Chapter 5: Financial Plan

Operating Budget

Marin Transit forecasts revenues and expenses for the ten-year SRTP based on current contract rates, annual escalations, historical trends, and partner agency revenue projections. Marin Transit is currently in a strong financial position with a fully funded operations reserve, equivalent to six months of operations expenses. In November 2018, Marin voters reauthorized the local transportation sales tax measure - extending the measure for 30 years. The new Measure AA continues to prioritize local transit and provides critical baseline funding for ongoing transit operations. State gas tax funding under Senate Bill 1 (SB1) has increased State Transit Assistance revenues, and provide new capital funds for maintaining a State of Good Repair.

Financial Outlook

The Financial plan includes revenue and expenditure projections for the District for the ten years through FY 2028/29. There is financial capacity in the first two years of Marin Transit's service plan. Marin Transit's operation reserves are currently fully-funded, and FY2020/21 operations revenues exceed anticipated operations expenses. The service plan uses some of this capacity to adjust fare policy and provide funding for two additional years of Marin Transit Connect or another on-demand service. The primary changes in the Financial plan since the last SRTP are:

- Reauthorization of Local Sales Tax
- Additional State funding from SB1 Rebuilding California
- New Service Contracts and updated projections for Rebidding

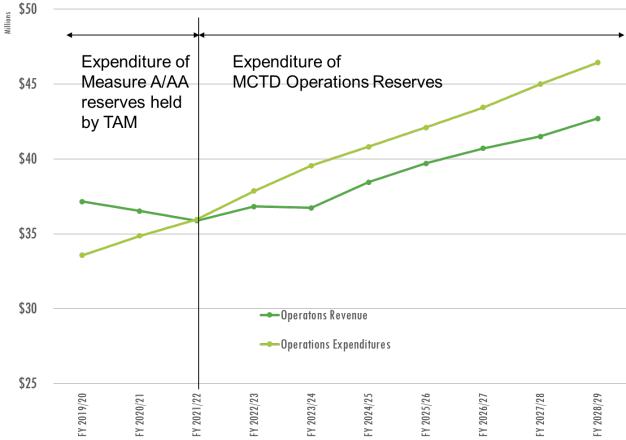
Since the last SRTP, the transportation sales tax Measure AA has extended the life of Measure A and provides significant funding for Marin Transit throughout the SRTP ten-year plan. This baseline funding is critical for ongoing transit operations. However, the Measure AA revenue for local transit is less than under the prior measure and the funding categories have changed.

Anticipated state funding from the gas tax increase (SB1 – Rebuilding California) is now available for operations and capital projects and is included in the financial projections.

Marin Transit implemented new service contracts in FY2018/19 for operations of fixed route services. The competitive procurement process led to award of two contracts at rates within budgeted projections. These contracts are shorter than previous operations contracts to provide flexibility to make adjustments if the District is able to purchase a maintenance facility. The Financial plan provides for significant cost increases when these contract terms end in FY2021/22 and FY2022/23. If the District is successful in securing property for a maintenance and parking facility, the contract costs may be significantly lower.

As the growth of Marin Transit's expenses outpace revenues (Figure 5.1), the financial model spends down District reserve funds (Figure 5.2). If cost savings are not realized, Marin Transit will revisit the use of these reserves and consider reducing or eliminating low productivity services. Marin Transit is not planning for any additional expansion of fixed route service in this SRTP. Marin Transit expanded fixed route service by almost 20 percent in June 2016 and continues to monitor and evaluate these services.





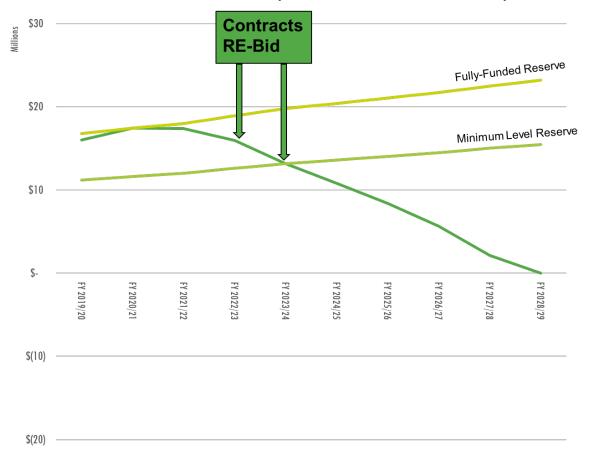


Figure 5-2: District Reserve Level for Service Plan Assumptions and Contract Rate Increase Assumptions

