



# MARIN ACCESS Strategic Analysis and Recommendations

August 2016

## Report Credits

Erin McAuliff (Transportation & Mobility Planner) managed the project and led the preparation of this study, with assistance from Barbara Duffy (Deputy General Manager), Jon Gaffney (Senior Mobility Analyst), and Amy Van Doren (Director of Operations and Planning). Mapping and design by Melody Reeb (Senior Transit Planner) and Kyle Thompson (Intern). Robert Betts (Director of Planning & Operations) oversaw the study.

---

Nancy Whelan is the General Manager of Marin Transit.

## Acknowledgements

Marin Transit staff thank our community partners who provided invaluable feedback and insights during the study. These partners include but are not limited to: Marin Transit's Paratransit Coordinating Council, the Marin Mobility Consortium, the Aging Action Initiative, the Commission on Aging, the Marin Senior Coordinating Council (Whistlestop), and MV Transportation.

# Marin Access Strategic Analysis and Recommendations

## Contents

- Executive Summary..... 3
  - Introduction ..... 3
  - Key Findings and Recommendations ..... 5
- Chapter 1: Program Overview ..... 7
  - Marin Access Priorities..... 7
  - Key Moments in Marin Access History ..... 7
  - Community Stakeholder Participation..... 13
  - Fiscal Analysis..... 14
- Chapter 2: Market Analysis..... 19
  - Marin Access Rider Profile ..... 19
  - Travel Demand ..... 21
  - Land Use..... 27
  - Baby Boomer Market Preferences..... 28
  - Increased Life Expectancies ..... 29
- Chapter 3: Existing Service Overview..... 31
  - Transportation Information and Enrollment ..... 32
  - Transportation Services ..... 38
  - Gap Grants ..... 65
  - Services provided by non-MCTD entities..... 66
- Chapter 4: Technology and Data Collection ..... 69
- Chapter 5: Opportunities and Constraints..... 72
  - Opportunities..... 72
  - Constraints ..... 74
- Chapter 6: Recommendations ..... 77
- Appendix A: Survey Representativeness ..... 82
- Appendix B: Stops Recommended for Improvement ..... 84

## Tables

Table 1: Marin Access Program Historic Performance .....	17
Table 2: 10 Year Financial Projection for Paratransit & Mobility Management.....	18
Table 3: Demographic Overview of Marin Access and Marin Transit Riders in Marin County.....	20
Table 4: Marin County Elder Economic Security Standard Index, 2011 .....	23
Table 5: Marin Access Programs .....	31
Table 6: Paratransit Service Usage Frequency, FY15 .....	39
Table 7: Top 25 Paratransit Origins/Destinations, FY15 .....	41
Table 8: Regional Peer Agency Paratransit Fares .....	44
Table 9: National Peer Agency Paratransit Fares.....	45
Table 10: Volunteer Driver Program Data (STAR and TRIP).....	50
Table 11: Top 25 Origins and Destinations on Marin Access Catch-A-Ride, FY 2014/15.....	57
Table 12: Marin Access Gap Grant Awards.....	65
Table 13: Other Transportation Programs Available in Marin County .....	66
Table 14: Marin Access Data reporting and evaluation.....	70
Table 15: Technology Needs and Tools .....	71

## Figures

Figure 1: Timeline of Marin Access Programs and Funding.....	12
Figure 2: Funding for Marin Access Programs (FY 2014/15 Budget) .....	15
Figure 3: FY 2014/15 Marin Access Expenditures by Program .....	16
Figure 4: FY 2014/15 Marin Access Passengers by Program .....	16
Figure 5: Marin Access Population Pyramid .....	21
Figure 6: Department of Human Health and Services Older Adults Needs Assessment Survey Responses to “How do you usually get around?” .....	22
Figure 7: 2015 Marin Access Rider Survey Responses to “How many people live in your household (including yourself)?” .....	24
Figure 8: 2015 Marin Access Rider Survey Responses to “Is there a drivable vehicle available to members of your household?” .....	24
Figure 9: Identified Stops with Marin Access Clients and Marin Older Adults Population.....	26
Figure 10: 2015 Marin Access Rider Survey Responses to “Do you access the internet?” .....	29
Figure 11: 2015 Marin Access Rider Survey Responses to “How do you find out about Marin Access programs?” .....	32
Figure 12: Changes to Travel Navigator Contract Effective July 1, 2016 .....	34
Figure 13: Paratransit Trip Origin and Destination for FY2014/15 .....	42
Figure 14: Projected Service Hours and Miles on Marin Access Paratransit, FY16-25 .....	46
Figure 15: Catch-A-Ride Monthly Trips, FY 2014/15.....	56
Figure 16: Catch-A-Ride Trip Origin and Destination for FY 2014/15 .....	58
Figure 17: Distance of Catch-A-Ride Trips, FY 2014/15 .....	59
Figure 18: Catch-A-Ride Trips by Hour, FY 2013/14 and FY2014/15 .....	60
Figure 19: Catch-A-Ride Trips Denied April-December 2015, by Time of Day.....	60
Figure 20: Origin of Denied Catch-A-Ride Trips between 9 AM and 2 PM, April-December 2015.....	61

# Executive Summary

## Introduction

Marin County is in a unique situation. While its general population experiences slow-to-little growth, the number of older adults in the County is rapidly increasing. The number of senior residents – those over the age of 65 – in Marin County has almost doubled since the year 2000, and is projected to increase an additional 41 percent in the next ten years.

The aging population is not only growing in Marin County. People are living longer, and the overall population is aging in the United States and worldwide. Right now, many communities are preparing for the “silver tsunami” of aging Baby Boomers – those born in the post-war period between 1946 and 1964. Outpacing many of its peers, Marin County has already experienced the first waves of this so-called tsunami. The average age of its residents is the oldest among Bay Area counties, and Marin’s aging population is growing more than 1.5 times as fast as the rest of California.

### *Aging’s impact on transportation*

As more healthy adults live beyond their driving years, they will demand services that help keep them social, active, and engaged in their community. Marin County has been ranked the healthiest county in California, and both men and women can expect to live longer than residents almost anywhere else in the country. As people live both longer and healthier lives they need more than lifeline services. They also need ways to get around that are convenient, cost-effective, and preferably do not involve driving.

At the same time, the prevalence of sensory and mobility loss commonly associated with aging will increase as the population ages. Also expected is a large increase in disability due to age-related chronic disease. Age-related impairments and non-communicable or chronic diseases include Alzheimer’s and dementia, cancer, arthritis, and diabetes. These can place a substantial limit on major life activities required to care for oneself, such as dressing, eating, or walking, and may also substantially limit an individual’s ability to access vital services, including transportation. A variety of transportation options for people of all abilities are needed to ensure access to the ongoing primary care and treatment of chronic diseases.

## Older Adults in Marin

- » **Over 50,000** Marin County residents are 65 years of age or older.
- » The number of Marin County residents over 65 has almost **doubled** since the year 2000 and is projected to increase an additional **41%** in the next ten years.
- » Marin County’s aging population is growing more than **1.5 times** as fast as the rest of California.
- » In Fiscal Year 2015, Marin Access served **1,673** eligible seniors over the age of 65 – approximately **2.6%** of the 60+ population in Marin.

### *Marin Transit's role in addressing the transportation needs of older adults and people with disabilities*

Voters in Marin County have made it clear that supporting senior mobility is a priority. Dedicated local funding for this purpose has been approved through ballot measures, Measure A and Measure B. These funds are entrusted to Marin Transit, the provider and a central coordinator for public transportation within Marin County. The Transit District subsequently assumed a major role in expanding options to meet the transportation needs of older adults and people with disabilities.

These needs are varied and evolving. Some senior residents currently ride transit, while others face a variety of situations. These include a disability that prevent them from riding fixed-route transit, learning they are no longer able to drive or making the difficult decision to stop driving, or finding it difficult to give up their car keys.

Marin Transit addresses these needs through Marin Access - an innovative mobility management program that helps to develop and deliver transportation services and improved information for seniors and people with disabilities. The services under the Marin Access umbrella continue to receive significant support from the community, and demand has grown consistently over the years.

In FY 2014/15, Marin Access programs provided 168,703 passenger trips to 2,324 eligible seniors and people with disabilities (less than 1% of the Marin County population or, when broken down by age, 2.6% of residents aged 60 and over). As the County continues to age, the number of people relying on these services is expected to increase in proportion with the numbers of residents reaching age 65 and beyond.<sup>1</sup>

From 2009 through 2015, Marin Transit introduced many innovative programs and services that improved transportation options for older adults in the county. In 2016, the District is ready to take a step back to examine who is utilizing Marin Access services and how they use them, what aspects of the programs are working for riders, how the services are performing, and what changes in policy or programs will improve mobility management in the county.

### *Study Methodology*

Staff collected and analyzed data on Marin Access riders, the performance of programs in the most recent fiscal year (FY2014/15), and unique conditions in the county including travel demand, land use, and demographics. Staff also conducted qualitative analysis of programs through interviews with Travel Navigators, Marin Transit staff, gap grant recipients, and volunteer driver program administrators throughout the county.

Staff distributed Marin Access' first rider newsletter as the groundwork for future outreach on the study results. The District intends to publish the newsletter two to three times per year. In December 2015, the newsletter was distributed via mail along with a rider survey to 2,274 local riders who completed at least one Marin Access trip in FY2014/15. Marin Transit staff distributed additional surveys and newsletters to community groups, and conducted phone surveys to reach a significant sample size of over 330 responses. Each survey was individually coded to match survey responses with individual rider

---

<sup>1</sup> In the District's Short Range Transit Plan, Marin Transit plans for an average four percent per year increase in annual service levels for Marin Access programs over the ten year life of the Plan.

history. By matching these data, staff were able to establish a more nuanced picture of riders based on their program use and individual characteristics.

The Carepool volunteer driver program is a pilot program that started service in June 2015, and has limited coverage in this analysis. An overview of the pilot program is provided as a sidebar on page 54.

This study is an unfunded, unconstrained analysis of needs. Implementation of any study recommendations will be done in a subsequent effort with additional outreach, financial impact analysis, and Board approval. For current information on financial resources, performance targets, and projected costs and revenues, please refer to the Marin Transit Short Range Transit Plan (SRTP) and the District's most recent annual budget.

## Key Findings and Recommendations

**Chapters 1-4** provide an in-depth overview of Marin Access programs, riders, and the market forces that shape current and future demand. Based on the findings in Chapters 1-4, **Chapter 5** summarizes opportunities and constraints for Marin Access programs and services.

On a high level, the opportunities and constraints are identified as:

### *Opportunities*

**STRONG SUPPORT** - Senior mobility programs have both financial and political support in the county.

**NEW RIDERSHIP** - There is an opportunity to attract new riders with new service offerings.

**SHORT CONNECTION TRIPS** - Current travel trends show a strong demand for short trips that, with the right services, could be served more efficiently and increase mobility for many.

**TECHNOLOGY** - Advances in technology and increased rates of internet and smart phone use present the opportunity to provide more seamless experiences and new options for travel.

**STRONG FOUNDATION** - Marin Transit has built a strong foundation with Marin Access and is poised to continue supporting senior mobility in the county.

### *Constraints*

**LIMITED RESOURCES** - Resources are limited, and the need for services is growing faster than revenues.

**TRANSIT-DEPENDENT POPULATIONS** - Marin Transit will always need to provide a high-touch, high-subsidy program to meet the needs of riders dependent on transportation options to maintain their independence and a high quality of life.

**SERVICE CONSTRAINTS** - Existing programs face considerable service delivery constraints.

**Chapter 6** presents ten recommendations that result from this review of current programs and riders, as well as an analysis of existing and future market conditions. Marin Transit staff will work collaboratively with stakeholders to develop an Action and Implementation Plan guided by these recommendations. To that end, Chapter 6 identifies example action items that could feasibly emerge from each recommendation. These include:

1. Continue to work collaboratively with Marin Access program providers to improve existing service delivery including scheduling, dispatch, and managing demand;
2. Continue to work with community partners to address service delivery constraints on existing programs;
3. Refocus the gap grant program to achieve sustainable transportation services;
4. Build on the success of the Travel Navigators/travel training programs, and establish a wider audience by reaching out to new community partners;
5. Work with community partners to identify Marin Transit's role in supporting new and expanded volunteer driver programs within the county;
6. 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;
7. Reassess eligibility thresholds to achieve consistency and equity across all Marin Access and Marin Transit programs;
8. Establish a strategic plan to sustainably serve highly transit-dependent populations that rely on Marin Access services for basic mobility and maintaining a high quality of life;
9. Develop new programs, and improve the current Marin Access menu of services to:
  - a. Give senior and ADA consumers options including same day rides, more direct service, and better time options;
  - b. Provide more convenient short travel connections to local destinations and fixed route transit services;
  - c. Safely serve the most challenging topography and roadway infrastructure in the County; and
  - d. Appeal to new riders with attractive alternatives to driving; and
10. Pursue technology solutions for Marin Access programs that:
  - a. Simplify and coordinate trip planning and reservations across multiple providers;
  - b. Streamline fare payment and fare integration;
  - c. Provide more direct feedback for riders on trip bookings; and
  - d. Allow operations across various Marin Access and Marin Transit services to be more integrated and efficient.

# Chapter 1: Program Overview

## Marin Access Priorities

Marin Transit designed Marin Access to coordinate transportation resources for Marin’s older adults, persons with disabilities, and low-income residents and for others who cannot or choose not to drive.

The overall priorities of the Marin Access program are to:

- Provide mandated ADA paratransit service
- Be a future-oriented mobility manager
  - Maintain and expand transportation services that provide riders with options beyond paratransit that best suit their needs.
  - Implement programs that have elasticity to adapt to the changing marketplace.
- Prioritize services to the neediest residents of the County
  - High-need and high-touch residents include those who are low-income (less than \$25K a year), transit dependent, and living alone. The latter represent 23 percent of 2015 Marin Access Rider Survey respondents.
- Create a positive user experience
  - Ensure a basic standard of safety and customer service
  - Maintain flexibility
  - Design programs that are easy to understand, schedule, and use

## Key Moments in Marin Access History

Marin Access mobility management programs were developed through a series of milestones starting with a 2007 Mobility Management study, approval of a dedicated vehicle license fee, and successful applications for federal grants. In 2009, Marin Transit hired its first mobility manager and initiated a competitive procurement process for paratransit services to enable the District to leverage paratransit investments to add mobility management center functions. In 2010, Marin Transit convened a group of committed stakeholders to participate in the Marin Mobility Consortium and collaborated with the County’s Health and Human Services Department to develop a Senior Mobility Action and Implementation Plan. With each year, Marin Transit has continued to launch or support new programs, improve current programs, secure additional funding, and expand community outreach. Marin Access programs serve over 2,000 Marin residents, and provide over 150,000 trips every year. The following section provides further detail on key milestones that have shaped Marin Access. Figure 1 provides a visual timeline of major funding and program milestones.

### *Measure A Transportation Sales Tax Expenditure Plan*

In 2004, Marin voters approved the Measure A Transportation Sales Tax Expenditure Plan for the proceeds of a half-cent sales tax devoted to local transportation improvements over a twenty-year span. Nine percent of this funding is devoted toward a strategy to maintain and expand local bus and

paratransit services, including programs for those with special needs. Under this strategy, programs for seniors and people with disabilities include:

- 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 augment paratransit services;
- Expand group transportation and shuttle services focused on seniors; and
- Provide discounted fares for very low-income seniors and person with disabilities.

### *Marin Transit Mobility Management Center*

Marin Transit hired a Mobility Manager to create programs that address service gaps for older adults and those living with disabilities in Marin County. The Mobility Manager started this process with the release of Marin Transit's first competitive procurement for paratransit services in late 2009. The District established "Marin Access" as the umbrella for all paratransit and mobility management programs and awarded the newly renamed Marin Access Paratransit contract to the Marin Senior Coordinating Council (Whistlestop). The new contract encompassed operation of paratransit service and a new "Mobility Management Center" to provide all Marin residents with access to information on transit options with one call or one click in place of separate points of contact for each program.

Marin Transit established the Marin Access Mobility Management Center in October 2010. Customers called the Mobility Management Center to speak with a staff member housed in the paratransit call center and request information and referrals to transportation services for seniors, persons with disabilities, and low-income residents. In Spring 2011, Marin Access launched a website, [www.marinaccess.org](http://www.marinaccess.org) that summarized all the information available from the call center. To enroll in any of the programs offered by Marin Access, customers still needed to call the appropriate number and fill out one of three applications: for paratransit, Catch-A-Ride, or a volunteer driver program.

### *Marin Mobility Consortium*

In conjunction with the Mobility Management Center, Marin's Mobility Manager founded the Marin Mobility Consortium. The consortium consists of many local social service agencies and community advocates collaborating to address transportation issues facing their clients. This group was instrumental in informing the public of the new Mobility Management Center, and continues to provide direction and input on every Marin Access initiative. Marin Transit staff coordinate and chair the Mobility Consortium's quarterly meetings.

### *2010 Measure B Vehicle License Fee and the Marin Senior Mobility Action and Implementation Plan*

In 2010, Marin County voters passed Measure B, a County ballot initiative to increase the annual vehicle license fee by \$10. The fee is administered by the Transportation Authority of Marin (TAM) and dedicates part of the funds to new programs that address service gaps for older adults and people with disabilities. Tasked with developing new transportation projects and services, the Mobility Management Center partnered with the local Area Agency on Aging – the Marin County Health and Human Services Department, Division of Aging and Adult Services (DAAS) – to co-sponsor the Marin Senior Mobility Action and Implementation Plan (Plan). This effort identified possible measures for Marin County service providers, including Marin Transit, to effectively support the mobility of the growing older population beyond their driving years.

The Plan's "Existing Conditions Report" analyzed current and future demographics in Marin, described the current state of senior transportation, presented examples of best practices in senior mobility, reported on outreach activities for the project, and identified transportation gaps in Marin. The "Action and Implementation Plan" discussed in detail strategies to meet the transportation needs of older adults in Marin County as identified through the Plan's research and outreach.

Marin Transit staff addressed many of the recommended strategies in subsequent years. These include new local fixed-route shuttles to serve short trips within communities, piloting a discounted taxi program (Catch-A-Ride), establishing volunteer driver programs (STAR and TRIP), encouraging the use of transit (travel training), and establishing an organizational framework for information and assistance (Travel Navigators).

### *Volunteer Driver Programs*

In September 2010, Marin Transit released an RFP for the operation of a countywide volunteer driver program. Whistlestop and West Marin Senior Services submitted a joint application to operate two programs – one in Central Marin by Whistlestop and one in West Marin by West Marin Senior Services. The proposed programs were based on the Riverside, California model of volunteer driver programs, where passengers recruit their friends and neighbors to be their volunteer drivers and schedule rides mutually convenient for both. The operating agency provides the passenger with a mileage-based reimbursement to repay their volunteer driver. Both programs -- STAR in East Marin and TRIP in West Marin -- launched in early 2011.

### *Catch-A-Ride*

Marin Transit launched Marin Catch-A-Ride in September 2012. This age-based, taxi subsidy program is targeted for those age 80 and older or age 60-80 no longer driving. The program provides a subsidy up to \$14 or \$18 for eligible older adults toward their local taxi ride, depending on their income level. In July 2013, Marin Access expanded the program to include ADA-eligible Marin County residents.

Enrollment for the program grew exponentially from just over 100 riders signed up in the second month of operation to well over 1,000 by the program's first anniversary. The number of rides provided also grew exponentially, increasing to a maximum of almost 1,850 rides in March 2014. The program experienced a setback in April 2014 when the On-the-Move taxi cooperative unexpectedly went out of business. The cooperative had served as the parent company of Yellow Cab, Radio Cab, and Bel-Air Taxi. At that time, the company was the largest provider of rides for the Catch-A-Ride program. The reduced availability of taxis in Marin County became an issue for many Catch-A-Ride program users who were unable to find a taxi provider that could accommodate their trips in the weeks that followed the closure. Subsequently another large taxi company, North Bay Taxi, expanded their fleet and now provides rides to the majority of those requesting trips through Catch-A-Ride. The program has nearly 2,000 eligible riders, and provides around 1,400 rides per month.

Marin Access originally contracted the call center operations to Corporate Logistics Efficiency Group in Carlsbad, California, and program eligibility determination was initially performed under contract with Marin Health and Human Services. In July 2013, Marin Transit created the Travel Navigator Department to handle eligibility screenings for all Marin Access programs and transitioned eligibility screening from Health and Human Services to the Travel Navigators. Marin Access transitioned the operation of the call

center to MV Transportation, in nearby Santa Rosa, in September 2013. MV Transportation was able to provide call takers for the program with a stronger knowledge of the area, and continues to operate the call center.

### *2013 Marin Transit's Inclusive Transportation Planning Grant Project*

In 2013, the Community Transportation Association of America awarded Marin Transit an Inclusive Transportation Planning Grant funded by the U.S. Administration for Community Living. Marin Transit's project was targeted to increase participation from limited English and non-English speaking Hispanic and Vietnamese seniors and persons with disabilities in local transportation planning. Marin Transit's project was one of 17 selected nationwide for funding, and received a \$19,455 grant for a six-month project.

Staff partnered with community agencies familiar with Marin County's Vietnamese and Spanish speaking seniors to build on the District's existing outreach and community participation efforts. Participating partners included Novato Independent Elders, Whistlestop's Multi-Cultural Program, Homeward Bound of Marin, and resident Lieu Phan, referred to Marin Transit by the Marin Asian Advocacy Project. Efforts were targeted to reach Spanish-speaking seniors in Novato and San Rafael and Vietnamese-speaking seniors in the Canal area of San Rafael.

Marin Transit and its community partners held presentations and focus groups to inform the target groups about Marin Transit's mobility management and transit programs and to determine their awareness and use of these mobility options. Initial presentations were conducted in English with verbal translations. Later presentations utilized language-specific PowerPoint presentations in English and either Spanish or Vietnamese. Marin Transit translated all Marin Access brochures including the paratransit rider's guide and the Catch-A-Ride rider's guide into both Spanish and Vietnamese.

Marin Transit held field trips on transit for small non-English speaking groups of seniors with a facilitated focus group discussion while riding the bus. The seniors chose the destinations for the field trips with the purpose of showing them how easy it is to ride transit and how much they can enjoy travel outside their communities. Destinations included traveling to Tiburon from San Rafael and a bus and ferry trip to San Francisco with the ferry tickets provided by the Golden Gate Bridge and Highway Transportation District.

### *2014 Paratransit/Catch-A-Ride Survey*

In the fall of 2014, Marin Transit hired a consultant to analyze program data to evaluate how Marin Access riders were using individual services in conjunction with other services. This analysis was conducted to determine the impact other Marin Access programs have on paratransit ridership, identify opportunities to increase the efficiency and effectiveness of delivery within Marin County, and determine future demand for Marin Access programs.

Overall, the analysis showed an increase in mobility for riders and a slight decrease in paratransit ridership for 40 percent of riders that were utilizing other Marin Access programs. Most riders of multiple programs continued to use paratransit at the same rate they had prior to the introduction of Catch-A-Ride and volunteer driver, and were taking more trips overall across all services. From these findings it was determined that a deeper analysis of the Marin Access programs needed to be conducted.

