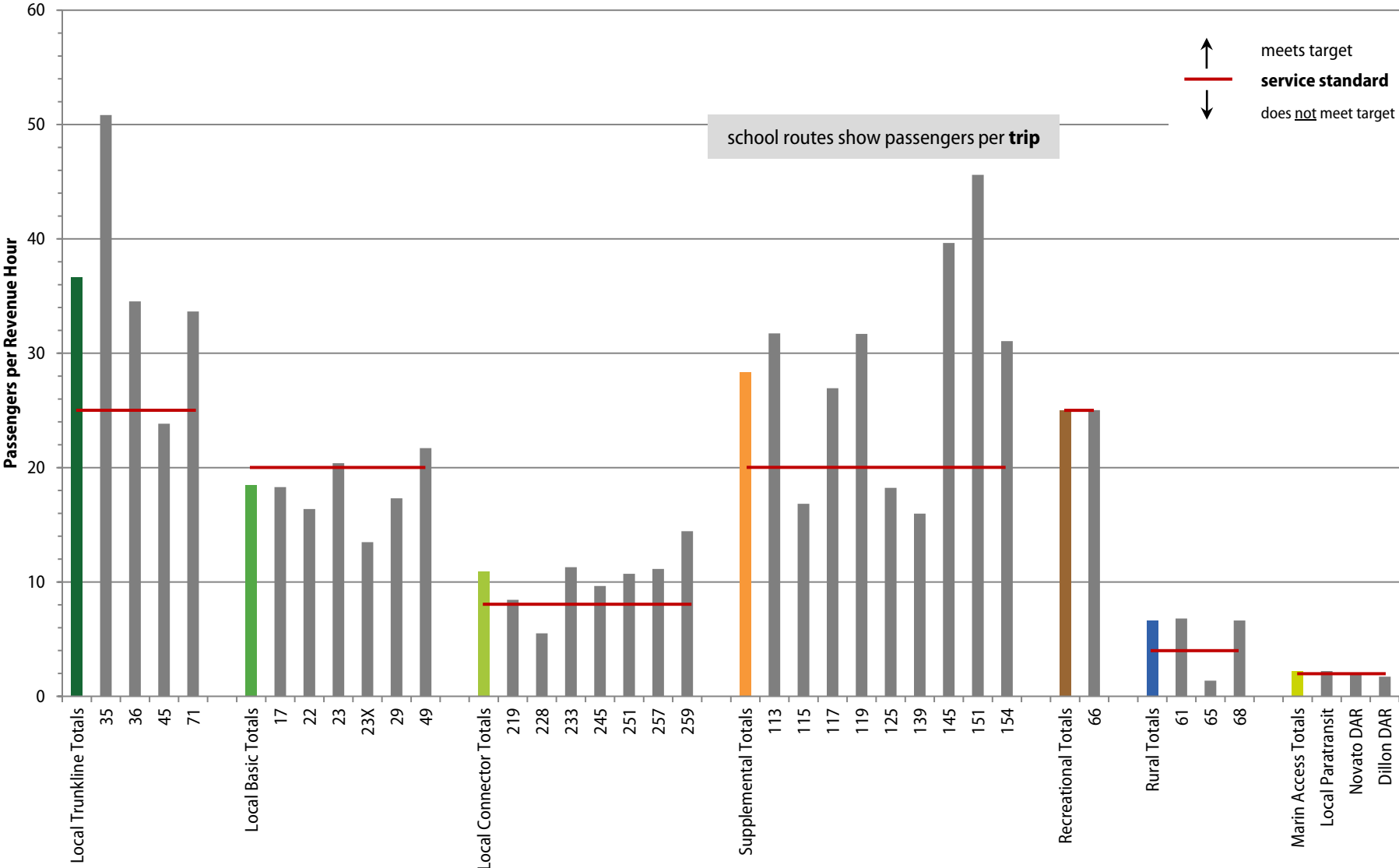


Figure 2-3: FY 2015/16 Passenger Subsidy by Route and Typology

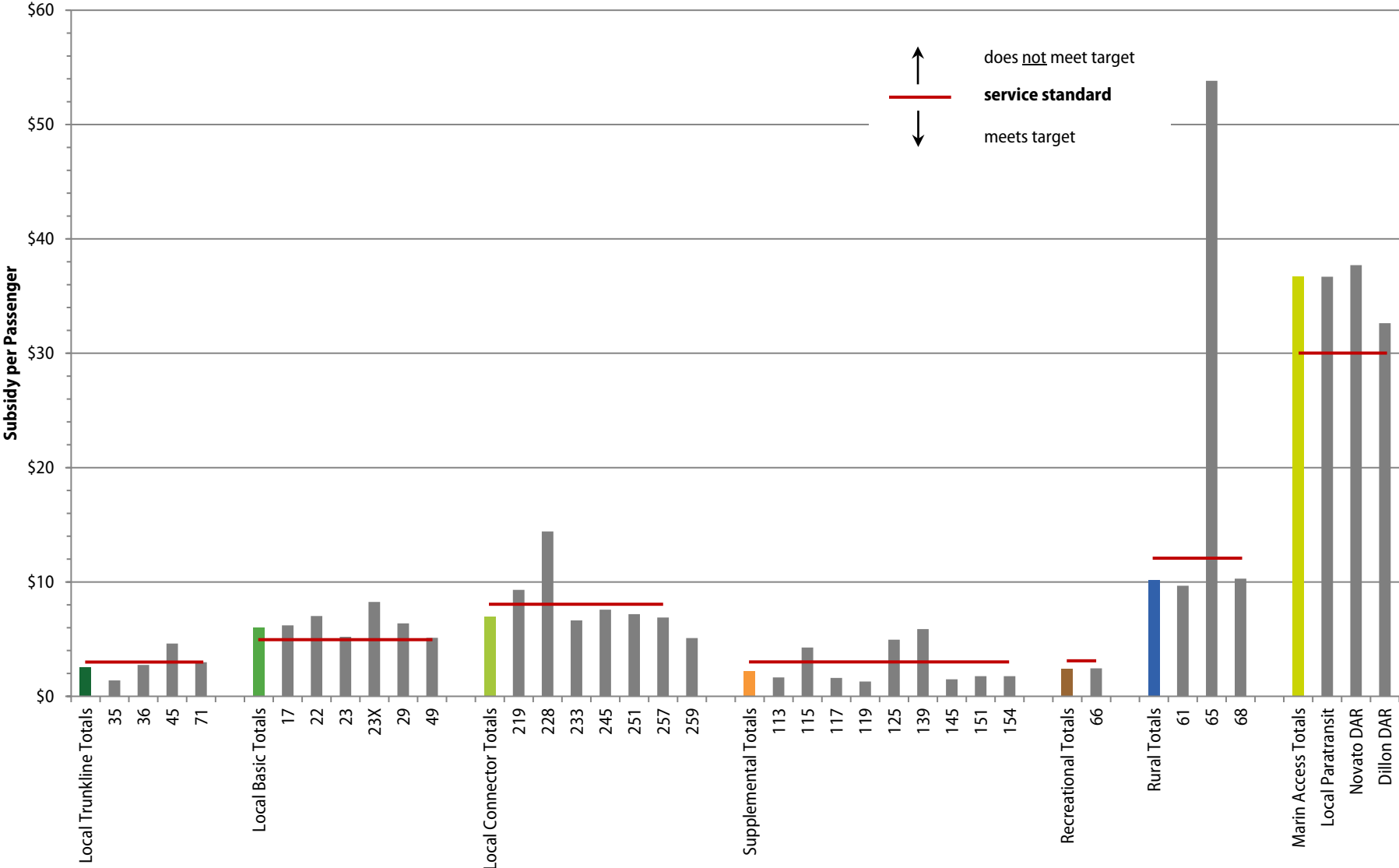


Table 2-7: FY 2015/16 Performance by Route

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 <sup>(1)</sup>
<b>Local Trunkline Services</b>										
35	9,300	78,009	\$1,202,939	472,718	\$544,109	\$15.42	\$129.35	\$1.39	45.2%	50.8
36	3,462	48,466	\$457,195	119,593	\$129,715	\$9.43	\$132.05	\$2.74	28.4%	34.5
45 <sup>(2)</sup>	7,972	76,176	\$1,043,882	190,001	\$167,541	\$13.70	\$130.95	\$4.61	16.0%	23.8
71	7,717	183,922	\$1,075,217	259,678	\$300,186	\$5.85	\$139.33	\$2.98	27.9%	33.7
<b>Local Basic Services</b>										
17	15,330	235,895	\$2,041,533	280,486	\$302,337	\$8.65	\$133.17	\$6.20	14.8%	18.3
22	14,872	197,307	\$1,971,092	243,635	\$259,453	\$9.99	\$132.54	\$7.03	13.2%	16.4
