

## Chapter 3: Service Plan

The SRTP Service plan anticipates future transit service levels using projected revenue hours and revenue miles over the next ten years. The planned service levels show very little growth in fixed route service and slight growth in senior and ADA programs. The Service plan provides for Marin Transit to test new senior/ADA demand response programs in the first three years. The plan estimates that service levels will return to historic growth levels in the fourth year. These service levels support a balanced budget and enable the District to maintain Board-adopted reserve levels throughout the ten-year plan.

In developing this Service plan, staff acknowledges a number of challenges and opportunities. Challenges include:

- Lack of permanent operations and maintenance facilities;
- Attracting and retaining labor, including drivers and maintenance staff;
- Supporting transportation for special needs populations; and
- Defining transit's priority within the county's transportation hierarchy.

To respond to these challenges, Marin Transit has:

- Benefited from an extension to the local transportation sales tax (Measure A/AA) for an additional 30 years;
- Continued to diversify the District's planning and operations to better match service levels to demand;
- Controlled costs through competitive bidding;
- Leveraged regional transit expansion activities;
- Provided congestion relief through student transportation services, and
- Evaluated potential private sector partnerships to increase and expand mobility.

Marin Transit will explore opportunities related to future improvements in regional transit, student transportation, and other alternative transportation options. The next section describes the District's challenges and opportunities in more detail.

### **Challenge: Lack of Permanent Facilities Limits Program Growth; Financial and Operational Stability**

Marin Transit relies on its service providers to identify and secure property for storing and maintaining the equipment required to deliver local transit services. In Marin County, it is challenging to find and expensive to lease these types of facilities. Marin Transit conducted surveys of current and potential service providers for all types of service including local bus, paratransit, and yellow school bus service. These service providers identified the need to secure a facility as the most significant factor in determining their interest in bidding on Marin Transit services, ability to provide the service, and proposed pricing.

The District has been actively working to identify and secure funding and locate a suitable maintenance and/or parking facility location site. In Fall 2016, Marin Transit received a \$4.4 million grant from the Federal Transit Administration to purchase land and pave, fence, and light the site for bus storage. In addition to

Marin Transit's Capital reserve funds, the federal grant provides a head start for the District in identifying and developing an operations and maintenance facility.

In June 2015, the Board authorized the General Manager to obtain assistance from a real estate broker and pursue available properties. The Board formed an ad-hoc committee that has met intermittently to help staff evaluate and select a site. To date, the District has not been succeeded in identifying a site that meets operational needs and that the local jurisdiction supports. Efforts have proven to be challenging due to the lack of sizable parcels zoned for industrial use.

### **Challenge: Attracting and Retaining Labor to Support Services**

The strength of the economy has led to challenges for many transit agencies nationwide, and the impacts are heightened in the Bay Area. In August 2019, Marin County's unemployment rate was 2.4%. This is the third lowest in the State of California where the overall unemployment rate was 4.2%. Marin County's current median home price is approximately \$1.2 million, placing the county in the top three in the state of California. Coupled with high housing costs, changes in the labor market creates very challenging conditions for recruiting local labor for entry-level bus operator and maintenance positions. Higher-level positions are also challenging to retain. Commute conditions into Marin County are affected by limited highway facilities, the effectiveness of regional transit connections, and bridges that are susceptible to congestion and traffic accidents.

Aside from increased marketing and recruiting for these positions, the District actively works with its contractors to identify wage increases and incentives to attract and retain qualified employees. In November 2017, the Marin Transit Board voluntarily elected to increase contract costs to allow driver and operations staff wages to increase. Marin Transit rebid the local, rural, and seasonal contracts in 2018 to encourage bidders to make staff wages and benefits competitive in Marin County to improve retention and minimize turnover. These strategies ensure reliable and quality service and have increased the cost of operations by more than projected inflation rates.

### **Challenge: Providing Cost-Effective Transportation for Special Needs Populations**

Marin County has an ongoing responsibility and commitment to its senior, disabled, and low-income residents. These populations often have the greatest need for transportation services that typically require the highest amount of subsidy. Marin's senior population continues to rise, and the number of low-income residents increases with economic inequality. The District's surveys of local transit and Marin Access riders showed that 57% and 50% of riders earn less than \$25,000 per year, respectively. Population trends indicate over one-third of the county's population will be over the age of 60 by 2030.

Marin Transit will always need to provide highly personal and higher subsidy programs to meet the needs of riders who depend on public transportation to maintain independence and a high quality of life. Over 25% of Marin Access survey respondents stated that without Marin Access they would not travel. For financial, logistical, or personal reasons, many riders do not have other viable mobility options. For example, private sector innovations such as Transportation Network Companies (TNCs) and commuter shuttles increase mobility for some. However, they do not reach a significant portion of those who rely on Marin Access programs. Compared to the general population, Marin Access riders earn significantly less, are less likely to own a smartphone, and may require wheelchair-accessible vehicles that these emerging services do not currently provide.

Marin Transit is committed to supporting these riders and factors the costs of the services they require into program planning. The District will consider how to keep this population informed and involved in the decision-making process. Marin Transit will work to ensure enough funding is available to meet mandated paratransit service demand and efficiently use any additional paratransit funds to continue to meet most of the demand for non-mandated trips.

### **Challenge: Transit's Priority in Marin County's Transportation Hierarchy**

Local transit use in Marin ranks high compared to most other counties in the Bay Area. Compared to neighboring North Bay counties, the number of Marin bus riders is over three times higher per capita than in Sonoma and Solano Counties and over four times higher than in Napa County<sup>1</sup>. At the same time, Marin County does not support many of the key incentives for using transit through cost and travel-time saving that other communities have established.

Countywide, 95% of all households in Marin own vehicles. Despite this level of auto ownership, there are potential financial incentives that promote alternative transportation options for select trips. The most common are parking fees and congestion pricing tolls. Few locations and employment sites in Marin charge nominal or market rate fees for parking. Pricing and other parking policies can be developed as incentives for transit use.

Travel time savings is another area where transit in Marin County has limited advantage over other travel options. There is limited roadway infrastructure and limited support for transit preferential treatments such as signal priority and queue jump lanes. Carpool lanes on Highway 101 have very limited hours of operation. Recent efforts to expand these hours of operation have not been supported locally. Most transit routes operate on the busiest and often most congested roadways, and the services become less attractive for passengers due to slow speeds and long ride times.

The District will continue to lobby for roadway enhancements and preferential treatments for transit from jurisdictions that plan, own, invest in, and/or operate these facilities. These include cities and towns, the County, the Transportation Authority of Marin (TAM), and Caltrans. This issue is especially relevant as the District works with Golden Gate Transit and the City of San Rafael to relocate the San Rafael Transit Center. The rapidly developing transportation technology landscape and physical roadway capacity constraints will likely force roadway owners to rethink how they manage roadways and curb space if congestion relief is a priority.

### **Challenge: Keeping Pace in a Rapidly Changing Transportation Environment**

In recent years, technology has transformed the transportation industry and this trend is continuing. Advances in smartphone technology have given users greater access to real-time information, dynamic trip planning, shared-ride services, and integrated payment options. These devices have fueled the growth of Transportation Network Companies (TNCs) such as Uber and Lyft and in other ride share options such as bike share and scooter share. These private sector offerings compete to develop a base of users who ultimately subscribes to a company for all their mobility needs.

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<sup>1</sup> Bus riders include all operators within each county: Marin Transit and Golden Gate Transit (Marin); Sonoma County Transit, Santa Rosa CityBus, and Petaluma Transit (Sonoma); VINE (Napa); SolTrans, FAST, Vacaville City Coach, Dixon Redit-Ride, and Rio Vista Breeze (Solano). Within Marin County, approximately half of all bus riders use Marin Transit services.

The automotive industry focused on two major trends: electrification and autonomous vehicles. Transportation electrification will assist with reducing greenhouse gas emissions and dependence on fossil fuels. Autonomous vehicles may increase safety and enhance independence for those who cannot drive. They also offer opportunities to rethink auto ownership including how we house, store, or park vehicles and the land-use impacts of these shifts.

The challenge for the District is to understand how transit fits into these future transportation environments and how to leverage technology advancements to improve transit services. Marin Transit's recent efforts to advanced services through technology include:

- Full electrification of two heavy duty buses. These vehicles were put into service in 2018, and staff continue to monitor their performance to understand whether the technology is scalable for Marin's operation.
- Maintaining and disseminating transit information for app developers to use in trip planning apps. The District offers these data feeds through the developers' page on its website.
- Piloting Marin Transit Connect to offer transit riders the ability to request and book real-time mobility services in Northern San Rafael through a smartphone app. The Connect is the first time the District has offered integrated fare payment within the app, thus reducing the need for cash transactions. As this program continues to grow, the District will monitor costs and benefits closely to determine whether Connect supports or diverts resources from other transit services.

Neither Marin Transit or the public transit industry as a whole are in a position to invest in software development or other advances toward electrification. The District relies on the private sector to bring these advances to market and partner with the public sector to implement. A primary challenge with this model is the procurement process required to purchase these technologies or engage with the private sector. Often it is hard for the public sector to define the specific scope of services because it is unclear what is available or under development. Terms related to duration of agreements become challenging since the technology advances so quickly, and future needs are difficult to predict. In some cases, the private sector needs the transit agency to test and development emerging technologies and this does not fit in well with traditional contract and procurement policies. These are a few of the hurdles to fostering successful implementation and procurement of rapidly changing technologies.