Operations Expenses

Marin Transit relies on contract operators to delivery its service, and the majority of operation expenses are tied to large contracts (Table 5-1). The operations contracts are the majority of the District's expenses (77%, Figure 5-3). As such, service contract rates significantly affect the District's long-term financial outlook.

The District's four major contracts are with Golden Gate Bridge Highway & Transportation District, Marin Airporter, MV Transportation, and Whistlestop. Golden Gate Transit operates 43 percent of Marin Transit's fixed route service through an intergovernmental agreement, down from 60 percent in FY 2014/15. This agreement is comprehensive in scope and includes operating and maintenance requirements, revenue apportionment, vehicle purchase terms, and a capital contribution. Marin Transit competitively procures the remainder of its services through a request for proposal (RFP) process to ensure high quality service and competitive rates.

Marin Transit will need to rebid or renegotiate all service contracts in years three and four of the SRTP plan period. Current contracts include annual rate escalations of 2.7%- 3%. The Financial plan projects eight percent cost increases associated with new contracts that will outpace projected revenue growth. Some contract hourly rates may not increase if the District is able to secure an operations and maintenance facility.

The ten-year summary of operating expenditures and revenues are shown in Table 5-2.

Table 5-1: Service Contract Summary

Service	Contractor	Term / (options)	End Date (including 0ptions)	Annual Cost
Large Bus	Golden Gate Transit	5 year / (2-1 year)	June 2022	\$8.9 million
Community Shuttles/Large Bus	Marin Airporter	3 year / (2-1 year)	June 2023	\$5.7 million
Rural, Muir Woods Shuttle, Supplemental School, Large Bus	MV Transportation	3 year / (2-1 year)	June 2023	\$3.8 million
Demand Response	Whistlestop Wheels	4.5 year / (2-1 year)	June 2022	\$4.7 million
Yellow bus	Michael's Transportation Services	3 year / (2-1 year)	June 2022	\$619,000