### *Marin in Motion*

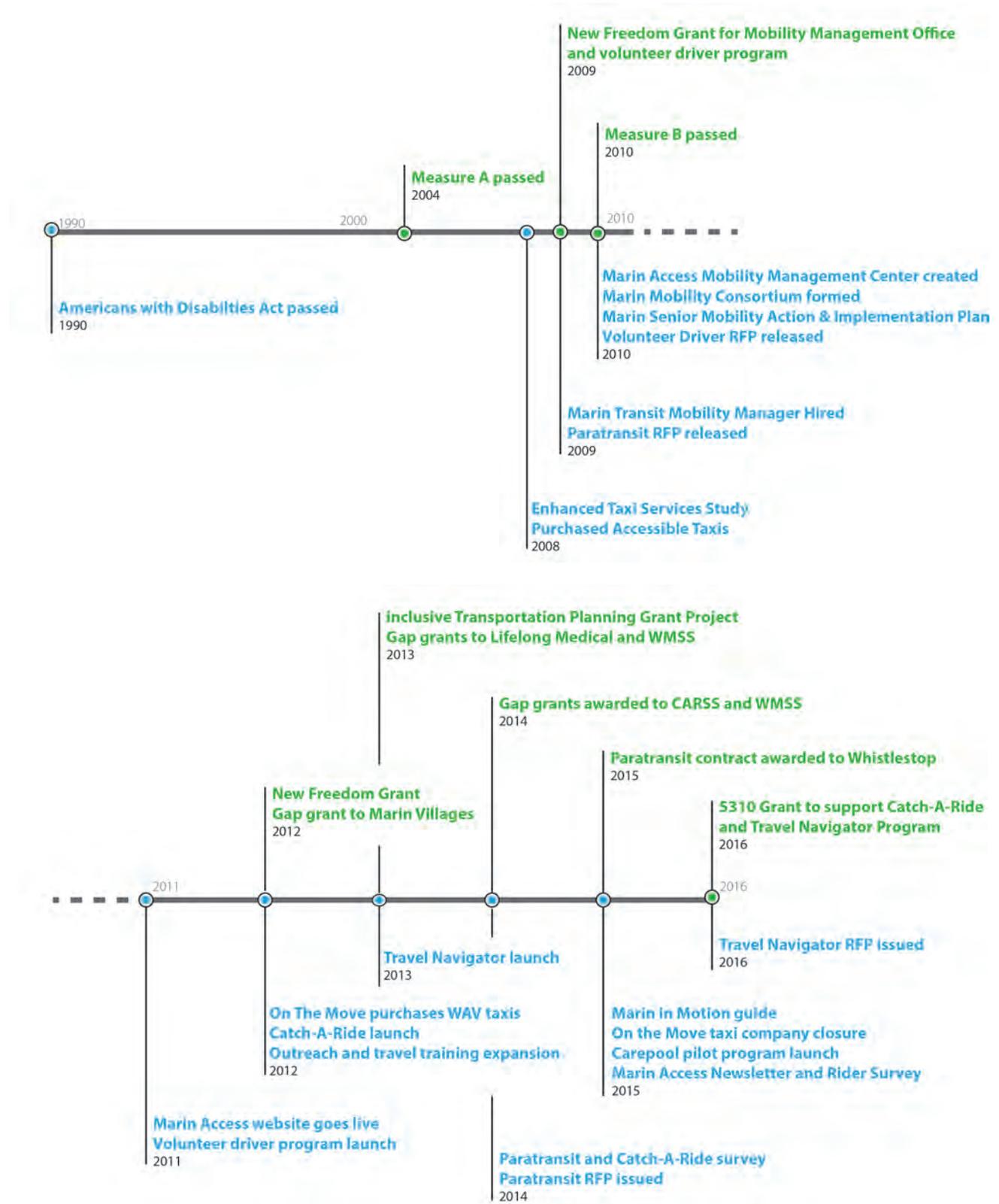
In May 2015, Marin Transit published “Marin-In-Motion,” a guide to transportation in and around Marin County. This guide provides general information on all of Marin Transit’s programs as well as other transportation services operating in Marin County. Marin Transit distributed more than 4,500 copies of the guide in English and almost 1,500 Spanish copies throughout the county. The brochure is available on the Marin Access website in both languages and was paid for by Federal New Freedom funds.

### *2015 Marin Access Newsletter and Rider Survey*

Marin Transit mobility management staff began an internal study of Marin Access programs during FY 2015/16. As part of the study, staff developed a 20 question rider survey to gauge customer satisfaction and interest in program enhancements and collect information that more completely profiled our riders. Surveys were mailed along with the first edition of the Marin Access newsletter to all riders with trip history in FY2014/15. Surveys were printed as business reply mail, and did not require postage to return once completed.

Each survey included a unique ID to help correlate the respondents’ survey answers with their ride history from FY 2014/15. Connecting these two sets of data provided Marin Transit staff with the opportunity to develop a survey with fewer questions than otherwise would have been necessary (e.g. age, city, program use), to conduct a more thorough analysis of riders, and provided staff with insight on how representative the responses received were of riders on the whole. It also enabled Marin Transit staff to identify who had not yet responded. Of those who had not submitted a survey by mail, staff contacted a random sampling to conduct surveys over the phone. By the close of survey collection, staff received 330 surveys, approximately two-thirds in the mail and one-third over the phone. The table in Appendix A illustrates the representativeness of the survey responses received.

Figure 1: Timeline of Marin Access Programs and Funding



## Community Stakeholder Participation

Marin Transit has actively worked with the community to help design Marin Access programs. Marin Transit engages the senior population, as well as people with disabilities, low-income residents, minorities, and the non-English speaking population by working closely with the following groups.

### *Marin Mobility Consortium*

As the stakeholder advisory group, Marin Mobility Consortium was developed in 2010 to expand transportation options for Marin's senior, disabled, and low-income residents. This group is chaired by Marin Transit's Mobility Management 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 County Paratransit Coordinating Council*

The Marin Transit Paratransit Coordinating Council (PCC) is an advisory body for customers, service providers, social service agency representatives, and others to provide input on the paratransit program. Meetings take place every other month, are staffed by Marin Transit, and are open to the public. The meetings serve to ensure that paratransit services comply with the ADA, monitor provider performance and service quality regularly, educate the community-at-large, review and make recommendations, and develop the leadership skills of paratransit consumers.

### *Golden Gate Transit Accessibility Committee and Bus Passenger Advisory Committee*

Marin Transit 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 regional fixed route bus and ferry systems.

### *Regional Mobility Management Group*

The Bay Area Regional Mobility Management Group meets every other month to discuss current issues in mobility management and share best practices and innovations in the field. This meeting is open to program operators throughout the nine Bay Area counties. Marin Transit staff currently chair this meeting.

### *VITAL (Volunteers in Transportation Advocacy Link)*

VITAL (Volunteers in Transportation Advocacy Link) is a group of stakeholders from volunteer driver programs in the nine Bay Area counties who meet on a regular basis to network, exchange information, address issues of mutual concern, define and share best practices, serve as mentors and supporters for each other, and work together to provide for the transportation needs of the vulnerable populations through mobility management.

### *Marin County Aging Action Initiative*

In the fall of 2014 the Marin County Board of Supervisors launched the Aging Action Initiative (AAI) to address the needs of Marin County's aging citizens and promote a countywide age-friendly environment especially for those in need. The initiative consists of a strong network of service providers and funders representing public education, policy advocacy, and service coordination. Marin Transit participates in the Initiative as a representative of the Information Access and Referral working group, which has

helped to institute a “No Wrong Door” policy for training front line information assistance and resource referral volunteers and staff in the county.

### *Age-Friendly Marin Network of Cities and Towns*

A growing number of cities and communities worldwide are striving to better meet the needs of their older residents. The WHO Global Network of Age-Friendly Cities and Communities was established to foster the exchange of experience and mutual learning between cities and communities worldwide. As of July 2015, three Marin cities have received official WHO Age Friendly status: Sausalito, Fairfax and Corte Madera. Most of the other cities and towns in Marin are in the process of meeting the qualifications so that they can apply for the WHO designation. All cities involved in age-friendly efforts meet regularly as the “Age-Friendly Marin Network of Cities and Towns.” The cities and towns represented in the Marin network include:

- Belvedere
- Corte Madera
- Fairfax
- Larkspur
- Mill Valley
- Novato
- Ross
- San Anselmo
- San Rafael
- Sausalito
- Tiburon

### *Marin Commission on Aging*

The Marin County Commission on Aging is a 23-member federally mandated advisory council to the Marin County Board of Supervisors. The Commission works closely with Marin Aging and Adult Services on behalf of Marin’s older adults. Commissioners are appointed to three-year terms by either the Board of Supervisors or the 11 incorporated Cities and Towns in Marin. Marin County’s Senior Assembly Member and Senior Senator, representatives of the California Senior Legislature (CSL), also serve as ex-officio members for a four-year term. Marin Transit participates on the Commission’s Housing and Transportation subcommittee, a standing committee that is active in advocating for well-planned, conveniently-located and affordable senior housing in Marin as well as planning for the transportation needs of older adults.

## **Fiscal Analysis**

### *Funding and Expenditures*

Marin Transit’s Marin Access programs are funded through a combination of property tax, sales tax, vehicle registration fees, GGBHTD payments and reimbursements, state funds and federal grants. Marin Access programs receive 9 percent of Measure A sales tax revenue. Starting in FY 2011/12, Marin Transit receives 35 percent of the annual Measure B vehicle license fee to support the mobility management initiatives.

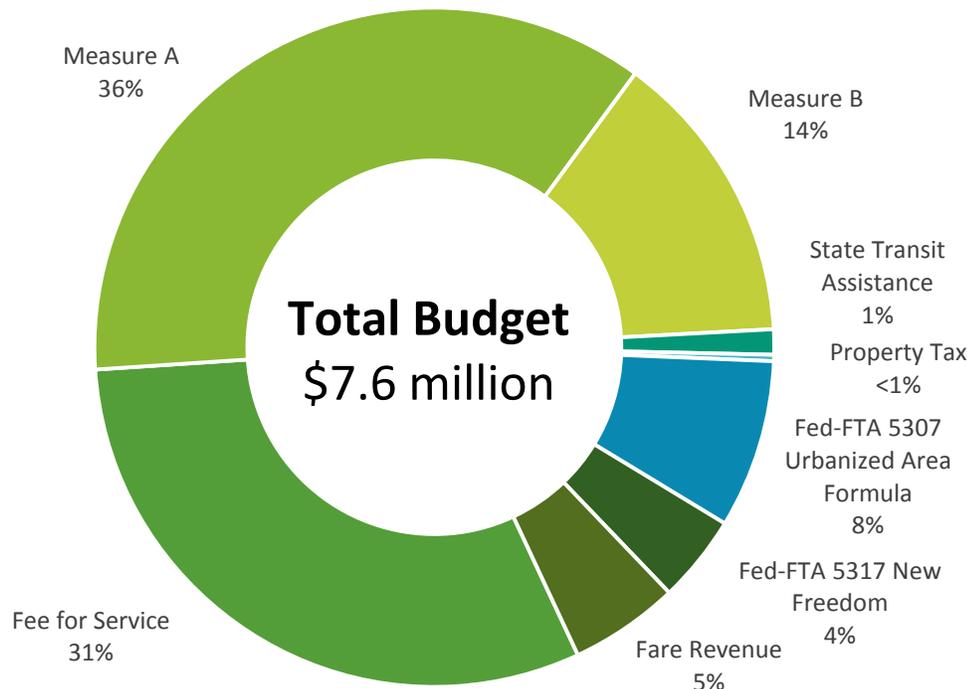
The FY 2014/15 budget for Marin Access was \$7.6 million, a 7 percent increase over the FY 2013/14 budget. The budget increase included a 5 percent rise in local paratransit revenue service hours over the estimated actuals for FY 2012/13 and expansion of the volunteer driver program funded by a federal New Freedom Grant to increase mobility for isolated populations. Consultant service increases in

FY2014/15 were due to a shift in volunteer driver program coordinator costs to the Marin Access contract.

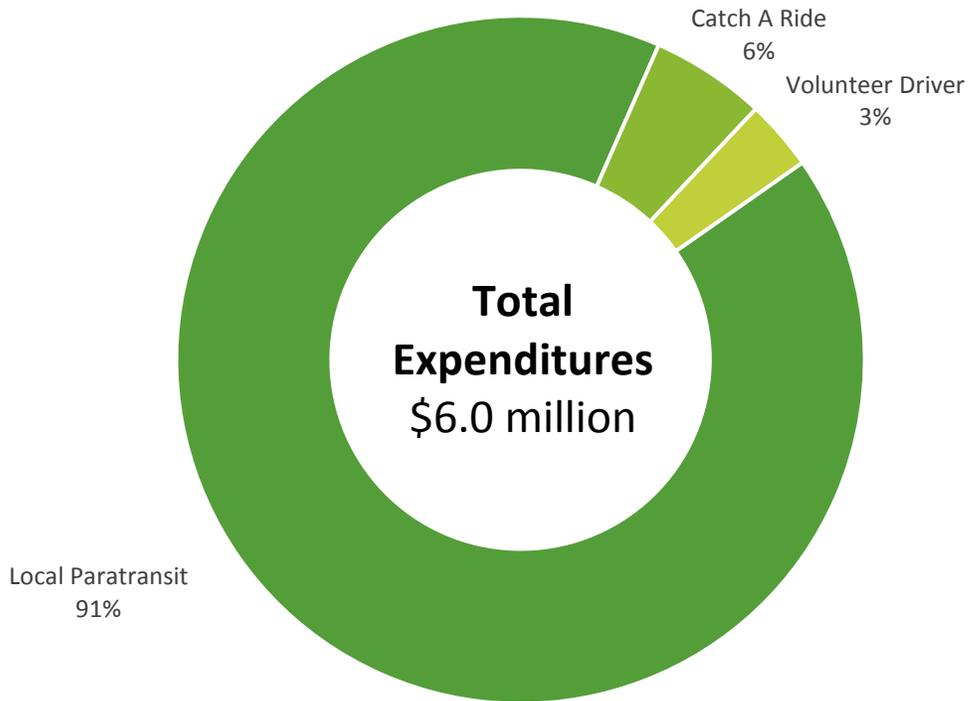
Marin Transit is committed to ensuring sufficient funding to meet mandated paratransit service demand, using any additional paratransit funding efficiently, and meeting the majority of demand for non ADA-mandated paratransit trips. In FY2014/15, approximately 75 percent of Marin Access expenditures went towards providing local paratransit service. Figure 3 shows a breakdown of expenditures by program in Fiscal Year 2014/15. Figure 4 provides an overview of Marin Access passengers by program.

As demand for Marin Access services grows, the District will need to allocate a higher percentage of its overall budget toward support of these programs. Marin County's continued growth in the senior population is expected to lead to a 41 percent growth in ridership on current Marin Access services over the next ten years. Table 2 shows a projection for how this cumulative growth is anticipated to be distributed among the current programs.

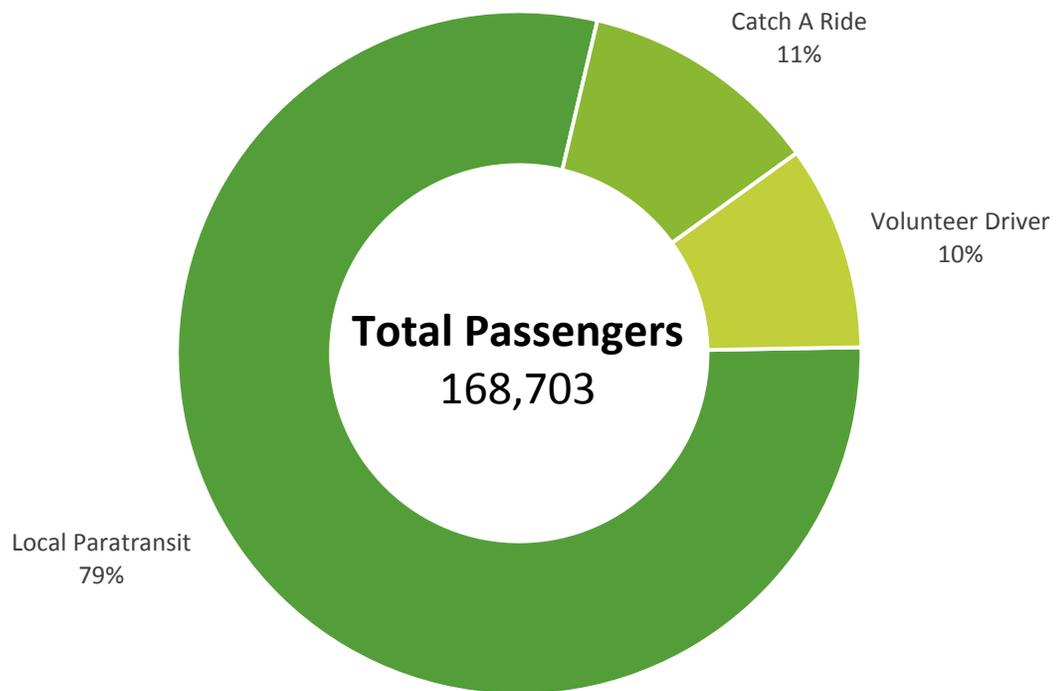
**Figure 2: Funding for Marin Access Programs (FY 2014/15 Budget)**



**Figure 3: FY 2014/15 Marin Access Expenditures by Program**



**Figure 4: FY 2014/15 Marin Access Passengers by Program**



### *Fiscal Performance*

Table 1 provides an overview of each transportation service’s financial performance from FY 2011/12 through FY 2014/15.

**Table 1: Marin Access Program Historic Performance**

Fiscal Year	Revenue Hours	Revenue Miles	Passenger Trips	Fare Revenue	Cost Per Revenue Hour	Cost Per Trip	Total Cost
<b>Paratransit</b>							
FY 2011/12	54,088	833,689	116,269	\$259,673	\$77.92	\$36.25	\$4,214,400
FY 2012/13	57,451	883,879	120,169	\$228,790	\$79.62	\$38.06	\$4,574,176
FY 2013/14 <sup>(1)</sup>	55,648	861,905	126,403	\$238,445	\$91.38	\$40.23	\$5,084,877
FY 2014/15	58,388	905,103	132,680	\$244,949	\$94.42	\$41.56	\$5,513,121
<b>Volunteer Driver</b>							
FY 2011/12	8,456	62,164	5,624	-	\$11.53	\$17.33	\$97,475
FY 2012/13	21,552	159,045	13,492	-	\$9.04	\$14.82	\$194,862
FY 2013/14	21,065	179,752	15,381	-	\$9.52	\$13.04	\$200,514
FY 2014/15	19,137	174,219	16,266	-	\$8.41	\$9.90	\$160,976
<b>Catch-A-Ride</b>							
FY 2011/12	-	-	-	-	-	-	-
FY 2012/13	-	13,419	4,108	\$7,620	-	\$22.06	\$90,629
FY 2013/14	-	42,317	12,979	\$20,024	-	\$15.45	\$238,317
FY 2014/15	-	56,873	19,115	\$31,426	-	\$18.29	\$349,680
<b>Marin Access Total</b>							
FY 2011/12	64,667	921,637	127,967	\$265,981	\$68.99	\$34.86	\$4,461,150
FY 2012/13	81,101	1,078,815	143,417	\$242,227	\$62.02	\$35.07	\$5,030,215
FY 2013/14	78,852	1,107,447	159,173	\$265,901	\$72.44	\$35.89	\$5,712,408
FY 2014/15	77,599	1,136,195	168,073	\$276,375	\$77.81	\$35.92	\$6,037,908

**Notes:**

(1) Revenue hours and revenue miles definitions were updated in FY 2013/14 to be consistent with NTD definitions. This updated definition resulted in a drop in Revenue Hours over previous years.

### *Financial Projections*

Table 2 outlines the 10 year financial projection for paratransit and other mobility management transportation services as included in the 2016-2025 Short Range Transit Plan.

**Table 2: 10 Year Financial Projection for Paratransit & Mobility Management**

Fiscal Year	FY 15/16	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25
<b>Local Paratransit</b>										
Planned Revenue Hours	62,076	65,017	68,095	70,588	73,056	75,510	77,976	80,430	82,872	85,305
Hourly Cost	\$81.60	\$83.38	\$85.30	\$87.44	\$89.66	\$91.97	\$94.36	\$96.83	\$99.40	\$102.05
<b>Intercounty Paratransit</b>										
Planned Revenue Hours	9,846	10,141	10,446	10,759	11,082	11,414	11,757	12,109	12,473	12,847
Hourly Cost	\$126.85	\$130.64	\$134.27	\$138.01	\$141.85	\$145.81	\$149.88	\$154.08	\$158.39	\$162.83
<b>Volunteer Driver</b>	\$303,122	\$303,122	\$303,122	\$303,122	\$303,122	\$303,122	\$303,122	\$303,122	\$303,122	\$303,122
<b>Catch-A-Ride</b>	\$350,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
<b>Mobility Management Program Cost</b>	\$442,909	\$436,951	\$449,215	\$461,877	\$474,951	\$488,451	\$502,390	\$516,785	\$531,650	\$547,001
<b>Total Paratransit Operating Expense</b>	\$7,410,386	\$7,786,180	\$8,263,546	\$8,721,859	\$9,200,247	\$9,700,371	\$10,225,218	\$10,773,973	\$11,347,662	\$11,947,614

# Chapter 2: Market Analysis

## Marin Access Rider Profile

Table 3 presents key demographic data from the 2015 survey of Marin Access users, and compares this data to the demographics of local fixed route services, the county as a whole, and the county as projected in the year 2025. Marin Access serves many of the oldest-old in Marin County, including a number of centenarians. One out of every four individuals in Marin County over age 60 is over 75, while the same holds true for every three out of four Marin Access riders over 60.

As shown in Figure 5, most Marin Access riders are female (70%) and that is especially true for riders of the oldest age groups. This is partially explained by the fact while men are expected to outlive their ability to drive by six years; women are expected to outlive their ability to drive by 10 years.<sup>2</sup> The percentage of senior riders (defined as 65 and older) on local fixed-route services increased between the 2005 to the 2012 passenger survey from 4 percent to 7 percent of riders. The most recent survey of Marin Access riders found that 27 percent reported also riding fixed route transit.

The comparison in Table 3 highlights significant differences as well as similarities in Marin Access riders from transit riders and the average Marin County resident. Compared to the rest of the county, Marin Access riders, like transit riders, have a significantly lower income level. About 58 percent of Marin Access riders and 57 percent of Marin Transit local riders earn less than \$25,000 a year, while the majority of countywide residents (57%) are at the other end of the range and earn \$75,000 or more. To put the cost of transportation into perspective, the Elder Economic Security Index (EESI) estimates the monthly cost of transportation for an individual older adult in Marin County to be around \$239, or \$335 per month for couples. For individuals earning less than \$25,000 per year, transportation expenses make up at least 11 percent of their annual budget.

Marin Access riders identify themselves racially and ethnically more in line with the average County resident than with the average Marin Transit rider, and have a higher proportion of riders identifying as White. Race reported by Marin Access riders is very representative of older adults in Marin – 13.7 percent of Marin Access riders reported identifying as a person of color - while the same holds true for nearly 13 percent of Marin’s residents over 60 years of age and older.

---

<sup>2</sup> Foley, D. J., Heimovitz, H. K., Guralnik, J. M., & Brock, D. B. (2002). Driving Life Expectancy of Persons Aged 70 Years and Older in the United States. *American Journal of Public Health, 92*(8), 1284–1289.

