



MARIN TRANSIT BUDGET FY 2019/20

Table of Contents

Marin Transit Budget Overview	3
Relevant Financial Policies	3
Budget Summary.....	5
District Fund Balance.....	6
Local Sales Tax – Measure A and Measure AA	7
Operations Budget	11
District Revenue	13
District Expenses.....	16
Administration	19
Local Service	21
Yellow Bus Service.....	24
Rural Service	27
Marin Access (Paratransit and Mobility Management)	30
Capital Budget	36
Vehicles	37
Bus Stop Improvements	37
Administrative and Operations Facilities	38
Technology Projects	38
Other Measure A Capital Expenses	39

Tables

Table 1: Budget Summary	6
Table 2: Comparison of Local Transit Allocations in Measure AA to Measure A.....	7
Table 3: Operations Budget (Admin, Local, Yellow Bus, Rural & Marin Access).....	12
Table 4: Revenue Variances in Operations Budget	14
Table 5: Expense Variances in Operations Budget	16
Table 6: Personnel Counts	18
Table 7: Administration Budget	20
Table 8: Local Budget Service Levels	21
Table 9: Local Service Budget	23
Table 10: Yellow School FY 2019/20 Budgeted Program	25
Table 11: Yellow School Bus Budget.....	26
Table 12: Rural Service Levels	27
Table 13: Rural Service Budget	29
Table 14: Marin Access Service Levels	31
Table 15: Marin Access Budget.....	32
Table 16: Capital Budget by Project	40

List of Figures

Figure 1: Measure A/AA Transit Funds by Fiscal Year (Programmed/Projected vs Actual Receipts)	9
Figure 2: Local Sales Tax Expenditures by Fiscal Year (Measure A/AA)	10
Figure 3: Revenue Sources for FY 2019/20 Budget.....	15
Figure 4: Operations Expenses for FY 2019/20 Budget.....	17
Figure 5: Marin Transit FY 2019/20 Organization Structure	18
Figure 6: Local Revenue Service Hours by Program	22
Figure 7: Rural Service Level and Ridership Trends	28
Figure 8: Marin Access Passengers by Program.....	34
Figure 9: Capital Project Budget by Type	36

Marin Transit Budget Overview

The Marin County Transit District (Marin Transit) is responsible for local transit service within Marin County, and provides over 3.2 million unlinked passenger trips per year and over 260,000 revenue hours of service. Marin Transit delivers services through contract operators. These include: Golden Gate Bridge Highway & Transportation District (GGBHTD), Marin Airporter, MV Transportation, Marin Senior Coordinating Council (Whistlestop), and Michael's Transportation. Marin Transit's Short Range Transit Plan (SRTP) is the primary service and financial planning document for the District, and includes ten years of financial projections for operations and capital programs. The District's Board adopted the most recent SRTP on December 18, 2017.

Budget Process and Timeline

The budget process begins in late February as a review of District and program level goals and objectives with finance and operations staff. In March, budget meetings focus on each program area. The Director of Finance compiles all the program data and develops a draft budget to present to the Board of Directors at their April meeting. The final budget incorporates any changes from the draft version, and the Board adopts the budget at its May or June meeting.

The following is the timeline for fiscal year July 1, 2019 to June 30, 2020 (FY 2019/20) budget development:

February 25, 2019	Budget kick-off meeting
March-April 2019	Program level budget meetings
May 6, 2019	Draft budget presented to Board of Directors
June 3, 2019	Adoption of final budget

Relevant Financial Policies

This section details financial policies relevant to the District's annual budget and budget process. The Board has adopted these policies as part of the FN-01 policy document.

Basis of Accounting

Marin Transit's resources are allocated to and accounted for in the financial statements as an enterprise fund type of the proprietary fund group. Enterprise funds are accounted for on a flow of economic resources measurement focus. Marin Transit also uses the accrual basis of accounting, recording revenues when earned, and recording expenses at the time the liability is incurred. Grant revenue is recognized when program expenditures are incurred in accordance with program guidelines. Proprietary funds further distinguish operating revenues and expenses from non-operating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations.

When both restricted and unrestricted revenues are available for use, it is Marin Transit's policy to use restricted revenues first then unrestricted revenues as they are needed.

Annual Budget Adoption

The Marin Transit Board of Directors adopts an annual budget for Marin Transit's fiscal year starting July 1 and ending June 30. Under the direction of the Director of Finance, staff develops a balanced budget for the Board of Directors that provides sufficient and sustainable funding for local transit service needs using the following guidelines:

- Maintain adopted reserve level
- Preserve a balance of revenues and expenditures over a ten-year horizon
- Provide for Short Range Transit Plan (SRTP) adopted service levels
- Allow for innovative growth

The Board adopts the annual budget for the coming fiscal year no later than the June Board of Directors meeting.

Budget Amendment

Budget control occurs at the total program level (administration, local, yellow bus, rural, Marin Access, capital). Deviations from budgeted line item amounts are acceptable if the total program expenses do not exceed the budget authority.

Budget authority transfers between programs require General Manager approval and must be made such that total budget expenditures are not exceeded.

In the event that overall expenditures are anticipated to exceed the approved annual budget authority, Board of Directors' approval is required prior to incurring the expense. Requests for budget amendments must include adequate supporting documentation and identification of available revenue to support the expenditure. If circumstances require immediate action, the General Manager may act in place of the Board of Directors and must present the expenditure to the Board of Directors at the next possible opportunity.

All budget amendments are reported to the Board quarterly, as part of the quarterly finance reports.

Reserve Policy

Marin Transit maintains an unrestricted reserve consisting primarily of property tax revenues. The District is dependent on many diverse funding sources for the operation of its services that are subject to state and federal funding availability and administrative processes. The reserve balance is essential to mitigate current and future risk of revenue shortfalls and unanticipated expenditures. The following reserve balance policy provides parameters on desired levels and uses of unrestricted reserve funds. The reserve balance levels are defined to minimize disruptions to the District's services due to fluctuation in funding and in accordance to the Government Finance Officers Association (GFOA) recommendations.