23	13,154	97,002	\$1,703,145	268,218	\$308,138	\$17.56	\$129.48	\$5.20	18.1%	20.4
23X <sup>(3)</sup>	189	1,816	\$23,303	2,548	\$2,272	\$12.83	\$123.30	\$8.25	9.7%	13.5
29	10,502	116,141	\$1,378,697	181,786	\$219,997	\$11.87	\$131.28	\$6.37	16.0%	17.3
49	6,795	107,679	\$900,767	147,480	\$146,345	\$8.37	\$132.57	\$5.12	16.2%	21.7
<b>Local Connector Services</b>										
219	6,591	93,132	\$590,721	55,610	\$73,164	\$6.34	\$89.62	\$9.31	12.4%	8.4
228	3184.5	35,705	\$280,655	17,522	\$28,092	\$7.86	\$88.13	\$14.41	10.0%	5.5
233	4383.5	51,604	\$388,044	49,494	\$59,296	\$7.52	\$88.52	\$6.64	15.3%	11.3
245 <sup>(3)</sup>	227	2,145	\$19,695	2,184	\$3,137	\$9.18	\$86.95	\$7.58	15.9%	9.6
251	9,226	147,706	\$831,703	98,886	\$120,959	\$5.63	\$90.15	\$7.19	14.5%	10.7
257	6,414	97,671	\$575,864	71,429	\$83,288	\$5.90	\$89.78	\$6.90	14.5%	11.1