Figure 5-3: 10-Year Operations Expenses by Type

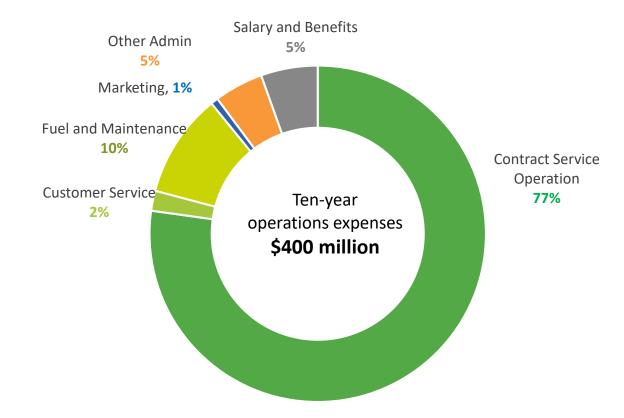


Table 5-2: 10-Year Financial Projections – Expenses by Program

Fiscal Year		FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	10-year Total
Fixed Route Operations												
Hours		190,250	191,550	191,550	191,550	191,550	191,550	191,550	191,550	191,550	191,550	1,914,200
Rate		\$128.97	\$134.10	\$138.16	\$146.17	\$152.99	\$157.37	\$161.89	\$166.52	\$172.19	\$177.14	\$153.57
Subtotal Expense		\$24,537,195	\$25,687,773	\$26,464,100	\$27,999,767	\$29,304,363	\$30,144,755	\$31,009,230	\$31,897,683	\$32,982,890	\$33,930,649	\$293,958,404
Demand Response												
Hours		80,056	81,345	80,271	73,057	74,379	7,511	77,053	78,404	79,763	81,131	712,970
Rate		\$84.49	\$83.88	\$88.02	\$100.64	\$102.92	\$1,061.41	\$107.78	\$110.36	\$113.05	\$115.86	\$110.82
Subtotal Expense		\$6,764,327	\$6,823,608	\$7,065,674	\$7,352,648	\$7,655,262	\$7,972,276	\$8,304,443	\$8,652,554	\$9,017,450	\$9,400,019	\$79,008,262
Yellow Bus Service		6 buses	6 buses	6 buses	6 buses	6 buses	6 buses	6 buses	6 buses	6 buses	6 buses	
Subtotal Expense		\$925,328	\$937,004	\$965,989	\$995,844	\$1,026,634	\$1,058,391	\$1,091,144	\$1,124,926	\$1,159,769	\$1,195,707	\$10,480,738
Other Agency Expenses (Pass Throug	h)											
Intercounty Paratransit on behalf of	Hours	8,500	8,755	9,018	9,288	9,567	9,854	10,149	10,454	10,768	11,091	97,443
GGBHTD	Expense	\$940,018	\$982,043	\$1,024,084	\$1,070,975	\$1,120,227	\$1,171,967	\$1,226,330	\$1,283,459	\$1,343,503	\$1,406,623	\$11,569,228
Grants to External Yellow Bus Programs		\$405,485	\$414,487	\$423,688	\$433,094	\$442,709	\$452,449	\$462,402	\$472,575	\$482,972	\$482,972	\$4,472,833
Subtotal Expenses		\$1,345,503	\$1,396,529	\$1,447,773	\$1,504,069	\$1,562,936	\$1,624,415	\$1,688,732	\$1,756,034	\$1,826,475	\$1,889,595	\$16,042,062
Total Revenues		\$37,159,021	\$36,528,936	\$35,875,652	\$36,817,222	\$36,726,238	\$38,441,766	\$39,702,062	\$40,712,863	\$41,502,384	\$44,290,248	\$387,756,391
Total Expenses		\$33,572,354	\$34,844,915	\$35,943,535	\$37,852,328	\$39,549,195	\$40,799,838	\$42,093,547	\$43,431,193	\$44,986,585	\$46,415,970 ¹	\$399,489,459
Annual Surplus/Deficit		\$3,586,667	\$1,684,021	(\$67,884)	(\$1,035,106)	(\$2,822,957)	(\$2,358,072)	(\$2,391,485)	(\$2,718,330)	(\$3,484,201)	(\$2,125,722)	
Cumulative Surplus/Deficit		\$16,010,802	\$17,694,822	\$17,626,939	\$16,591,833	\$13,768,877	\$11,410,805	\$9,019,320	\$6,300,990	\$2,816,789	\$691,067	
Note: 1) Includes expenditure of capital reserve funds fo	r operations											

Table 5-3: 10-Year Financial Projections- Expenses by Category

Fiscal Year	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	10-year Total
Contract Service Operation	25,631,104	26,494,073	27,269,791	28,903,417	30,315,983	31,270,130	32,256,855	33,277,378	34,332,967	35,424,943	305,176,640
Fuel and Maintenance	2,967,148	3,210,117	3,365,383	3,468,754	3,576,410	3,688,595	3,805,564	3,927,595	4,054,985	4,188,050	36,252,601
Communications	195,456	200,139	206,837	213,001	218,179	225,443	232,169	237,891	245,772	253,111	2,227,998
Customer Service	651,950	674,129	697,089	720,859	745,469	770,949	797,331	824,649	852,935	882,226	7,617,586
Other Operations	122,289	125,358	128,519	131,774	135,127	138,581	142,139	145,803	149,577	153,464	1,372,632
Marketing	246,808	252,917	260,415	267,957	275,905	283,907	292,334	300,823	309,758	318,763	2,809,587
Salary and Benefits	2,275,580	2,365,406	2,451,548	2,540,881	2,633,526	2,729,607	2,829,254	2,932,600	3,039,786	3,150,955	26,949,143
Administration	420,529	441,648	455,510	469,175	483,250	497,748	512,682	528,065	712,385	733,757	5,254,749
Equipment	14,750	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800	9,800	102,950
Software	137,834	141,969	146,228	150,614	155,133	159,787	164,580	169,518	174,603	179,842	1,580,107
Grants	405,485	414,487	423,688	433,094	442,709	452,449	462,402	472,575	482,972	482,972	4,472,833
Consulting	503,421	514,873	528,729	543,001	557,701	572,842	588,438	604,501	621,046	638,087	5,672,640
Total Expenses	33,572,354	34,844,915	35,943,535	37,852,328	39,549,195	40,799,838	42,093,549	43,431,197	44,986,585	46,415,970	399,489,465