### **Opportunity: Funding Certainty of Future Revenues (Measure A/AA)**

The District has taken measures to control expenditures and expand service primarily through procuring new operations contracts and diversifying the types of service offered. Since passage of Measure A in 2004, the average cost per hour of fixed route service and demand response services has increased 19% and 10%, respectively. That is an annual growth of approximately 1.2 % per year for fixed route and 0.5% per year for demand response services.

The previous Short Range Transit Plan showed a future ten-year financial outlook anticipating that the Measure A local transportation sales tax expires. Measure A designated 55% of the revenues to provision of local transit and is the source of 40% of Marin Transit's operating revenues. Without this source of local transportation funding, the District estimated that it would need to dramatically reduce services. To balance expenses and revenues, Marin Transit estimated that it would eliminate over half of all local fixed route service, all non-mandated senior/ADA programs, and all District-supported yellow school bus transportation.

Fortunately, Marin voters approved a 30-year extension of this local transportation sales tax as Measure AA in November 2018. This approval retained over half of the measure for transit services and gave the District financial stability for the foreseeable future. Long-term financial stability enables the District to better plan and deliver local transit services without significant impacts on service levels or uncertainties about capital expenditures.

### **Opportunity: Diversification of Services**

Marin Transit has done a lot to prepare for the changing demographics of the county and anticipate the needs of its riders. The District's Marin Access Mobility Management Program is one of the more developed programs of this kind in the Bay Area. Marin Access identifies and provides mobility options for senior and ADA-eligible populations and is supported by Measure A, Measure B, and various grant opportunities. These programs will continue to grow and mature to address the need for paratransit services. They will also provide more attractive mobility options that can be operated at a lower cost to serve a wider population, including the significant number of seniors who are healthy and active. The Mobility Management Program coordinates resources, volunteers, and social service organizations to develop and support these services in Marin.

Advances in the fixed-route program have positioned the District to respond to the need for additional mobility options. The District has applied service typologies to the range of services it offers based on their purpose. The continued growth and expansion of local connector services or "community shuttles" responds to input from community-based planning efforts and has a stronger appeal to senior riders. In providing community fixed route services and travel training, Marin Transit is working towards minimizing dependence on more expensive paratransit services.

The District has also responded to the specific needs of younger students who lack home to school transportation services in Marin County. Marin Transit has helped establish and expand yellow school bus programs by partnering with school districts. These services provide needed transportation services for many students and reduce roadway congestion during peak travel hours. The District is a very rare example of a public transportation agency that continues to diversify its offerings based on the needs of the community.

### **Opportunity: Controlling Costs Through Competitive Procurement**

Marin County relies solely on its contractors to provide the operational and maintenance support for its services. Five different contractors operate the District's fixed route, yellow bus, and demand response services. Other entities, such as the taxi industry and local non-profits, provide additional services and support transportation programs that Marin Transit subsidizes.

Since the 2004 voter approval of Measure A, the District has been able to control its costs through competitive procurement for service providers. In the first full year of operation after Measure A, the District paid an average of \$113 per hour for fixed route service and \$67 per hour for demand response service. Since that time, all but one of Marin Transit's operations contracts has had at least two competitive bidding cycles. The exception is local service operated GGBHTD. Over ten years later, the District pays an average of \$130 per hour for fixed route (+15%) and \$74 per hour for demand response services (+10%).

### **Opportunity: Regional Transit Expansion and New Non-Motorized Program Synergies**

Marin Transit will continue to strengthen mobility options and seek opportunities for increased ridership. The new SMART passenger rail service offers a high capacity transit option for Sonoma and Marin County residents. Golden Gate Transit bus and ferry service connections to San Francisco and the East Bay continue to adapt to provide Marin residents with a more attractive transportation alternative to these highly desired work and entertainment markets.

The Transportation Authority of Marin (TAM), the county's Congestion Management Agency, is developing permanent and pilot projects that support alternative transportation. These include a guaranteed ride home program, countywide bike share pilot, potential car-sharing opportunities, and a first/last mile on-demand rideshare pilot program. Local transit serves a key role in facilitating connections within the county and to regional transit services.

### **Opportunity: Congestion Relief through Student Transportation Services**

Students have always been a core ridership market in Marin County, with an estimated one in four trips taken by this demographic. These trips occur on regular fixed route and supplemental transit services. In recent years, the District has taken a more active role in providing, managing, and funding yellow school bus services on behalf of school districts. Marin Transit oversees yellow bus operations for three school districts that transport over 1,200 students each day.

The growth in yellow school bus programs reflects their success in attracting new riders and reducing congestion on local and regional roadways. There is increased interest from cities and towns throughout the county in partnering with schools and Marin Transit to explore opportunities to move students out of cars and onto buses.

### **Opportunity: Partnering with Private Sector to Increase and Enhance Mobility**

Mobility services are undergoing radical changes. Transportation Network Companies (TNCs) such as Uber and Lyft leverage technology to connect passengers with drivers, and major technology and automotive companies are racing to develop autonomous vehicles. Within the life of this plan, it is likely that autonomous vehicles will be commercially available and operate on local roadways in Marin County.

Staff participates in ongoing discussions with the private sector to understand and identify opportunities for partnership that will improve local transit offerings and serve the mobility needs of all Marin residents. Launched after the previous SRTP, Marin Transit Connect supports on-demand mobility for all riders and offers a smartphone app to request, book, and manage trips.

New technologies will reshape the transportation sector and provide additional options for travel and car-free lifestyles. However, these technologies may have little to offer in terms of congestion relief. Marin County has limited options to increase roadway capacity and adding capacity may induce additional traffic. There are opportunities for public transit to further reduce congestion. These include high capacity transit service in congested corridors and private sector partnerships that encourage affordable and reliable connections to public transit.

The District and roadway operators can work together to investigate options to increase transit priority and reduce transit travel times in congested corridors, making transit more attractive for choice riders. A

combination of low transit fares and tolls, congestion pricing, or parking fees will also make driving more expensive and provide further incentives to take transit.

## Planned Service Levels

The District plans service levels based on projected financial resources to minimize the need to significantly reduce service. Current revenue projections indicate improved economic conditions for transit. However, the District has had to reduce service to maintain financial stability in the past. Previous Marin Transit SRTPs planned for service level reductions to reflect declines in local Measure A, State, and Federal revenues and address fixed increases of operating contract costs. These planned reductions played out in a series of fixed route service cuts beginning in March 2010. The first was a 5.5% reduction or 6,690 revenue hours followed by a 1.9% reduction or 2,150 revenue hours in March 2012.

In addition to service cuts, Marin Transit focused on reducing operating costs. Except for Golden Gate Transit-operated local service, the District competitively bid contracted operations and succeeded in lowering their costs. The District renegotiated the interagency agreement with Golden Gate Transit in 2012. Historically, this agreement has represented the largest share of Marin Transit services at the highest cost. A new agreement with GGBHTD took effect July 1, 2012. This new agreement:

- Reduced the contract rate;
- Shifted the cost structure to a cost per revenue hour;
- Reduced the annual escalation rate from 5% to 2.7%;
- Shifted lower productivity routes to the District's shuttle service program; and
- Modified the payment structure for capital costs.

Under the 2012 terms, Marin Transit was able to implement the Service plan in the previous Short Range Transit Plan, increase local service hours by 11%, replenish the District's Emergency Contingency Reserves, and delay the need to spend reserve funds in the future.

In 2015, the District executed a new intergovernmental agreement with GGBHTD that extends through 2020 with an option to extend to 2022. The 2015 agreement provides additional cost savings, flexibility in the number of annual contracted hours, and more financial clarity. Also, in 2015, the District rebid the Marin Access Paratransit services and was able to reduce operating costs associated with that program. Coupled with other financial efficiency measures, these service agreements led the District to expand fixed route service by nearly 20% in 2016.

Since the 2016 expansion, District planners have focused on monitoring fixed route service and reallocating or eliminating unproductive service. While some of these cuts have reduced hours, the District added runtime to other routes to account for increasing congestion. These added hours offset the service cuts and result in a minimal change in service levels over the past two to three years.

The only service expansion of since the last SRTP was in May 2018 when the District launched its first on-demand transit service, Marin Transit Connect. This service expanded demand response hours by 15% in FY 2019 compared to the previous year.

Marin Transit continues to investigate new revenue to support ongoing increases in operating costs. These include raising passenger fares, applying for available grant funds, and identifying scheduling and operational

efficiencies that lead to cost-neutral service improvements. The local initiative program outlined in the 2006 Short Range Transit Plan was designed to provide matching funds to local communities that propose to develop new service. The District suspended this program in FY 2009/10 to minimize the impact of reduced funding availability on service levels. Marin Transit may expand partnership opportunities if operational efficiencies can be achieved, new revenues are identified, vehicle expansion is achieved, or the District secures a maintenance facility. Partnerships services will be required to meet District performance criteria.

The ten-year plan projects that operational expenses will outpace revenues in year three, District finances will remain stable over the ten years and support current and planned service levels. Table 3-1 shows the projected annual service levels by revenue hours, or buses for yellow bus service, and Table 3-2 provides projections for annual revenue miles. The narrative following the tables describes the assumptions for these service levels by program type.