The District shall strive to maintain a reserve balance equivalent to a minimum of two months and up to a maximum six months operating expenses based on the adopted budget.

Any reserve balance equal to but not exceeding two months operating expenditures is defined as the emergency reserve. The emergency reserve will be available for use during prolonged revenue shortages to sustain District

operations until service reductions, program cuts, or fare increases are made to reestablish a balanced budget and restore the emergency reserve.

Any reserve balance greater than two months of operating expenditures, but less than four months of operating expenditures, is defined as the contingency reserve. The contingency reserve is available to maintain current service levels during short-term periods of declining revenue or slower than anticipated revenue growth.

When the emergency reserve is fully funded and the contingency reserve is funded with the equivalent of at least two months of operations funds, the District may fund a capital reserve through the budgeting process. The capital reserve is available to provide resources for high priority capital projects or grant matching funds. The reserve is designed to reduce the District's future needs for borrowing or bonding for large capital projects. With Board approval, capital reserve funds can be transferred to the contingency reserve or the emergency reserve if these funds fall below the target levels.

If, for a prolonged period, the total reserve balance held in emergency and contingency reserves exceeds six months of operating expenditures, Marin Transit will consider options such as but not limited to: expanding transit service or decreasing fares in an effort to provide the optimal level of transit service and benefits to Marin County.

Indirect Costs

In order to provide for the reasonable and consistent allocation or distribution of costs to its various grants and funding programs, Marin Transit develops an Indirect Cost Rate Proposal (ICRP) annually. The ICRP is designed in accordance with Federal Title 2 CFR 200 and is approved by the Federal Transit Administration (FTA).

Budget Summary

The FY 2019/20 expenditure budget for operations and capital projects is \$55.7 million. The expenditure budget allows for a fully funded Emergency Reserve (two months operating expenses), a Contingency Reserve of four months of operating expenses, and a Capital Reserve of \$10.9 million. The proposed budget continues existing service levels with existing operations contracts and modestly increasing fuel prices. Capital expenditures are comparable with continued investments in the revenue service vehicles, bus stop improvements, operations facilities. The Capital budget include the expenditure of \$3.00 million in capital reserve to purchase a yellow bus parking facility.

Table 1: Budget Summary

	FY 2017/18 Actual	FY 2018/19 Final Budget	FY 2018/19 Estimated Actual	FY 2019/20 Draft Budget	FY 2019/20 Final Budget
Revenue					
Capital	11,485,678	13,041,596	4,394,116	18,583,692	18,583,692
Operations	32,344,147	35,558,675	34,645,929	37,301,521	37,159,021
Total Revenue	\$43,829,825	\$48,600,271	\$39,040,045	\$55,885,213	\$55,742,713
Expenditures					
Capital	11,517,302	16,041,596	4,394,116	21,583,692	21,583,692
Operations	28,610,278	32,471,027	30,849,749	33,597,353	33,567,353
Total Expenditures	\$40,127,580	\$48,512,623	\$35,243,865	\$55,181,045	\$55,151,045
Net Change in Fund Balance	\$3,702,245	\$87,648	\$3,796,180	\$704,168	\$591,668
Emergency Reserve	4,992,037	5,411,838	5,411,838	5,599,559	5,594,559
Contingency Reserve	9,984,074	10,823,676	10,823,676	11,199,118	11,189,118
Capital Reserve	8,160,238	6,988,485	10,697,017	10,838,022	10,740,523
Fund Balance (total reserve)	\$23,136,349	\$23,223,997	\$26,932,529	\$27,636,697	\$27,524,197
Expenditure of Restricted Fund Balance	31,624	0	0	0	0
Expenditure of Capital Reserve	0	3,000,000	0	3,000,000	3,000,000

District Fund Balance

Marin Transit’s fund balance represents the total unrestricted net position made up of local property tax funding. Each year, the fund balance increases or decreases by the net difference between total revenue and total expenses for the year. Marin Transit’s Board-adopted policy designates an Emergency Reserve equivalent to two months of operating expenses and a Contingency Reserve equivalent to an additional two to four months of operating expenses. Marin Transit staff and Board Members review 10-year projections of revenues and expenses in the SRTP to ensure long term financial stability while maximizing mobility for local transit riders.

For the last four years, Marin Transit has been able to rebuild the District’s fund balance based on strategic efforts to lower service contract rates and control administrative costs. In addition, increasing revenues from a strong economy have helped fully fund the emergency and contingency reserves and create a capital reserve. The next step in financial stability for the District is transitioning from leased operations and maintenance facilities to a District-owned location. Marin Transit has a \$6.6 million capital project planned for the purchase of right of way for a bus facility and a \$3.0 million project planned for the purchase of yellow bus parking facility. In accordance with the District’s SRTP, the FY2019/20 Budget programs \$3.0 million of capital reserves for the purchase of a bus facility.

With the Emergency and Contingency Reserves continuing to be fully funded with the equivalent of six months of operations funds, the Capital Reserve is reduced by \$640,000. The remaining Capital Reserve will be needed for the upcoming vehicle replacements and additional facility costs.

Local Sales Tax – Measure A and Measure AA

On November 6, 2018, Marin County voters passed Measure AA, a renewal to the county's ½-cent transportation sales tax and new expenditure plan. The first ½-cent sales transportation sales tax (Measure A) was a 20-year measure passed in 2004 and FY 2024/25 would have been the last year of the sales tax. The renewal measure (Measure AA) is a 30- year extension effective April 2019. Local sales tax funding provides approximately 40% of Marin Transit's operating revenues. The sales tax also provides a share of capital funds needed to match federal and state grant funding for vehicles. As shown in the District's 2017 Short Range Transit Plan, without the sales tax funding Marin Transit would need to cut service levels significantly and end programs like the community shuttles, West Marin Stagecoach, Muir Woods Shuttle and school bus service.