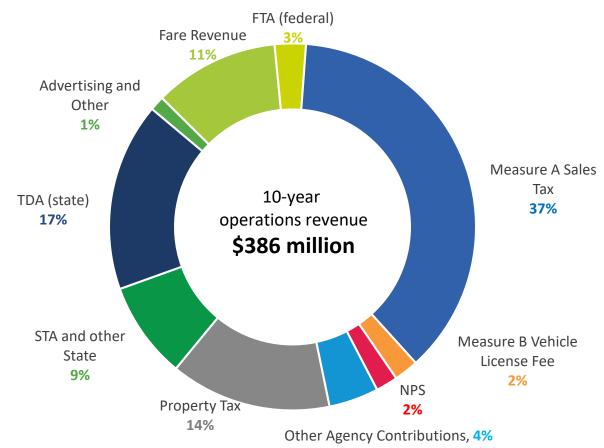
Revenue

Marin Transit relies on diverse revenue streams with no single revenue source providing the majority of Marin Transit operating funds (Figure 5-4). The primary revenue sources for Marin Transit operations are:

- Measure A Sales Tax Operating funds;
- Transportation Development Act Funds;
- State Transit Assistance Funds (STA);
- Fares;
- Property Taxes; and
- Federal Section 5311 Rural Transit Funds.

Appendix F provides a detailed description of each of Marin Transit's operating revenue sources.

Figure 5-4: 10-Year Operations Revenue by Type



Local Sales Tax - Measure A / Measure AA

Historically, Measure A has provided approximately one-third of Marin Transit's operating revenues and enabled the District to obtain additional state and federal funds and contribute required matching funds. The Measure AA local transportation sales tax reauthorization in November 2018 extended the life of Measure A and provides significant funding for Marin Transit throughout the SRTP ten-year plan. This baseline funding is critical for ongoing transit operations.

The Transportation Authority of Marin (TAM) updated the Measure AA expenditure plan to reflect Marin County needs and projects that were completed under Measure A. Measure AA continues to prioritize local transit and the voter approved expenditure plan specifies that 55 percent of allocated sales tax revenues will go to local transit. The Measure AA expenditure plan changes the transit sub-strategies and their percentage of allocations (Table 5-3). The largest differences are the addition of the School Service sub-strategy and the lower percentage for Transit Capital. In Measure A, funds for supplemental school, the youth bus pass program, and yellow bus were categorized under the Local Service sub-strategy. Measure AA commits additional funds to school transportation.

Table 5-4: Local Sales Tax Allocation Percentages for Local Transit

Local Transit Sub-Strategy	Measure A %'s¹	Measure AA %'s²
Local Bus Service	37%	33%
Rural Bus Service	3%	3%
Special Needs	9%	9.5%
Bus Transit Facilities (Transit Capital)	6%	4%
School Service	0%³	5%
Total to Marin Transit	55%	45.5%
Ferry Access ⁴	0%	0.5%
Total to Local Transit	55%	55%

Notes:

- 1) Percentages are applied to sales tax revenue after a 5% admin fee is taken off the top and percentages from completed highway projects re-distributed all other strategies
- 2) Percentages are applied to sales tax revenue after a 5% admin fee and a \$2.35 million reduction (8.5%) for major roads is taken off the top for the first 14 years; effective percent to transit is 45% for the first 14 years
- 3) School service was previously included in in Local Bus Service
- 4) GGBHTD bus service to the ferry was funded on a discretionary basis from Measure A interested. Under Measure AA, funds are committed annually for this service and will be allocated directly to GGBHTD as outlined in the new Expenditure Plan.