**Table 3-1: Planned Revenue Hours by Service Type and Route Typology**

Fiscal Year	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
<b>Fixed-Route</b>										
Local Trunkline	50,600	48,100	48,100	48,100	48,100	48,100	48,100	48,100	48,100	48,100
Local Basic	65,550	60,950	60,950	60,950	60,950	60,950	60,950	60,950	60,950	60,950
Local Connector	43,600	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000	49,000
Rural	16,800	19,800	19,800	19,800	19,800	19,800	19,800	19,800	19,800	19,800
Recreational	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500	6,500
Supplemental School	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400	2,400
Partnership	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800	4,800
Other School	6 buses	6 buses	6 buses	6 buses	6 buses	6 buses	6 buses	6 buses	6 buses	6 buses
<b>Fixed-Route Bus Total</b>	<b>190,250</b>	<b>191,550</b>	<b>191,550</b>	<b>191,550</b>	<b>191,550</b>	<b>191,550</b>	<b>191,550</b>	<b>191,550</b>	<b>191,550</b>	<b>191,550</b>
<b>Demand Response</b>										
Paratransit / Same Day ADA	63,640	65,173	66,705							
Marin Transit Connect	8,500	8,500	8,500							
Novato Dial-A-Ride	2,400	2,400	2,400	<b>73,057</b>	<b>74,379</b>	<b>75,711</b>	<b>77,053</b>	<b>78,404</b>	<b>79,763</b>	<b>81,131</b>
Rural Dial-A-Ride	400	400	400							
<b>Demand Response Total</b>	<b>80,056</b>	<b>81,345</b>	<b>80,271</b>	<b>73,057</b>	<b>74,379</b>	<b>75,711</b>	<b>77,053</b>	<b>78,404</b>	<b>79,763</b>	<b>81,131</b>

**Table 3-2: Planned Service Miles by Service Type and Route Typology**

Fiscal Year	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	FY 2027/28	FY 2028/29
<b>Fixed-Route</b>										
Local Trunkline	765,504	727,683	727,683	727,683	727,683	727,683	727,683	727,683	727,683	727,683
Local Basic	730,803	679,519	679,519	679,519	679,519	679,519	679,519	679,519	679,519	679,519
Local Connector	504,397	566,868	566,868	566,868	566,868	566,868	566,868	566,868	566,868	566,868
Rural	296,835	349,842	349,842	349,842	349,842	349,842	349,842	349,842	349,842	349,842
Recreational	64,706	64,706	64,706	64,706	64,706	64,706	64,706	64,706	64,706	64,706
Supplemental School	29,165	29,165	29,165	29,165	29,165	29,165	29,165	29,165	29,165	29,165
Partnership	41,668	41,668	41,668	41,668	41,668	41,668	41,668	41,668	41,668	41,668
Other School	13,800	13,800	13,800	13,800	13,800	13,800	13,800	13,800	13,800	13,800
<b>Fixed-Route Bus Total</b>	<b>2,446,879</b>	<b>2,473,251</b>	<b>2,473,251</b>	<b>2,473,251</b>	<b>2,473,251</b>	<b>2,473,251</b>	<b>2,473,251</b>	<b>2,473,251</b>	<b>2,473,251</b>	<b>2,473,251</b>
<b>Demand Response</b>										
Paratransit / Same Day ADA	961,899	985,070	1,008,226							
Marin Transit Connect	99,886	99,886	99,886	1,104,234	1,124,216	1,144,348	1,164,632	1,185,052	1,205,593	1,226,270
Novato Dial-A-Ride	28,203	28,203	28,203							
Rural Dial-A-Ride	3,980	3,980	3,980							
<b>Demand Response Total</b>	<b>1,093,969</b>	<b>1,117,140</b>	<b>1,140,295</b>	<b>1,104,234</b>	<b>1,124,216</b>	<b>1,144,348</b>	<b>1,164,632</b>	<b>1,185,052</b>	<b>1,205,593</b>	<b>1,226,270</b>

## Fixed Route

Since FY 2011/12, Marin Transit has undertaken three sizable service changes. These changes altered the structure of Marin local fixed route services and expanded service levels by over 30%:

1. **March 2012 North Marin County Restructuring.** Marin Transit restructured service in Novato and Northern Marin based on Phase 1 recommendations from the Novato Transit Needs Assessment Study. This restructuring eliminated duplication in regional and local services and reduced annual service levels by 2,150 hours. The restructuring resulted in expanded local service hours and frequencies within Novato.
2. **August 2013 Service Changes.** Marin Transit reallocated services between its contractors and expanded service by 11% on local routes in Novato and Tiburon. These changes resulted from the Tiburon and Novato Transit Needs Assessments and renegotiation of the interagency agreement with GGBHTD. Changes included adding shuttle service in Novato and Tiburon, extending Route 23 to the Canal and Target, and expanding evening services throughout the county. Marin Transit staff monitored the performance of the August 2013 changes, which led to additional modifications in Tiburon in June 2014.
3. **June 2016 Service Changes.** Marin Transit expanded service by nearly 20% on local fixed route services. These changes were based on the Countywide Transit Market Assessment, the previous Short Range Transit Plan-funded service assessment, and new operations agreements in 2015. The 2016 service increases focused on four areas: service frequency, more direct service, faster service, and increased efficiency. Staff continue to monitor the impact of these changes.

Since 2016, the District has implemented a service of service reductions to eliminate unproductive service and improve productivity (passengers per revenue hour). Due to the need to account for congestion, the District has increased revenue time on some routes without necessarily expanding service. Overall growth since 2016 has been minimal.

## Local Fixed Route

The Local Fixed Route program categorizes routes within three Marin Transit service typologies (Local Trunkline, Local Basic, and Local Connectors). These represent 59% of total service hours forecasted over the next ten years. Figure 3-1 summarizes annual revenue hours on these services over the past seven years. The plan assumes service levels will remain relatively constant throughout the plan horizon.

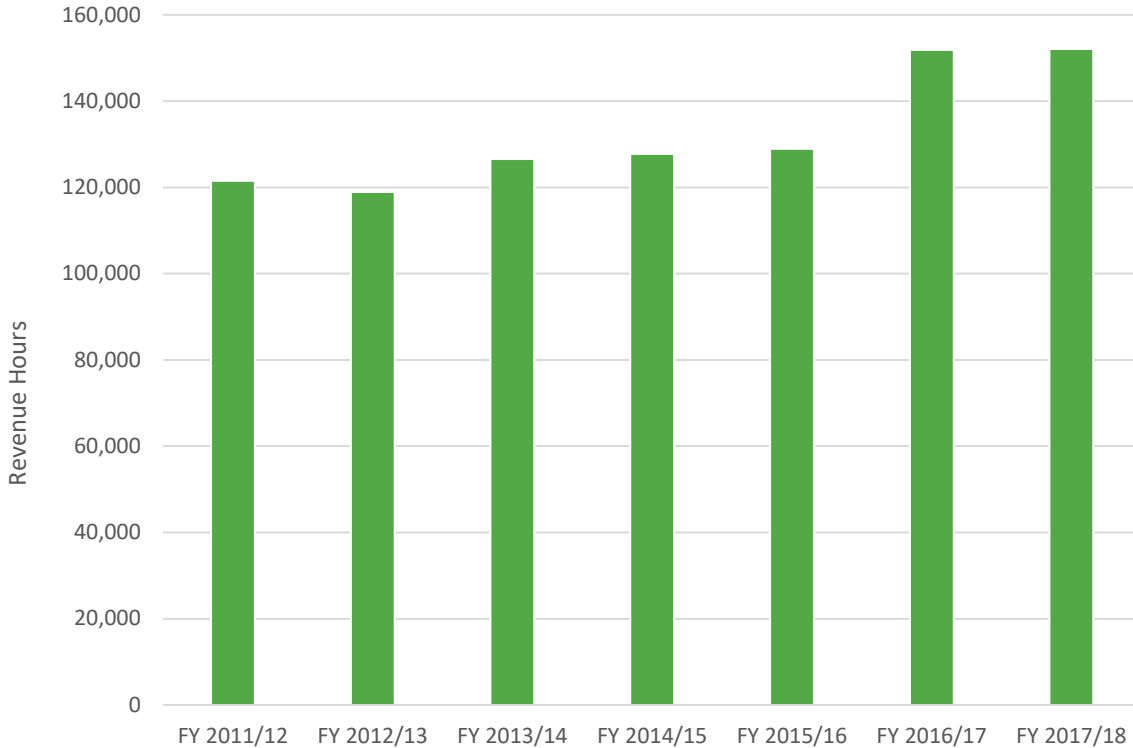
## Underperforming Routes

Marin Transit regularly monitors services to ensure they are performing efficiently and effectively and carry out the transit goals in Measure A. Staff make ongoing incremental changes to schedules to address underperformance or poor reliability. More significant service changes are needed to address routes that do not meet their performance targets over an extended period. The following summarizes the District's underperforming routes based on FY 2018/19 data:

- Routes currently **not meeting** productivity targets (passengers per hour): Route 17, Route 22, Route 23/23X, Route 29, Route 49, Route 71X, Route 219, and Route 228

- Routes currently **not meeting** cost effectiveness targets: (subsidy per passenger): Route 17, Route 22, Route 23, Route 23X, Route 29, Route 36, Route 71X, Route 219, Route 228, Route 233, and Route 257

**Figure 3-1: Local Fixed Route Service Summary (FY 2011/12 – FY 2017/18)**



### Funded Service Needs

The SRTP identifies funded service needs in the local fixed route program that reflect the District’s priorities and provide information to Marin Transit’s Board, partner agencies, and the public on future service goals. Within this plan, there are several factors that lead the District to hold off on forecasting additional growth in the fixed route program. These include: Underperforming services that need evaluation, Uncertainty of future service contracts, and Lack of District-owned facilities.