The new expenditure plan was updated to reflect the needs of Marin County and projects that were completed under Measure A. Measure AA continues to prioritize local transit and the voter approved expenditure plan indicates that 55% of allocated sales tax revenues will go to local. The expenditure plan for Measure AA does make changes to the sub-strategies and their allocations within the transit strategy and there are changes to the amount of funding that is taken "off the top" before the allocations are made. Table 2 compares the allocations under Measure A to Measure AA. The largest difference is the addition of the School Service sub-strategy. Funds were spent on supplemental school, the youth bus pass program and yellow bus under the Local Service sub-strategy in Measure A. Additional funds are committed to school transportation in Measure AA.

Table 2: Comparison of Local Transit Programmed Funding in Measure AA to Measure A

Local Transit Sub-Strategy	Measure A %s ¹	FY 2018/19 Measure A Program ²	Measure AA %s ³	FY2019/20 Measure AA (Estimated Program)
Local Bus Service	37%	\$ 9,724,303	33%	\$ 7,392,000
Rural Bus Service	3%	\$ 788,457	3%	\$ 672,000
Special Needs	9%	\$ 2,365,371	9.5%	\$ 2,128,000
Bus Transit Facilities	6%	\$ 1,576,914	4%	\$ 896,000
School Service	0% ⁴	\$ -	5%	\$ 1,120,000
Total to Marin Transit	55%	\$ 14,455,045	45.5%	\$ 12,208,000
Ferry Access ⁵	0%	\$ -	0.5%	\$ 112,000
Total to Local Transit	55%	\$ 14,455,045	55%	\$ 12,320,000

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) Numbers based on a full year at current sale tax receipts under Measure A, TAM will allocate ¾ of the year based on the Measure A expenditure plan and ¼ of the year based on the Measure AA expenditure plan
- 3) 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.
- 4) Included in Local Bus
- 5) GGBHTD bus service to the ferry was funded on a discretionary basis from Measure A interest. Under Measure AA, funds are committed annually for this service and will be allocated directly to GGBHTD as outlined in the new Expenditure Plan.

The Transportation of Authority of Marin is still developing the strategic plan that will determine policies related to administration, reserves, and prior commitments that will affect the final dollar amounts allocated to transit. Based on the expenditure plan, Marin Transit expected 55% of the estimated \$27 million in annual sales tax revenue, or around \$14.9 million annually, to be available to the transit sub-strategies. Based on initial discussions with the Transportation Authority of Marin, the level of funding to Marin Transit may be closer to \$12 million annually. This is due to a combination of the following factors:

- (A) Conservative projection of sales tax receipts (TAM is projecting decline in FY 2019/20 of 2.8%)
- (B) Potential reduction of allocated transit funds to cover prior Major Road Commitments carried forward from Measure A (TAM staff advised District staff they expect to take funds “off the top” of the annual Measure AA sales tax receipts)
- (C) 5% reduction of allocated funds to create a reserve (may be offset by the release of the Measure A reserve)
- (D) 5% reduction of allocated funds for administration and programming (consistent with Measure A)

A commitment of funds to roadway projects carried forward from Measure A was included in the expenditure plan at \$2.35 million per year for the first 14 years (Measure AA Expenditure Plan, page 31). It is unclear from the Expenditure Plan if this was intended to be made from the roadway strategies, but depending on the outcome of the Strategic Plan, it may be deducted from all strategies (“off the top”), including transit, for the first 14 years of the plan. This would be an 8% reduction in funding per year or about \$1.2 million reduction per year from the amount Marin Transit had expected for transit. The FY2019/20 Budget includes a conservative projection of Measure AA funds and depending on the adopted Measure AA Strategic Plan, any effective reductions in local sales tax funding to Marin Transit will be included in Marin Transit’s current Short Range Transit Plan update. If the funding for transit is reduced for the existing commitments to major roads, it will not affect the FY2019/20 budget due to the anticipated one-time payment of Measure A reserves and the ability to draw down unspent prior year funds. The two biggest near-term challenges for the District from the funding reduction would be:

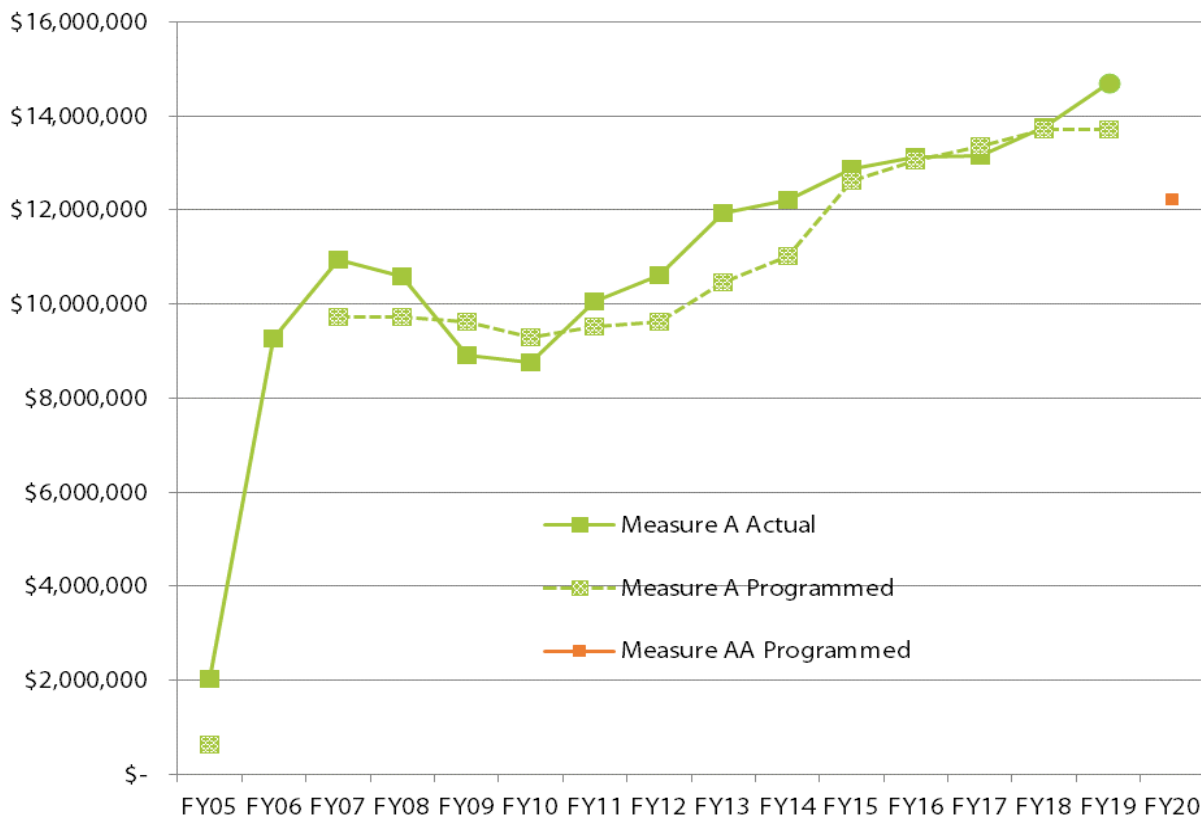
- 1) Lower local matching funds for replacement vehicles. Capital funds (bus transit facilities) were reduced in Measure AA, allowing for a commitment of transit funds for school transportation service. This shift in sub-strategy allocations coupled with the reduction in the overall amount of Measure AA available, will impact whether Marin Transit can match other grants for vehicle replacements in a timely manner.
- 2) Challenges meeting existing commitments for school transportation that were made based on the \$14.9 million local transit strategy funding estimate included in the Measure AA Expenditure Plan. Marin Transit is allocating \$600,000 in Measure AA funds to yellow bus programs in FY2019/20 with the expectation that the allocation would grow by the amount of sales tax revenue growth for the subsequent two years. Allocations for FY2020/21 and beyond may need to be reconsidered depending on the reduction to the fund estimate.

TAM programs Measure A/AA funding to the District based on projections and adjusts future year balances to account for actual receipts. Based on the programmed amounts, Marin Transit requests annual allocations of funds from TAM. Figure 1 shows Marin Transit’s share of Measure A and Measure AA projected revenues and actual

receipts. TAM established a reserve fund under Measure A to account for potential economic declines that could adversely impact sales tax collections. With the termination of the Measure A expenditure plan in 2019, TAM plans to distribute these reserve funds to each of the Measure A categories according to the categories' percentage shares. The FY2019/20 Budget includes an expected distribution of Measure A reserve funds, plus the expenditure of Marin Transit Measure A balances from unspent prior year funds. These one-time funds mitigate the near-term effect of lower Measure AA funding for Marin Transit.

The growth rate of sales tax slowed to 0.2% in FY2016/17 after recovering from the decline in FY2007/08. FY2017/18 show renewed growth (4.8%) and based on initial receipts FY2018/19 shows strong growth (6.3%). TAM is projecting a 2.8% decline in sales tax receipts in FY2019/20 to allow for a potential economic recession. Growth of sales tax in Marin County is typically low due to limited population and job growth that are key drivers of retail sales. The projected Marin County sales tax revenue growth below expected price inflation will slowly impact the District's ability to sustain service.

Figure 1: Programmed Measure A/AA Transit Funds by Fiscal Year (TAM Projection vs Actual Receipts)¹



The District's actual expenditure of Measure A/AA revenue varies due to capital replacement cycles and the availability of other grant funds in a particular year (Figure 2). In a given year, any unclaimed Measure A/AA revenue is available for TAM to allocate to Marin Transit in future years.