Structural changes between the two sales tax measures result in a lower annual amount of sales tax funding available for Marin Transit. The sales tax revenues for the first six years of the plan are \$5 million less (5%) based on TAM's Measure AA strategic plan compared to TAM's projections for Measure A that were

included in the prior SRTP (Figure 5.5). The sales tax revenue in the SRTP assumes remaining Measure A reserves in the Local Transit strategy are distributed to Marin Transit.

The funding available for Bus Transit Facilities, or capital investments, drops most significantly. This is due to a lower allocation percentage combined with the lower overall funding. Marin Transit worked with TAM on the development of Measure AA and anticipated some of the decrease in capital funding that would be offset by new state funding.

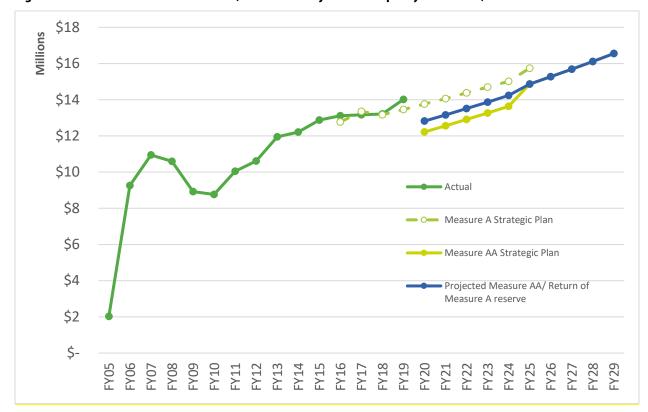


Figure 5-5: Transit's Share of Measure A (Actual and Projected Receipts by Fiscal Year)

Transportation Development Act Funds

State funding for transit operations is a critical source of stable ongoing operations funds. The Transportation Development Act includes both State Transit Assistance funds (STA) and Transportation Development Act funds (TDA).

What the Bay Area region refers to as TDA is funded with ½ cent statewide sales tax and represents 17 percent of the planned ten-year operations revenues. The State Controller allocates funding based on receipts to each County. Since this funding is based on County sales tax revenue, TDA revenue is projected to match Measure A growth projections of 2.72 percent per year. Marin Transit receives a percentage of Marin County TDA based on the share of passengers carried and total revenue hours of public transit (bus and ferry) operated by Marin Transit and Golden Gate Transit. The revenue-sharing formula is documented in the intergovernmental agreement between the two agencies, and Marin Transit's current share is 41 percent or about \$5.8 million per year.

State Transit Assistance Funding

State Transit Assistance (STA) funds are derived from a sales tax on diesel fuel. For the first time since 1983, the state legislature approved a transportation funding package in 2018 with new transportation-related taxes and fees. Senate Bill 1, The Road Repair and Accountability Act (SB1), provides increased transportation funding for a variety of programs including public transit. The additional transit formula funds backfill prior state funding that had not kept pace with inflation. Table 5-4 provides details on these formula funds and the expected shares for Marin Transit. The SB1 STA funding will be allocated in the same way as existing STA funds. The State sets aside 75 percent of the SB1 STA funds as a revenue share allocated directly to transit operators and based on the amount of local funds spent on transit operations. The State directs the remaining 25 percent to the Metropolitan Transportation Commission to allocate as the population share based on county populations.

The growth rate for STA funding is lower since it depends both on diesel fuel consumption and pricing. The Financial plan assumes a lower growth rate of 1.5 percent for STA.

Table 5-5: STA Funding Categories

Funding	Source	% of source	Distribution Methodology	Directing Agency for Marin Transit	Marin Transit's expected annual share	
STA	3.5 % diesel	Revenue Share - By share of local revenues spent on transit operations		Transit Agencies	\$1.5 million	
3171	sales tax	25%	Population Share - By population to MTC	MTC (Regional Transportation Agencies)	\$1.0 million	
STA Capital	Vehicle registration	75%	Revenue Share - By share of local revenues spent on transit operations for Caltrans approved projects	Transit Agencies (with Caltrans project approval)	\$215,000	
Capital	fee	25%	Population Share - By population to MTC	MTC	Regional projects	

STA Capital funds from a vehicle license fee will be available for capital projects that maintain a state of good repair. Marin Transit has programmed these funds in the Capital plan towards the local match for vehicle replacement projects.