**Underperforming Service Evaluation.** The District undertook significant growth on local fixed route services in 2016, and staff continue to monitor and adjust services. Performance at the program and typology level meet the established targets. However, many individual routes do not meet Board-adopted ridership and subsidy targets. The ten-year plan largely assumes that Marin Transit will reallocate service from low ridership corridors to high ridership corridors rather than increase service systemwide.

**Uncertainty of Future Service Contracts.** Marin Transit contracts for operations and maintenance of all its service. Contracts typically last between five and seven years, and the District anticipates cost uncertainties at the end of these contracts. All operating contracts expire roughly in the middle of the ten-year planning horizon, and the SRTP financial model uses conservative estimates for price increases. Uncertainties associated with future procurements include the tight labor market in Marin County and the region, the lack of District-owned facilities, and limited real estate opportunities.

**Lack of District-Owned Facilities.** The District does not own maintenance or transit vehicle parking facilities. Despite federal grant funds and local Capital reserve funding, the District has been unable to locate and secure a suitable property. A Marin Transit-owned facility will reduce operations costs and provide stability for ongoing operations. Future service expansion will require additional vehicles and drivers and will be challenging and costly without a Marin Transit facility. The District will not consider significantly expanding service until it has established a location and secured funding to develop a facility.

Staff have identified candidate improvements to the fixed route network for possible implementation in the first two years of the plan. These include:

- **Increase service on routes serving the Canal to provide comparable seating capacity for the transition of articulated buses to standard 40' coaches.** Staff expects this change to be implemented in March of 2020 and it will impact Routes 23x, 29, and 35. This change will provide service frequencies every 8-10 minutes within the Canal during weekday peak hours. Current frequencies are every 15 minutes using articulated buses.
- **Reallocate hours from underperforming routes or route segments to increase frequencies on higher ridership routes or create potential new routes.** Staff expects to reduce service on Route 22 and Route 35 between Northgate and Novato. Staff expects to add weekend service and make changes within Novato on Route 257 and changes to Route 23 (Fairfax to Canal). Staff is also considering a new route to serve the San Rafael-Northgate-Kaiser corridor. Targeted improvements will increase service frequencies to every 8-10 minutes in the corridors between Downtown San Rafael and San Anselmo and Downtown San Rafael to Northgate/Civic Center along 4<sup>th</sup> Street.
- **Reassign route segments among routes that serve the same corridors, and establish new bus stops to increase route efficiency and reduce travel times for riders.** The two most problematic areas staff will focus on are Routes 17 and 22 stops near Strawberry Village and the San Anselmo Hub. Staff is also considering reassigning service to Strawberry from Route 17 to Route 36. To address congestion at the San Anselmo Hub, staff is planning an alternative stop along Sir Francis Drake south of the hub and relocating Routes 22, 122 and westbound 228 service to that stop.
- **Explore new shuttle services to support on-demand ridership markets served by the Novato Dial-A-Ride.** Staff will conduct a detailed assessment of Novato Dial-A-Ride (DAR) to consider whether changes are needed to the DAR and/or local Routes 251 and 257 to better meet demand. The Vintage Oaks deviation on the current Route 251 should also be evaluated to see if there is a more efficient way to serve this part of Novato without forcing all riders to ride through the loop. Staff will also explore a new service to the Marin Community Clinic on Redwood Blvd.
- **Improve connections to Regional High Capacity Transit Networks (SMART and Golden Gate Ferry Services).** SMART plans to increase service frequency and will open two new stops at Larkspur and Downtown Novato in the next three to six months. Marin Transit plans to extend Route 49 to connect to the San Marin/Northern Novato SMART station starting in December 2019. Additional service frequency to/from the San Rafael Transit Center will increase the quantity and quality of connections with the new SMART schedules. Staff will consider other changes to the fixed route network to facilitate connections without impacting existing ridership markets. Staff is exploring Route 29 changes to connect Downtown Larkspur to the Larkspur Landing Ferry and the SMART station. For service at the Civic Center station, staff will evaluate shuttle Routes 245 and 257

for modifications that may serve the station and connect to employment markets in Terra Linda. For the Hamilton Station, staff will evaluate potential modifications to Routes 251 and 257 to serve the station and connect to employment markets in Bel Marin Keys. Staff will explore the possibility of expanding the geographic area served by Marin Transit Connect to include additional SMART and ferry stations.

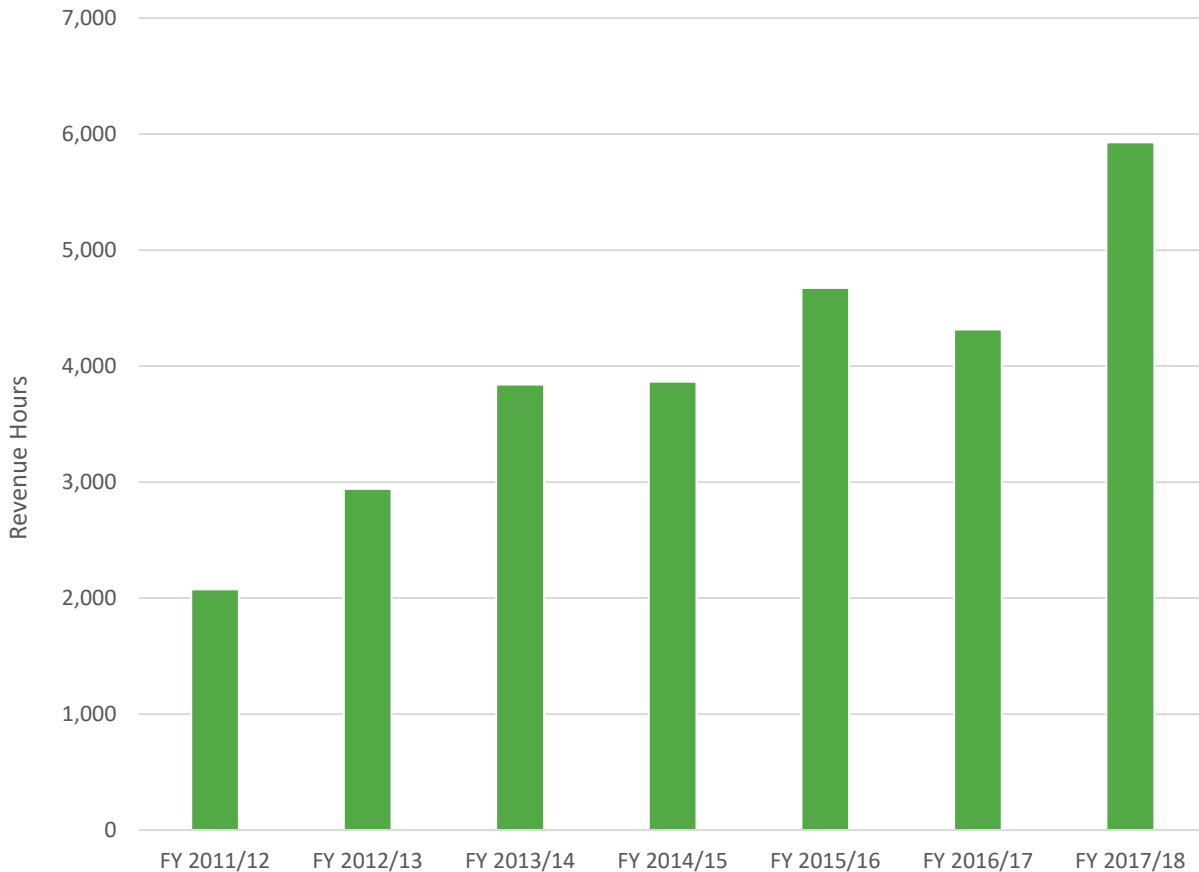
- **Continue to Coordinate and Partner with Golden Gate Transit for Services in the Highway 101 corridor.** Highway 101 is the backbone of Marin County and the only major north-south travel corridor. Multiple local and regional routes serve this corridor and local riders can use either service while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

### Recreational Services

Marin Transit's Recreational service consists of one Route—the Muir Woods Shuttle. This service represents 2% of the District's total service hours as forecasted over the next ten years. Marin Transit assumed management of the Muir Woods Shuttle in the summer of 2009, in partnership with the National Park Service. In FY 2011/12, Marin Transit conducted a competitive procurement for this service and selected MV Transportation as the contracted provider. Hourly service rates for the Muir Woods Shuttle dropped significantly following this competitive procurement, and the District was able to expand service and reduce operating costs.

Since 2012, Marin Transit has continually increased service to improve reliability and meet high ridership demands on busy weekends during the peak summer months. In 2013, Marin Transit experimented with off-season winter holiday service on select days when park visitation levels are high. Due to the success of this trial, the District continues to operate winter holiday service. In 2015, Marin Transit operated a summer weekday pilot program to test a new market. This weekday service was also successful, and the Shuttle continues to operate weekday service in the summer season.