**Table 3: Demographic Overview of Marin Access and Marin Transit Riders in Marin County**

	Marin Access <sup>1</sup>	Marin Transit <sup>2</sup>	Marin County 2010 <sup>3</sup>	Marin County 2025 <sup>4</sup>
<b>Age</b>				
Persons under 18 years old	<1%	21%	21%	19%
Persons between 18 and 65 years old	28%	72%	60%	56%
Persons 65 years old and older	72%	7%	19%	25%
Persons 60 years old and older	81%	—	28%	33%
Persons 75 years and older	55%	—	8%	14%
ADA Eligible	79%	—	9%	11%
<b>Gender</b>				
Female	70%	49%	51%	—
Male	30%	51%	49%	—
<b>Household Income</b>				
Under \$25,000	58%	57%	14%	—
\$25,000 to \$49,999	25%	20%	16%	—
\$50,000 to \$74,999	9%	7%	13%	—
\$75,000 or more	7%	16%	57%	—
<b>Race/Ethnicity</b>				
Hispanic	6%	43%	15%	—
Caucasian/White	85%	39%	73%	—
African American	3%	7%	3%	—
Asian	3%	5%	5%	—
Other	2%	6%	3%	—

**Notes:**

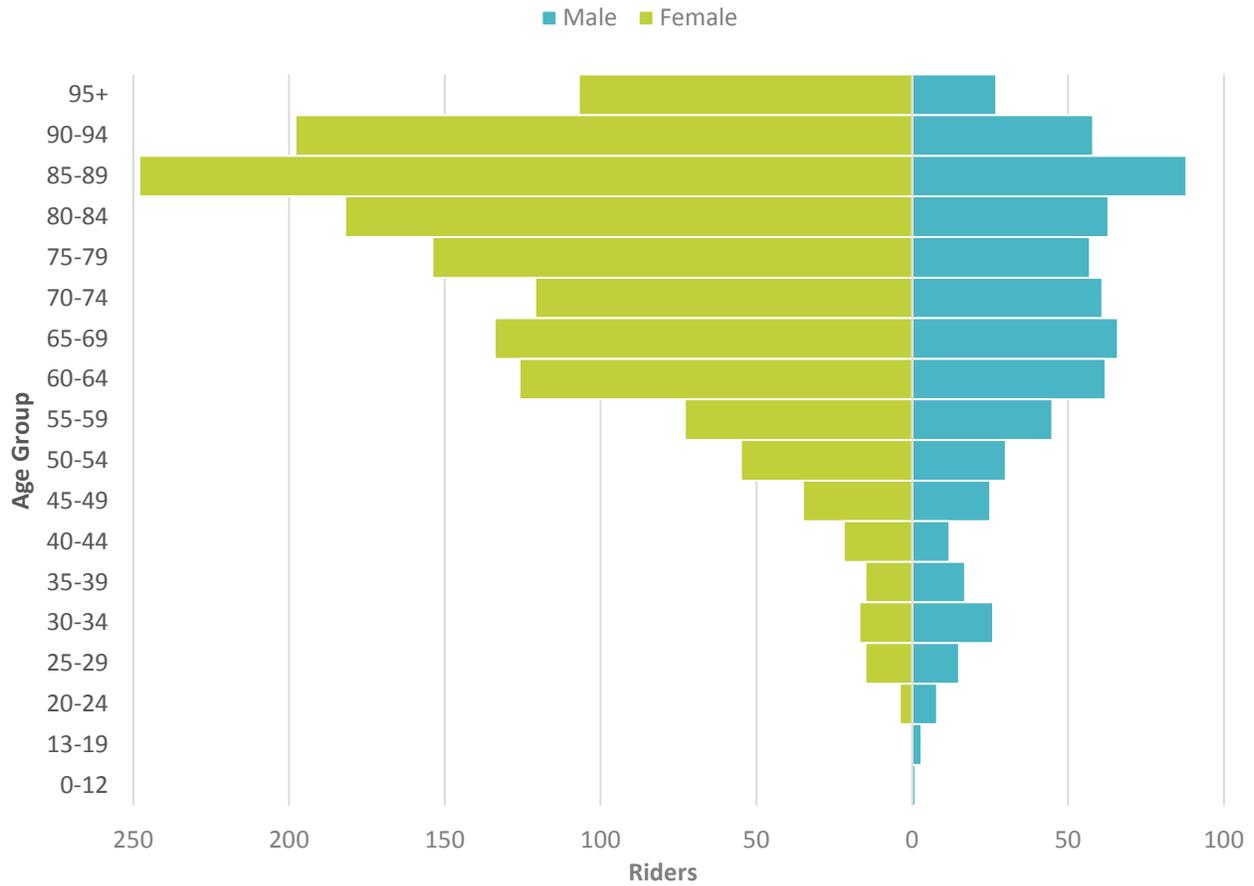
(1) Marin Access 2015 Rider Survey

(2) Marin Transit 2012 Market Assessment

(3) U.S. Census Bureau, 2010, Summary File 1; U.S. Census Bureau, 2008-2012 American Community Survey; U.S. Census Bureau, 2013, Population Estimates Program (PEP)

(4) CA Department of Finance Population Projections

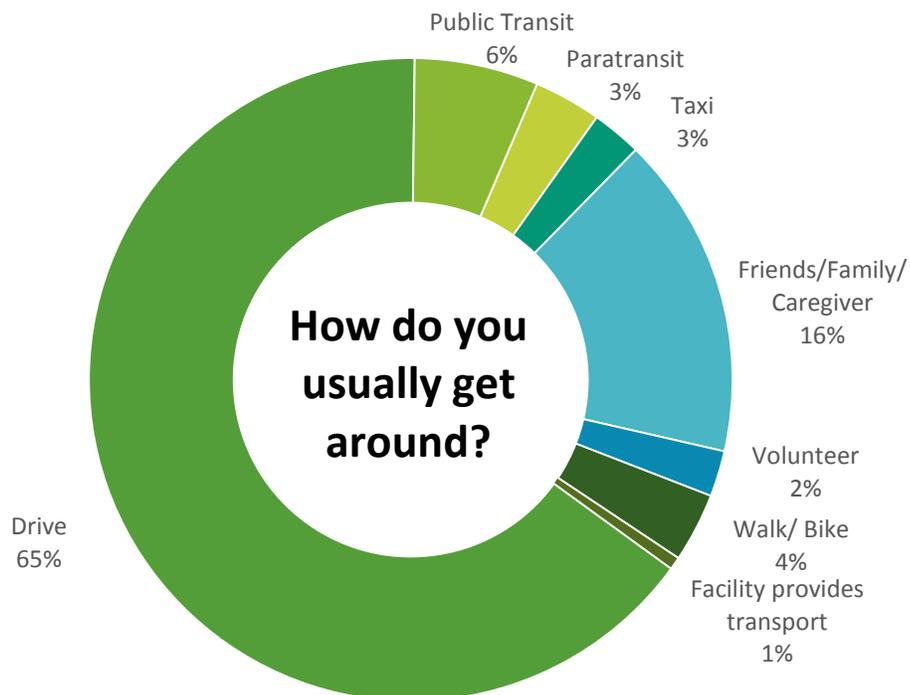
**Figure 5: Marin Access Population Pyramid**



## Travel Demand

In FY 2015/16, the Department of Health and Human Services conducted a 31-question survey to assess the needs and concerns of older adults in Marin County. The survey was targeted towards those 60 and older who reside in Marin, and the survey could be completed by proxy, such as a friend or relative. As part of the survey, respondents were asked what types of transportation they utilized to get around and given the option to choose more than one response. As demonstrated in Figure 6, the majority of older adults (65%) responding to the survey drive their own vehicle. The second most utilized form of transportation is friends/ family and caregivers (16%). Those who had written in the “Other” section were assigned new categories, not included in the survey. Notably, 6 percent of respondents indicated that they used public transit while only 3 percent indicated using paratransit.

**Figure 6: Department of Human Health and Services Older Adults Needs Assessment Survey Responses to “How do you usually get around?”**



The Older Adults Needs Assessment survey also measured respondents’ potential level of concern with 18 issues, including transportation. While transportation did not rank as one of the top concerns consistent among all respondents, those at or below the Elder Economic Security Index (EESI) were twice as likely to be concerned about transportation in comparison to those above the EESI (see Table 4).

In 2015, the Marin Community Foundation commissioned the “Older Adults, Healthy Eating Active Living Needs Assessment” to better understand the nutrition and physical activity behaviors of older adults, related health outcomes, and challenges to optimal nutrition and activity. As part of the needs assessment, the Marin Community Foundation conducted focus groups with residents who are economically insecure. Participants in these focus groups identified transportation as a significant barrier to accessing healthy food and physical exercise. Many of the participants identified challenges with relying on public transit including having to know and plan around transit schedules, walking to and from the bus stop, and carrying groceries home. Participants also indicated that the cost of gas and the feeling that Marin is geographically segmented prevented them from accessing healthy food options. Respondents in some areas reported that paths and sidewalks were poorly lit and unmaintained, preventing walking.

**Table 4: Marin County Elder Economic Security Standard Index, 2011**

	Elder Person			Elder Couple		
	Owner w/o mortgage	Owner w/ mortgage	Renter, one bedroom	Owner w/o mortgage	Owner w/ mortgage	Renter, one bedroom
<b>Elder Index Per Year<sup>1</sup></b>						
Income Needed to Meet Basic Needs (based on monthly expenses shown below)	\$19,756	\$40,916	\$29,408	\$28,328	\$49,488	\$37,980
<b>Annual Comparison Amounts</b>						
Federal Poverty Guideline (2011 DHHS)	\$10,890	\$10,890	\$10,890	\$14,710	\$14,710	\$14,710
% of Federal Poverty	181%	376%	270%	193%	336%	258%
SSI Payment Maximum (California 2011)	\$9,965	\$9,965	\$9,965	\$16,886	\$16,886	\$16,886
SSI Income Gap	(\$9,791)	(\$30,951)	(\$19,443)	(\$11,442)	(\$32,602)	(\$21,094)
Median Social Security Payment (2011)	\$12,904	\$12,904	\$12,904	\$20,204	\$20,204	\$20,204
Social Security Income Gap	(\$6,852)	(\$28,012)	(\$16,504)	(\$8,124)	(\$29,284)	(\$17,776)
<b>Basic Monthly Expenses Used to Calculate Elder Index</b>						
Housing	\$598	\$2,362	\$1,403	\$598	\$2,362	\$1,403
Food	\$253	\$253	\$253	\$472	\$472	\$472
Transportation	\$239	\$239	\$239	\$335	\$335	\$335
Health Care (Good Health)	\$281	\$281	\$281	\$562	\$562	\$562
Miscellaneous @ 20%	\$274	\$274	\$274	\$393	\$393	\$393
Elder Index Per Month	\$1,645	\$3,409	\$2,450	\$2,360	\$4,124	\$3,165

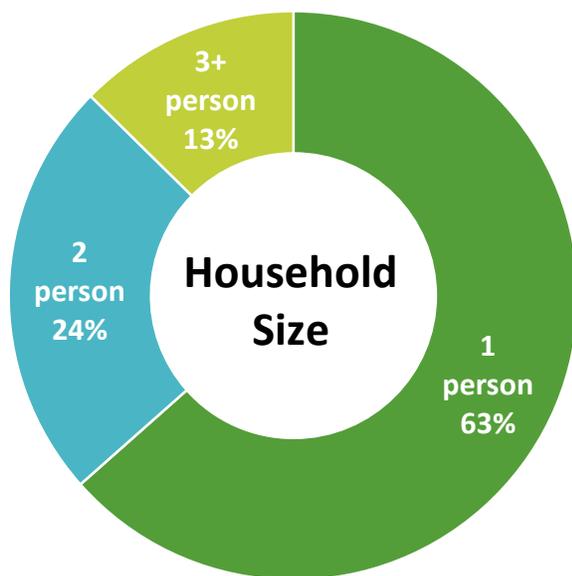
**Notes:**

(1) Annual total may not equal the sum of monthly totals due to rounding

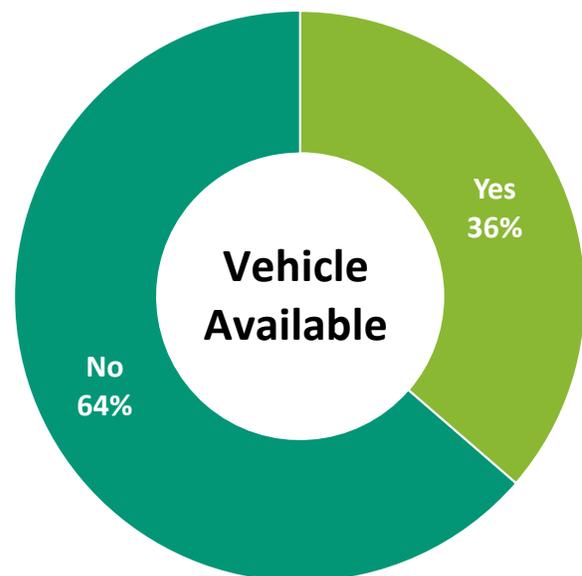
The Elder Economic Security Index is a measure of the income that older adults need to meet their basic needs and to age in place with dignity. The Elder Index is specific to household size, location, housing, and health status. This measure is unlike the Federal Poverty Guideline, which remains the same regardless of where a family lives, household composition, or other externalities that impact an individual’s economic stability. The threshold used for determining income eligibility for public programs, the Federal Poverty Guideline, falls short of what many older residents in Marin, particularly Marin Access clients, require to meet their basic needs. Those making more than the Federal Poverty Level but less than the Elder Index are considered to be “in the gap.” The table to the left also quantifies and illustrates these gaps for residents receiving SSI or Social Security.

In FY 2015/16, Marin Transit conducted its own survey of Marin Access riders to ascertain information about their travel preferences and thoughts on Marin Access programs. Many Marin Access riders who responded to the survey indicated that they also ride public transportation (27%). Close to 16 percent of those respondents reported riding public transit frequently (3 or more days per week), 21 percent responded that they ride often (1 or 2 days per week), 37 percent ride sometimes (1 to 4 times per month), and 26 percent indicated that they rode but did so rarely (less than once per month). When asked if they relied on any other transportation services in the County, 13 percent indicated that they do. The services they identified included the Novato Health Express (discontinued in 2016), the Hamilton Shuttle, Marin Villages Volunteer drivers, the Call A Ride Sausalito Seniors volunteer driver program, a shuttle provided by their housing complex, taxis, and shuttles provided by social service agencies.

**Figure 7: 2015 Marin Access Rider Survey Responses to “How many people live in your household (including yourself)?”**



**Figure 8: 2015 Marin Access Rider Survey Responses to “Is there a drivable vehicle available to members of your household?”**



Of the 63 percent of survey respondents who reported being transit-dependent, meaning there is not a drivable vehicle available to them or any member of their household, 68 percent reported also living alone and 32 percent said they would not make their trips if Marin Access was not available. The most common alternative for all riders if Marin Access services were not available, was to rely on a friend or family member (46%) followed by simply not making the trip (26%). Respondents also answered that they might take a taxi (17.6%), ride the bus (14.2%), drive themselves (10%), walk (8%), ride in an ambulance (2%), take an Uber or Lyft (1.8%), or use their electric wheelchair/scooter (1.2%).

*Fixed Route*

More than one quarter of Marin Access Rider Survey respondents indicated they also use fixed route public transit. The following map in Figure 9 depicts where Marin Access riders live in relation to the local fixed route system. Figure 9 maps the 50 bus stop locations with the densest population of Marin Access riders living within one-quarter mile. These 50 stops are located in five main subareas: Northgate (San Rafael), Greenbrae (Marin County/Larkspur), Downtown San Rafael, Central Mill Valley, and

Hamilton (Novato). Approximately 20 percent of paratransit riders are conditionally eligible for the service, in large part because the nearest bus stop and/or the path from their home to the nearest bus stop is inaccessible. Common barriers include hilly terrain or the lack of sidewalks and curb ramps. See Appendix B for a list of public bus stops served by Marin Transit and identified as high priority for improvements based on physical need and the density of Marin Access riders living in close proximity.

### *Other factors influencing travel behaviors*

A number of other factors, including community preferences and trends, influence travel demand in Marin County:

- **An active, lifelong learning movement:** Fifteen percent of College of Marin students in 2015 were 55 years of age or older (approximately 845 students).<sup>3</sup> In addition, the Osher Lifelong Learning Institute at Dominican College in San Rafael, is an academic program of Dominican that offers four, six, and eight-week, challenging, non-credit liberal arts courses for adults over 50, as well as workshops and clubs. The Institute serves around 1,250 students and, according to a March 2014 survey conducted by the program, 65 percent of students have excellent mobility, 26 percent have good mobility, and 7 percent have fair mobility. Almost three-quarters of students reported that they drive solo to classes, 19 percent share a ride, and 5 percent walk.<sup>4</sup>
- **A significant population of older adults born abroad:** About one-fifth of adults 65 and older in Marin are foreign born.<sup>5</sup> The foreign-born population in California is more likely to commute by public transit.

Cultural and legal factors also may help explain immigrant transit use. Many immigrants arrive in the U.S. from countries where automobile ownership is extremely low and transit use is high. Immigrants' lack of driving experience and prior familiarity with transit may help to explain their continued use of transit in the U.S.<sup>6</sup>

- **A promising commute mode share:** Approximately 34 percent of Marin County residents commute to work through a means other than driving alone, including carpool, transit, telecommuting, walking, biking, or other. In areas like San Rafael, Sausalito, and Mill Valley, the mode share is even more promising, with close to or more than 40 percent of commuters traveling to work via modes other than driving alone. Compared to the Bay Area, Marin's commute mode share is not as high as San Francisco, for example, but it is about the same as the overall region. As baby boomers enter retirement, it is likely their comfort with alternative modes of transportation beyond driving alone is expected to be greater than previous generations.

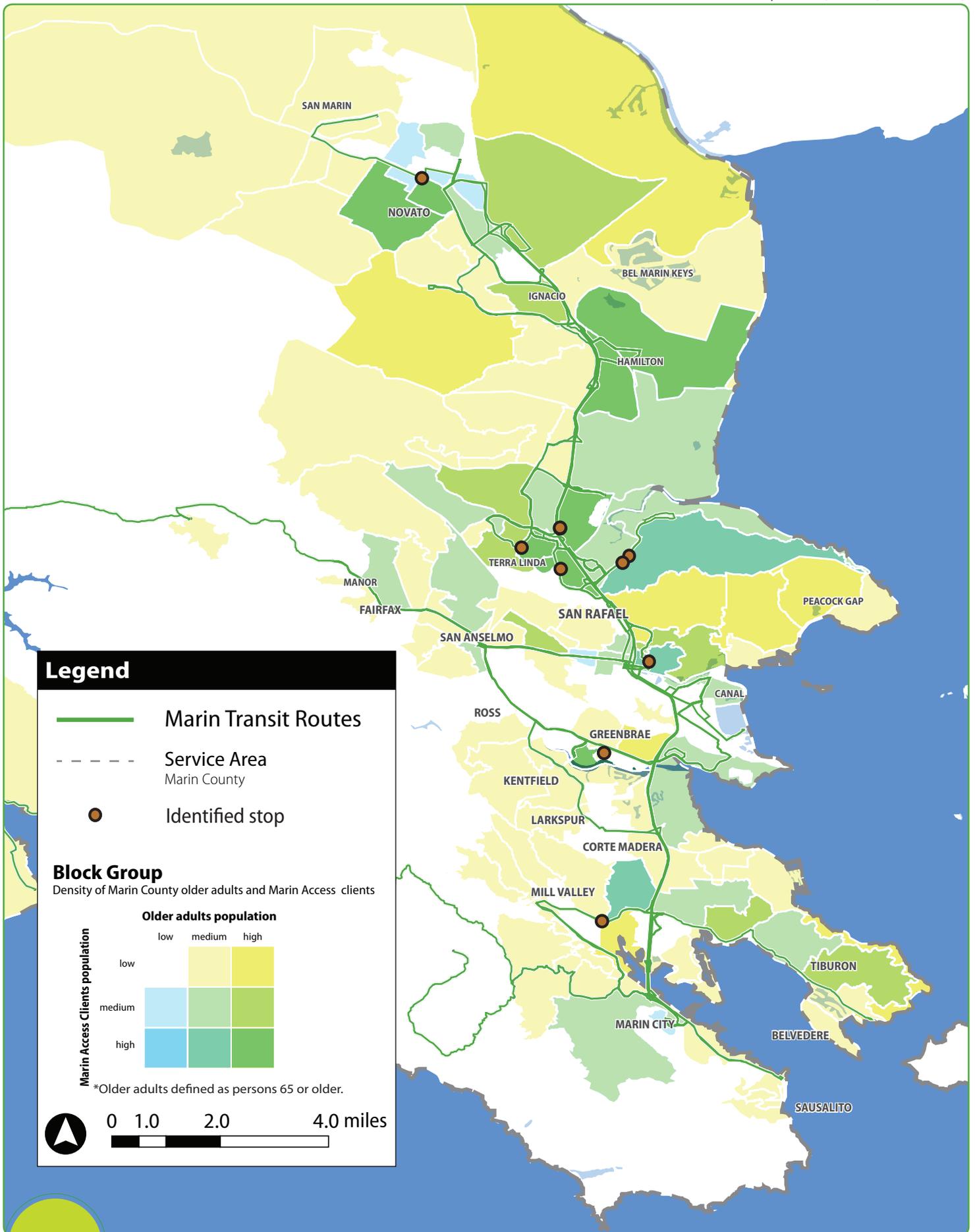
---

<sup>3</sup> First Census data from COM's enterprise data management system, <http://www.marin.edu/WORD-PPT/StudentAgeFalls15.pdf>

<sup>4</sup> OLLI Strategic Plan 2015-2020, <http://www.dominican.edu/academics/osher/olli-strategic-plan-2015-2020>

<sup>5</sup> Source: U.S. Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

<sup>6</sup> [http://www.accessmagazine.org/wp-content/uploads/sites/7/2016/01/access37\\_immigration\\_and\\_transit.pdf](http://www.accessmagazine.org/wp-content/uploads/sites/7/2016/01/access37_immigration_and_transit.pdf)



**Figure 9: Identified Stops with Marin Access Clients and Marin Older Adults Population**

\*Stops identified based on concentration of Marin Access client addresses within a half mile radius and conditions of existing stop infrastructure.

## Land Use

### *Transit Dependence and Isolation*

The most recent Marin Access Rider Survey conducted in FY 2015/16 found that 63 percent of Marin Access riders live alone and 64 percent are transit dependent. This is considerably higher than the general population of older adults in Marin – 44 percent of whom live alone<sup>7</sup> and 65 percent of whom reported still driving their own car.<sup>8</sup> Many of these older adults likely hope to be able to age in place, and expect to remain in their homes and communities. Living alone is often associated with unhealthy dietary practices, a feeling of being disconnected, and social isolation. The inadequacy of transportation services to meet every need, particularly in rural areas, may further contribute to the isolation of older residents.

One answer to reducing isolation and allowing seniors to “age in place” is the Senior Village movement. Senior Villages are membership-driven, grassroots organizations run by a combination of volunteers and paid staff. The local Villages in Marin tailor a variety of programs to their members' interests and encourage them to stay engaged, meet neighbors, and participate in life-enriching events. In addition, each local Village considers the needs of their members and builds and supports a volunteer infrastructure to help meet these needs. Many Villages, including those in Marin, operate traditional volunteer driver programs and help arrange home chore and grocery shopping assistance among other tasks. More traditional local senior centers and community-based non-profits, like Whistlestop in San Rafael and Margaret Todd Senior Center in Novato, also offer programs and services intended to help older adults successfully live independently at home.

### *Housing Affordability*

The FY2015/16 Marin County Department of Health and Human Services Older Adults Needs Assessment survey found that 66 percent of respondents owned their homes, 19 percent rented, two percent lived in an assisted living facility, five percent lived in affordable housing, three percent were staying with friends or family, and four percent indicated “other.” Of all those in Marin County over 60 years old, 76 percent own their homes and 25 percent rent.<sup>9</sup>

Affordable housing for seniors living in Marin County continues to be one of the largest challenges for seniors and people with disabilities. Low-income housing is limited, and that which is available has been waitlisted by the Marin Housing Authority for some time. Aside from low-income housing, there are a number of assisted living facilities within Marin. However, for many seniors these facilities are cost prohibitive. Some facilities are also located in remote areas where public transit is not easily accessible or where barriers (such as steep hills) prevent residents from leaving the facility unassisted. Transit accessibility plays a large role in housing affordability, and transportation costs and housing affordability are inextricably linked. People who live in transit-friendly communities spend an average of 9 percent of

---

<sup>7</sup> American Community Survey 5 year Estimates (2010-2014). Population 60 Years and over in the United States, Marin County.

<sup>8</sup> Area Agency on Aging Area Plan 2016-2020, Marin County Aging and Adult Services, [https://www.marinhhs.org/sites/default/files/files/servicepages/2016\\_03/areaplan20162020.pdf](https://www.marinhhs.org/sites/default/files/files/servicepages/2016_03/areaplan20162020.pdf)

<sup>9</sup> American Community Survey 5 year Estimates (2010-2014). Population 60 Years and over in the United States, Marin County.

their household budget on transportation costs, while those in the average American household spend 19 percent, and those in car-dependent settings spend 25 percent.<sup>10</sup>

### *Rural Areas and Access to Transit*

Marin Transit's rural service, the West Marin Stagecoach, operates daily on two routes: the 61 from Marin City to Bolinas and the 68 from San Rafael to Inverness. While these routes have daily ridership of 100 and 200 passengers, respectively, access to transit in rural Marin is not as robust or convenient as it is in areas of the urbanized portion of the county. The rural nature of West Marin creates more distant travel patterns and longer trips to connect riders to services. It is also difficult for other transportation services, such as taxis, to operate in these areas because of erratic, dispersed demand. There is a growing need for these services as rural communities age faster than other areas of the county and their residents wish to remain independent in their own homes. Census data for 2010-2014 show that three rural areas, Dillon Beach, Stinson Beach, and San Geronimo, have the oldest residents in Marin County, with median ages of 66.4, 59.6, and 58.1, respectively.

## **Baby Boomer Market Preferences**

While Baby Boomers grew up in the age of the automobile and are more likely to have a driver's license than their millennial counterparts, this generation is more comfortable with technology and more experienced in demanding the kinds of services and consumer products that meet their needs than any generation before them. Baby Boomers will be the first generation of seniors embracing the Internet. In 1995, the oldest Baby Boomers were only 49 years old. Not only did they experience internet in the workplace, they likely watched as their children quickly adopted it. As of January 2014, 57 percent of American adults age 65 and over use the internet.<sup>11</sup>

Nearly 64 percent of Marin Access riders, with an average age of 75, indicated that they use the internet. Most reported that they access the internet from a computer at home (49 percent) but a considerable number of respondents (11.5 percent) answered that they accessed the internet from their smartphone. The adoption of cell phones among Marin Access riders appears to be growing more slowly than internet use. While almost three-quarters (74 percent) of American adults 65 and older have a cell phone,<sup>12</sup> closer to 52 percent of Marin Access survey respondents said they own and use a cell phone. This number was slightly higher for paratransit users—56 percent own cell phones – who are also on average younger than riders of other programs.

In step with these trends, a variety of mobile applications and services have cropped up around the needs of older adults. Companies like Envoy, Honor, and Lift Hero offer services from grocery delivery to caregiving and assisted transportation. These companies offer a blend of online booking, mobile booking, or customer service over the phone to serve a diverse set of customers, including adult children helping their parents from near or far.