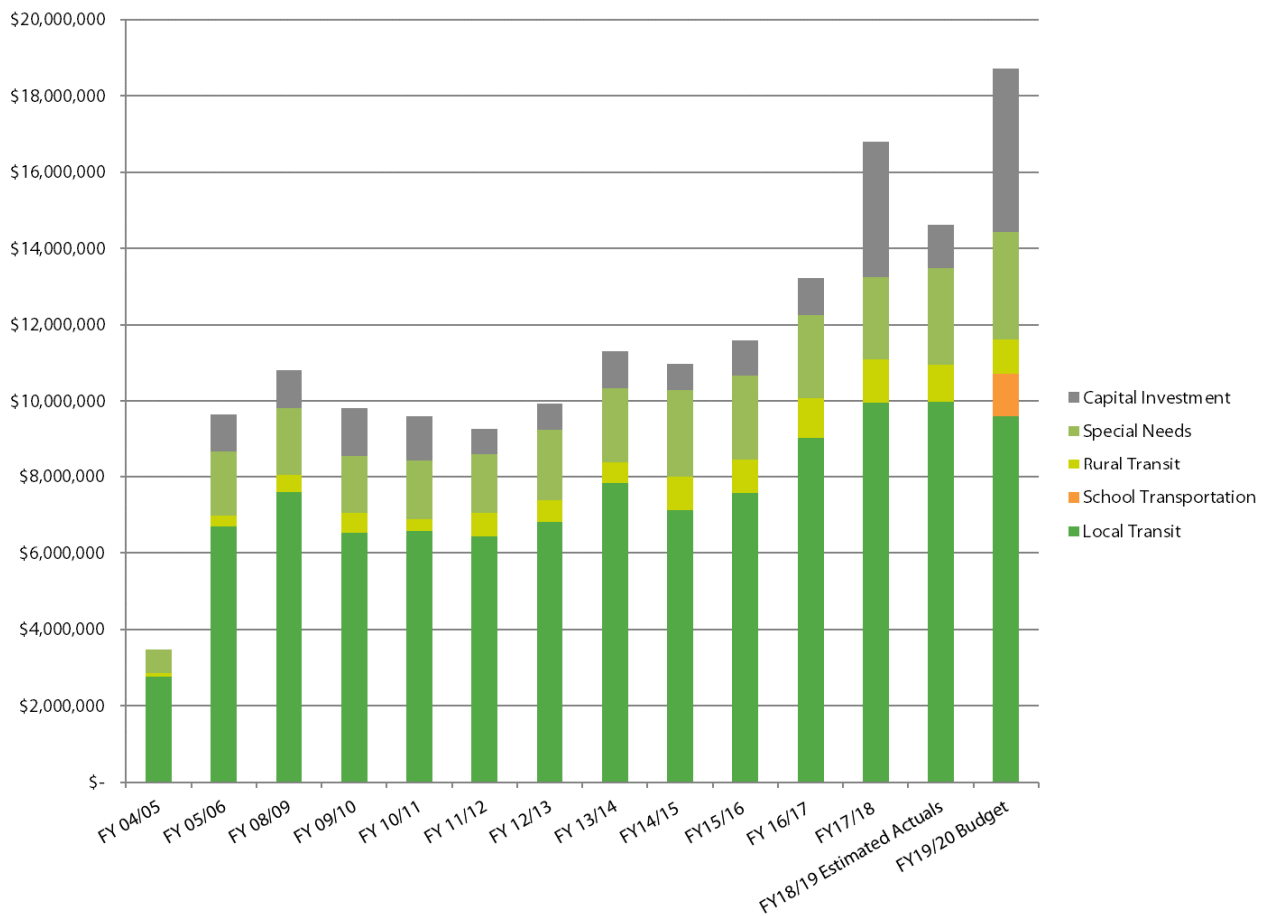
¹ Based on TAM 2018 Measure A SPU, and TAM 2019 Measure AA SPU

Based on the following assumptions Marin Transit will have a balance of \$4.7 million in unallocated and carryover Measure A/AA at the end of FY 2019/20:

- FY 2018/19 sales tax receipts at TAM projected level;
- Prior Year Measure A actuals based on pending TAM Measure A Strategic Plan Update 2019
- \$3.2 million in Measure A reserves returned to Strategy (pending TAM board action)
- \$12.208 million in Measure AA FY 2019/20 funds programmed to Marin Transit (Draft Measure AA Strategic Plan 2019); and
- Marin Transit expenditures of Measure A and Measure AA as included in the FY 2019/20 budget

The estimated unallocated and carryover funds are \$4.7 million and include \$4.2 million in Local Bus funds and \$500,000 in Bus Transit Facilities funds. TAM holds these unallocated funds, and they are not included in Marin Transit’s Emergency or Contingency Reserve funds. Instead, Marin Transit programs these funds in the ten-year operation and capital financial forecasts in the adopted SRTP. Figure 2 shows the annual expenditure of local sales tax funds by category. Consistent funding availability is critical to maintaining transit service operations.

Figure 2: Local Sales Tax Expenditures by Fiscal Year (Measure A/AA)



Operations Budget

Marin Transit's FY 2019/20 operations budget provides for operation of the following services:

Local Basic and Local Trunkline	116,000 revenue hours
Local Connector (Community Shuttles)	43,600 revenue hours
Supplemental School and Partnership	6,850 revenue hours
Muir Woods Shuttle	6,500 revenue hours
Novato Dial-A-Ride	2,400 revenue hours
Yellow School Bus Service	6 buses
West Marin Stagecoach Service	16,400 revenue hours
Rural Dial-A-Ride Service	435 revenue hours
Local Paratransit Service	63,800 revenue hours
Regional Paratransit Service	8,500 revenue hours
Catch-A-Ride	15,400 trips
Volunteer Driver	15,700 trips
Transit Connect (pilot)	8,500 revenue hours

The operating expense budget of \$33.6 million is a 3% increase over the FY 2018/19 budget (Table 3), and provides for a similar level of fixed route service and an increase in paratransit service hours. The largest cost increases are from contract service operations, both for increased service and for increased contract rates. Wage pressure and historically increasing fuel prices are increasing transit operations costs faster than inflation.

Table 3: Operations Budget (Admin, Local, Yellow Bus, Rural, & Marin Access)