259 <sup>(2)</sup>	9,634	163,649	\$872,701	139,157	\$163,819	\$5.33	\$90.59	\$5.09	18.8%	14.4
<b>Supplemental</b>										
113	262.8	2,049	\$36,924	14,601	\$12,809	\$18.02	\$140.50	\$1.65	34.7%	31.7
115	558.5	6,416	\$82,403	16,366	\$12,638	\$12.84	\$147.54	\$4.26	15.3%	16.8
117	552	4,841	\$77,693	33,705	\$23,478	\$16.05	\$140.75	\$1.61	30.2%	26.9
119	430.6	7,713	\$68,366	30,906	\$28,456	\$8.86	\$158.77	\$1.29	41.6%	31.7
125	594.6	8,724	\$77,991	13,197	\$12,684	\$8.94	\$131.17	\$4.95	16.3%	18.2
139	315.4	4,926	\$43,776	6,391	\$6,241	\$8.89	\$138.80	\$5.87	14.3%	16.0
145	166.8	1,267	\$21,672	10,268	\$6,341	\$17.11	\$129.93	\$1.49	29.3%	39.6
151	759.1	11,775	\$100,712	42,643	\$25,851	\$8.55	\$132.67	\$1.76	25.7%	45.6
154	360.2	4,491	\$46,133	17,858	\$14,660	\$10.27	\$128.08	\$1.76	31.8%	31.1