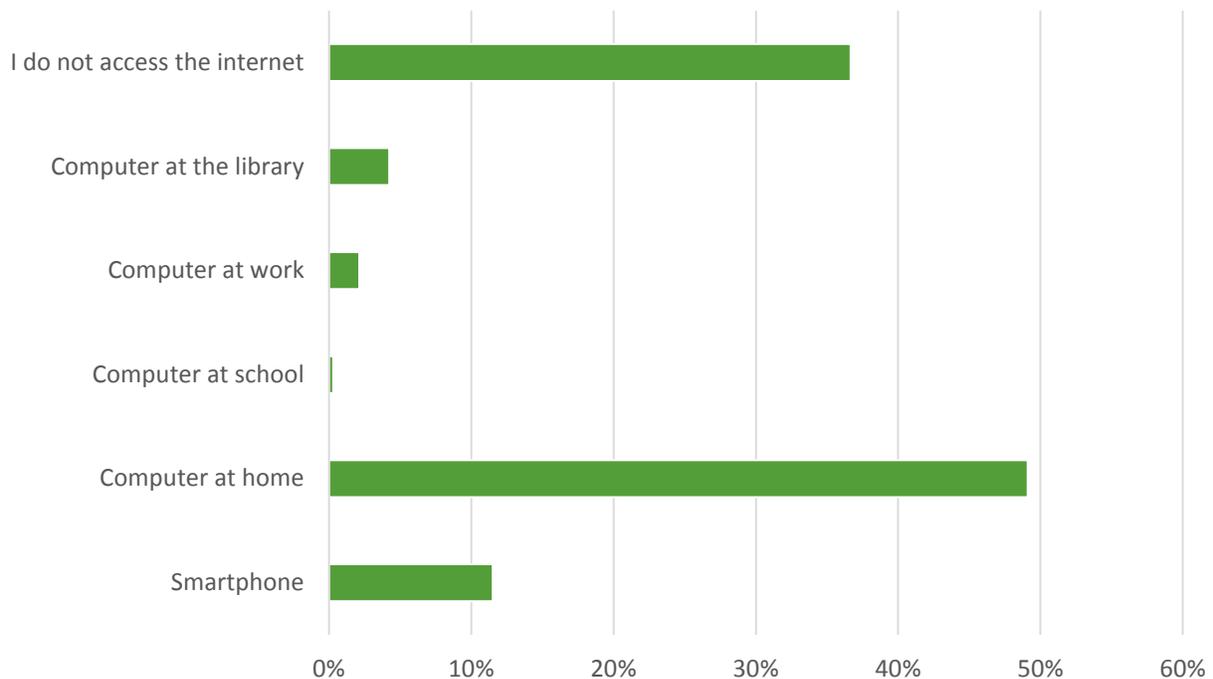
---

<sup>10</sup> Center for Neighborhood Technology (2010, March). Penny wise pound foolish: New measures of housing + transportation affordability. Retrieved from [http://www.cnt.org/sites/default/files/publications/CNT\\_pwpf.pdf](http://www.cnt.org/sites/default/files/publications/CNT_pwpf.pdf)[http://www.giaging.org/documents/160302\\_Case\\_for\\_AFC.pdf](http://www.giaging.org/documents/160302_Case_for_AFC.pdf)

<sup>11</sup> Pew Research Center Internet Project Survey, January 9-12, 2014.

<sup>12</sup> Pew Research Center Internet Project Survey, January 9-12, 2014.

**Figure 10: 2015 Marin Access Rider Survey Responses to “Do you access the internet?”**



## Increased Life Expectancies

As residents age, their transportation needs grow in many ways. Residents in Marin are among the healthiest in the state and enjoy a life expectancy longer than almost anywhere else in the country. According to the County Health Rankings, a collaboration between the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute, Marin is the healthiest county in California.<sup>13</sup> Residents of Marin County are also living longer than their peers. Women in Marin County have the longest life expectancy of any county in America, at 85.5 years compared to the national average of 81.2 years. Male life expectancy in Marin County is in the best 10 percent of all counties at 82 years, compared to the national average of 76.5 years. Between 1985 and 2013, changes in life expectancy for Marin residents were in the best performing 10 percent of all counties for both females and males, with an increase of 6.6 years and 7.7 years, respectively. The national average was an increase of 3.1 years for females and an increase of 5.5 years for males.<sup>14</sup> As more of these healthy adults continue to live beyond their driving years, they will demand services to help keep them social, active, and engaged in their community.

At the same time, the prevalence of sensory and mobility loss commonly associated with aging will increase as the population ages. Disability caused by increases in age-related chronic disease such as Alzheimer’s, dementia, cancer, arthritis, and diabetes will also become more prevalent. A variety of universally accessible transportation options are needed to ensure access to the ongoing primary care

<sup>13</sup> County Health Rankings and Roadmaps, <http://www.countyhealthrankings.org/ranking-methods>

<sup>14</sup> The Institute for Health Metrics and Evaluation (IHME) at the University of Washington, [http://www.healthdata.org/sites/default/files/files/county\\_profiles/US/County\\_Report\\_Marin\\_County\\_California.pdf](http://www.healthdata.org/sites/default/files/files/county_profiles/US/County_Report_Marin_County_California.pdf)

required to treat chronic diseases or simply maintain a healthy lifestyle. These transportation options will have to include both reliable non-emergency medical transportation as well as public transit and community based transportation options that are cognizant of special needs.

## Chapter 3: Existing Service Overview

Marin Transit operates specialized services for seniors, people with disabilities, and low-income individuals through a family of programs that fall under the moniker Marin Access. These programs generally fall into two categories: *Transportation Information and Enrollment* and *Transportation Services*.

Table 5 describes each of the programs under the Marin Access umbrella and outlines the intended purpose of each program, rider eligibility requirements, and any fares associated with the service.

**Table 5: Marin Access Programs**

Program	Purpose	Eligibility	Fare/User Fee
<b>Information and Enrollment</b>			
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
<b>Transportation Services</b>			
Local Paratransit	Provide ADA complementary paratransit as required by federal law.	ADA certified <sup>1</sup>	\$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 and 300 miles in West Marin).	ADA certified <sup>1</sup> OR 60+ and not driving	Free
Catch-A-Ride	Provide discounts for taxi rides within Marin County. Increase same day mobility for paratransit eligible riders and seniors who no longer drive or may be beyond their driving years.	ADA certified <sup>1</sup> , 60+ and not driving, OR 80+	Free up to \$14 for general riders and \$18 for low-income. Rider pays remainder.
Novato Dial-A-Ride	Provide local dial-a-ride service for trips within Novato.	Available to the general public within the service area.	Marin Transit regular fares apply.

**Notes:**

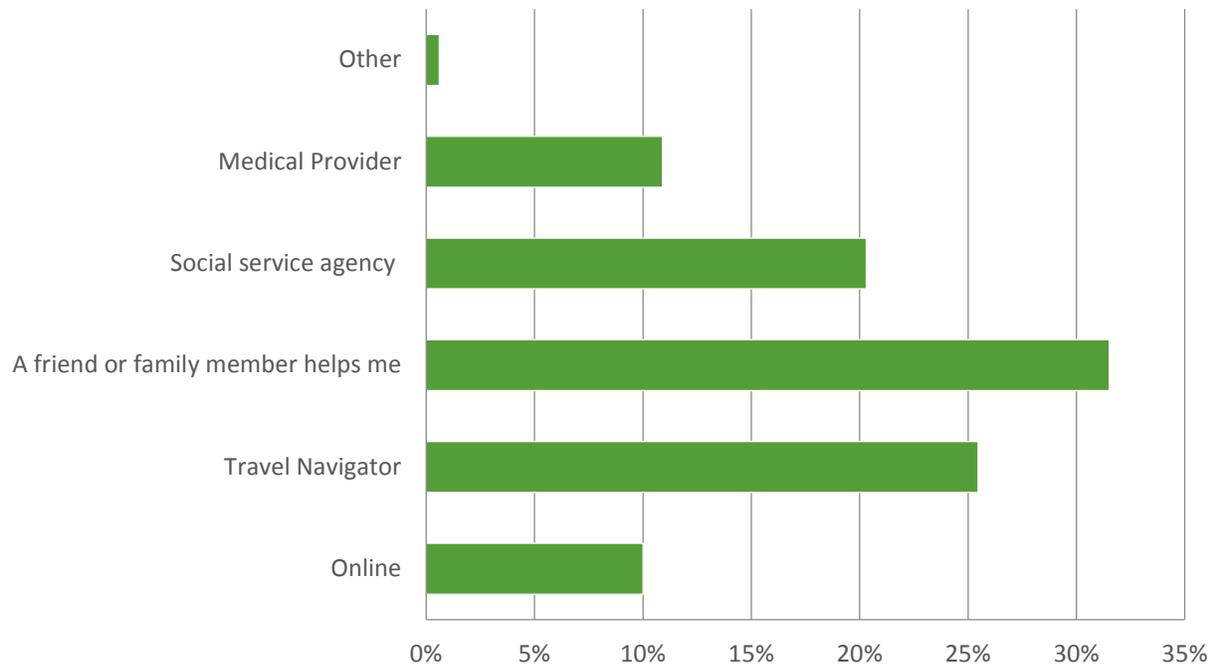
(1) Physical or mental disability that prevents an individual from using fixed route services.

## Transportation Information and Enrollment

### *Travel Navigators*

Marin Transit realized its vision of a one-stop, one-call 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 three programs using an eligibility database program provided by Marin Transit. In addition, the Travel Navigators respond to requests for general transportation information, provide assistance with trip planning, and provide referrals to other services in Marin County and the Bay Area. According to the Marin Access Rider Survey, over 25 percent of users find or receive information on Marin Access programs from Travel Navigators.

**Figure 11: 2015 Marin Access Rider Survey Responses to “How do you find out about Marin Access programs?”**



### **Program Performance**

The Travel Navigators serve a variety of Marin Access clients and those seeking transportation information in a number of ways. On average, Navigators take over 1,000 calls and receive another 180 in person on a monthly basis. Navigators reply to an average of 35 emails, attend various events, and process an average of 200 applications for those seeking approval for Marin Access services each month.

### **Eligibility**

Travel Navigators are available to answer questions from any interested party and help determine if they are eligible for any of the programs offered by Marin Access. Travel Navigator services are targeted at those interested in Marin Access programs though anyone is eligible to call or meet with them. It is

not uncommon for someone other than the potential program participant such as a caregiver, family member, or friend, to obtain information on someone else's behalf.

### **Service Area and Hours**

Travel Navigators are available from 8:30 AM to 5:00 PM, Monday through Friday either over the phone or on a walk-in basis at the Whistlestop building at 930 Tamalpais Avenue in San Rafael. The Travel Navigator office at Whistlestop is located directly across the street from the San Rafael Transit Center and is accessible by Marin Transit local and Golden Gate regional fixed route transit services. Travel Navigators focus on transportation for seniors and people with disabilities within Marin County and are also available to 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. In 2015, the duties of the Travel Navigators were expanded to include scheduling rides for Carepool, a pilot volunteer driver program operated by Whistlestop. Future Travel Navigator participation in the Carepool program is contingent on a review of the pilot program and assessment of ongoing efforts to complete these functions.

### **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.

### **Contracted Service Provision**

Marin Transit has been contracting with Whistlestop Transportation to provide Travel Navigator services since the program's inception in July 2013. Following a competitive procurement process, the District awarded a new contract in May 2016 to commence July 1, 2016. This new contract is for two years through June 30, 2018, with the option to extend for an additional four option years. In the new contract, there are a few key changes to the program. These changes include removing Carepool scheduling and training from the Travel Navigators' responsibilities, establishing satellite office hours throughout the county, and potentially implementing one-click software/portal for use by the Travel Navigators to assist with trip planning and database management. Figure X-X: Changes to Travel Navigator Contract Effective July 1, 2016 illustrates the expected changes in Travel Navigator functions under the new contract.

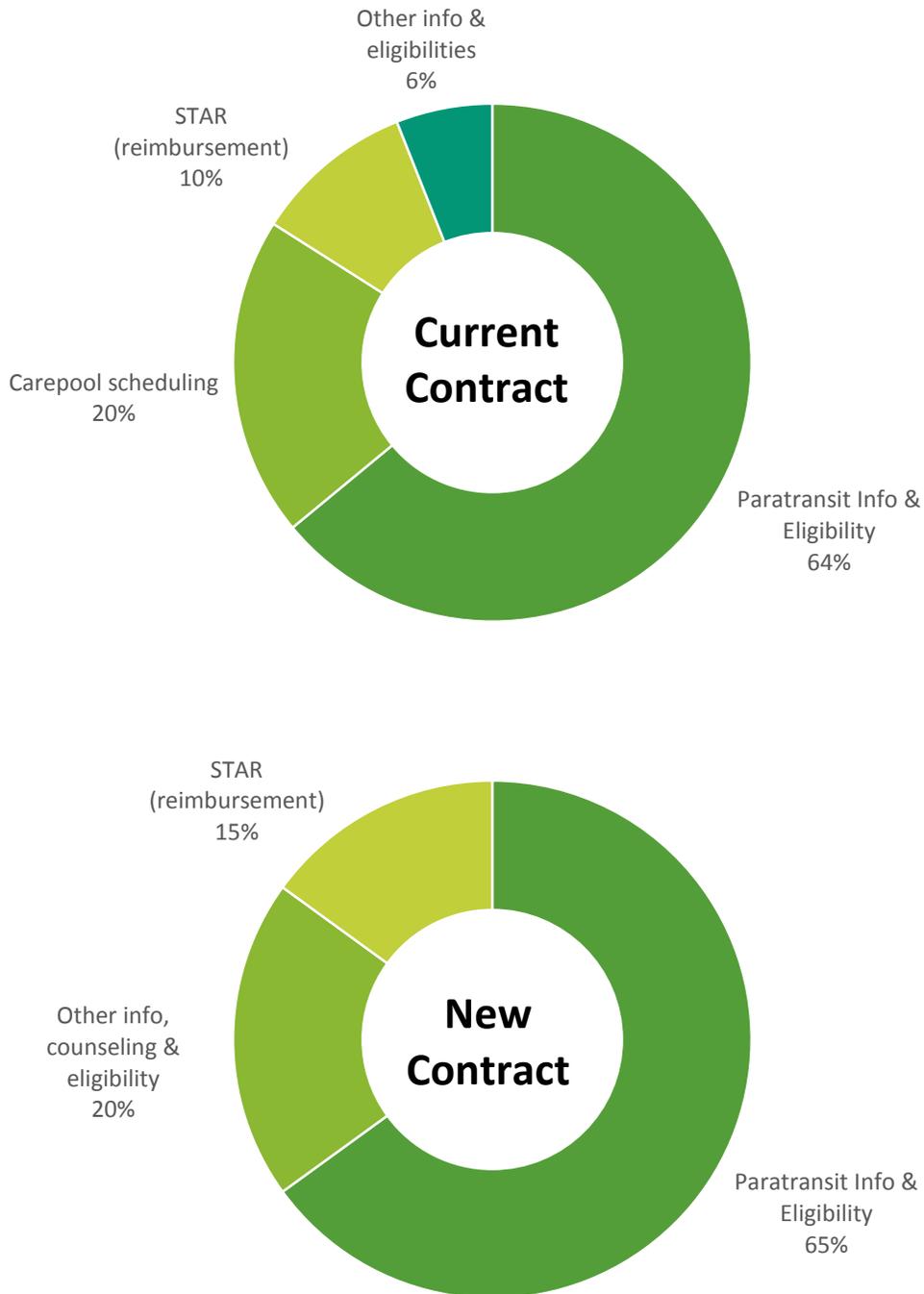
### **Costs and Funding**

In FY2014/15 Marin Transit spent just under \$120,000 for Travel Navigator services. This program is funded by Measure A and a Federal Transit Administration New Freedoms grant for FY2014/15. The new contract is effective July 1, 2016, and increases the contract fees to \$280,806 to allow for the addition of a new supervisory position, a higher level of customer counseling, and additional services to West Marin.

### **Future Service Projections**

As the county population ages, there will be an increasing need for transportation information and program enrollment. Applications for Marin Access programs and the need for information and referrals are expected to increase corresponding with program ridership.

**Figure 12: Changes to Travel Navigator Contract Effective July 1, 2016**



**Summary**

The Travel Navigators are a vital resource for Marin Access riders. Almost one-quarter of current riders rely on the Navigators for information about Marin Access programs. Additionally, one-third of riders rely on a friend or family member, who are also likely to use a Travel Navigator as a resource.

As Marin Transit considers the future role of Travel Navigators in the Carepool program, the District must decide whether their capabilities should expand to provide more comprehensive customer service, and determine whether trip scheduling is an appropriate function of the Navigator staff. Factors to consider include the amount of time it takes Travel Navigators to perform that function and whether this affects their ability to continue to expand the program as specified in the new contract, including hosting satellite office hours.

### *Travel Training*

As part of its mission to promote independence through mobility, Marin Transit has developed 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 in Marin include community group presentations on navigating transit, individualized travel training, and a volunteer transit ambassador program.

#### **Group presentations**

“Navigating Transit” is a free, one-hour, presentation and discussion about alternatives to driving for older adults in Marin County. 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 includes a discussion of transportation alternatives available to older adults in Marin County including volunteer driver programs, Marin Catch-A-Ride, and Marin Access paratransit.

The focus of this presentation is to give Marin’s older adults a clear picture of the transportation options that are available to them outside of driving. The use of one or more of these programs in conjunction with one another is encouraged, as different programs can meet different needs. Questions are welcome throughout the presentation and materials on all of the programs discussed within the presentation are made available for those who would like them.

#### **Individualized travel training**

Marin Transit offers individualized travel training to Marin’s older adults. These “transit tours” consist of a Marin Transit representative who provides a tour of the public bus by planning a trip for the group on an actual transit route. These trips usually take about three hours and are tailored to the area to which the group requesting a “tour” will be traveling.

#### **Volunteer Transit Ambassador Program**

The Volunteer Transit Ambassador program was envisioned as a pool of individuals that would be trained in how to provide information, training and service monitoring for various Marin Transit and Marin Access programs. A range of volunteer opportunities were established, including travel training and providing information during service changes, orienting people to the paratransit service and assisting people on their first rides (if requested), helping with community presentations as well as handing out information at community events, and, finally, serving as a quality assurance officer. Quality assurance officers would either act as “mystery shoppers,” riding Marin Transit’s services and reporting back on the experience, or following up with riders on the phone to ask about their user experiences. Ambassadors could be trained for as many or as few of these job duties to give them a variety of volunteer options the help Marin Transit better their programs.

### ***Route 149 at College of Marin***

In partnership with the College of Marin (COM), Marin Transit provides extensive travel training to COM students with developmental disabilities. In exchange for Marin Transit providing a bus once a week (Route 149), College of Marin provides an instructor who trains five to ten students over a 15 week period on everything they need to know to utilize public transit in Marin. Students board the bus at COM's Indian Valley campus and are taken to a variety of locations throughout the transit system in Marin to gain the knowledge and skills required to ride the bus independently. The instruction is partially tailored to an individual's need for a specific route of travel (often in conjunction with a work program or class schedule) and also provides students with the knowledge required to ride the system as a whole. Skills practiced include:

- Using the fare box
- Reading schedules
- Requesting a stop
- Signaling the driver at a stop
- Familiarity with the San Rafael Transit Center
- Understanding of freeway bus pads
- Safely maneuvering the roadway around a stop (crosswalks, etc.)
- Identification of bus stops and pads
- Boarding and disembarking the bus at a variety of real world locations
- Obtaining and using transfers
- Identifying landmarks
- Using an RTC Card

### **Program Performance**

Program performance is tracked by the Senior Mobility Analyst responsible for conducting the individualized travel training and group presentations and reported to the Marin Transit Board of Directors every month. This data is not tracked in Marin Transit's integrated performance database, TransTrack. In FY15, Marin Transit staff gave nine presentations at eight different venues, reaching 159 attendees. Staff also conducted one travel training with two individuals, covering Routes 259 and 45K, with stops at the San Rafael Transit Center and Northgate Mall. While the presentations and trainings were well received according to the 2015 Marin Access rider survey, only one respondent indicated that they had heard of the travel training program.

### **Eligibility**

The group presentations focus primarily on services for older adults and are available to all interested parties. Individualized travel training is geared towards orienting older adults to public transit and has the potential to be adapted for other groups.

### **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.

### **Contracted Service Provision**

This service is not contracted to a separate operator. A Marin Transit Senior Mobility Analyst is responsible for all travel training. If requests increase or needs change, Marin Transit may consider contracting with a provider capable of delivering more specialized or more frequent travel trainings.

### **Costs and Funding**

The cost of this program is included in the overall budget for Marin Access and supported by Measure B.

### **Future Service Projections**

As with the Travel Navigator program, staff expect the need for travel training to increase as the county ages.

### **Summary**

Based on the FY16 Marin Access Rider Survey, the travel training program is not very well-known among current Marin Access riders and requires additional marketing and outreach through Marin Transit staff and the Travel Navigators. There is potential to expand travel training to groups beyond older adults. These may include students or people with specific disabilities, such as developmental disabilities, blindness, etc. Marin Transit should evaluate whether there is any demonstrated need, and consider dedicating gap grant funding for this purpose.

As travel training efforts ramp up, Marin Transit staff have the opportunity to more closely track and record data through TransTrack including the number of participants/interactions, dates, and duration, and individualized travel training outcomes.

# Transportation Services

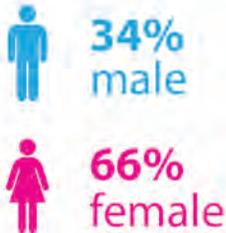
## Paratransit (Local and Extended Service)

Paratransit as mandated by the Americans with Disabilities Act (ADA) is a curb-to-curb transportation service available to individuals who are unable to use fixed route public transit services due to a qualifying disability. The ADA requires all public transit operators to provide this service complementary to an agency's regular service. Therefore, the service operates at similar hours and in similar areas (defined by the ADA as a minimum of three-quarters of a mile on either side) as existing public fixed route, non-commute bus and van routes.



## paratransit RIDER PROFILE

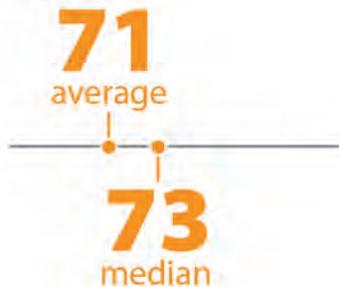
### gender



### annual income



### age



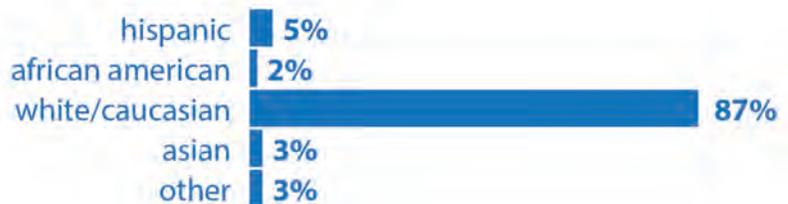
### service dependence



### eligibility



### race/ethnicity



Sources: Age and eligibility data from Eligibility Applications; all other data from 2015 Rider Survey

Paratransit riders are similar to local fixed route riders when comparing income yet very different when comparing race of these same riders. Based on the December 2015 rider survey results, 87 percent of paratransit riders reported earning less than \$50,000 annually and 87 percent reported as being White/Caucasian. The median age of paratransit riders is 73 years old, 65 percent live alone, and 68 percent reported as being transit dependent, or not having access to a personal automobile. Sixty-six percent of paratransit riders are female.

Using comprehensive data from registered paratransit users, 20 percent are eligible for the service on a conditional basis. This means that they may or may not qualify to use the service if conditions such as weather or time of day prohibit them from using the fixed route system. Data from the rider survey showed 28 percent of paratransit riders self-reported using the fixed route system in conjunction with paratransit.

### Program Performance

Paratransit services are the most heavily used Marin Access program. A total of 1,740 individual paratransit riders took 123,797 local trips, accounting for 79 percent of all Marin Access rides in FY2014/15. During this year, each rider took an average of 71 trips with an average trip length of 7.6 miles and travel time of 36 minutes.

The frequency with which riders used the paratransit service varied. Approximately 40 percent of riders took only 11 trips or less over the course of one year. A subset of frequent users, dubbed “super users” are only 1 percent of riders but were responsible for almost 4 percent of all paratransit trips made in FY 2014/15. Table 6 shows a summary of users by trips.

**Table 6: Paratransit Service Usage Frequency, FY15**

Paratransit Service Usage Frequency (FY 2014/15)	Percentage of Users	Percentage of Trips
Rare (1-11 trips annually)	40%	2%
Occasional (12-51 trips annually)	27%	10%
Often (52-207 trips annually)	22%	31%
Frequent (208 trips or more annually) <sup>1</sup>	11%	56%

**Notes:**

(1) Seven percent of frequent riders made 520 trips or more over the year. These riders make up 1% of the total users and 7% of all trips.

### Top Origins and Destinations

Staff performed a comprehensive analysis of all paratransit trips completed in FY 2014/15 to determine trends in origin and destinations within the county. The **top 25 paratransit origins/destinations** in FY 2014/15 accounted for **61.4 percent** of all local paratransit trips that year. These locations are shown in Table 7 and fall into one of five categories; Adult Day Program (25.5%), Healthcare (15.3%), Social/Personal (9.1 %), Housing/Assisted Living (9.8 %), and School (1.7 %)

Although the average trip distance was 7.6 miles, staff observed that many paratransit trips were made within local areas or hyper locally. More than one-third of paratransit trips in FY15 were local rides within the same subarea/neighborhood, many in transit-rich areas. The strongest neighborhood pairing

was for trips within zip code 94903 (San Rafael – Terra Linda – Northgate), which accounted for 7.4 percent of all trips.