Vehicle Registration Fee – Measure B

In the November 2010 election, Marin's voters approved Measure B - the Vehicle Registration Fee Initiative that collects \$10 annually for each vehicle registered in Marin County. The funds generated by this measure are dedicated to improving transportation within the County. The Measure B Expenditure Plan allocates 35 percent of the generated funds specifically towards improving transportation services for older adults and people with disabilities. Marin Transit is the designated agency to manage this portion of the funding.

Beginning in calendar year 2012, Marin Transit has implemented the following programs and services with Measure B funding:

- Ongoing funding for **Volunteer Driver Programs** that assist older adults and ADA-eligible residents.
- Same-day accessible service This is includes funding for the Catch A Ride program and Marin Transit connect that provide on demand
- A low-income scholarship program to assist SSI-eligible ADA paratransit riders with paying paratransit fares.
- A "Gap Grant" program reformulated as an Incubator Program. This program provides small competitive grants to Marin-based organizations that need financial and technical assistance to develop transportation programs serving seniors or persons with disabilities. In April 2017, Marin Transit issued the first call for Incubator proposals, asking applicants to focus on specific initiatives and priorities outlined by the District. In previous years, the District approved small grants to assist with a rural senior shuttle program, transportation to an adult day health care program, and management software for a volunteer driver program.
- Supplemental funding for Marin Transit to address increasing demand for ADA paratransit services.
- Mobility Management and Travel Navigator staffing to help with program development and outreach and expand Marin Transit's travel training efforts.

Fares

In FY 2023/24, Marin Transit is forecasting a fare increase of \$0.25 on all services. This would raise fares to a \$2.25 adult fare and \$1.25 reduced fare, and staff projects that the new fare will increase fare revenue by ten percent. Board action and a Title VI analysis will be required prior to implementing any fare increases.

Paratransit fares are projected to increase at approximately the same rate as the amount of service (4%). The plan assumes that paratransit fares will increase in two phases reflected in the Financial Plan: phase 1 effective July FY 2020/21 and phase 2 in FY 2023/24. These increases will bring the paratransit fare to the industry standard of twice the adult fare. This is equivalent to a \$4.00 paratransit fare, based on current fixed route fares.

Marin Transit is in the process of updating the eligibility thresholds for low-income fare assistance (LIFA), and anticipates that this will increase the number of eligible riders. LIFA eligible riders will also receive free access to the District's Fixed Route services.

Appendix B of the SRTP includes a comprehensive analysis of Marin Transit's Fare Policy, Program Eligibility, and Low-Income Fare Assistance and makes the recommendations described in Table 5 4. These recommendations are included in the fare revenue projections.

Table 5-6: Summary of Proposed Fare Changes

Program	Current	Proposed Phase 1 (July 1, 2020)	Proposed Phase 2 (July 1, 2023)	
Adult		(3.0, 5, 2.2.5,	(, -,,	
Adult Cash Fare	\$2.00	No change	No change	
Adult Clipper Single Ride	\$1.80	No change	No change	
Adult 1-Day Pass	\$5.00	No change	No change	
Adult 7-Day Pass	\$20.00	Eliminate	No change	
Adult 31-Day Pass	\$80.00	\$40.00	No change	
Seniors 65+ / Persons with D	Disabilities	<u>.</u>		
S/D Cash Fare	\$1.00	No change	No change	
S/D Clipper Single Ride	\$1.00	No change	No change	
S/D 1-Day Pass	\$2.50	No change	No change	
S/D 7-Day Pass	\$10.00	Eliminate	No change	
S/D 31-Day Pass	\$25.00	\$20.00	No change	
Youth Ages 5 - 18				
Youth Cash Fare	\$1.00	No change	No change	
Youth Clipper Single Ride	\$1.00	No change	No change	
Youth 1-Day Pass	\$2.50	No change	No change	
Youth 7-Day Pass	\$10.00	Eliminate	No change	
Youth 31-Day Pass	\$40.00	Eliminate	No change	
6 Month Youth Pass	\$175.00	Eliminate	No change	
Annual Youth Pass	\$325.00	No change	No change	
Annual Youth Pass - low inco	ome Free	No change	No change	
Marin Access				
Novato Dial-A-Ride	\$2.00/\$1.00	\$4.00/\$2.00	No change	
Rural Dial-A-Ride	\$2.50	\$4.00/\$2.00	No change	
Paratransit - Mandated	\$2.00	\$3.00	\$4.00	
Paratransit - Extended	\$2.50	\$3.00	\$4.00	
Catch A Ride	Free up to \$14.00/\$18.00 Limit of 8 trips/month (1)	\$4.00 + 100% of fare above \$18.00 Limit of 10 trips/month	\$5.00 + 100% of fare above \$19.00 Limit of 10 trips/ month	
Volunteer Driver	No Fare - Driver reimbursement \$.35/mile or \$.40/mile West Marin	No Fare - increase driver reimbursement to \$0.60/mile	No change	