Table 2-7: FY 2015/16 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 <sup>(1)</sup>
<b>Rural</b>										
61	5,475	90,151	\$408,987	37,276	\$48,421	\$4.54	\$74.70	\$9.67	11.8%	6.8
65 <sup>(4)</sup>	161	2,024	\$12,086	220	\$244	\$5.97	\$75.07	\$53.83	2.0%	1.4
68	10,611	193,915	\$811,978	70,292	\$88,808	\$4.19	\$76.52	\$10.29	10.9%	6.6
<b>Recreational</b>										
66	4,673	63,648	\$531,498	116,942	\$245,779	\$8.35	\$113.75	\$2.44	46.2%	25.0
<b>Partnership</b>										
122	4,673	63,648	\$531,498	116,942	\$245,779	\$8.35	\$113.75	\$2.44	46.2%	25.0
<b>Yellow Bus</b>										
Hidden Valley	211	1,908	\$140,482	8,669	\$25,658	\$73.63	\$667.06	\$13.25	18.3%	16.1
White Hill	870	12,240	\$579,937	129,635	\$385,753	\$47.38	\$666.98	\$1.50	66.5%	45.0
<b>Marin Access</b>										
Local	56,461	881,415	\$4,807,497	124,764	\$229,263	\$5.45	\$85.15	\$36.70	4.8%	2.2
Novato DAR	2,144	23,768	\$176,368	4,397	\$10,581	\$7.42	\$82.27	\$37.70	6.0%	2.1
Dillon Beach DAR	152	187	\$9,174	260	\$690	\$49.06	\$60.47	\$32.63	7.5%	1.7
Volunteer Driver	-	-	\$290,372	16,570	-	-	-	\$17.52	-	-
Catch-A-Ride	-	-	\$323,177	16,520	\$38,477	-	-	\$17.23	11.9%	-
<b>Total</b>	<b>216,640</b>	<b>3,085,776</b>	<b>\$24,329,608</b>	<b>3,332,265</b>	<b>\$4,278,366</b>	<b>\$7.88</b>	<b>\$112.30</b>	<b>\$6.02</b>	<b>17.6%</b>	<b>15.2</b>

**Notes:**

- (1) Passengers per revenue hour shown for all services except Supplemental services, where passengers per trip is used.  
(2) Route was discontinued effective June 12, 2016.  
(3) Route began service on June 12, 2016.  
(4) Route 65 was discontinued effective December 9, 2016, and replaced with the Dillon Beach Dial-A-Ride.



## District Level Performance

District level performance goals are aimed at organizational achievements that are not directly linked to the service Marin Transit provides.

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**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. It is Marin Transit's goal to maintain 5% of its budget as discretionary grant-funded.