Adult day program participants and dialysis patients rely heavily on the paratransit service. In FY 2014/15, 9.3 percent of all trips started or ended at one of the two dialysis centers in Marin (Davita and Satellite). Almost 29 percent of trips started or ended at one of 12 adult day program sites in Marin County, including Brain Injury Network, Cedars of Marin, Cedars Textiles, Cedars Victory Center, Lifelong Medical Care, Alchemia, Lifehouse, Marin Ventures, Community Homes and Services (two locations), Senior Access, and Lifehouse.

### **Eligibility**

Riders of the paratransit service must be certified as eligible under the ADA, which bases eligibility on whether an applicant has a mental or physical disability that makes it impossible to use accessible fixed route service.

### **Service Area and Hours**

Paratransit service is provided to complement the fixed-route transit service and offer a comparable trip to those who are unable use the fixed route network. This service is provided within three-quarters of a mile from the fixed route service and offered during the same hours as the fixed route it is complementing. Paratransit experiences similar peaks in demand to other Marin Access and Marin Transit services. Approximately one-third of all trip requests and scheduled rides occur between the hours of eight and nine in the morning and between two and four in the afternoon. Since demand is expected to increase year over year, program staff and the service operator will need to manage demand at these peak hours to ensure the service does not experience capacity constraints resulting in service denial prohibited by the ADA.

In addition to the required complementary paratransit service, service is provided to trip origins and destinations beyond the mandated three-quarters of a mile radius from transit service required under the ADA on a stand-by basis. This service is called “extended service.” Areas served by paratransit following the adoption of the 2006 Short Range Transit Plan have been grandfathered into the mandated service boundary, including portions of Lucas Valley.

Marin Transit strives to fulfill all requested paratransit trips within Marin County. In FY 2014/15, Marin Transit served 445 local paratransit trips (51% of total requested) beyond the ADA mandate as stand-by trips. These non-mandated trips are 0.6% of the total trips provided. For trips in the extended service area, reservations are taken on a stand-by basis.

**Table 7: Top 25 Paratransit Origins/Destinations, FY15**

Destination	Address	Location Type	% Trips
1 Lifelong Medical Care	1905 Novato Blvd, Novato	Adult Day Program	5.3%
2 Satellite Dialysis Center	565 Sir Francis Drake Blvd, Larkspur	Healthcare	4.8%
3 Alchemia	1929 Novato Blvd, Novato	Adult Day Program	4.6%
4 DaVita Dialysis	650 Las Gallinas Ave, San Rafael	Healthcare	4.5%
5 Cedars Textiles	2470 5 <sup>TH</sup> Ave, San Rafael	Adult Day Program	3.8%
6 Cedars Victory	2 Kensington Rd, San Anselmo	Adult Day Program	3.4%
7 Whistlestop	930 Tamalpais Ave, San Rafael	Social/Personal	3.2%
8 Marin YMCA	1500 Los Gamos Dr, San Rafael	Social/Personal*	2.8%
9 Senior Access	70 Skyview Terrace, San Rafael	Adult Day Program	2.5%
10 Marin Housing for the Handicapped	626 Del Ganado Rd, San Rafael	Subsidized Housing	2.5%
11 Kaiser Permanente (Terra Linda)	99 Montecillo Rd, San Rafael	Healthcare	2.3%
12 Casa Fair View	527 Fairview Ave, Mill Valley	Assisted Living	2.1%
13 Marin Health & Wellness Campus	3270 Kerner Blvd, San Rafael	Healthcare	2.0%
14 Cedars of Marin	72 Kensington Rd, San Anselmo	Adult Day Program	1.8%
15 Osher Marin Jewish Community Center	200 N San Pedro Road, San Rafael	Social/Personal	1.7%
16 College of Marin	600 College Avenue, Kentfield	School	1.7%
17 Marin General Hospital	250 Bon Air Road, Greenbrae	Healthcare	1.7%
18 Marin Ventures	350 Merrydale Rd, San Rafael	Adult Day Program	1.5%
19 Pine Ridge Care Center	45 Professional Center Pkwy, San Rafael	Assisted Living	1.5%
20 Community Homes and Services	405 Norman Dr, Novato	Adult Day Program	1.4%
21 The Rafael	234 N San Pedro Rd, San Rafael	Assisted Living	1.4%
22 Hall Middle School/Piper Park	200 Doherty Dr, Larkspur	Social/Personal	1.4%
23 Oak Hill Apartments	27 Mariposa Ave, San Anselmo	Subsidized Housing	1.2%
24 Brain Injury Network	1132 Magnolia Ave, Larkspur	Adult Day Program	1.2%
25 Cornerstone Community Homes	1420 Cambridge St, Novato	Assisted Living	1.1%
TOTAL			61.4%

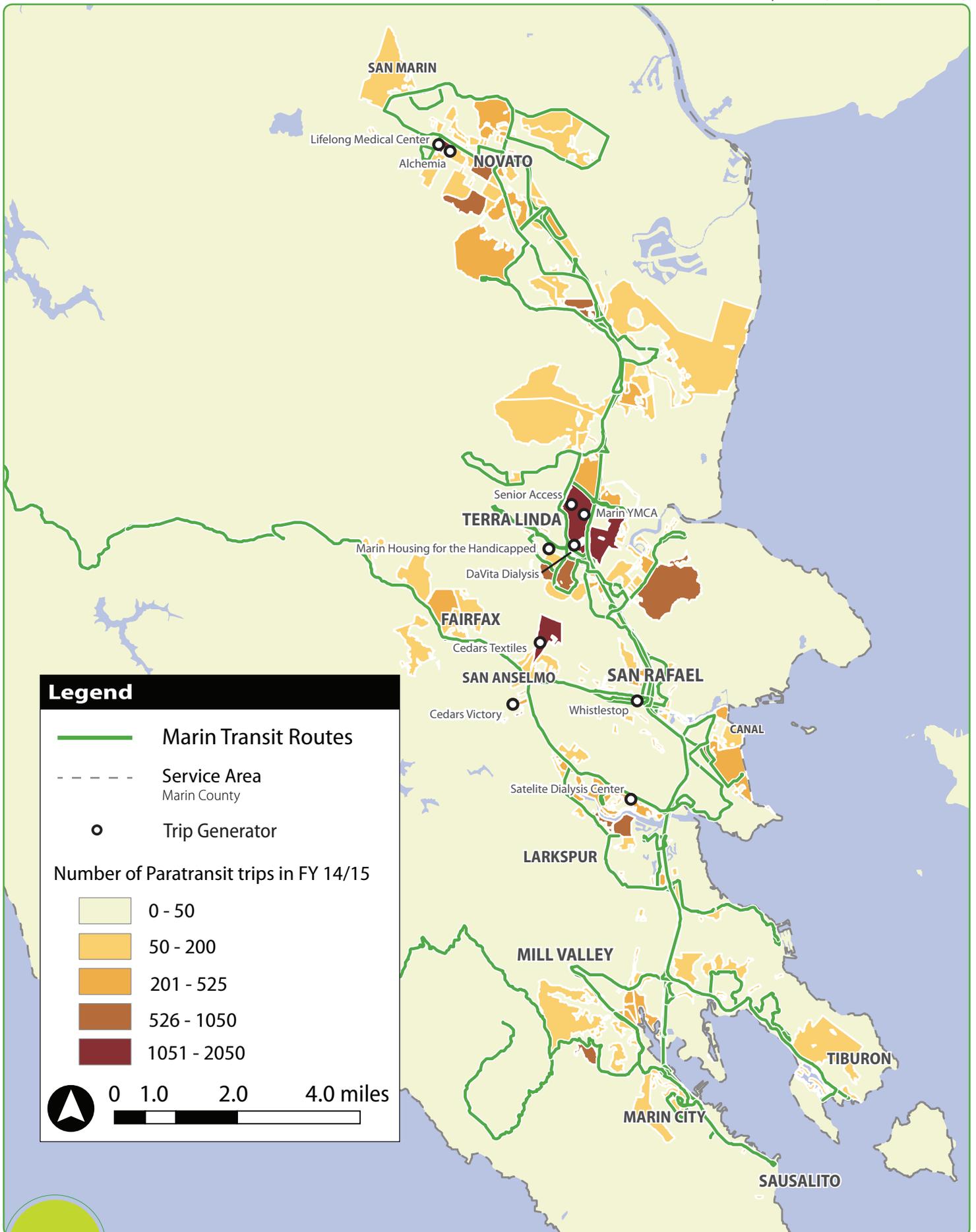


Figure 13: Paratransit Trip Origin and Destination for FY 2014/15

## 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 also accepts a limited quantity of subscription rides (also known as standing orders) for clients with recurring trips to the same location at the same time from week to week (such as work, a day program, or standing medical appointments/therapy). Both of these practices are specifically permitted under the ADA regulations and are very common among paratransit operators, though neither is required.

Marin Transit has a policy of no denials, meaning all ride requests made up to 5:00 pm the day before and within the service area should be fulfilled.

In the spirit of the ADA, paratransit is operated as an efficient, shared ride van service, meaning multiple other riders may get on and off the van during another rider's trip. Schedulers receive and confirm reservation requests which are entered into a scheduling software called Trapeze PASS. Using PASS, call center and dispatching staff are able to create 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 when they can expect their vehicle to arrive. Over 66 percent of survey respondents who are eligible for paratransit indicated that they are interested in receiving status updates about vehicle pickup times. Almost three-quarters of interested respondents indicated they would prefer this update over the phone. The remaining 18 percent prefer a text message and 9 percent prefer an email notice.

## Costs to the Rider

The \$2.00 fare for ADA-mandated service is equal to the basic adult fare for local transit service. According to ADA regulations, the fare for mandated paratransit can be twice the amount of the regular fixed route fare. Within Marin County, the current maximum allowable fare for a local trip under the ADA would be \$4.00. For trips that begin or end in the "extended" service area (more than three-quarters of a mile from any local route that is operating at the time of the trip), Marin Transit adds a fifty-cent surcharge to the base ADA fare, meaning the fare for non-mandated trips is \$2.50. The ADA does not set a maximum fare for non-mandated trips. Table 8 and Table 9 show comparable paratransit fares collected by peer agencies within the Bay Area and nationwide, respectively.

Fares are collected as cash or a ticket. Ticket booklets (with 20 tickets each) are sold and distributed by Whistlestop Wheels. Paratransit passengers who qualify as low-income receive one ticketbook free of charge on a quarterly basis. In FY15, 118 unduplicated clients received free ticket books through the low-income scholarship program.

**Table 8: Regional Peer Agency Paratransit Fares**

Agency	Service Area Population	Cash Fare Fixed Route Single Ride	Senior/PWD Cash Fare Fixed Route Single Ride	Local Paratransit Fare Single Ride
AC Transit	1,425,275	\$2.10	\$1.05	\$4.00 - \$7.00
County Connection	516,000	\$2.00	\$1.00	\$4.00
Fairfield and Suisun Transit (FAST)	133,683	\$1.75	\$0.85	\$3.50
Muni (SF)	836,620	\$2.25	FREE	\$2.25
Petaluma Transit	59,440	\$1.50	\$0.75	\$3.00
SamTrans	737,100	\$2.00	\$1.00	\$4.25
Santa Clara VTA	1,880,876	\$2.00	\$1.00 / FREE with paratransit ID card	\$4.00
Santa Rosa CityBus	168,856	\$1.50	\$0.75	\$3.00
SolTrans	234,127	\$1.75	\$0.85	\$3.00
Sonoma County Transit	495,684	\$1.25 - \$3.65	\$0.60 - \$1.80	\$2.50 + \$1.15 each zone
Tri Delta Transit	306,000	\$2.00	\$0.85	\$2.75
Union City Transit	71,329	\$2.00	\$1.00	\$2.75
Vacaville City Coach	93,141	\$1.50	\$0.75	\$2.00
VINE	138,000	\$1.60	\$0.80	\$3.20 - \$6.40
WestCAT	64,925	\$1.75	\$0.75	\$1.25
WHEELS	197,289	\$2.00	\$1.00	\$3.50

**Table 9: National Peer Agency Paratransit Fares**

Agency	Service Area Population	Cash Fare Fixed Route Single Ride	Senior/PWD Cash Fare Fixed Route Single Ride	Local Paratransit Fare Single Ride
Bee-Line (Westchester County, NY)	949,113	\$2.75	\$1.35	\$4.00
Ride On (Montgomery County, MD)	971,000	\$1.75	\$0.85 / FREE from 9:30 AM – 3 PM Mon- Fri / FREE at all times for conditionally eligible paratransit riders	\$3.50 - \$7.00
Pace Transit (Lake County, IL)	6,632,399	\$1.75	\$0.85	\$3.00
Mountain Metropolitan Transit (Colorado Springs, CA)	527,294	\$1.75	\$0.85	\$3.50
IndyGo (Indianapolis-Marion County, IN)	928,281	\$1.75	\$0.85 / FREE with paratransit ID	\$3.50
The T (Fort Worth, Texas)	824,984	\$1.75	\$0.85	\$3.25
Birmingham-Jefferson County Transportation Authority (Alabama)	452,091	\$1.25	\$0.60	\$2.00
Kalamazoo Metro Transit	209,703	\$1.50	\$0.75	\$4.00 for seniors/PWD \$12.00 for general public

**Passenger Assistance**

Drivers will assist passengers between the vehicle and the front door of their origin or destination, as long as the driver is able to maintain visual contact of the vehicle. This is called “door-to-door” service. It is optional under the ADA, which only requires agencies to provide “curb-to-curb” service. With curb-to-curb service, drivers only assist passengers with boarding and alighting the vehicles.

**Contracted service provision**

Marin Transit contracts with the Marin Senior Coordinating Council, also known as Whistlestop, to provide local paratransit service in Marin County. Through the same contract, Whistlestop has also been engaged to provide intercounty regional paratransit service between Marin, San Francisco, and Sonoma on behalf of Golden Gate Transit. Marin Transit and Golden Gate Transit have a shared responsibility for local paratransit in Marin County. Marin Transit has historically ensured both agencies meet this responsibility and GGBHTD has contributed funding to Marin Transit. In FY 2015/16 Golden Gate Transit

is projected to contribute funding for an estimated 23% of the cost to operate the local paratransit service.

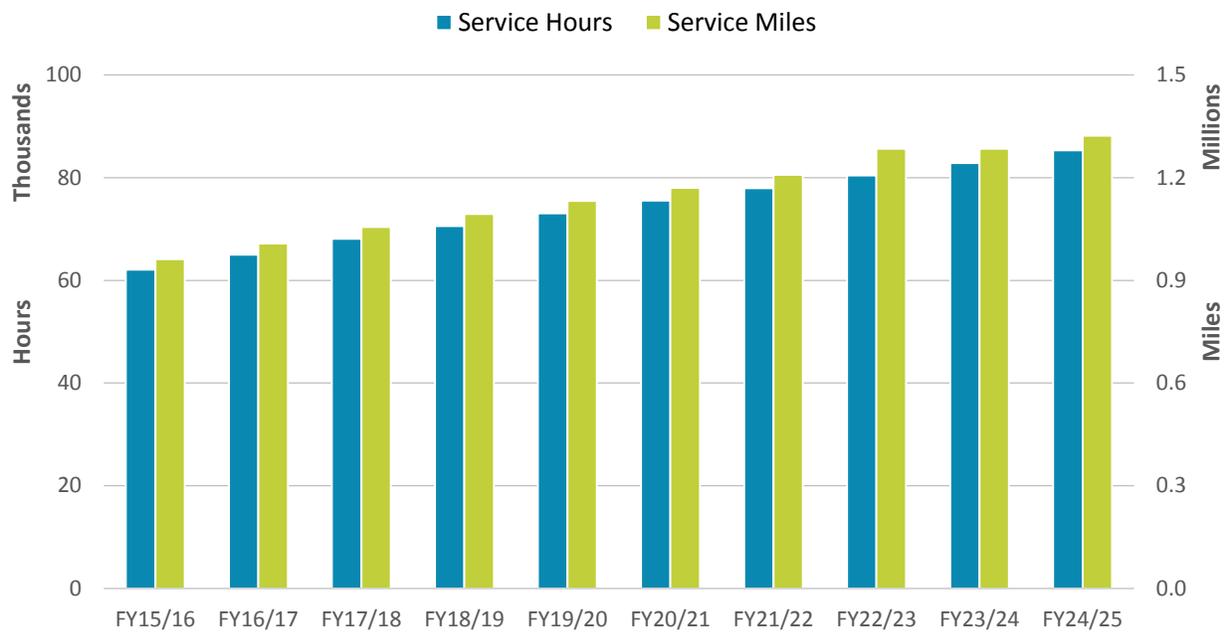
### Costs and Funding

The total contract cost for Marin Access local paratransit services in FY 2014/15 was \$4,308,378. To fund paratransit services Marin Transit has to draw on a variety of funding sources including Measures A and B, Federal Transit Administration Section 5307 funds and County property taxes dedicated to transit programs.

### Future Service Projections

Marin Transit is projecting service hours on local paratransit to increase due to increasing demand for the mandated service. Annual revenue hour and revenue miles estimates are provided in Figure 14 below. Using internal modeling based on historic usage and growth in senior populations in Marin County, Marin Transit is budgeting for an average annual increase of 4 percent in hours over the 10-year plan. If additional mandated service is needed, this may impact Marin Transit’s ability to continue providing the majority of non-mandated trips requested.

**Figure 14: Projected Service Hours and Miles on Marin Access Paratransit, FY16-25**



Marin Transit will continue to provide regional paratransit services on behalf of Golden Gate Transit at requested levels based on demand for these services. Hours associated with regional service are not included in this service plan.

## Summary

Paratransit service is the most used and highest funded of all Marin Access programs. Until 2010, it was the only public transit program available to those unable to use the fixed route bus system or seniors. The following are key takeaways on paratransit services.

- Although the paratransit service area is extensive and the average trip length is 7.6 miles, current paratransit travel trends shows a strong demand for short, local trips.
- Nine of the top 25 Origins and Destinations in FY 2014/15 were Adult Day Programs. These nine programs, and two more adult day program locations in the county, account for approximately 28 percent of all trips made on Marin Access paratransit. The two dialysis centers in Marin are among the top five paratransit origins/destinations and account for over 9 percent of all trips. Because of the toll dialysis takes on a patient, paratransit is not always the most appropriate ride home but because of the frequency of dialysis, it is sometimes the only service a client can afford.
- Marin Access paratransit was able to accommodate approximately half of the requested trips outside of the local service area in FY 2014/15.
- Paratransit fares in Marin County are equivalent to fares on local fixed route public transit. This is not common among a large portion of the district's peer agencies, many of whom charge the maximum fare of double the regular fixed route fare.
- Marin Access paratransit does not offer same day service. Same day service is not mandated by the ADA. If it were offered, it would be considered a premium service and the District could charge a corresponding premium fare.
- Responses to the most recent Marin Access Rider Survey indicate a strong demand for status updates on vehicle arrival/pick-up times. The preferred method is over the phone.

## Senior Shopping Shuttles

Marin Transit operates several senior shopping shuttles through its paratransit contract with Whistlestop Transportation. These shuttles operate one round trip each week from one of three senior housing facilities in Marin to a location for grocery shopping. The three locations served are Marin Valley Mobile Country Club (Novato), Rotary Manor (San Rafael), and Martinelli House (San Rafael).

Marin Access also provides a once a week shopping shuttle to residents of Dillon Beach and Tomales on the Dillon Beach Dial-A-Ride, previously known as the Route 65. This shuttle services takes residents from these areas into the town of Petaluma in Sonoma County to provide access to shopping and medical appointments. In July 2016, Marin Transit began piloting a similar monthly service from Point Reyes Station to Novato shopping destinations.

All five shopper shuttles are operated under the contract for local and regional paratransit services with Whistlestop.

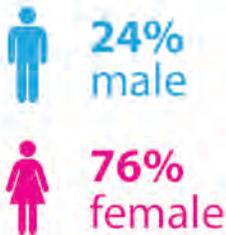
Shopper Shuttle	Destinations	Days of Operation	Hours of Operation
Marin Valley Shopper	Marin Valley Mobile Country Club in Novato to Vintage Oaks, Safeway and Grocery Outlet.	Wednesdays	11:00 AM - 1:00 PM
Dillon Beach Dial-A-Ride	Dillon Beach and Tomales to Petaluma	Wednesdays	9:00 AM – 3:00 PM
Rotary 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
Point Reyes Dial-A-Ride <i>*pilot</i>	Point Reyes to Novato	Second Monday of each month	9:00 AM – 3:00 PM

## 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 of these elements in different ways. Volunteer driver programs are traditionally hosted by community-based organizations that specialize in serving seniors or adults with disabilities.

# volunteer driver RIDER PROFILE

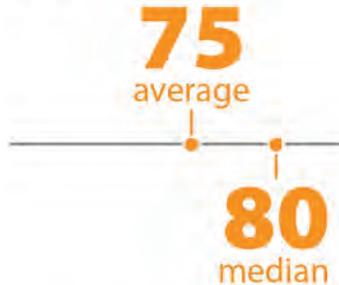
### gender



### annual income



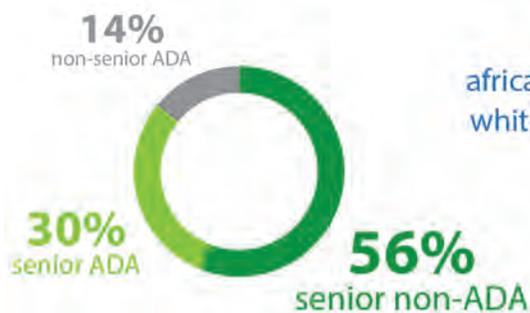
### age



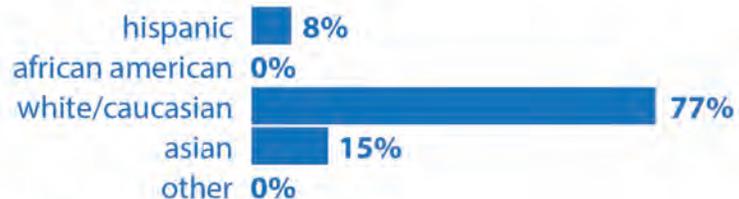
### service dependence



### eligibility



### race/ethnicity



Sources: Age and eligibility data from Eligibility Applications;  
all other data from 2015 Rider Survey

### ***STAR and TRIP***

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 has been administered through Whistlestop Wheels and the Travel Navigators and is known as STAR. In West Marin, the program is known as TRIPtrans, or more commonly, as TRIP. TRIP in West Marin is slightly different than STAR because West Marin Senior Services occasionally recruits and vets volunteer drivers and matches them with riders who need assistance.

In 2015, Marin Transit contracted with non-profit Whistlestop to administer a pilot traditional volunteer driver program where eligible riders are assigned a screened and trained volunteer driver for each ride rather than having to find their own drivers. The program was piloted through June 2016, and will be evaluated separate from this study.

### ***Pilot Program: Carepool***

In 2015, Marin Transit contracted with non-profit Whistlestop to administer a pilot traditional volunteer driver program where eligible riders are assigned a screened and trained volunteer driver for each ride rather than having to find their own drivers. The program was piloted through June 2016, and will be evaluated separate from this study.

### **Program Performance**

Volunteer driver programs provided over 16,000 one-way trips or 10 percent of all Marin Access trips in FY 2014/15. A total of 173 individual riders used this program during that time, with each taking an average of approximately 93 rides. This program has experienced ongoing growth since its inception as shown in Table 10 on the next page.

STAR and TRIP function in similar ways but differ based on the geographic areas they serve. TRIP serves the rural areas of West Marin and has an average trip distance (19.7 miles), over twice as long as STAR trips (8.2 miles). Each program has a similar cost per mile to operate, STAR at \$1.19 and TRIP at \$1.23. The longer average trip lengths of the TRIP program puts the cost per trip at \$18.66 versus STAR's \$9.39.

### **Top Origins and Destinations**

There is less precise origin and destination data on the volunteer driver programs compared to paratransit, but riders are required to report trip purpose on the STAR program. Compared to paratransit with strong market for senior day use program, volunteer driver trips are focused on medical and grocery trips.

### **Eligibility**

STAR and TRIP are available to adults 60 and over who no longer drive or need assistance, or adults under 60 who are ADA eligible. For riders in Central Marin, Travel Navigators determine eligibility for the program and process the reimbursement forms received every month. In West Marin, West Marin Senior Services determines eligibility, handles reimbursement, and will occasionally also match riders with volunteer drivers.

Both programs were originally intended to subsidize escorted volunteer rides for seniors whose health conditions make it difficult for them to use paratransit or for those who live in areas such as West Marin, where paratransit service is not available.

Since the start of the program, Marin Transit has revised the eligibility requirements to serve both seniors and all persons with disabilities, regardless of age. Marin Transit views this component as part of the solution to manage the increasing demand for Marin Access ADA paratransit service while supporting increased mobility. The number of non-senior riders with disabilities has almost doubled for each program in recent years with STAR increasing from 9 percent of all riders as ADA eligible to almost 15 percent and TRIP doubling from 7 percent to 14 percent.