Property Tax

Marin Transit receives 0.05 percent of County property tax, or about \$4.00 million per year, directly from Marin County. Property tax grown at 5-8 percent in the last few years after declining or almost no growth for four years (FY 2008/09 – FY 2011/12). Due to a potential slowing of the economy, the SRTP projects an average of three percent property tax growth over the ten-year plan.

FTA Section 5311

Federal Section 5311 Rural Transit Funds are less than one percent of Marin Transit's total revenues. Yet they are a significant revenue source (20%) for operating rural services that tend to have lower productivity. These

Chapter 5: Financial Plan

funds depend on the federal transportation bill and annual appropriations. Based on prior year trends, the District projects 5311 funding will grow by three percent per year.

Paratransit Contribution

Marin Transit and GGBHTD share responsibility for local paratransit in Marin County. Historically, Marin Transit has ensured that both agencies meet this responsibility. In this arrangement, GGBHTD has contributed its share of funding to Marin Transit. This relationship is expected to continue, and GGBHTD is projected to contribute funding for 25 percent of the mandated local paratransit operations costs to complement its regional fixed route services.

Marin Transit also contracts for regional paratransit services on behalf of GGBHTD, which pays 100 percent of that cost. This relationship is expected to continue, and the associated costs and revenues are included in the Financial plan.

Table 5-7: Operations Revenue Detail

	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29	SRTP Total
Advertising and Other Revenue	558,700	423,440	436,047	449,033	462,408	476,184	490,373	504,989	520,042	535,547	4,856,763
Fare Revenue	3,988,281	3,865,852	3,882,842	3,896,180	4,258,549	4,275,302	4,292,470	4,310,062	4,328,090	4,346,565	41,444,195
Federal Transit Administration	1,338,413	968,322	936,099	954,254	972,794	991,729	1,011,068	1,030,820	1,050,996	1,071,605	10,326,100
Measure A Sales Tax	14,407,502	13,553,151	13,357,451	13,471,214	12,517,713	13,648,242	14,021,412	14,403,911	14,795,974	15,197,837	139,374,408
Measure B Vehicle License Fee	1,245,000	1,030,800	730,800	730,800	730,800	730,800	730,800	730,800	730,800	730,800	8,122,200
National Park Service (NPS)	625,070	711,088	725,077	740,507	778,564	795,147	778,031	795,601	641,184	659,799	7,250,067
Other Agency Payments	2,097,563	2,225,935	2,331,354	2,526,260	2,624,863	2,760,102	2,902,668	3,053,007	3,306,595	3,473,940	27,302,287
Property Tax	4,686,054	4,820,280	4,957,091	5,098,006	5,243,149	5,392,646	5,546,628	5,705,229	5,868,589	6,036,849	53,354,522
STA and other State	2,375,992	3,215,188	2,645,917	2,915,951	2,936,286	3,046,926	3,477,875	3,599,139	3,830,721	4,083,628	32,127,623
State Transportation Development Act	5,836,446	5,692,577	5,850,669	6,012,714	6,178,809	6,302,386	6,428,433	6,557,002	6,688,142	6,821,905	62,369,084
Grand Total	37,159,021	36,506,633	35,853,349	36,794,919	36,703,935	38,419,463	39,679,759	40,690,560	41,761,134	42,958,475	386,527,247