The National Park Service implemented a web-based advanced ticketing and reservation system for visitors to access the National Monument in January 2018. The system provides the ability for visitors to reserve parking and pre-purchase shuttle tickets for specific dates and time periods. Walk-up tickets continue to be offered on a first-come, first-served basis.

**Figure 3-2: Recreational Service Summary (FY 2011/12 – FY 2017/18)**

### Underperforming Routes

None. Route 66/66F currently meets its productivity and subsidy targets.

### Funded Service Needs

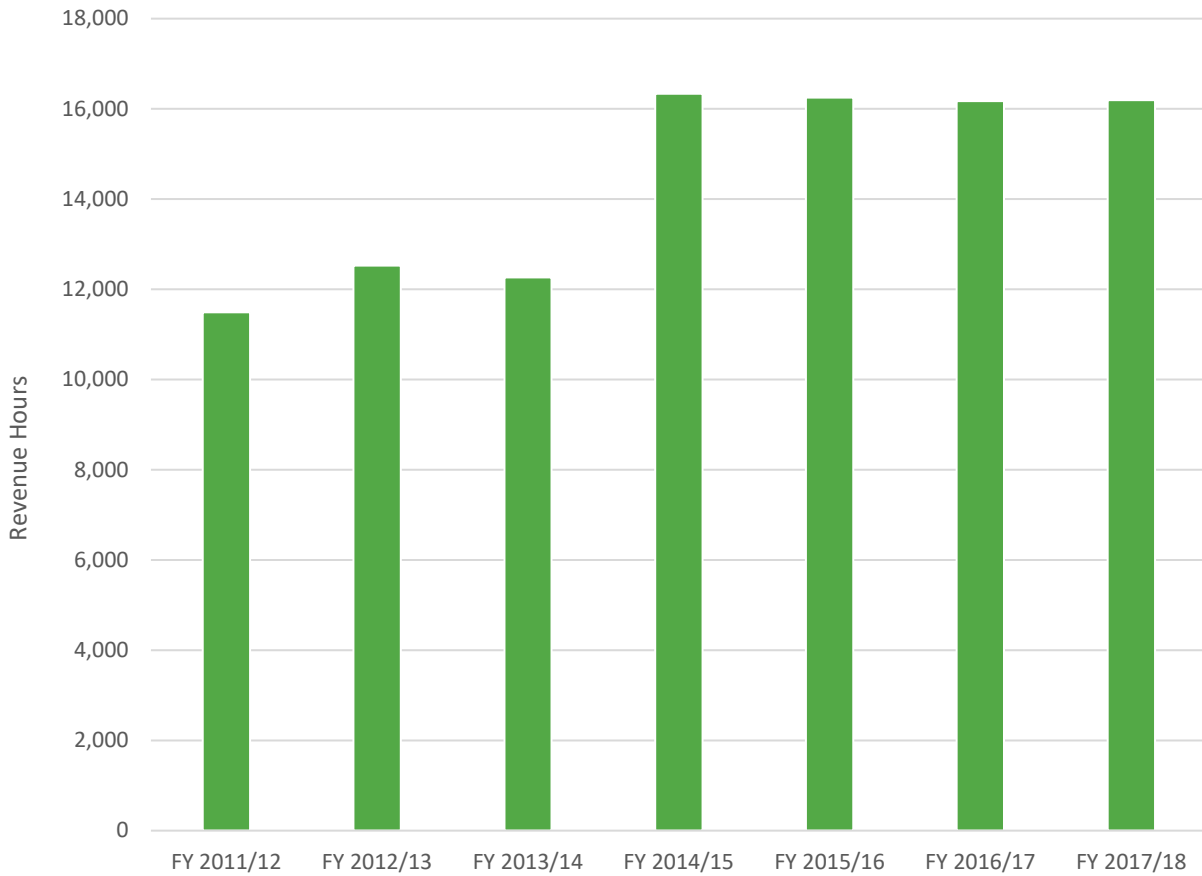
Service levels on the Muir Woods Shuttle are expected to remain constant over the ten years of the plan. In 2018, the National Park Service requested an expansion of service above the 4,000 annual hours shared financially with the District. This expansion added approximately 1,5000 hours of service annually and enabled the service to operate year-round weekend and holiday service. The Park Service pays 100% of the additional operating costs associated with the expansion. The partners meet annually to discuss future service levels and budgets for this program.

### Rural Services

The Rural program consists of the West Marin Stagecoach Routes 61 and 68. The Stage represents 6% of total service hours forecasted over the next ten years. The Stage continues to gain in popularity, and Marin Transit has expanded service hours and miles on this program. Marin Transit competitively procured the Stage service in FY 2012 and FY 2017. Packaged with the Muir Woods Shuttle, the District awarded the contract to MV Transportation in both procurements. Hourly service rates declined on the 2012 contract, and the District added 25% more service on Route 68 in the first two years. The second contract increased

rates by 20%. Ridership and productivity measures have kept pace with service increases and justify further expansion of service.

**Figure 3-3: Rural Service Summary (FY 2011/12 – FY 2017/18)**



### Underperforming Routes

Both Routes 61 and 68 meet the productivity target. Only Route 68 met the subsidy target.

### Funded Service Needs

The Plan assumes that current service levels will continue in year one of the plan, followed by expansion in year two. Marin Transit anticipates adding an estimated 3,000 services hours to the Stage that will increase Route 61 weekday and weekend service by 20%.

### Supplemental Services

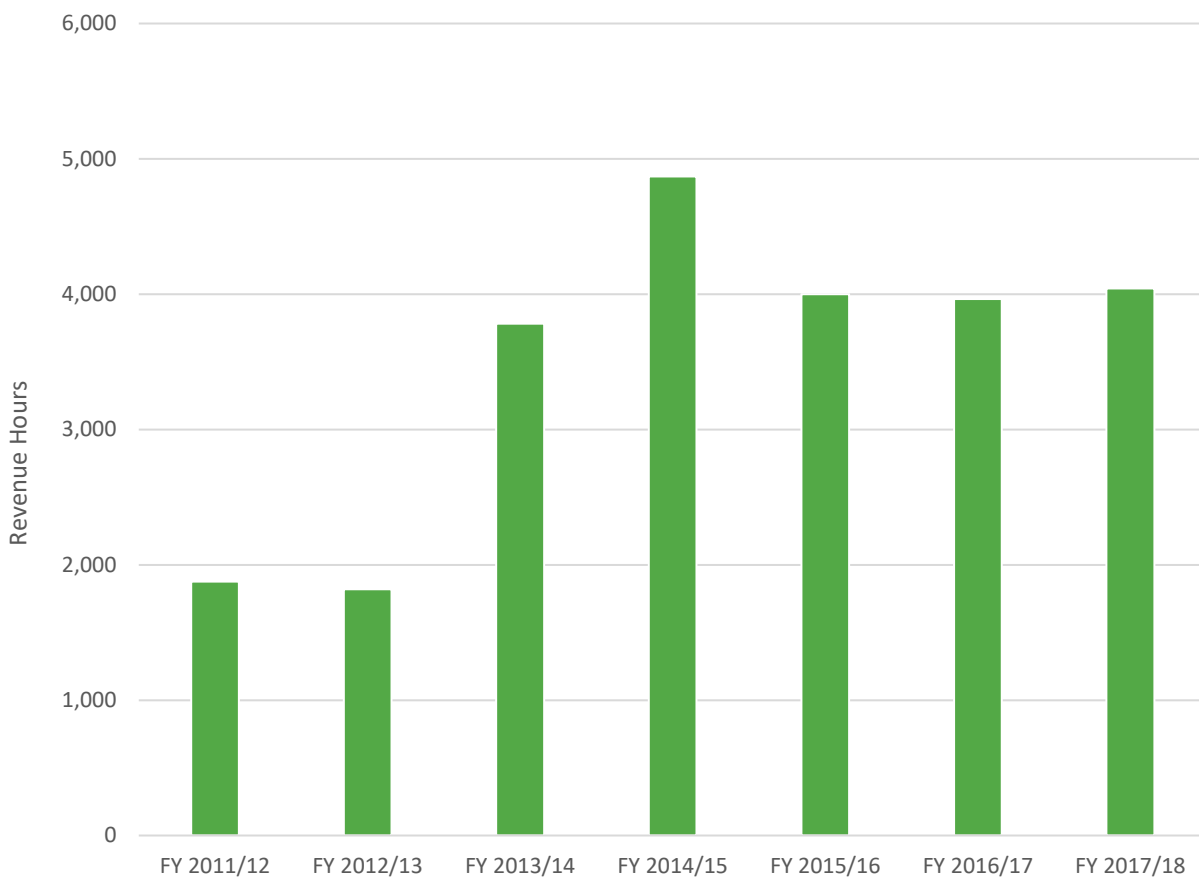
Supplemental services accommodate student transportation needs by providing additional capacity around school bell times. These services have grown as demand from school-aged riders has increased. School-related routes represent 1% of total service hours forecasted over the next ten years. As of FY 2015/16, MV Transportation operates all supplemental routes under the Seasonal and Recreational contract. Supplemental services share drivers and vehicles with the Muir Woods Shuttle when the recreational service is not in operation (weekdays during the school year). This arrangement enables the District to efficiently use labor and equipment for these specialty services.