**Table 10: Volunteer Driver Program Data (STAR and TRIP)**

		FY2011/12	FY2012/13	FY2013/14	FY2014/15
<b>STAR (East Marin) Whistlestop<sup>1</sup></b>	Individual Riders	53	79	94	139
	Rides Given (1-way)	5,438	9,603	10,678	11,394
	Volunteer Hours	8,355	15,132	13,959	12,367
	Miles	40,595	70,455	94,286	93,685
	Average Miles/1-way ride	7.46	7.33	8.82	8.22
<b>TRIP (West Marin) West Marin Senior Services<sup>2</sup></b>	Individual Riders	23	31	34	34
	Rides Given (1-way)	2,988	3,832	4,679	4,635
	Volunteer Hours	4,094	6,420	7,105	6,736
	Miles	48,767	78,625	94,375	91,467
	Average Miles/1-way ride	16.32	20.25	20.16	19.73
<b>Total</b>	Individual Riders	76	110	128	173
	Rides Given (1-way)	8,426	13,435	15,357	16,029
	Volunteer Hours	12,449	21,552	21,064	19,103
	Miles	89,362	149,080	188,661	185,152
	Average Miles/1-way ride	10.61	11.10	12.29	11.55

**Notes:**

(1) Whistlestop's program started providing rides in March 2011.

(2) West Marin Senior Service's program began January, 2011

**Service Area and Hours**

Riders are free to arrange their rides at any time and on any day that is mutually convenient for them and their driver.

Enrollment and assistance with ride reimbursement is provided by the Travel Navigators (STAR) or West Marin Senior Services (TRIP) during their hours of operation:

- Travel Navigators: Monday through Friday, 8:30 am to 5:00 pm.
- West Marin Senior Services: Monday through Thursday, 10:00 am to 5:00 pm and Friday 10:00 am to 3:00 pm.

### **Reservations and Scheduling**

Riders arrange their own their rides at any time and on any day that is mutually convenient for them and their driver.

### **Costs to the Rider**

Passengers do not pay for their rides through STAR or TRIP. Marin Transit issues a mileage reimbursement to the passenger that they can then give their driver to thank them for their time or help pay for gas.

- East Marin riders receive \$0.35 per mile up to 100 miles per month
- West Marin riders receive \$0.35 per mile up to 300 miles per month

### **Contracted Service Provision**

In September 2010, Marin Transit released an RFP for the operation of a countywide volunteer driver program. The District received a joint application from Whistlestop and West Marin Senior Services to operate two programs – one in Central Marin by Whistlestop (STAR) and one in West Marin by West Marin Senior Services (TRIP).

The current contracts with West Marin Senior Services and Whistlestop end on June 30, 2016. As of July 1, 2016, the Travel Navigators will be responsible for eligibility and reimbursement for both programs.

### **Costs and Funding**

Costs for STAR and TRIP in FY 2014/15 shared a similar split. Approximately 30 percent of expenses covered mileage reimbursement and 70 covered administrative costs, including personnel and non-personnel costs like marketing. Due to the longer trips taken in the rural areas, the TRIP program is more expensive to operate per trip as the average trip distance in the rural areas of the county are typically longer.

Marin Transit began contracting for the provision of volunteer driver programs for frail, home-bound seniors in early 2011, using one-year funding from a federal New Freedom Grant. After the one-year New Freedom Grant expired, Marin Transit continued to provide both STAR and TRIP non-traditional volunteer driver programs with funding from a portion of the Measure B vehicle registration fee. The administrative costs for the STAR program are included in the Travel Navigator overall cost. The cost of the TRIP program in FY2014/15 was approximately \$90,000, including both administrative and mileage reimbursement costs.

### **Future Service Projections**

The Volunteer Driver programs (TRIP reimbursement model) available in urbanized and rural parts of the County have experienced steady growth since their inception in 2012. The District estimates this

program will reach its funding ceiling in FY2015/16, and future growth of the program will be limited. The 10-year plan estimates ridership will grow by an average of 2.5 percent per year.

### Summary

Volunteer driver programs offer a unique form of mobility for many seniors and those with disabilities in Marin County. These programs have seen steady growth since they began and will continue to be an important offering in Marin Access's family of services. The following are key takeaways from the assessment of volunteer driver programs:

- STAR and TRIP are low-touch, high impact programs.
- There is an opportunity to improve administrative efficiency, especially in West Marin.
- If administrative efficiency is improved overall, particularly the data entry aspect, there is potential to expand this program to additional users. For example, non-profits and other volunteer driver programs that would benefit from monetary support. However, the program is expected to reach its funding ceiling in FY16, and any program expansion will be dependent on freeing up or identifying additional funds.
- STAR and TRIP play a unique role among the volunteer driver programs in the county. Traditional volunteer driver programs operated in Marin rely on a strong base of volunteers, committed to the mission of the central organization. By operating a mileage reimbursement program, Marin Transit fills a gap not provided by existing programs and avoids duplicating a service perhaps better operated by community based organizations with stronger ties to individual volunteers.

## Carepool

Although the TRIP model volunteer driver programs have been successful in serving many riders, Marin Transit received stakeholder input indicating that this model failed to serve the most frail and isolated populations that have difficulty in finding their own drivers. In response, Marin Transit applied for and received a New Freedom Grant to fund a pilot “traditional model” volunteer driver program in the Highway 101 urban corridor of the county.

In the fall of 2014, Marin Transit issued an RFP to identify a contractor to operate this traditional model program for a one-year term and awarded the contract to Whistlestop. Service began in June 2015. A full evaluation of Carepool to determine the program’s future will be conducted separate from this study.

The following table provides some context on Carepool’s program performance in relation to Marin Access’ non-traditional programs, STAR and TRIP, as well as comparable traditional volunteer driver programs in the county. Analysis shows that Carepool, as currently funded by Marin Transit, is almost ten times as costly to operate as any other existing program. This cost is due to a high degree of marketing and start-up cost. Once the program reaches its goal of 200 trips per month, which would bring costs down to approximately \$40 per trip, it would still not be as efficient as existing volunteer driver programs. The cost would be comparable to the cost of a trip on regular paratransit services.

Program	Service area	User fee	Monthly expenses (est.)	Trips per month (avg)	Cost per trip
Carepool (pilot)	Marin County	\$0	\$8,000	100	\$80.00
STAR	East Marin	\$0	\$8,900	950	\$9.37
TRIP	West Marin	\$0	\$7,200	386	\$18.66
Marin Villages	Marin County	\$32 monthly membership fee	\$5,400	400	\$6.75
Sausalito Village	Marin County	\$200 annual membership fee	\$1,000	80	\$12.50 <sup>1</sup>
CARSS (operated by Sausalito Village)	Sausalito & Marin City	\$0	\$3,200	160	\$9.95

**Notes:**

(1) Includes cost of concierge working on other tasks

*Catch-a-Ride (Subsidized Taxi)*

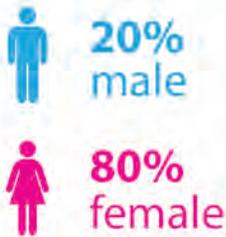
With funding from Marin’s Measure B vehicle registration fee, Marin Transit launched the Marin Catch-A-Ride discount taxi program for seniors in September 2012. Catch-A-Ride is a paperless “virtual” voucher program that tracks riders, their rides and ride costs through a database unlike most discount taxi programs that rely on the distribution, collection and accounting of paper taxi vouchers



# catch-a-ride

## RIDER PROFILE

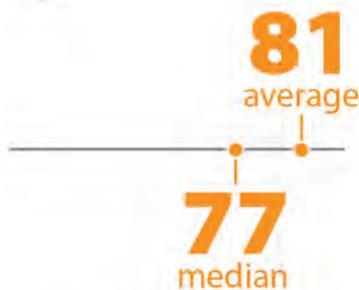
### gender



### annual income



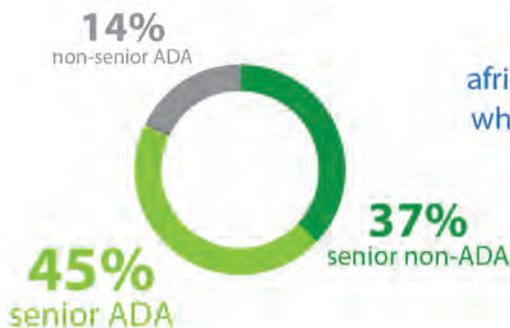
### age



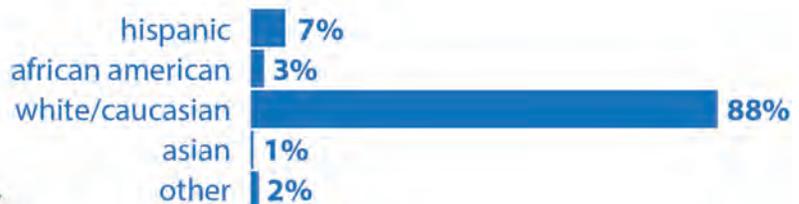
### service dependence



### eligibility



### race/ethnicity



Sources: Age and eligibility data from Eligibility Applications; all other data from 2015 Rider Survey

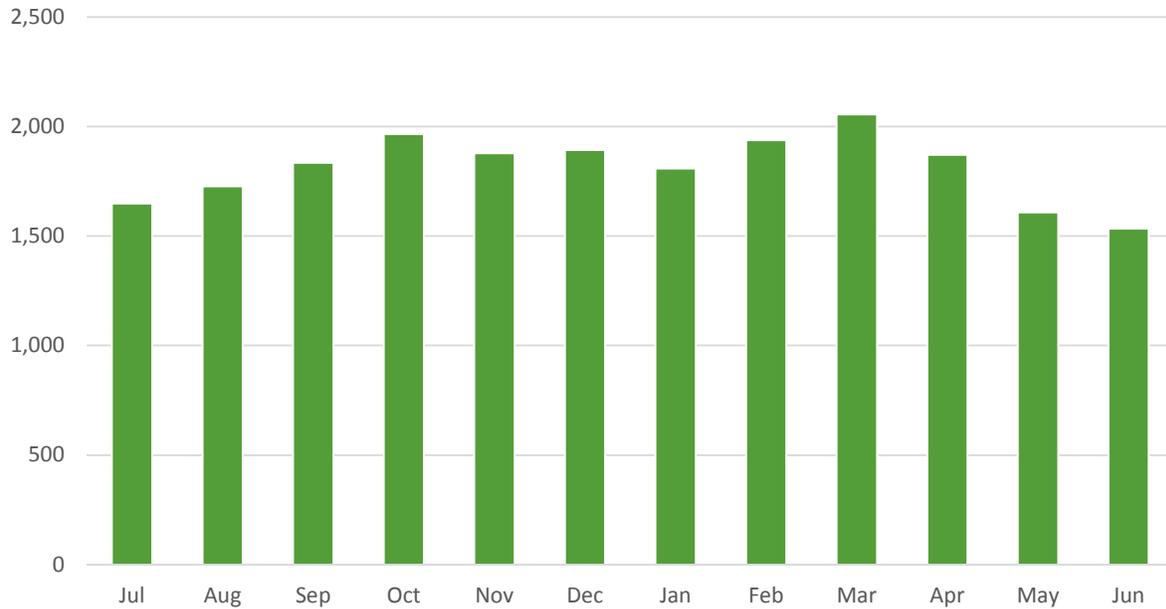
### Program Performance

In FY 2014/15, Marin Catch-A-Ride provided an average of 1,800 one-way discounted taxi rides per month to 856 individual riders. This ridership accounts for approximately 11 percent of all Marin Access

trips. Trips on Catch-A-Ride lasted an average of three miles each, primarily a result of the subsidy level that requires to user to pay out of pocket for trips longer than this distance.

In April 2015 Marin County’s largest taxi provider, On the Move, closed its doors with less than 24 hours’ notice. As shown in Figure 15, the number of monthly trips, which peaked around 2,000 trips per month in March 2015, started to decrease through the end of FY15 as available taxis could not meet the demand.

**Figure 15: Catch-A-Ride Monthly Trips, FY 2014/15**



**Top Origins and Destinations**

The top 25 Catch-A-Ride origins and destinations account for 47.3% of all Catch-A-Ride trips. These locations are shown in Table 11 and fall into one of five categories: Assisted Living/Subsidized Housing Facility (20.8%); Social/Personal (12.2%); Healthcare (10.7%); Grocery (2.4%); and Education (1.2%).

The program’s fare structure is based on distance and only subsidized for approximately the first two and a half to three miles of each trip. As a result, most Catch-A-Ride trips in FY2014/15 occurred locally. As illustrated in Figure 17, more than 57 percent of trips were less than three miles. Another 30 percent of trips were between three and five miles. The remaining trips, less than 12 percent of the total, were longer than five miles. Additionally, approximately 41 percent of trips in FY2014/15 were intracity rides and about half of all rides were taken locally within the northern (Novato), central (San Rafael), and southern (Mill Valley, Greenbrae, Larkspur, Sausalito, Corte Madera, Tiburon, Belvedere) areas of the county – nine, 30, and 12 percent, respectively.

Unlike paratransit, only 1.3 percent of all Catch-A-Ride trips in FY2014/15 were to or from one of the two dialysis centers in Marin County (Davita and Satellite). One hypothesis is that dialysis patients typically travel to dialysis clinics between two and three times every week or between 18 and 24 one way rides per month. Catch-A-Ride subsidizes only eight one way rides per month.

**Table 11: Top 25 Origins and Destinations on Marin Access Catch-A-Ride, FY 2014/15**

Destination	Address	Location Type	% Trips
1 The Tamalpais Retirement Community	501 Via Casitas, Greenbrae	Housing	5.9%
2 Whistlestop	930 Tamalpais Ave, San Rafael	Social/Personal	5.0%
3 The Redwoods	40 Camino Alto, Mill Valley	Housing	4.3%
4 Kaiser Permanente San Rafael	99 Montecillo Rd, San Rafael	Healthcare	3.0%
5 Martinelli House	1327 Lincoln Ave, San Rafael	Housing	2.5%
6 Maria B Freitas Senior Community	455 Manuel T Freitas Pkwy, Sam	Housing	2.3%
7 San Rafael Rotary Manor	1821 5th Ave, San Rafael	Social/Personal	2.3%
8 Downtown San Rafael Medical Offices	1033 3rd St, San Rafael	Healthcare	1.7%
9 Osher Marin Jewish Community Center	200 N San Pedro Rd, San Rafael	Social/Personal	1.6%
10 Venetia Oaks	263 N San Pedro Rd, San Rafael	Housing	1.5%
11 Safeway Grocery Store	950 Las Gallinas Ave, San Rafael	Grocery	1.4%
12 Marin General Hospital	250 Bon Air Rd, Greenbrae	Healthcare	1.4%
13 Margaret Todd Senior Center	1560 Hill Rd, Novato	Social/Personal	1.3%
14 Medical Offices	2 Bon Air Rd, Greenbrae	Healthcare	1.3%
15 Sutter Medical Offices	165 Rowland Way, Novato	Healthcare	1.2%
16 Sunday Medical Clinic	5643 Paradise Dr, Corte Madera	Healthcare	1.2%
17 Village Oduduwa Complex	2 Park Circle, Sausalito	Housing	1.2%
18 College of Marin	600 College Ave, Kentfield	Education	1.2%
19 Villa Marin	100 Thorndale Dr, San Rafael	Housing	1.1%
20 Aldersly Retirement Community	326 Mission Ave, San Rafael	Housing	1.1%
21 Headlines Salon	1547 4th St, San Rafael	Social/Personal	1.0%
22 Safeway Grocery Store	110 Strawberry Village, Mill Valley	Grocery	1.0%
23 Marin Community Clinics	5 Bon Air Rd, Greenbrae	Healthcare	1.0%
24 Smith Ranch	300 Deer Valley Rd, San Rafael	Housing	1.0%
25 Rosalie's Beauty Salon	959 Front St, Novato	Social/Personal	1.0%
TOTAL			47.5%

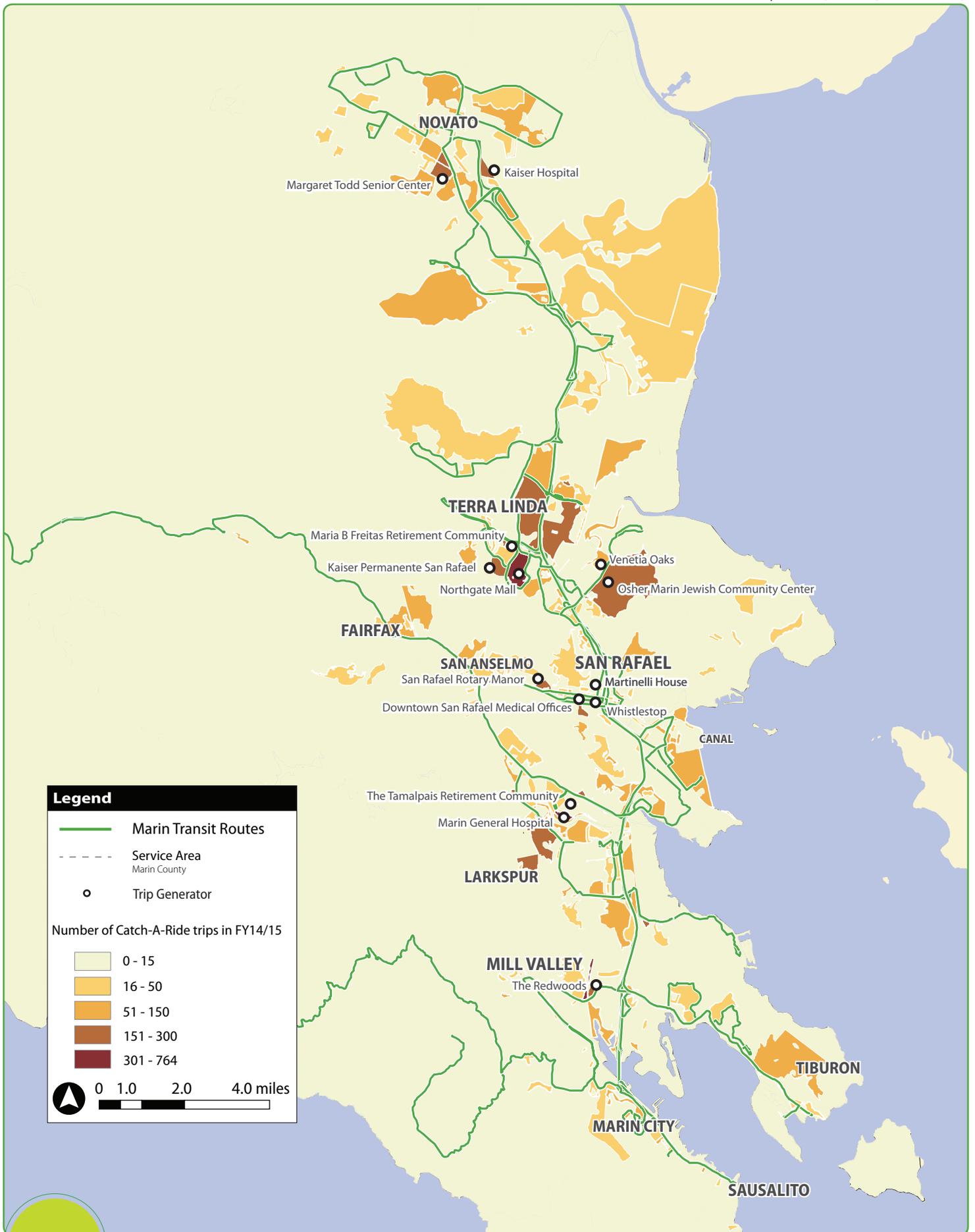
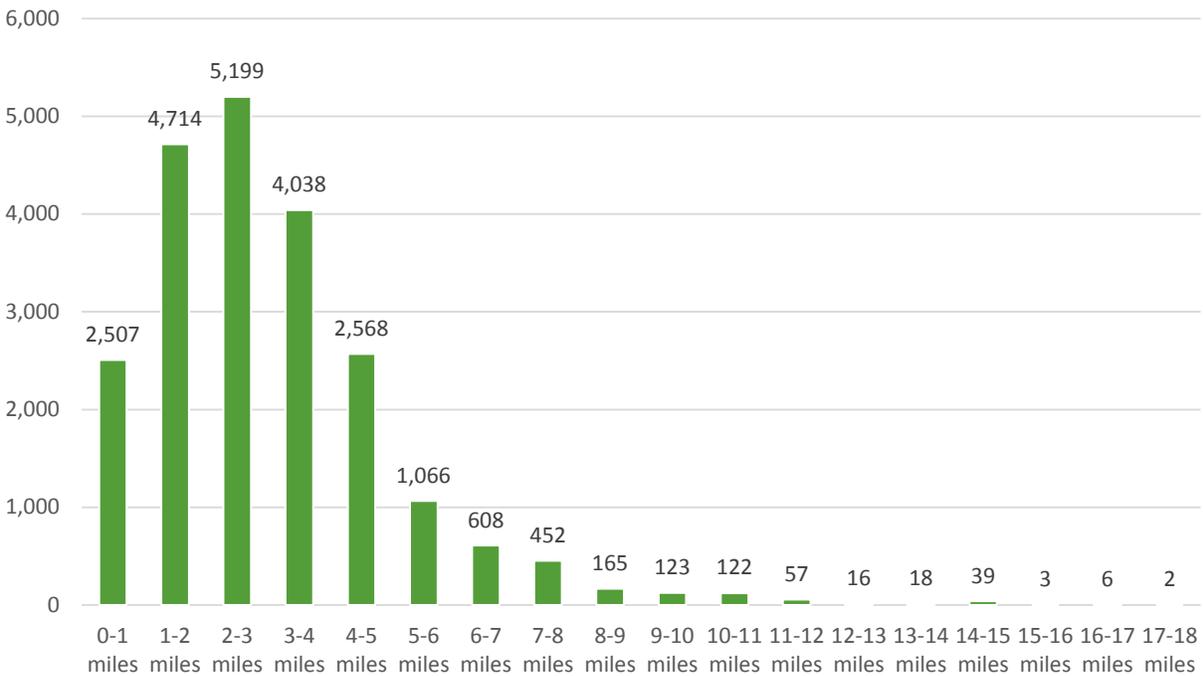


Figure 16: Catch-A-Ride Trip Origin and Destination for FY 2014/15

**Figure 17: Distance of Catch-A-Ride Trips, FY 2014/15**



**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 New Freedom Grant, Marin Transit also made all ADA paratransit eligible residents of Marin eligible for Catch-A-Ride in July 2013.

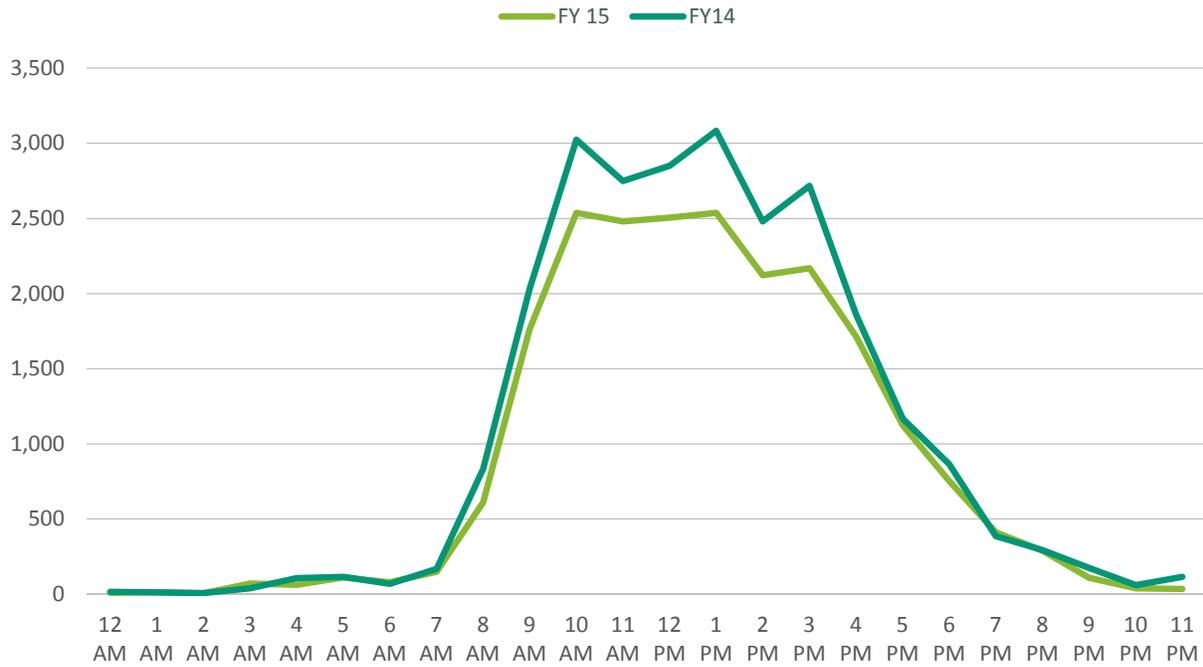
**Service Area and Hours**

Catch-A-Ride customers are free to make reservations at any time of the day and on any day of the week, subject to availability. The call center that takes these reservations is open from 9 am to 5 pm seven days a week, excluding Thanksgiving and Christmas Day.