	FY 2017/18 Actual	FY 2018/19 Budget Revised	FY 2018/19 Estimated Actuals	FY 2019/20 Final Budget	% Δ from FY2018/19 Budget
Revenue					
Fare Revenue	4,044,536	4,227,620	4,075,326	4,160,781	-2%
Advertising & Other Revenue	424,774	412,206	402,860	408,000	-1%
Reimbursements (GGBHTD, WSW)	1,943,098	2,026,564	1,914,811	2,097,563	4%
Interest	118,552	70,250	190,620	150,700	115%
Measure A	13,255,076	14,046,065	13,385,396	6,899,497	-51%
Measure A Interest	85,000	85,000	85,000	0	-100%
Measure AA	0	0	0	7,508,005	-
Measure B	817,779	1,120,000	886,000	1,245,000	11%
Property Taxes	4,294,379	4,436,683	4,546,554	4,629,004	4%
Development Fees	47,832	58,200	48,235	39,950	-31%
State Transit Assistance (STA)	1,285,220	1,841,702	1,841,702	2,375,692	29%
Transit Development Act (TDA)	4,614,306	5,109,399	5,109,399	5,836,446	14%
Other State	147,950	354,524	389,532	18,800	-95%
FTA Funds	1,151,839	1,351,823	1,368,160	1,338,413	-1%
National Park Service	154,887	458,000	402,334	452,570	-1%
Transfers to Capital Budget	(41,080)	(39,360)	0	(1,400)	-96%
Total Revenue	32,344,148	35,558,676	34,645,929	37,159,021	5%
Expenses					
Salaries and Benefits	2,025,436	2,556,016	2,325,801	2,675,000	5%
Professional Service	555,159	558,531	432,717	727,217	30%
Professional Service- Legal	72,323	150,000	7,870	0	-100%
Security and Maintenance	261,036	297,548	280,423	303,854	2%
Customer Service	528,266	783,263	604,326	651,950	-17%
Indirect County Overhead	2,009	2,575	0	2,652	3%
Mobility Management Support Programs	8,363	24,835	12,700	29,800	20%
Grants to Other Agencies	0	0	0	405,485	-
Office Supplies	193,344	223,888	229,953	233,808	4%
General Insurance	27,860	29,870	36,166	40,000	34%
Contract Service Operation	22,693,306	25,119,706	24,313,282	25,631,104	2%
Membership & Prof Development	20,502	61,800	14,845	63,654	3%
Mileage and Travel	15,925	23,690	15,891	24,401	3%
Marketing	98,035	243,881	139,708	246,808	1%
Communication	171,216	198,436	131,192	227,623	15%
Fuel	2,161,544	2,431,546	2,541,009	2,663,294	10%
Vehicle and Vehicle Parking Leases	23,280	23,980	23,980	24,730	3%
Office - Rental and Overhead	98,832	137,000	117,667	141,110	3%
Partner Agency Pass Through	85,000	85,000	85,000	0	-100%
Transfers to Capital Budget	(431,158)	(480,538)	(462,781)	(525,136)	9%
Total Expenses	28,610,278	32,471,027	30,849,749	33,567,354	3%
Net Revenue Over Expenditures	<u>3,733,870</u>	<u>3,087,649</u>	<u>3,796,180</u>	<u>3,591,667</u>	

District Revenue

Marin Transit derives its revenues from multiple sources (Figure 3), with no single revenue source providing the majority of the District's operating funds. The primary revenue sources for Marin Transit operations are:

- Measure A /Measure AA sales tax operating funds;
- Transportation Development Act (TDA) funds;
- State Transit Assistance (STA) funds;
- Passenger fares; and
- Property taxes.

To develop revenue projections for the FY 2018/19 budget, staff referred to Metropolitan Transportation Commission (MTC) revenue projections for STA and TDA, met with TAM's finance staff regarding Measure A/AA allocations, and discussed estimates for property tax revenue with the County of Marin.

Based on current receipts, Marin County sales tax revenue is expected to increase by 6.3% in FY 2018/19. In addition to the county transportation sales tax revenue, TDA revenue is generated from sales tax. The County Auditor Controller is projecting a 3.6% increase in TDA revenue in FY 2019/20. Marin Transit splits Marin County TDA with the Golden Gate Bridge Highway and Transportation District based on ridership and service provided. Marin Transit will receive 40.06% of Marin County TDA funds in FY 2019/20, which a slight percentage increase over the prior year.

New state legislation (SB1) increased the state gas tax to restore state transit funds back to historic levels. The State Controller follows a statutory allocation method to distribute funds to transit operators. In accordance with the statute, State Transit Assistance funding is split 50% based on (a) locally generated revenue expended on transit operations (revenue based) and 50% based on (b) the population of the County (population based). The three eligible transit operators in Marin County—Marin Transit, Golden Gate Bridge Highway and Transportation District, and SMART—signed an agreement in FY 2017/18 to split population funds based on ridership and service provided to address MTC's new STA Population-Based Policy (MTC Resolution 4321). With increased funding available, all Marin County transit operators are seeing increased revenues for operations.

In FY 2019/20 Marin Transit expects an allocation of \$1.3 million in STA population-based funds. This an increase of about \$350,000 over the funding Marin Transit received before SB1 and before MTC Resolution 4321. STA revenue-based funding has also increased significantly. Marin Transit will continue to use these state funds for paratransit operations, fixed route services, and ensuring lifeline transportation needs are met. As authorized by the Marin Transit Board in December 2017, some of the increased STA revenue is being used for the purchase of additional vehicles needed to reduce overcrowding on school routes.

Passenger fare revenue is budgeted based on current program receipts or estimated using a linear projection to account for service level increases or reductions. Muir Woods Shuttle fares are subsidized by the National Park Service (NPS). Since the establishment of a reservation system in January 2017, passengers pay \$3 round trip and NPS contributes \$2 to allow Marin Transit to collect a total of \$5 per round trip fare. This fare is equivalent to the fares collected prior to the reservation system.

The operating revenue budget of \$37.13 million is a 5% increase from the prior year budget (Table 3).

The increase in budgeted operations revenue mirrors an increase in Operations expenses. Marin Transit will use increased state revenues from Senate Bill 1 (SB1) to fund operations. Marin Transit maintains a similar level of expenditure of Measure A/AA local sales tax revenue despite a projected lower level of funding available in FY 2019/20. Lower sales tax projections are offset by 1) the carryover of unspent prior year funds due to sales tax receipts exceeding projections, and 2) the expected release of TAM Measure A reserves due to the transition to the Measure AA expenditure plan.

Six revenue categories have variances greater than \$100,000 between the FY 2019/20 budget and FY 2018/19 budget (Table 4). Measure A/AA combined funding is higher due to new expenditure of sales tax revenue on yellow school bus programs. Measure B expenditures increase temporarily to expend prior year funds and to provide funding to the Transit Connect pilot project that provides on-demand transit service.