In December 2015, the District completed a comprehensive study to determine future K-12 school transportation needs. The recommendations focused on how to support and expand yellow school bus service for K-8 students and supplemental transit resources for the high schools. Marin Transit has implemented the following recommendations in recent years:

- Transitioned Supplemental service in the Ross Valley to yellow school bus service. An estimated 2,000 annual revenue hours of public transit service on Routes 23, 126, and 127 were transitioned to six yellow buses operating 17 morning and afternoon trips every school day in FY 2015/16. An estimated 450 passenger trips per day are provided on these services, and ridership increased slightly.
- Added a new Supplemental service to Terra Linda High School in FY 2015/16. Approximately 200 hours of revenue service were added, serving an estimated 90 students per day.
- Transitioned the Cove School and St. Hilary School Supplemental services to yellow bus. These resources were further invested in increasing service to Redwood High School to accommodate overcrowding.
- Added a new Supplemental service to serve Novato High School in August 2019. Approximately 500 hours of revenue service were added to serve an estimated 100 students per day.

**Figure 3-4: Supplemental Service Summary (FY 2011/12 – FY 2017/18)**



### Underperforming Routes

- Routes **not meeting** productivity targets (passengers per trip): Route 115, Route 117, Route 125, and Route 139
- Routes **not meeting** cost effectiveness targets: (subsidy per passenger): Route 115, Route 125, Route 139, and Route 154

### Funded Service Needs

The Plan does not include growth in revenue hours for the Supplemental program during the ten-year plan. The District will continue to work with school districts to better coordinate bell times to increase efficiency and serve additional students.

### Partnership

The Partnership typology is a new typology that currently consist of Route 122, an express service to College of Marin’s Kentfield campus. This service represents 1% of the District’s total service hours over the next ten years. Service levels are dependent on funding from College of Marin through student transportation fees, and this funding is expected to remain consistent for the duration of the plan.

### Underperforming Routes

Due to the unique nature of Partnership services, Marin Transit does not measure performance based on the same productivity and cost effectiveness targets as other fixed-route services. The District established a target for outside funding to account for at least 50% of a partnership route’s operating subsidy. In FY 2015/16, Route 122 did not meet this target, with 48.9% of the service’s net cost contributed by College of Marin. In the Fall 2017 semester, the District adjusted schedules for the Route 122 to cancel low-ridership trips and better align the service with the June 2016 systemwide changes. With reduced operating costs, the transportation fees collected by College of Marin for FY 2016/17 cover approximately 58% of the net cost.

### Funded Service Needs

The Plan assumes that current service levels will continue over the ten-year plan.

### Dial-A-Ride

The District operates two types of general public Dial-A-Ride services that serve rural and low-density areas of county. Collectively, these programs represent 1% of total service hours forecasted over the next ten years

The Novato Dial-A-Ride program is expected to remain at current service levels through the first three years of the plan. In year four, the District expects to reconsider how demand response services is structured and the plan projects that these service hours will be combined with other demand response services. Marin Transit will make decisions regarding the future of the Novato Dial-A-Ride utilizing lessons from the Connect program and staff review of DAR performance.

Dial-A-Ride is a valuable transit option in Novato for those who need to access destinations further away from fixed route services. The program has evolved as the District has expanded fixed route options and identified high demand locations. However, productivity and subsidy rates continue to demonstrate that this model of service is costly to provide on a per passenger basis and does not achieve high productivity (passengers per revenue hour).

Rural Dial-A-Ride routes serve Dillon Beach/Tomales and Point Reyes Station and connect to services in Petaluma and Novato, respectively. Service to Dillon Beach and Tomales is operated weekly, and service to

Point Reyes Station is provided twice per month. A total of 400 annual service hours are allocated to these routes.

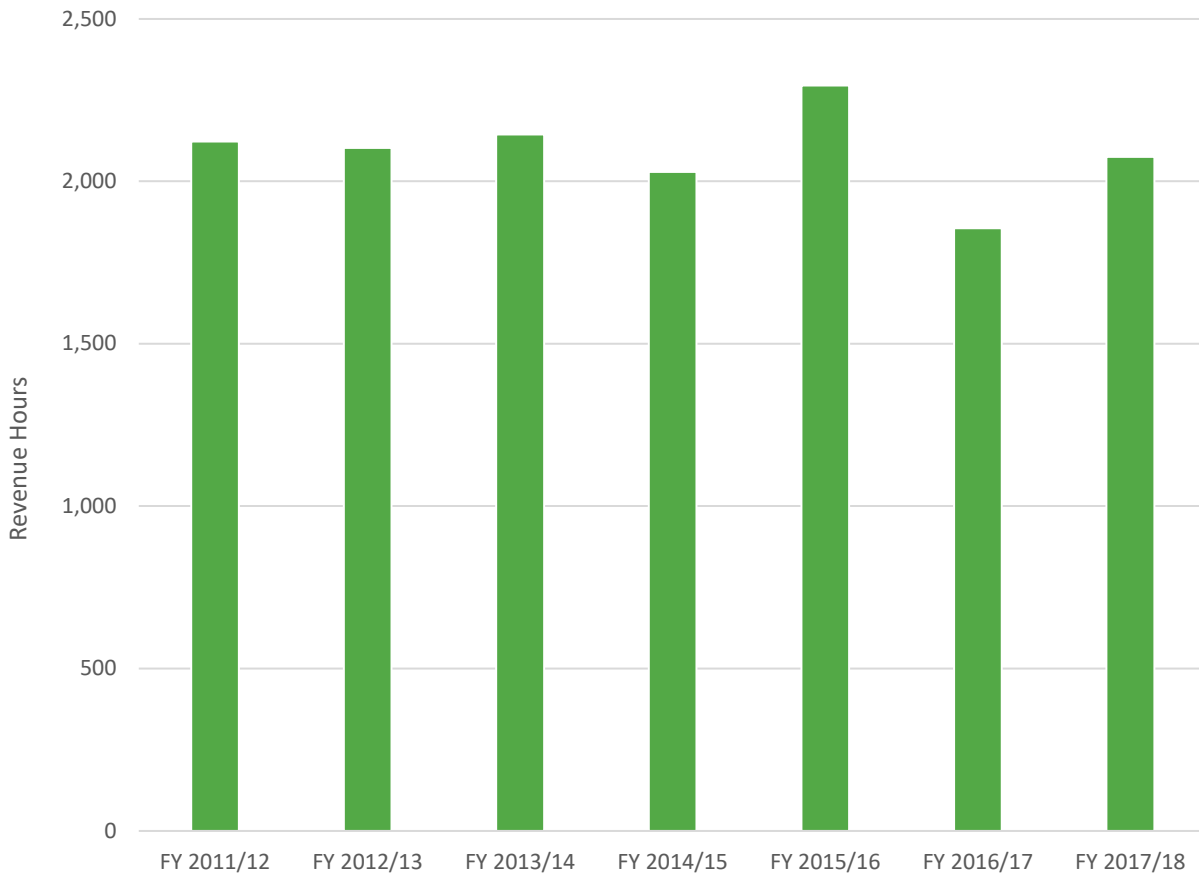
### Underperforming Routes

- All routes met their current productivity target.
- Routes **not meeting** cost-effectiveness targets (subsidy per passenger): Novato Dial-A-Ride

### Funded Service Needs

During the first three years of the plan, Marin Transit does not anticipate growth in revenue hours for any of the Dial-A-Ride programs. The plan assumes these programs will be integrated into other demand response program offerings based on an evaluation of pilot projects and other similar services. After this assessment, staff may consider expanding or restructuring programs to better serve Novato.

**Figure 3-5: Dial-A-Ride Service Summary (FY 2011/12 – FY 2017/18)**



### Marin Access

Historically, local paratransit has been the primary means of transportation for Marin County’s ADA and senior populations. Marin Transit established the Marin Access Mobility Management Center in 2010 to combine paratransit enrollment with information and referrals for other transportation services for seniors, persons with disabilities, and low-income residents. In subsequent years, Marin Transit has introduced travel training, countywide volunteer driver programs, and a subsidized taxi program under the “Marin Access”

umbrella. The goal of these programs is to provide for continued growth and mobility options for senior and ADA residents while respecting budget and resource limitations. Marin Access programs serve over 2,000 Marin residents and provide over 150,000 trips every year.

In 2015, the District initiated a detailed assessment of Marin Access programs to identify performance trends and lessons learned before deciding whether to expand or introduce new offerings. The study presented a comprehensive analysis of Marin Transit's senior mobility programs under Marin Access and recommended future improvements. The study's findings have informed Marin Transit's decisions regarding programs that serve a rapidly growing senior population with limited resources.

The study recommendations emphasize the need to provide a more seamless experience for current program users and new travel options that leverage technological advances. They acknowledge the increased use of the internet and smart phones. The study underscored the importance of programs that serve active, healthy seniors and those with a higher level of transportation needs.

The District identified and acted on initiatives to support current and projected service levels on these programs. Remaining actions will require future Board approval. These include options to contain costs while meeting future mobility demands.