**Performance:** In FY 2016/17, the District was able to secure 9% 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 2016/17 Actual	FY 2017/18 Budget
<b>Formula Grants</b>		
State - Transportation Development Act (Fixed Route Operations)	\$4,440,516	\$4,453,555
State - State Transit Assistance (Population Based - Fixed Route Operations)	\$221,043	\$314,815
State - State Transit Assistance (Population Based - Paratransit Operations)	\$53,429	\$60,166
State - State Transit Assistance (Revenue Based - Fixed Route Operations)	\$800,000	\$900,000
FTA 5307 (Vehicles, Equipment and facility)	\$797,041	\$8,116,015
FTA 5311 (Rural funding)	\$206,437	\$193,063
FTA 5307 ADA Set Aside	\$627,012	\$701,236
<b>Total Formula Grant Funds</b>	<b>\$7,145,478</b>	<b>\$14,738,850</b>
<b>Discretionary Grants</b>		
State - State Transit Assistance (Population Based - Lifeline Operations of Route 257)	\$502,218	\$0
State - LCTOP (Operations of Route 23x)	\$275,413	\$128,676
State - Proposition 1B Bond Fund - PTMISEA (Novato Downtown Bus Facility Improvement)	\$1,798,723	\$598,477
State - Active Transportation Program (Novato Downtown Bus Facility Improvement)	\$729,307	\$0
FTA 5309 (State of Good Repair - Bus Stop Improvements)	\$14,629	\$512,805
FTA 5310 (Mobility Management - Regional Discretionary Grant)	\$49,157	\$250,000
FTA 5317 New Freedom Funds (Volunteer Driver, Mobility Management)	\$59,661	\$0
National Park Service Grant (Muir Woods Shuttle, Fort Baker)	\$89,009	\$91,540
FTA 5320 Paul Sarbanes Transit in the Parks (Muir Woods Shuttle)	\$10,976	\$512,729
FTA 5339 (Bus and Bus Facilities - Facility)	\$0	\$4,400,000
FTA 5307 (Preventative maintenance – MTC regional youth pass funding)	\$123,080	\$222,210
FTA 5316 (Job Access Reverse Commute – Mobility Management Technology)	\$20,233	\$285,200
<b>Total Discretionary Grant Funds</b>	<b>\$3,672,406</b>	<b>\$7,001,637</b>
<b>Marin Transit Budget</b>	<b>\$41,052,459</b>	<b>\$49,736,911</b>
<b>% of Total Budget</b>	<b>9%</b>	<b>14%</b>

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**Goal B: *Operates the system in a manner that encourages public involvement and participation***

Marin Transit is committed to encouraging public involvement and participation in the local transit planning and monitoring process. The District aims to provide multiple channels for obtaining customer feedback in both English and Spanish, as well as hold all public meetings in accessible locations served by transit. Marin Transit staff participate in passenger and community advisory committees as one method to discuss issues directly 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 these more traditional meeting formats, Marin Transit has taken a more “hands on” approach in soliciting public feedback and communicating with riders by participating in local community events and providing staff in the field. The June 2016 service changes and the development of the Redwood and Grant Transit Improvement Project are recent examples of Marin Transit’s various approaches to connecting with riders while they use the service and encouraging community and stakeholder participation.

The Marin Mobility Consortium was developed as stakeholder advisory group in 2010 to target expansion of transportation options for Marin’s senior, disabled, and low-income residents. This group is chaired by Marin Transit staff and has over 60 active members. Consortium meetings are held quarterly, and additional meetings are held by the steering committee and focused workgroups.

Marin Transit staffs the Marin County Paratransit Coordinating Council to facilitate discussion and maintain accessibility of transit services to 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 Committee and Bus Passenger Advisory Committee to hear from general public riders and riders with disabilities regarding accessibility issues on the fixed route bus system.

Marin Transit recently 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.

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**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, -0.15% Ridership growth, -2.50%
		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
	C. Provides accessible and reliable transit services to Marin County	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	90% on-time performance at major stops and transfer hubs for fixed-route operations	82.2%
		80% on-time performance at minor timepoint stops for fixed-route operations	79.6%
		<1% of trips missed or removed from daily schedule	0.18%
		90% of all paratransit and dial-a-ride trips arrive within pick-up window	93.6%
	E. Provides service levels to prevent over-crowding	Minimize overloaded trips	0.28 average load factor
	F. Promotes environmental justice based on demographic analysis	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	\$120 per hour maximum for fixed-route services	\$115
		\$87 per hour maximum for demand response services	\$85

**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	25 passengers per hour minimum for Local Trunkline routes	●●●○
		20 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	●●●●●○○○
		4 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	\$3.00 maximum average subsidy for Local Trunkline routes	●●●○
		\$5.00 maximum average subsidy for Local Basic routes	○○○○○○
		\$8.00 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	●
		\$30.00 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	48.9%

**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)	9%
	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)	