Table 4: Revenue Variances in Operations Budget >\$100,000 over prior year

Revenue Category	FY 2019/20 Budget	Variance from Prior Year Budget		Notes
		Amount (\$)	%	
Measure A/AA	\$14,407,502	\$361,437	3%	This includes expenditure of prior year unspent Measure A funding and current year Measure AA funds. The total Marin County sales tax budgeted for expenditure increases primarily due to the \$600,000 in funds that will be allocated to existing Marin County yellow school bus services
Measure B	\$1,245,000	\$125,000	11%	Expenditure of unspent prior year funds for same day on demand accessible service (Transit Connect)
Property Tax	\$4,629,004	\$192,321	4%	Continued strong Marin County property tax growth
State Transit Assistance	\$2,375,692	\$533,990	29%	Increased allocations from SB1
Transportation Development Act	\$5,836,446	\$727,047	14%	County Auditor's projection of 3.6% annual increase plus prior year funds due to receipts exceeding projections
Other State	\$18,800	(\$335,724)	-95%	State Cap and Trade funds in the Low Carbon Transit Operations Program (LCTOP) previously used for expanded bus service are programmed to purchase electric vehicles

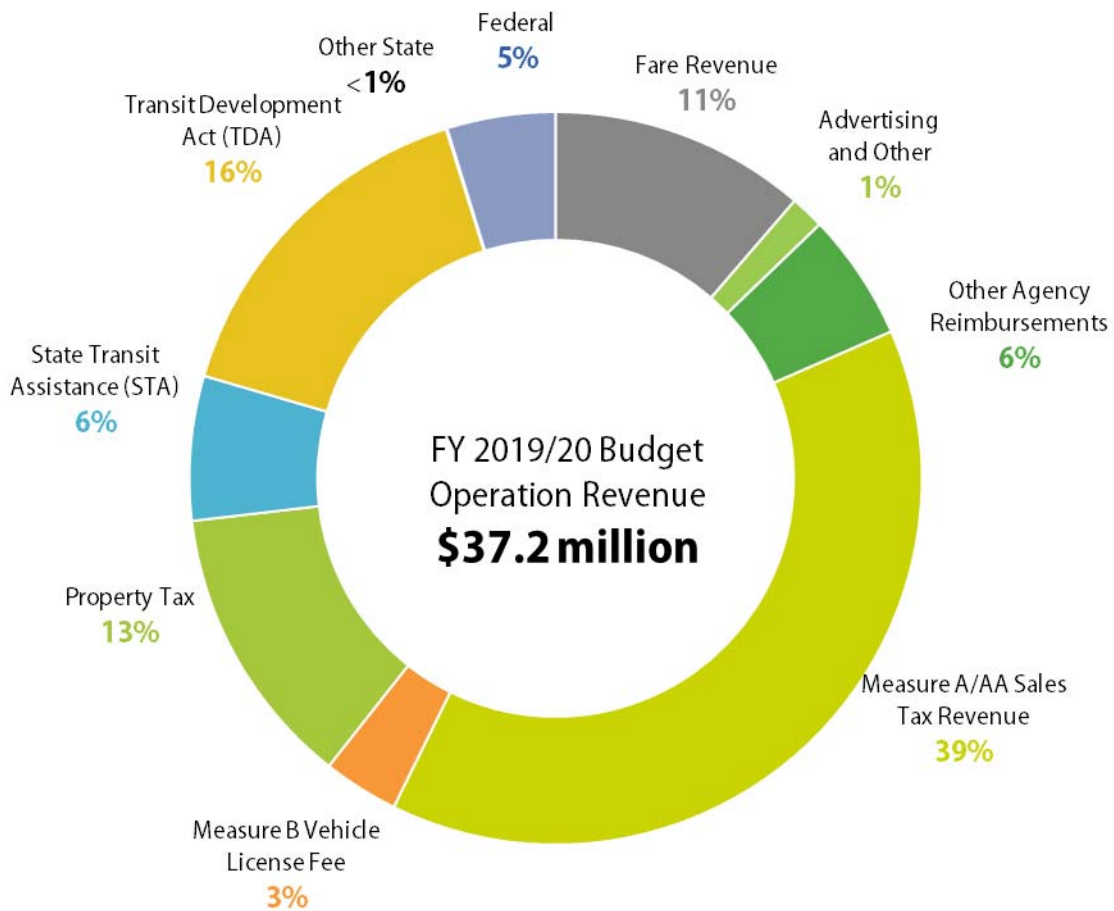
Property tax revenue indicators point to continued revenue growth. The County of Marin forecasts FY 2019/20 property tax receipts will grow another 5% after an expected 5.7% growth in FY 2018/19.

Marin Transit's share of Transit Development Act (TDA) funding is projected to increase 14%. This partially due to the County Auditor's projection of a 3.6% increase over the prior year estimate and a carryforward of prior year funds due to actual receipts that exceed prior year projections. TAM is projecting a downward trend in funds generated from the same source (sales tax). If a recession does occur and TDA funding declines, Marin Transit has sufficient property tax revenue to meet current budget commitments.

Budgeted State Transit Assistance (STA) increases based on increased expenditures of population-based funds available under SB1 and MTC Resolution 4321.

The "Other State Revenues" category drops significantly since the current year allocation of Cap and Trade, Low Carbon Transit Operations Program (LCTOP) revenue is not being expended on transit operations. Marin Transit will expend the LCTOP revenue on the purchase of four electric transit buses.