- **Maximize the use of electronic scheduling software.** In late 2016, Marin Transit released a Request for Proposals for a comprehensive demand response scheduling software package and associated hardware for operation of Marin Access Paratransit and mobility management programs. After a competitive procurement, the District awarded a contract to Trapeze, the District's incumbent scheduling and dispatch software provider for paratransit service. In FY 2019/20, Marin Transit will upgrade its Trapeze software to consolidate the functionalities of three different software suites (Trapeze, Microsoft Access, and Assisted Rides) into one central software package. This will increase the efficiency of the call and dispatch center and provide additional ways for Marin Access riders and their support teams to view, schedule, update, and pay for trips.
- **Provide more robust paratransit service to areas outside of the ADA-mandated geographic service area.** As mandated under the ADA, paratransit service extends within  $\frac{3}{4}$  of a mile from existing transit routes to provide service that complements fixed route transit. This geographic boundary may appear arbitrary to riders, particularly when only part of a neighborhood or street is served. The current service area also presents a challenge for a growing number of residents who are eligible for paratransit. They may need to travel to a local destination outside of the mandated service area or do not live directly within the service area. These clients have a disability that prevents them from walking/rolling to or riding accessible public transportation. It is difficult for them to find appropriate or affordable options to bridge the first or last mile to access the mandated service area. In 2018, the District expanded the boundaries of the non-mandated paratransit service area to serve residents who would otherwise be isolated. Staff will develop fare and scheduling policies for this extended service area to minimize any unintended consequences for ADA-mandated paratransit service.
- **Develop a more robust, accessible same-day service.** Marin Access is a family of services that provides a menu of services consistent with rider demand and need. Current travel trends show a strong demand for short trips that could be served more efficiently while increasing mobility for many Marin Access clients. In 2018 Marin Transit launched the Connect as a fully accessible, on-

demand service that does not require advance reservation. Staff developed the pilot program for older adults to access the service and those with disabilities who need additional support in the reservation process or at the time of the ride. To meet these needs, the District:

- Provides a call-in option for non-smartphone users;
  - Utilize drivers from the paratransit contract operating the service;
  - Provides wheelchair accessible vehicles;
  - Accepts credit cards or cash; and
  - Provides a door-to-door option for those with limited mobility.
- **Evaluate Fare Policies and Eligibility Criteria for Marin Access Programs.** Marin Transit charges a flat \$2.00 fare for ADA-mandated paratransit services and \$2.50 for non-mandated paratransit trips countywide. The Catch-A-Ride program pays qualified users for the first \$14.00 for each trip, for up to eight trips per month. Marin Transit has reviewed and compared ridership trends on the Catch-A-Ride and paratransit programs. The results indicate a need to make the out-of-pocket user costs for the two programs comparable to enable clients to select the program that best serves their needs.

Eligibility requirements differ for nearly all Marin Access programs. This creates confusion for the user. Many Marin Access clients also rely on services that Marin Transit does not operate. These have their own requirements and eligibility thresholds. Marin Transit needs to establish a consistent and easy to understand eligibility process for Marin Access programs. The District is proposing changes to Marin Access eligibility thresholds jointly with potential fare policy changes. The proposal also considers eligibility requirements established by other service providers in Marin and the Bay Area. Appendix B outlines these proposed changes.

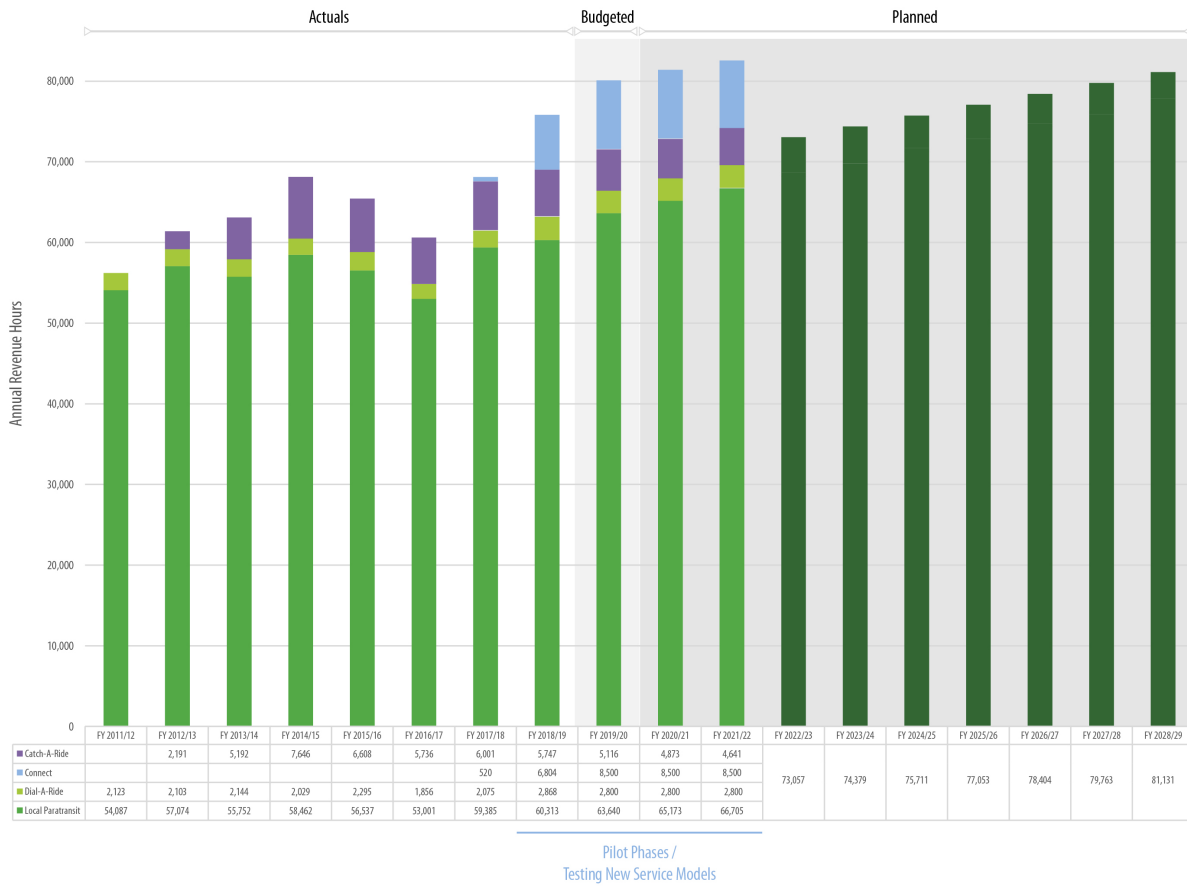
- **Pursue effective partnerships to test and support innovative modes and services.** Marin Transit has taken the lead to coordinate and provide transportation for seniors and ADA-paratransit eligible individuals. For paratransit services to remain stable, these client populations need to be able to choose additional transportation options. In the past, the District’s gap grant program has provided seed funding for new services. These include a Shopper Shuttle in West Marin and a grassroots Volunteer Driver program in Sausalito. Based on findings from the *Marin Access Strategic Analysis & Recommendations* study, the District refocused its gap grant funding to solicit new, innovative, and wide-ranging proposals. The newly branded “Innovation Incubator” cultivates projects that do not duplicate Marin Access program offerings, test new and innovative practices, and will be sustainable without District support. Through the Innovation Incubator, the District will continue to expand partnerships to ensure new services are well coordinated and sustainable.
- **“Establish a wider audience”** One of the biggest challenges for many people seeking transportation assistance is to know their available options and how to utilize them. The Travel Navigator program serves as a resource for riders, family members, friends, or caregivers to get assistance without having to piece together information from multiple sources. Additionally, the travel training program provides an orientation for riders to Marin Transit’s most flexible service—the local fixed route bus. The Travel Navigator and travel training programs will need to extend their reach into the community, physically through satellite hours at locations throughout Marin and visibly through consistent and accessible marketing and outreach.

**Support new and expanded volunteer driver programs within the county.** In Fall 2016, staff conducted a survey and a workshop with community-based volunteer driver programs in Marin. The purpose of the outreach was to determine how Marin Transit can best support new and expanded volunteer driver programs. Based on the results, the District plans to establish a resource center for these programs that will operate under the Marin Access umbrella to support and train community-based volunteer drivers. Marin Transit-sponsored volunteer driver programs provided nearly 15,000 rides in FY 2017/18. Yet the District recognizes that these programs do not attract and retain a broad selection of volunteers or serve the widest range of needs. To foster this low-cost and high-impact transportation solution, the resource center will encourage and support organizations with significant member ties and diverse missions to develop and manage future volunteer driver programs. Marin Transit and resource center staff will:

- Develop training materials and resource toolkits for volunteer drivers and volunteer driver programs and make them available online, in print, and potentially in person. Training materials cover such topics as assisting clients with special needs and how to navigate common destinations;
- Evaluate Assisted Rides, the volunteer driver software Marin Transit provides to several volunteer driver programs. Consider how to improve this software or procure new software to meet the needs of volunteer driver programs of all sizes;
- Work with volunteer driver programs to develop and conduct a survey of current volunteer drivers and potential volunteers to help volunteer driver programs gather data and insights;
- Conduct an assessment to estimate the cost of capital and operating needs for all volunteer driver programs including hardware, liability insurance, vehicles, marketing, etc.; and
- Conduct ongoing workshops and/or webinars to assist local volunteer driver programs with developing content, skills, and/or enhanced programs.

As demand for Marin Access services increase, the District must allocate a higher percentage of the budget to support these programs. Marin Transit anticipates a 22% growth in ridership on paratransit services over the next ten years. It is unclear what the best service model will be in the future. The District does not specifically allocate hours to an individual program after year three of the plan. The strategy is to test and learn from new offerings in the initial three years, and then make recommendations for future services. Staff envision that these recommendations will be featured in the District's next SRTP in two years. Figure 3-6 shows a projection for how the District anticipates the relative growth Marin Access in the future.