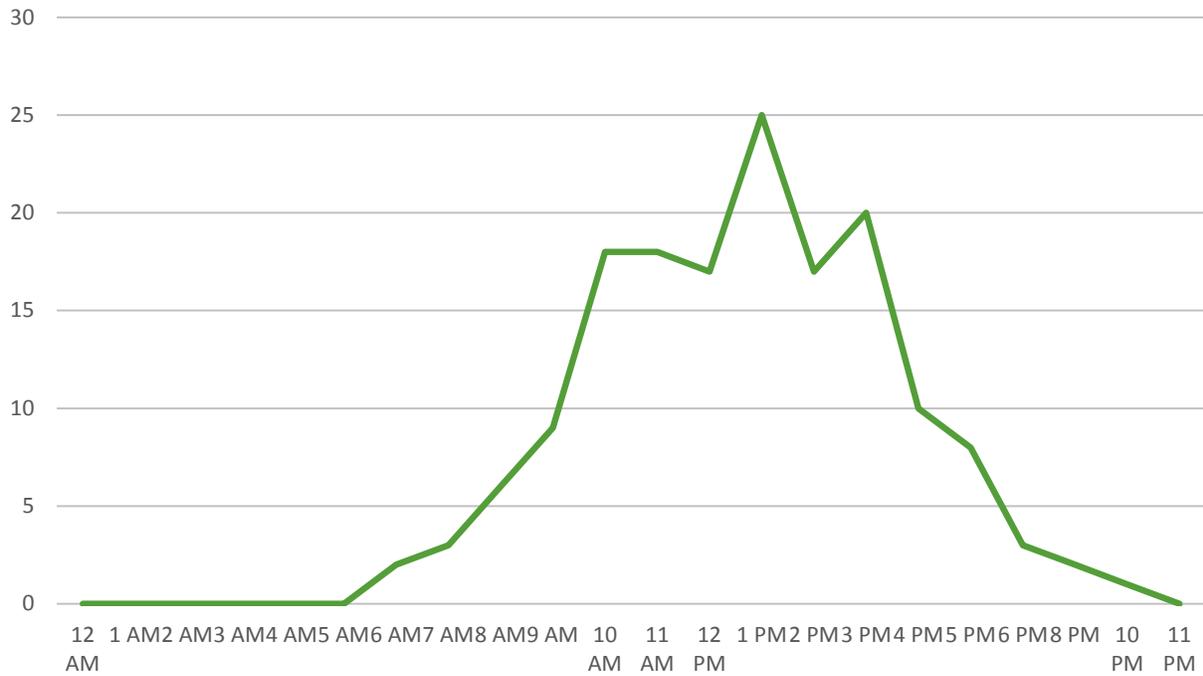
Hours of service provided by participating taxi companies depend on availability. Many taxi companies in the county contract with the Marin Pupil Transportation Agency, a Joint Powers Authority responsible for providing transportation to students with special needs. This demand on the service creates a blackout period for Catch-A-Ride around weekday morning and afternoon bell times with certain taxi providers. Based on taxi availability to the program, the peak hours of service remained fairly consistent between FY14 and FY15 (see Figure 18). In FY15, service peaked between 10 am and 12 noon.

In the instances when Catch-A-Ride affiliated taxi companies are not available to provide rides at requested times, those requests are marked as denials. Figure 19 depicts an hourly breakdown of rides denied between April and December 2015. Figure 20 illustrates the requested origin of those denied trips. Rides were most likely to be denied during the middle of the day, around 1 pm, and typically originated in Mill Valley or San Rafael.

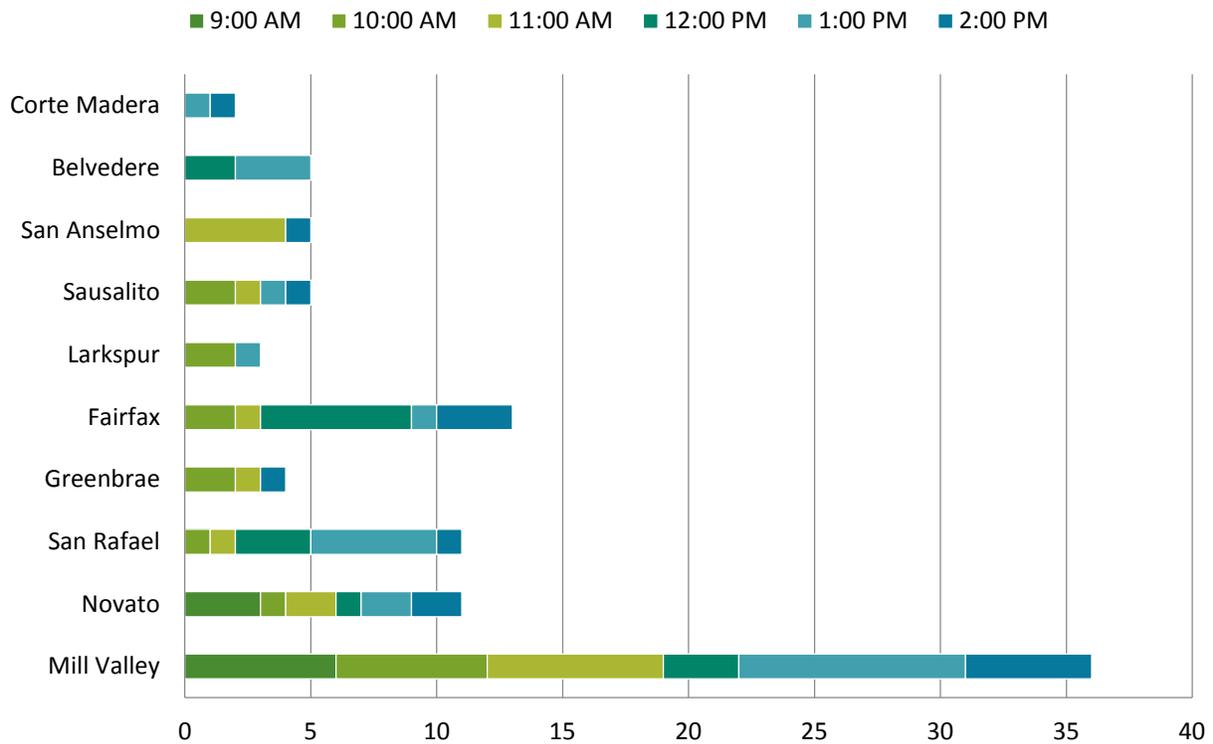
**Figure 18: Catch-A-Ride Trips by Hour, FY 2013/14 and FY2014/15**



**Figure 19: Catch-A-Ride Trips Denied April-December 2015, by Time of Day**



**Figure 20: Origin of Denied Catch-A-Ride Trips between 9 AM and 2 PM, April-December 2015**



### Reservations and Scheduling

Marin Access Paratransit normally requires advanced ride reservations to be made at least the day before. For Catch a Ride, requests can be made as little as three hours before the ride. Reservation requests are made by calling the Catch-A-Ride number, a different number than scheduling paratransit service. Once the Catch-A-Ride scheduler confirms a ride with the taxi provider, they notify clients of their confirmed ride over the phone either when the request is made (for ride requests occurring within a short timeframe) or shortly after.

### Costs to the Rider

Each 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 then determined using a per mile rate 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.

### Passenger Assistance

Taxi companies participating through Catch-A-Ride do not provide any assistance to Marin Access clients that they would not also provide their customers from the general public. On the Move, which closed for business in April 2015, was the only taxi company in Marin with wheelchair accessible vehicles. These vehicles went out of service with the company's closure. Marin Transit worked with an independent operator who inherited the vehicles in an attempt to put them back in service. However, the operator decided it was not financially feasible and discontinued service after only two weeks. Marin

Transit staff are currently exploring all alternatives to ensure parity of Catch-A-Ride services for wheelchair users.

### **Contracted Service Provision**

Marin Transit contracts with MV Transportation to operate the Catch-A-Ride program. MV is a private transportation company that manages sub-contracts with local taxi companies and provides a call center and database to manage ride requests from eligible riders.

Marin Transit does not regulate taxi cabs in Marin County. This is the responsibility of the Marin General Services Authority (MGSA). MGSA was created in 2005 by the cities, towns, the County of Marin, and two Community Service Districts to offer various public services effectively and efficiently throughout in a uniform manner with minimal overhead expense. These services include: Street Light Maintenance, funding of Abandoned Vehicle Abatement by local police, and Taxicab Regulation. The MGSA is a Joint Powers Agency and has a governing Board consisting of Town/City Managers, the County Chief Administrative Officer or his/her designee, and two Public Works Directors. All cab companies, drivers, and vehicles are required to be permitted under the program. As of May 2016, MGSA has issued permits to 30 taxicab companies in the county, operating approximately 88 vehicles, with more than 129 drivers. Taxicab drivers are given initial drug and alcohol tests and are required to undergo periodic, random testing.

### **Costs and Funding**

The total cost of the Catch-A-Ride program in FY2014/15 was \$316,401. Of this amount, \$259,054 or 82 percent went to taxi subsidies. The average subsidy per ride was \$13.10. The Catch-A-Ride program is funded through a combination of Measure B and Federal Transit Administration New Freedom grant funds.

### **Future Service Projections**

In FY 2014/15 the Catch-A-Ride program reached its ridership capacity based on available funding. The program is expected to do the same in FY 2015/16. The District is expecting to do a short-term shift of funds to accommodate demands in FY2016/17 but will need to implement fare policies and introduce other programs to bring demands back in line with available funding in subsequent years.

## Accessible Taxis

The Easter Seals Project ACTION Summer 2014 Update was an information brief addressing Incentives for Accessible Taxicabs. The brief identified the following incentives taxi regulators have used on the local level:

- » Mandate that a percentage of the taxi fleet be accessible
- » Provide additional or discounted medallions (licenses) for accessible taxis
- » Reduce licensing fees and provide tax credits
- » Extend the limit on vehicle life for accessible taxis
- » Add a fee for owners of non-accessible taxi vehicles
- » Require training in disability etiquette, ADA law, and accessible transportation equipment for licensing.

*Source: "Incentives for Accessible Taxicabs," Easter Seals Project ACTION, Washington, DC, Vol 26, No, 1, UPDATE Summer 2014.*

Assuming ridership reaches the program's funding capacity over the next ten years; approximately 17,000 annual trips are expected to be provided during this timeframe.

The arrival of SMART in Marin County is also a consideration as it may impact Catch-A-Ride service in a few ways. Taxi service may be in higher demand for first and last mile trips to and from SMART stations, reducing the supply of taxis during peak commute hours. Conversely, increased demand for taxi service may result in a larger supply of taxis benefiting Catch-A-Ride riders. Subject to availability, Catch-A-Ride might end up serving as a free connection to transit for eligible riders living nearby.

### Summary

While the Catch-A-Ride program faces challenges based on the availability of taxi service in Marin County, the program has continued providing almost 1,400 subsidized taxi rides to eligible riders every month. The following are key takeaways on the program.

- Catch-A-Ride's fare structure and subsidy levels influence the short distances riders travel using the program. It is possible that by encouraging short trips on Catch-A-Ride, the program potentially pulls shorter, productive trips off of paratransit.
- Projected increases in ridership are unsustainable without a new revenue stream.
- Sustaining wheelchair accessible taxi availability through Catch-A-Ride has been challenging. New incentives and alternatives to traditional taxis are being explored.
- Because Marin Transit is not responsible for regulation of taxis in Marin, the District's ability to control the market and supply of taxicabs is limited.
- Blackout hours during school times and other limits on the taxi supply in Marin undermine the ability of Catch-A-Ride to serve as a convenient same-day alternative for all riders.
- The impacts of the SMART train arrival on Catch-A-Ride are unknown. The train may encourage riders to use the program as a connection to transit. There may also be an increased demand for taxi service from the general public as a connection to and from SMART stations, which may result in an increased supply.

## Novato Dial-A-Ride

The Novato Dial-A-Ride service is a general public transit services that provides a flexible route, demand responsive service within Novato. The service is primarily used by seniors, students, and persons with disabilities traveling locally within Novato. Figure 1-8 maps the density of origins and destinations for this service. This service started in August 2009 and replaced a senior shopper shuttle called EZ-Rider.

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 Dial-a-Ride vehicle can carry two bicycles. This service is operated under the contract for the operation and maintenance of Marin Access paratransit.

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 1:00-4:00pm to allow patrons to access the weekly food bank. On Wednesdays, from 11:00am-1:00pm, Dial-A-Ride serves Margaret Todd Senior Center to serve the weekly senior lunch and farmer's market events.

### **Future Service Projections**

The Novato Dial-A-Ride program is expected to remain at current service levels throughout the duration of this plan. Since the contract for Novato Dial-A-Ride is based on the quantity of service requested, FY 2015/16 is an estimate of year end actuals. Future years are based on the contracted service hour ceiling. An estimated 2,619 annual hours are included in each year of the Short Range Transit Plan.

Service changes effective in March 2012 and August 2013 introduced additional local service within Novato, especially during weekend hours. The service gaps and limited coverage areas within that the Novato the Dial-A-Ride service was originally designed to fill have been significantly reduced since the original EZ Rider in 2002. The Dial-A-Ride was also restructured on Tuesday and Wednesday afternoons to provided dedicated service to two destinations that demonstrate high transit demands and are not well served by fixed route transit. These include the Novato Human Needs Center and the Margaret Todd Senior Center.

Dial-A-Ride has proved to be a valuable transit option for Novato residents who need to access destinations away from the fixed route services. The service has evolved as fixed route options have expanded and high demand locations have been identified. Productivity and subsidy rates continue to demonstrate this model of service is costly to provide on a per passenger basis and does not achieve high productivity (passengers per revenue hour). This service should be considered for restructuring or discontinuation if a model for lower density, first/last mile service is identified in the coming years.

## Gap Grants

The Marin Access gap grant program is a small competitive grant program to fund the creation and/or expansion of needed transportation options for seniors and people with disabilities in the county. The program recognizes that the Transit District is often not the best owner of transportation services for these special needs riders and thus encourages partner organizations to develop new programs to expand transportation services to meet these needs.

Funds for the program are set aside every year from Measure B. Since 2012, the District has awarded five grants to four recipients with varying results. As ‘gap grants,’ this funding is intended as start-up or bridge money while the program either becomes sustainable on its own or through a growth process. Funding for Marin Villages to strengthen their volunteer driver program and funding for Sausalito Village to introduce Call A Ride Sausalito Seniors (CARSS) have both been successful in the sense that they have attracted additional funding to continue the programs without further Marin Transit assistance. One of the more recent grants, CARSS, has even received international acclaim as a best practice and will receive future funding through the City of Sausalito. While grants to Lifelong and West Marin Senior Services provided transportation that met a need for the community, they were not successful in attracting outside funds to sustain their programs.

**Table 12: Marin Access Gap Grant Awards**

Organization	Funding	Purpose of Grant	Award Year	Outcome
Marin Villages	\$31,795	Improve and expand volunteer driver program for village members. Obtain software for the program.	2012	Continued operations sustained by Marin Villages.
Lifelong Medical	\$20,000	Operating funds for a third vehicle to bring participants to their adult day program for individuals with memory loss.	2013	Did not seek additional funding from outside sources.
West Marin Senior Services	\$20,000	Once a week shopping shuttle from Point Reyes Station to Novato for seniors.	2013	Extended with a second gap grant.
West Marin Senior Services	\$25,000	Continued operation of once a week shopping shuttle. Funding to cover maintenance and insurance of accessible minivan.	2014	WMSS did not seek additional funding to sustain program. Marin Transit will pilot a “Point Reyes Dial-A-Ride” service based on the shuttle, starting July 2016.
City of Sausalito	\$15,000	Start-up funding for Call A Ride Sausalito Seniors (CARSS), a program providing same day volunteer rides from origins and destinations within Sausalito, the floating homes community and the Marin City Shopping Center.	2014	Supported with additional funding through the City of Sausalito. Hearing on April 19, 2016 to approve future funding.

## Services provided by non-MCTD entities

Table 13 below shows a summary of other transportation programs in Marin County that are available to seniors and those with disabilities. In addition to the services listed in Table 13, the Golden Gate Regional Center (GGRC) provides services and supports to individuals with developmental disabilities in Marin. The GGRC contracts with a number of transportation vendors to provide transportation for their clients. The total number of rides provided by the vendors listed in Table 13, as well as by GGRC's transportation vendors, is likely significant. The demand for these rides should be considered in the larger picture of transportation for seniors and people with disabilities in Marin County.

**Table 13: Other Transportation Programs Available in Marin County**

Transportation Service Name	Contact Information	Description	Fare Structure
Hamilton Shuttle	Phone: 415-454-0964 Website: <a href="https://sites.google.com/site/hamiltonfield/transportation">https://sites.google.com/site/hamiltonfield/transportation</a>	The Hamilton Shuttle is a free program paid for by the Hamilton Field of Marin Home Owners Association designed to transport residents and employees of Hamilton Field in Novato.	Free for Hamilton residents and employees
Road to Recovery (American Cancer Society)	Phone: (800) 227-2345 Website: <a href="http://www.cancer.org/treatment/supportprogramsservices/road-to-recovery">http://www.cancer.org/treatment/supportprogramsservices/road-to-recovery</a>	The American Cancer Society Road To Recovery program provides transportation to patients who have a cancer diagnosis and are travelling for a cancer-related medical appointment. Patients must be able to walk unassisted to and from the vehicle, or have an accompanying caregiver to assist. A 4 business day advance notice is required; not including the date transportation is needed.	Free
Marin Villages: Volunteer Drivers	Phone: 415-457-4633 Website: <a href="http://www.marinvillages.org">www.marinvillages.org</a>	Marin Villages seeks to address the service gap that many of our seniors face. They are a non-profit, volunteer-supported, membership organization that strives to help seniors age in place safely, confidently and independently. They do this by providing volunteers who assist their members in tasks such as, local rides, household help, pet care, tech support, office organization, companionship, and more. Their volunteers also offer neighborhood activities, classes and gatherings for our members and community.	Membership Fees: \$32/month individual \$39/month household

Transportation Service Name	Contact Information	Description	Fare Structure
Sausalito Village: Volunteer Drivers and CARSS	Sausalito Village Phone: 415-332-3325 Website: <a href="http://www.sausalitovillage.org/">http://www.sausalitovillage.org/</a> CARSS Phone: 1-415-944-5474 <a href="http://www.carss4you.org">www.carss4you.org</a>	Sausalito Village is a non-profit organization founded by a small group of volunteers dedicated to enhancing the ability of their members to live independently, remaining active and integral to our community as they age. Sausalito Village offers a wide variety of supportive services, including a traditional volunteer driver program and Call A Ride Sausalito Seniors (CARSS). CARSS provides free, same-day rides anywhere within Sausalito, the floating homes community and Marin City (CVS, Starbucks, Ross and more) Monday through Friday 10am to 2pm.	Membership fees
Silver Ride	Phone: (415) 861-7433 Website: <a href="http://www.silverride.com/">http://www.silverride.com/</a>	SilverRide is a for-profit company that provides a suite of fee-based, transportation related services for seniors, including escorted transportation, companionship, activity planning and concierge services.	Fares dependent on trip distance and duration
Lift Hero	Phone: (866) 486-2917 Website: <a href="http://www.lifthero.com">www.lifthero.com</a>	Lift Hero provides TNC service for seniors with drivers who are screened and trained. Lift Hero also provides concierge service for seniors who would like to schedule rides with Uber but do not have access to a smart phone.	Fares dependent on trip distance and duration.
Envoy	Phone: (415) 636-6605 Website: <a href="http://www.helloenvoy.com">www.helloenvoy.com</a>	A concierge service that provides personal shopping and errands or assisted shopping.	Monthly membership fee plus service charge.

Transportation Service Name	Contact Information	Description	Fare Structure
Transportation Network Companies	Websites: www.uber.com www.lyft.com	A transportation network company (TNC) connects paying passengers with drivers who provide the transportation on their own non-commercial vehicles. All parties connect to the service via website and mobile apps. The two most popular TNC's are Uber and Lyft. Both connect drivers using their own personal vehicles with riders requesting rides via a smartphone application. Rider pricing is determined via the application and increases during periods of high demand (known as "surge" pricing). Rates tend to be cheaper than that of a taxi. However, drivers are not as regulated as taxi drivers at the time of this publication (no drug tests or background checks). All transactions take place through the application and a percentage of the fare goes to the TNC for providing the ride matching and payment processing application.	Fares dependent on trip distance and duration.
Roll Wheelchair and Ambulatory Service	Phone: (415) 873-7655 Website: www.rollwheelchair.com	Roll Transportation is a medical transportation company that strives in providing safe, efficient and cost-effective transportation for all of the clientele	Fares dependent on trip distance and duration.
Wheelcare Express	Phone: (707) 573-3055	Wheelcare Express is a non-emergency medical transportation provider serving Northern California.	Fares dependent on trip distance and duration.

# Chapter 4: Technology and Data Collection

Marin Access programs rely on a variety of software to schedule and dispatch rides, as well as record and track data on all Marin Access programs. These systems are necessary to efficiently manage the ride requests and rider needs of these transportation services.

## *Trapeze PASS*

Marin Access Paratransit uses the software package Trapeze PASS to schedule and dispatch rides for the paratransit service. Rides are scheduled into the system up to seven days prior, and the system determines the best order for routing the vehicles on the day of service. This software interacts with mobile data terminals that are located on all of the paratransit vehicles. These terminals display the driver's pickups for the day, and provide him/her with a map based GPS to direct them to their next pickup or drop-off.

## *Microsoft Access*

### **Travel Navigator Database**

Marin Transit created the Travel Navigator database in-house for the Travel Navigators to track eligibility across all Marin Access programs. It is the master database for cross comparing ride data from all of the different systems used for the Marin Access programs. The database includes rider information such as age, gender, rider address, programs the rider is eligible for, and unique identifiers for each scheduling system used by the operators of the service to identify the client. This enables Marin Transit staff to merge ride data from several systems to compare ridership across programs. The system also exports recent eligibility data for Marin Catch-A-Ride that is sent to the operator to incorporate into the Catch-A-Ride scheduling database.

### **Catch-A-Ride Scheduling Database**

The Catch-A-Ride scheduling database was created specifically for the Marin Catch-A-Ride program and is used by the program's contractor, MV Transportation, to schedule rides. The number of monthly rides available to riders is tracked in the system. The system also calculates the cost of the ride for the rider, and creates the ride requests that are later faxed over to the appropriate taxi company. The database tracks mileage and cost of each ride for the program, and is used for monthly reporting and payment reconciliation with the participating taxi companies. Eligibility information is uploaded to the database via email from an export created in the Travel Navigator Database.

## *Assisted Rides*

The Assisted Rides platform is a web-based program for the scheduling and tracking of volunteer driver programs. This program is used for both traditional volunteer driver programs that require the matching of a rider requesting a ride with an available driver as well as for volunteer driver programs available focused solely on mileage reimbursement. Marin Transit purchased and made this platform available to any interested organization in Marin that operates a volunteer driver program regardless of whether

they operate that program on behalf of Marin Transit. It is currently used by Whistlestop, Marin Access’s Travel Navigators, West Marin Senior Services, Sausalito Village, Jewish Family and Children’s Services, and the City of Sausalito for their volunteer driver programs.

*TransTrack*

TransTrack is the integrated data management system used by Marin Transit to track performance and financial information for all its programs. Information is directly fed from onboard systems (fareboxes, passenger counters, etc.) or manually entered by Marin Transit’s many contractors and compiled into a monthly monitoring report for the Marin Transit Board of Directors. This system also tracks data on Marin Transit’s fleet, and prepares information for the National Transit Database on a monthly and annual basis. TransTrack interacts directly with the District’s paratransit scheduling software, Trapeze Pass, allowing for ride by ride analysis of the paratransit service. Table 14 below shows the information collected and reported for each Marin Access program

**Table 14: Marin Access Data reporting and evaluation**

Program	Reporting Period	Reported to	Tracked Information
Travel Navigators	Monthly and as needed	Marin Transit Board as part of monthly monitoring reports/ Internally at monthly operations meetings / The Paratransit Coordinating council	<ul style="list-style-type: none"> <li>» Call data including number of calls, average call length and type of call</li> <li>» Enrollment data including enrollment by program, recertification vs. new enrollments (paratransit)</li> </ul>
Paratransit	Monthly and as needed	Marin Transit Board as part of monthly monitoring reports/ Internally at monthly operations meetings / The Paratransit Coordinating council	Ride data including but not limited to: <ul style="list-style-type: none"> <li>» On time performance</li> <li>» Passenger miles</li> <li>» Vehicles in maximum service</li> <li>» Missed trips</li> <li>» Revenue hours</li> <li>» Total hours</li> <li>» Annual vehicle miles</li> <li>» Accident data</li> </ul>
Volunteer Driver (STAR, TRIP and Carepool)	Monthly and as needed	Marin Transit Board as part of monthly monitoring reports/ Internally at monthly operations meetings / The Paratransit Coordinating council	<ul style="list-style-type: none"> <li>» Total rides</li> <li>» Total miles</li> <li>» Total Reimbursement</li> <li>» Total riders</li> <li>» Total volunteers</li> </ul>
Travel Training	Monthly and as needed	Marin Transit Board as part of monthly monitoring reports/ The Paratransit Coordinating council	<ul style="list-style-type: none"> <li>» Number of trainings performed in the previous month</li> <li>» Number of presentations held in the previous month</li> <li>» Number of individuals present at each of the above</li> </ul>

Program	Reporting Period	Reported to	Tracked Information
Low Income Scholarship	Quarterly and as needed	Marin Transit Board as part of monthly monitoring reports/ Internally at monthly operations meetings / Paratransit Coordinating Council	<ul style="list-style-type: none"> <li>» Number of enrollees in the program</li> <li>» Number of ticket booklets distributed</li> </ul>

### *Future technology needs*

In the 2015 Marin Access Rider Survey, respondents indicated that they use the internet, are familiar with different level of technology, and are interested in technology tools that will make their transit experience more seamless. Any technology investments Marin Transit makes to support Marin Access operations must consider the increasing number of technology savvy riders as well as a more prevalent demand for the convenience of demand responsive transportation.