**Figure 3-6: Estimated Paratransit and Mobility Management Program Growth**



The following is a program-by-program summary of future service projections for each Marin Access program.

**Local Paratransit**

Historically, demand for paratransit in Marin County has grown year-over-year as Marin’s population ages. After two years of ridership declines between FY 2015 and 2017, FY 2018 and 2019 had increases that match those historic rates.

Table 3-1 and Table 3-2 provide annual revenue hour and revenue miles estimates. The FY 2019/20 paratransit service levels are projected at 6% above FY 2018/19 actuals, and represent 24% of total service hours systemwide. Marin Transit is budgeting for an average annual increase of 2.2% in paratransit hours during the ten-year plan using an internal model that reflects historic demand and financial resources. If Marin Transit needs to provide additional mandated service, this may impact the District’s ability to continue to provide the majority of non-mandated trips.

Marin Transit provides regional paratransit services on behalf of Golden Gate Transit at requested levels, based on demand. Hours associated with regional service are not included in this Service plan.

### Catch-A-Ride

Catch-A-Ride is projected to maintain similar service levels during the first three years of the plan. Beginning in year four, Marin Transit anticipates pooling these resources with other demand response programs. While staff is uncertain how these services will be configured in year four, they will be designed to meet the needs of current Catch-A-Ride users.

### Connect

Marin Transit Connect is still in its pilot stage. The District has allocated additional resource to support this program in the first three years of the plan. As with all other Demand Response programs, the future of this service is unclear after year three. Staff will consider the future of Connect after further analysis.

### Volunteer Driver

The STAR and TRIP Volunteer Driver reimbursement programs are available in the urbanized and rural parts of the county. Trips supported by these programs have increased steadily since their inception in 2012, and they provide approximately 15,000 trips annually. The plan estimates ridership on these Marin Transit sponsored programs will continue at current levels throughout the ten years and identifies funding. The plan also provides for future increases in per-mile reimbursements and operation of a volunteer driver program resource center.

### School Bus Support

Marin Transit supports school service through several different programs, as outlined in the *Countywide School Transportation Coordinated Study*. A Board workshop in December 2015 reviewed the study results and recommendations. The Board formed an Ad Hoc Committee on Student Transportation to advance the strategic planning phase from the study and develop a five-year implementation plan. Advancing the plan will focus resources on two distinct services:

- **Supplemental School Service.** As identified in the Coordinated Study, this service is most appropriate for high school students. With Board support, Marin Transit is working to provide more service for high schools where demand is high and there is an urgent need for additional buses. To redirect transit resources to high school services, staff is working on specific actions such as transitioning K-8 transportation services to Yellow Bus. This is a more appropriate service for primary and middle school students.
- **Yellow Bus Service.** School districts no longer receive dedicated funding for home to school transportation services for the general student population. Cities concerned about traffic congestion are partnering with school districts to revive yellow bus programs. School districts typically lack in-house expertise in route planning and contractor management. Marin school districts have contracted with Marin Transit to provide this operational support. The Tiburon Peninsula Traffic Relief Joint Powers Authority (JPA) provides yellow bus service for the Reed Union School District and the Cove School in the Larkspur-Corte Madera School District. The JPA and the Mill Valley School District executed contracts with Marin Transit in 2016. These partnerships are a model that Marin Transit can replicate with school districts across the county to support and expand yellow bus services.

In one case, Marin Transit directly contracts with a yellow bus service provider to provide yellow bus service to two campuses in Ross Valley (White Hill Middle School, Hidden Valley Elementary



School, and Ross Valley Charter at the WHMS campus). This model presents long-term challenges, and Marin Transit is investigating opportunities to transition this service to the operational support model described above.

Staff worked with stakeholders for the Ross Valley program to develop a formal group dedicated to the success of the Ross Valley yellow bus program. This led to the development of the Ross Valley Yellow Bus Transportation Services Joint Exercise of Powers Agreement (JEPA), which went into effect on January 1, 2019. JEPA members form a joint committee that includes representatives from the Town of San Anselmo, Town of Fairfax, County of Marin, and Ross Valley School District. The purpose of the committee is to provide enhanced public oversight and transparency for the yellow bus program operated by Marin Transit and serving Ross Valley public schools. The joint committee will provide policy guidance and advice to Marin Transit.

- **Yellow Bus Funding Support.** As mentioned above, there is no dedicated funding for regular home to school yellow bus programs. In 2019, Marin Transit will begin to distribute \$600,000 annually for three years to support the operation of five existing yellow bus programs. Eligible programs had to meet specific threshold criteria. Marin Transit will be distributed individual program funding based on a formula. The formula takes a percentage subsidy of the program's one-way pass price and multiplies it by the number of one-way passes it distributed in FY 2017/18. In the first round of the allocation, the subsidy will be 35 percent of the one-way pass price. Marin Transit will reassess this percentage in future funding cycles.

Supplemental and Yellow Bus services account for just two percent of all service hours in the ten-year plan, and the plan assumes no future growth in total hours during the first eight years. The ability to increase service will be based largely on achieving efficiencies through better coordination of school bell times. Operating costs associated with these services are affected by the financial instability created by the lack of dedicated parking and maintenance facilities.

## Unfunded Service Needs

There are limited financial resources available for transit services within the ten years of this SRTP. The District has developed recommendations for service improvements and unfunded expansion opportunities (expansion needs) beyond the District's financial means. These changes are needed to achieve many of the goals of the Measure A Expenditure Plan to create a transit network that provides sustainable mobility options while reducing roadway congestion.

The District evaluates unfunded expansion opportunities using the Measure A Expenditure Plan performance criteria for transit investments. These criteria are:

- Fill gap in the bus transit network
- Meets productivity standards (passengers per hour)
- Meets cost-effectiveness standards (subsidy per passenger)
- Relieves congestion (total ridership)
- Provides seamless connections (to regional service)
- Eliminates "pass ups" (overcrowding on routes)
- Promotes environmental justice (demographic analysis)

- Attracts outside funding (federal, state, toll, other local)

Staff have identified a total of 21 expansion services in the unfunded needs assessment and assigned them to seven categories. Table 3-3 provides a summary of the expansion project in no particular order and a brief description. These are described in detail in Appendix C.

**Table 3-3: Service Expansion Projects**

Route / Service Area	Description
<b><i>Expand and Enhance Shuttle Services</i></b>	
New Shuttle: Mill Valley	New circulator shuttle in Mill Valley
New Shuttle: Sausalito	New circulator shuttle in Sausalito
New Shuttle: East Corte Madera	New circulator shuttle between E. Corte Madera and Larkspur Landing
Expand Shuttle: Tiburon Evenings (219)	Expanded evening service for employees and patrons
Expand Shuttle: Novato Evenings (251)	Expanded evening service for residents
Expand Shuttle: Novato Hamilton (251 or 257)	Deviate Route 251 or 257 to serve Bolling Circle areas of Hamilton
<b><i>Expand and Enhance K-12 School Bus Services</i></b>	
Yellow Bus Expansion Phase 1	Kentfield and Larkspur-Corte Madera School Districts
Yellow Bus Expansion Phase 2	Reed Union, Mill Valley, Ross Valley, San Rafael Elementary & Dixie School Districts
Yellow Bus Expansion Phase 3	Novato School District
Expand Supplemental Transit Program	Tamalpais Union, San Rafael High, and Novato High Districts
<b><i>Enhance Service Frequency in Transit Corridors</i></b>	
San Rafael – San Anselmo Corridor	Expand off peak and weekend frequency from 20 minutes to 15 minutes
San Rafael – Civic Center Corridor	Expand off peak and weekend frequency from 20 minutes to 15 minutes
Hamilton –Downtown Novato Corridor	Expand off peak and weekend frequency from 60 minutes to 30 minutes
<b><i>Provide Limited Stop or Express Services</i></b>	
Mill Valley Express (Route 17x)	New weekday peak only express service connecting Downtown San Rafael to Mill Valley
<b><i>Expand Rural and Recreational Services</i></b>	
Provide new service between Golden Gate Bridge and West Marin	New route connecting the Golden Gate Bridge to Muir Woods and West Marin
Provide expanded service to Muir Woods	Provide a new Muir Woods route that serves Larkspur Landing
<b><i>Provide and Support Flexible First/Last Mile Services</i></b>	
Novato connector services	Services to better connect rail and bus in Novato

Route / Service Area	Description
East San Rafael Connector Bus	Services to better connect rail, bus and ferry to residents in East San Rafael
Provide flex route services for general public	New directly operated flex route services for general public
Partner to provide new flexible first/last mile options	Hybrid program where the District and private sector partner to fill the gaps in the transit network
Support outside providers to strengthen first/last mile connections	Support outside providers – free transfer agreements
<b><i>Expand Services for Those with Special Needs</i></b>	
Expand Same Day Options for Seniors	Develop new same day, curb-to-curb services for seniors as available to make current program offerings more efficient
Develop Senior Shopper Shuttles	Develop a reservation agreement program for senior shopper shuttles and group outings utilizing paratransit equipment
Expand Travel Training Programs	Provide specialized counseling or travel training to riders with specific needs (e.g. people with developmental disabilities or the blind)
Expand Access to Healthcare Services	Provide innovative rider-focused transportation solutions that improve access to healthcare and promote wellbeing