Technology solutions could simplify trip planning and reservations, streamline fare payment and fare integration, provide more direct feedback for riders on trip bookings, and increase integration and efficiency of operations across Marin Access and Marin Transit services. Table 15 outlines examples of tools that could achieve each of those identified functions.

**Table 15: Technology Needs and Tools**

Need	Example Tools
<b>Simplify trip planning and reservations for users.</b>	Client facing online portal Integrated trip planning across Marin Transit, Marin Access, and private transportation providers
<b>Streamline fare payment and fare integration.</b>	Electronic purse or loadable fare payment card Integrated fare payment between fixed route and all Marin Access programs
<b>Provide more direct feedback for riders on trip bookings.</b>	Interactive Voice Response (IVR) to review reservations One-click cost comparisons Real-time arrival information on booking
<b>Support operations across various Marin Access and Marin Transit services so that they are more integrated and efficient.</b>	Centralized database and dispatch with customizable views for all Marin Access contractors Simplified reporting tool that analyzes, summarizes, and visualizes ridership and performance data across programs

# Chapter 5: Opportunities and Constraints

This chapter summarizes opportunities and constraints for Marin Access programs and services based on the findings outlined in Chapters 1-4.

## Opportunities

### **STRONG SUPPORT - Senior mobility programs have both financial and political support in the county.**

Voters in Marin County have consistently supported ballot measures that promote the mobility and independence of older adults and people with disabilities in Marin. Measure A, a sales tax measure approved in 2004, and Measure B, a vehicle registration fee approved in 2010, provide considerable local dollars to support Marin Access programs. Marin Transit has been successful in securing grant funding from the federal government that supports improvements to the programs and services offered. With this funding and support, Marin Transit has provided services far beyond the paratransit service mandated by law. Marin Access provide riders with choices that meet their specific needs. The political and financial support these programs have received helps to securing funding for additional services.

It's also recognized that Marin Transit is not the only entity in Marin committed to providing transportation services to older adults in the county. A number of non-profits, including the senior villages and senior centers, have strong and stable volunteer networks integral to increasing senior mobility, especially through volunteer driver programs. These non-profits play a vital role the transit district is not always suited to fill – inspiring and supporting the civic involvement of Marin County residents.

### **NEW RIDERSHIP - There is an opportunity to attract new riders with new service offerings.**

The aging population in Marin is among the longest living in the country and healthiest in California. The need for lifeline services such as paratransit and other non-emergency medical transportation is expected to continue growing as will the need for transportation that accommodates trips serving a more social and life-enriching purpose. These include a last-minute ride to the movies or weekly classes at one of Marin's institutions of higher education.

Potential riders will not necessarily insist on driving themselves for these trips either. Marin County residents are no strangers to public and alternative modes of transportation – approximately 34 percent of commuters in Marin travel to work via a mode other than driving alone – and almost 20 percent of older adults 65 and older are foreign born, likely exposed to public transportation from a young age.

Furthermore, existing programs are only serving a small percent of seniors—approximately 3.5 percent of adults aged 65 and over in Marin County. While 64 percent of Marin Access riders are transit-dependent, 65 percent of all older adults in Marin County report still driving themselves. Marin Access programs serve many of the neediest older adults in the county and should maintain that focus. This Plan emphasizes the potential value of programs that provide more attractive alternatives to driving for active older adults not currently using Marin Transit services.

**SHORT CONNECTION TRIPS - Current travel trends show a strong demand for short trips. With the right services these trips can be served more efficiently, and increase mobility for many.**

First-last mile connections from transit could improve travel options for over 600 current users, providing flexibility and choice on a larger scale. A significant proportion of current Marin Access customers will benefit from improved transit connections. More than 25 percent of Marin Access users already ride fixed-route transit, and approximately 20 percent of paratransit riders are conditionally eligible for paratransit service. These conditional riders may be able to ride fixed route transit, though their disability prevents them from reaching a transit stop within ¼ miles of their home.

Many Marin Access trips are relatively short and occur in transit-rich areas. In FY15, almost 35 percent of all paratransit trips started and ended within the same subarea. The most frequent local pairing occurred within zip code 94903, the well-served San Rafael – Terra Linda – Northgate corridor. All paratransit trips averaged a distance of 7.6 miles between pick up and drop off locations. A significant portion of Catch-A-Ride trips were also short and occurred locally. Trips in FY15 averaged a distance of three miles per trip, with 57 percent of trips for three miles or less, and an additional 30 percent of trips between three to five miles long. Thirty-one percent of all Catch-A-Ride trips started and ended in the same subarea, many within one of two San Rafael zip codes, 94901 and 94903 – both transit rich areas.

**TECHNOLOGY - Advances in technology and increased rates of internet and smart phone use present the opportunity to provide more seamless experiences and new options for travel.**

Like their peers on a national level, Marin Access riders are becoming increasingly tech-savvy. Cell phone use is not uncommon among Marin Access riders, and a significant number of riders have access to the internet either at home, work, the library, or on their phone. Marin Access riders are adapting to new technologies, and have expressed an interest in the benefits technology has to offer for transportation.

Almost two-thirds of survey respondents indicated interest in receiving status updates about their rides, and over one-third indicated they would be likely to use an electronic fare card. Upgrades in current technology can address two areas of concern highlighted in the 2015 survey – scheduling and on-time performance. Online user portals, integrated fare payment, and an interactive voice response (IVR) system could potentially have a positive impact in these areas. Looking further into the future, technology should provide even more innovative options for travel, including Transportation Network Companies (TNCs) like Lyft or Uber or possibly autonomous vehicles.

**STRONG FOUNDATION - Marin Transit has built a strong foundation with Marin Access, and is poised to continue supporting senior mobility in the county.**

Thanks to strong political and financial support over the past decade, Marin Transit has achieved a number of important objectives that prepare the District to continue to support senior mobility. Most importantly, Marin Access Mobility Management Center has pulled together a diverse set of programs under one umbrella and made it easier for riders to obtain information and access the services best suited to their needs.

Travel Navigators, the backbone of Marin Access, are a well-utilized and well-liked resource for riders, family members, friends, and caregivers. The new Travel Navigator contract will take effect in July 2016, and will expand the reach of Travel Navigators even further into the community with satellite locations

and office hours throughout the county. The new contract will also improve the administration of non-traditional volunteer driver programs, which are high-impact, low-touch programs in East and West Marin with the capability of expanding further with additional administrative efficiencies.

As a complement to the Travel Navigator program, Marin Access offers Travel Training programs designed for both groups interested in learning more about transportation options in Marin and individuals who want personalized assistance in learning how to ride the bus.

In addition to the capacity to strengthen current programs, Marin Transit is a dynamic and nimble organization prepared to try new ideas and work with community partners to do so. Measure B Gap grants from Marin Transit has provided start-up funds for highly impactful programs. With further direction, gap grants could enable additional programs, particularly in areas the District identifies as high-need. Moreover, Marin Transit's efforts to coordinate mobility management in the county are supported by a diverse group of stakeholders. The Marin Mobility Consortium, chaired by Marin Transit, has worked collaboratively since 2010 and has over 60 active members.

## Constraints

### **LIMITED RESOURCES - Resources are limited, and needs are growing faster than revenues.**

Marin Access is required to provide ADA-mandated paratransit service as a safety net for riders unable to access the fixed route system either all or some of the time. This service is legally mandated to ensure transit within the county is provided equitably regardless of a person's abilities. The District's Short Range Transit Plan ensures sufficient funding is available to meet mandated paratransit service demand, that any new paratransit funding is used efficiently, and that the District continues to meet the majority of demand for non-mandated trips.

As the county ages, the need for special transportation services and especially non-mandated trips is growing faster than revenues. In Marin Transit's efforts to provide Marin Access customers with mobility options, any trips diverted from paratransit must be less expensive to operate and, ideally, more convenient for the rider. As Marin Transit continues to provide riders with choices, the District will need to identify ways to keep all services sustainable in addition to providing mandated paratransit service.

There are two important considerations as the District plans for this future program growth and spending. The first is to determine the appropriate performance goals and corresponding subsidies for Marin Access services, including benchmarks for costs, whether per mile, trip, hour, etc. The second is to consider who is eligible for these programs, how Marin Access determines their eligibility, and the implications for efficiencies, fares, and revenues.

### **TRANSIT-DEPENDENT POPULATIONS - Marin Transit will always need to provide a high-touch, high-subsidy program to meet the needs of riders who are dependent on transportation to maintain their independence and a high quality of life.**

Over 25 percent of survey respondents indicated that without Marin Access they would not travel. The fact that almost one-quarter of Marin Access riders are simultaneously transit dependent, living alone and earning less than \$25,000 per year, sheds some light on this finding. For financial or personal reasons, many riders do not have other viable options for maintaining their mobility and connection to

the community. Marin Transit is committed to supporting these riders, and will factor the costs of the services they require into program planning, and consider how to keep this population informed and involved in the decision-making process. One particular group that is highly reliant on paratransit includes participants in Marin’s adult day programs. Trips to adult day programs at 12 separate sites throughout the county accounted for almost 30 percent of all paratransit trips in FY15.

**SERVICE CONSTRAINTS - Existing programs face considerable service delivery constraints.**

Marin Transit has developed a wide range of transportation services in addition to its fixed route system to offer riders with the most effective options. The District acknowledges that fixed route services and Marin Access programs cannot be all things to all people. Programs face considerable service delivery constraints, many of which Marin Transit cannot directly affect, such as the state of the local taxi industry or the need for more accessible pathways to bus stops.

*Fixed Route*

The most convenient, affordable, and independent form of transportation in Marin County is riding the bus. Every Marin Transit vehicle is accessible to anyone who uses a mobility device or has difficulty climbing steps. Each bus is equipped with both a lift or wheelchair ramp and at least two wheelchair positions. Some buses are designed with lower floors for easy access, and most can be lowered to assist riders in boarding. Yet, there are riders that cannot take advantage of this service for a number of reasons.

- Marin County’s unique topography is one barrier to many potential riders. The terrain is hilly; there are gaps in sidewalk infrastructure, or simply major barriers, like highways, that prevent riders from reaching their nearest bus stop in the first place. The Transit District also relies on the 11 local jurisdictions and the County of Marin to maintain roadway and pedestrian infrastructure. The District has partnered with these entities to improve path of travel directly adjacent many stops within the County. However, the overall quality of sidewalks and the pedestrian environment is outside the Transit District’s control.
- West Marin, home to approximately 5 percent of the county’s population, and makes up about 65 percent of the county’s actual land mass. Efficiently serving residents spread out over this wide geographic area is a challenge for the District. While Marin Transit has developed a seven-day operation as well as north and south-route services, the West Marin Stage is not convenient for every trip purpose, including shopping trips from Point Reyes to Novato and social trips to various destinations outside of West Marin.

*Catch-A-Ride*

Catch-A-Ride depends on the availability and reliability of private taxi services in Marin. Marin Transit does not have oversight over taxicab regulations, including required training, testing, or vehicle specifications. This limits the District’s ability to ensure the taxi industry in Marin complies with other improvements to benefit Marin Access riders, such as the use of technology to improve fare payment or dispatching. Marin Transit cannot ensure accessible taxis are in service.

The current Catch-A-Ride program presents issues regarding paratransit service delivery. The pricing is competitive with paratransit and encourages riders to take short trips. According to a consultant study

in 2014, paratransit ridership decreased slightly for 40 percent of paratransit riders who utilize other Marin Access programs. For many Catch-A-Ride users, their short trips that could otherwise occur on paratransit are those that also increase productivity and efficiency of paratransit.

Finally, the impact of SMART service in Marin County on taxi cab availability has yet to be determined. The train may encourage riders to use the program as a connection to transit. There may also be an increased demand for taxi service from the general public as a connection to and from SMART stations. This may result in either an increased supply or additional blackout periods for service during commute hours.

### *Paratransit*

The hilly terrain of Marin County can make it difficult for paratransit vehicles to safely serve every location in the county. Topography is challenging on the existing rural routes and, where there is service, requires a fleet with specific attributes. Paratransit service in rural areas is also limited due to the lack of complementary fixed route coverage and the inability to accommodate many trip requests outside of the service area. While Marin Access Paratransit takes reservations up to seven days in advance, passengers are only guaranteed a ride if they make a reservation by 5 pm the day before their trip. Requests made on the same day are only available on a stand-by basis, and generally very difficult to accommodate.

### *Volunteer Driver*

The success of volunteer driver programs relies on the ability to recruit and retain dependable volunteers to provide the requested transportation services. Volunteers tend to offer these services in support of a specific person (typically a friend or family member), an organization, or a cause. The STAR and TRIP volunteer driver programs provide this opportunity to directly support a friend or family member. This model works well for this type of volunteer motivation. However, volunteers motivated to support a specific organization or cause typically do not identify a strong allegiance to Marin Transit as a volunteer. Often volunteers are seeking a connection within their community or faith to provide this gift.

# Chapter 6: Recommendations

Ten recommendations emerge from this review of current programs, rider characteristics, and an analysis of existing and future market conditions. Marin Transit staff will work collaboratively with stakeholders to develop an Action and Implementation Plan guided by these recommendations. Below each recommendation is a list of example actions.

## **1. Continue to work collaboratively with Marin Access operators to improve service delivery of existing programs, including scheduling, dispatch, and managing demand.**

As the District contracts out all of its operations, strong working relationships with contracted operators are vital to successful programs. Marin Transit is committed to creating and supporting policies and programs informed by our contractors' experience and expertise. Any new Marin Access programs, policies, or service changes will require close collaboration with Whistlestop and MV Transportation.

Marin Transit holds standing weekly meetings with paratransit and Travel Navigator staff and monthly meetings with Catch-A-Ride staff. These meetings allow program oversight and operations staff to identify and solve any ongoing issues. In partnership with these contractors, the District will host a workshop in summer of 2016 to brainstorm innovative ways to expand these services and respond to operational needs and rider requests.

### **Example Action Items:**

- *Collaborate with Whistlestop to manage peak hour demands on paratransit.*
- *Provide Whistlestop additional training on current paratransit scheduling software.*
- *Identify opportunities to streamline or simplify the reservation process on all programs.*

## **2. Continue to work with community partners to address service delivery constraints on existing programs.**

Resolutions to some of the most pressing service delivery constraints will require interagency collaboration. Examples include providing non-emergency medical transportation and creating accessible pathways to transit. Marin Transit has a long history of cooperating across sectors, particularly with regards to Marin Access programs. This continued work requires engaging community partners through existing outlets, such as the Marin Mobility Consortium, and developing broader partnerships and new, innovative opportunities for cooperation.

### **Example Action Items:**

- *Identify concrete steps Marin Transit and the Marin General Services Administration (MGSA) can take together to ensure taxi accessibility in the county.*
- *Prioritize pedestrian path of travel improvements to fixed-route bus stops in areas of Marin with high senior populations.*

### **3. Refocus the gap grant program to achieve sustainable transportation services.**

Marin Transit is not always the most appropriate organization for solving every transportation need in the county. The gap grant program was structured to provide a financial resource for testing new ideas and giving community partners a jumpstart to fill crucial transportation gaps.

While the gap grant program should encourage innovation, it should be structured to support responsible and sustainable services. Based on feedback from Marin Transit’s partner agencies and the results of the previous gap grants, the District should refocus this funding towards projects that do not duplicate Marin Access program offerings, test new and innovative practices, and will continue to be sustainable if the Transit District steps away.

#### **Example Action Items:**

- *Develop and issue a new gap grant call for proposals with updated reporting and evaluation expectations for grant recipients.*
- *Develop and issue a new gap grant call for proposals that clearly identifies a specific service that is not currently offered by Marin Access.*
- *Allocate all or part of gap grant funds to support new or existing programs community based transportation programs, based on program performance. This may include number of trips, number of riders, volunteer hours, etc.*

### **4. Build on the success of the Travel Navigator and travel training programs, and establish a wider audience by reaching out to new community partners.**

One of the biggest challenges for many people seeking transportation is to understand what their available options are and how to utilize them. The Travel Navigator program serves as a resource for many riders, family members, friends, or caregivers to get the assistance they need without having to piece together information from multiple sources. Community partners, including the Marin Center for Independent Living and Marin County’s Aging and Adult Services, routinely refer clients to the Travel Navigators as a gateway to transportation programs. The travel training program has the important role of orienting riders to Marin Transit’s most flexible service – the fixed route local bus. With the growth of the senior population and as the District offers new services, Travel Navigator and travel training programs will extend their reach.

The District will need to pay continuous attention to these programs to ensure they meet the needs of a large and diverse population. As part of this effort, District representatives should remain involved in county level discussions around care coordination to make sure transportation needs as well as the services available are addressed collaboratively.

#### **Example Action Items:**

- *Establish a regular presence at high-use senior facilities and events, including an expanded Travel Navigator presence in West Marin and other satellite locations throughout the county.*
- *Partner with local agencies and organizations to provide specialized counseling or travel training to riders with specific needs, such as the developmentally disabled or the blind.*

- *Further integrate Travel Navigator services and general fixed route customer service offerings.*

**5. Work with community partners to identify Marin Transit’s role in supporting new and expanded volunteer driver programs within the county.**

The success of volunteer driver programs depends on the ability to recruit and retain dependable volunteers to provide the requested transportation services. Volunteers tend to offer these services to support a specific person (typically a friend or family member), an organization, or a cause. The STAR and TRIP programs provide the opportunity for volunteers to directly support a friend or family member, and this model works well for this type of volunteer motivation.

Volunteers motivated to support a specific organization or cause typically do not have a strong allegiance to Marin Transit to the point of volunteering their time. Often, volunteers seek a connection within their community or faith to provide this gift. Marin Transit should encourage and support organizations with these member ties to develop and manage future volunteer driver programs.

**Example Action Item:**

- *Pilot a technical assistance program for volunteer driver programs in the county.*
- *Develop a framework and dedicated funding formula to support non-Marin Access volunteer driver programs.*
- *Explore the possibility of expanding coordination among multiple providers.*

**6. 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.

**Example Action Item:**

- *Conduct a Fare Policy SWOT 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.*

**7. 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.

**Example Action Item:**

- *Standardize eligibility across Marin Access and Marin Transit services and programs.*
- *Develop recommendations for a system-wide low-income fare policy.*

**8. Establish a strategic plan to sustainably serve highly transit-dependent populations that rely on Marin Access services for basic mobility and maintaining a high quality of life.**

Marin Access programs serve a subset of seniors and people with disabilities in Marin dependent 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. There are many other agencies and organizations that also support this population's daily living. Any new policies or programs intended to support the continued independence of these riders should be informed by a collaborative strategic plan that guides strong programs, seeks to avoid duplication of services, and includes a landscape analysis of all services within the county.

**Example Action Item:**

- *Coordinate with representatives from dialysis clinics, adult day programs, and healthcare institutions to identify needs of those riders and develop potential new policies or programs.*
- *Consider technical support services such as planning, contract management, or vehicle maintenance to allow other organizations to take the lead on providing transportation services that directly support their goals and needs.*

**9. Develop new programs and improve current services to allow the Marin Access menu of services to achieve the following:**

- a. Gives senior and ADA consumers choices including same day rides, more direct service, and better time choices;**
- b. Provides more convenient short travel connections to local destinations and fixed route transit services;**
- c. Safely serves the most challenging topography and roadway infrastructure in the County; and**
- d. Appeals to new riders with attractive alternatives to driving.**

Marin Access is a family of services that provide riders with choices for their various transportation needs. The menu should offer the best possible services consistent with rider demand and need. Current

travel trends show a strong demand for short trips that with the right services could be served more efficiently while increasing mobility for many. First-last mile connections from transit could improve travel options for over 600 current users, providing flexibility and choice on a larger scale. A significant proportion of current Marin Access customers will benefit from improved connections to transit.

As we think about how Marin Access programs in the future, it is important to consider opportunities to attract new riders with new services. The need for lifeline paratransit and other non-emergency medical transportation will continue to grow, as will the need to accommodate trips serving a more social and life-enriching purpose. These include a last-minute ride to the movies or weekly classes at one of Marin's institutions of higher education.

**Example Action Item:**

- *Develop and pilot a new transportation program with input from riders and contractors that fills the current transportation gaps in convenience and coverage for seniors and those with disabilities.*
- *Work with outside transportation providers (for example, TNCs or employee shuttle programs) to support first and last mile connections where current services are not feasible.*

**10. Pursue technology solutions for Marin Access programs that:**

- a. Simplify and coordinate trip planning and reservations across multiple providers;**
- b. Streamline fare payment and fare integration;**
- c. Provide more direct feedback for riders on trip bookings; and**
- d. Allow operations across various Marin Access and Marin Transit services to be more integrated and efficient.**

Marin Transit recognizes that advances in technology and increased rates of internet and smart phone use present the opportunity for more seamless experiences and new options for travel. Marin Access riders are adopting technology, and have expressed interest in the benefits technology has to offer for transportation. The District should identify, procure, or develop technology tools that will best address the needs identified above.

**Example Action Item:**

- *Develop a Request for Proposals (RFP) addressing identified technology needs and solicit bids for new software.*
- *Identify opportunities to make current Marin Access and Marin Transit online materials more useful for seniors.*

# Appendix A: Survey Representativeness

**Population: 2,324**

**Sample Size: 330**

	Survey Population	All Riders	Representativeness
<b>Gender</b>			
Male	24.0%	30.0%	-6.0%
Female	76.0%	70.0%	6.0%
<b>Age</b>			
Under 18	0.0%	0.2%	-0.2%
19-34	1.8%	4.1%	-2.2%
35-59	10.7%	15.0%	-4.2%
60-64	5.5%	8.5%	-3.0%
65-69	10.7%	9.2%	1.5%
70 and older	69.3%	63.0%	6.3%
<b>Date of Enrollment</b>			
Less than one year ago	24.1%	22.6%	1.5%
1 to 3 years ago	32.3%	19.0%	13.3%
3 to 5 years ago	18.5%	32.8%	-14.3%
5 to 10 years ago	15.4%	22.4%	-7.0%
More than 10 years ago	9.7%	3.2%	6.5%
<b>Program Use</b>			
Paratransit Only	46.1%	32.8%	13.3%
Catch A Ride Only	18.8%	23.0%	-4.2%
VDP only	1.4%	8.2%	-6.8%
Paratransit and CAR	24.9%	29.1%	-4.2%
Paratransit and VDP	2.0%	5.4%	-3.4%
CAR and VDP	3.4%	0.3%	3.1%
All three	3.4%	1.2%	2.2%

	Survey Population	All Riders	Representativeness
<b>Frequency of Paratransit Ridership</b>			
Rarely	29.5%	39.8%	-10.3%
Occasionally	33.9%	27.2%	6.7%
Often	25.9%	35.4%	-9.5%
Frequently	10.3%	7.8%	2.4%
Super Users	0.4%	0.7%	-0.3%
<b>Mobility Device</b>			
Ambulatory	65.7%	67.0%	-1.3%
Wheelchair	4.3%	7.9%	-3.6%
Walker	10.4%	9.8%	0.6%
Cane	16.2%	12.1%	4.1%
White Cane	1.5%	0.8%	0.7%
Oxygen Tank	0.6%	0.3%	0.4%
Power Scooter	0.0%	0.4%	-0.4%
Leg Braces	0.0%	0.4%	-0.4%
Power Wheelchair	0.3%	0.7%	-0.4%
Communication Device	0.0%	0.1%	-0.1%
Service Animal	0.3%	0.1%	0.2%
Crutches	0.3%	0.3%	0.0%
Other	0.3%	0.1%	0.2%

# Appendix B: Stops Recommended for Improvement

Stop Number	Stop Name	Routes	Rank Justification	Recommended Improvements
40134	E Blithedale Av & Nelson Av	17, 115	High Concentration of Marin Access Clients	Shelter
40572	Los Ranchitos Rd & Golden Hinde Blvd	257	High Concentration of Marin Access Clients	ADA Landing
40598	N San Pedro Rd & Meriam Dr	233	High Concentration of Marin Access Clients	ADA Landing
40600	N San Pedro Rd & Roosevelt Av	233	Serves Jewish Community Center, Venetia Valley School	ADA Landing
40685	Novato Blvd & Tamalpais Av	251	High Concentration of Marin Access Clients	ADA Landing, Bench