Figure 3: Revenue Sources for FY 2019/20 Budget



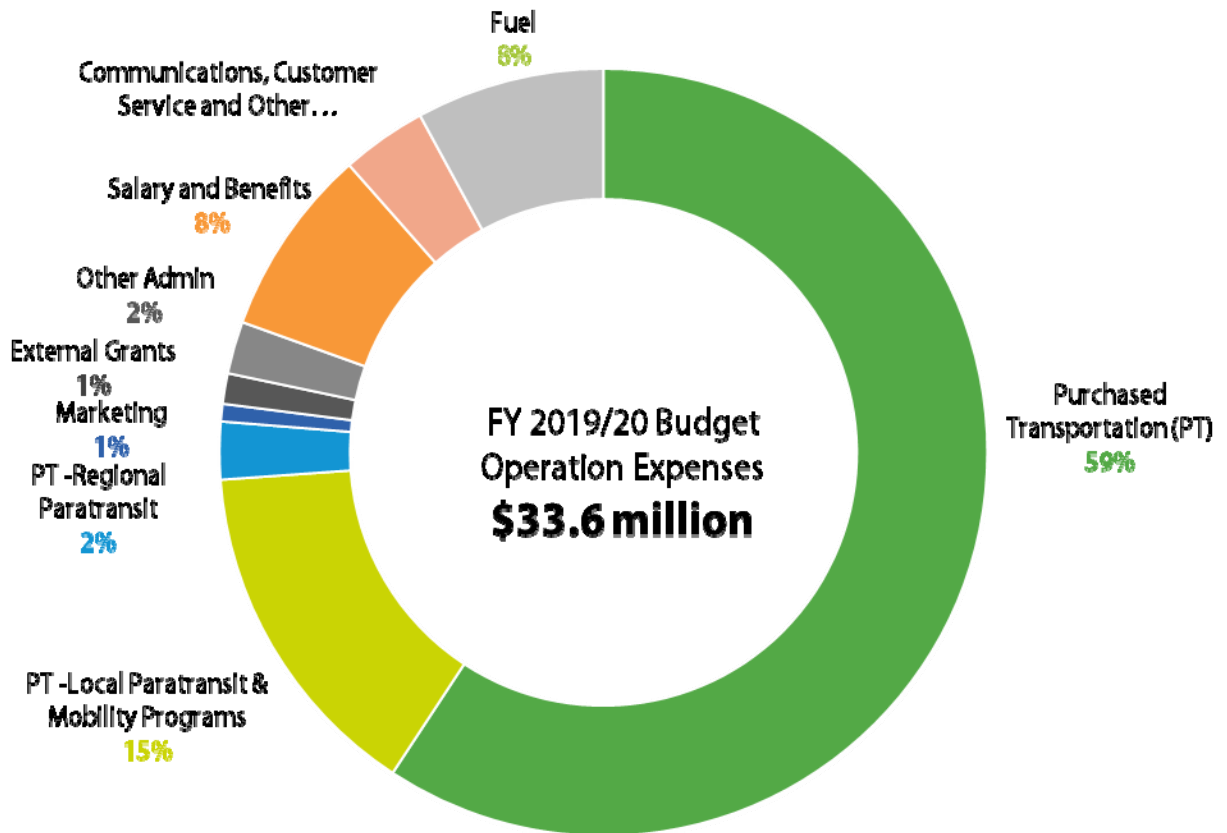
District Expenses

Marin Transit provides local transit service through purchased transportation contracts. Under this structure, the majority of district operations expenses (Figure 4) are for contract service operation (76%) and associated fuel and other operations expenses (12%). Contract service operations includes local paratransit, regional paratransit and fixed route purchased transportation. The following sections discuss information and trends on general agency costs including staffing, consulting, fuel, and marketing. More detailed operations and service costs are discussed in later sections that correspond to the District's program areas: local service, yellow bus, rural service, and Marin Access. Categories with variances greater than \$100,000 are summarized in Table 5.

Table 5: Expense Variances in Operations Budget (>\$100,000)

Expense Category	FY 2019/20 Budget	Variance from Prior Year Budget		Notes
		Amount (\$)	%	
Salaries and Benefits	\$2,675,000	\$118,984	5%	Allows for merit-based salary increases and potential benefit costs increases.
Customer Service	\$651,950	(\$131,313)	-17%	Prior year budget was increased for potential increases in Travel Navigator cost associated with a new contract. A new contract was not awarded and costs did not increase significantly.
Grants to Other Agencies	\$435,485	\$435,486	100%	With the passage of Measure AA, Marin Transit will distribute \$600,000 to support existing yellow bus programs. \$435,485 is to yellow bus programs not operated by Marin Transit.
Contract Service Operation	\$25,631,104	\$511,398	2%	This is small percentage increase that reflects contract rate escalations and changes to budgeted service levels.
Fuel	\$2,663,294	\$231,748	10%	Fuel costs grew significantly in FY2018/19 due to rising fuel prices. FY 2018/19 fuel cost are expected to exceed the FY2018/19 budget amount. The FY 2019/20 budget allows for an additional 5% growth in fuel costs over the FY 2018/19 estimated actuals.

Figure 4: Operations Expenses for FY 2019/20 Budget



Staffing

Marin Transit directly employs all District staff. Benefits for regular employees include medical benefits coordinated through the County of Marin and an employer-funded defined contribution retirement program.

The FY 2019/20 budget includes 16.4 regular full-time equivalent positions (Table 6 and Figure 5) and additional seasonal and temporary staff for Muir Woods Shuttle greeters, staff interns, and supplemental staff support. This is the same level of staffing as the prior year.

In FY2018/19, Marin Transit completed a salary study to compare the District’s compensation level to other neighboring agencies and ensure the compensation is appropriate and sufficient to attract and retain staff. As a result of the study, the Marin Transit Board adopted a revised salary framework in December 2018 that increased salary ranges for several position classes to align with comparable agencies. This did not affect individual salaries. Any potential salary increases are subject to the agency review process and will be in accordance with Board-adopted employment policies.

Based on the District’s employment framework, top and bottom of the salary ranges for each classification will increase by the consumer price index (CPI)². This does not affect individual salaries.

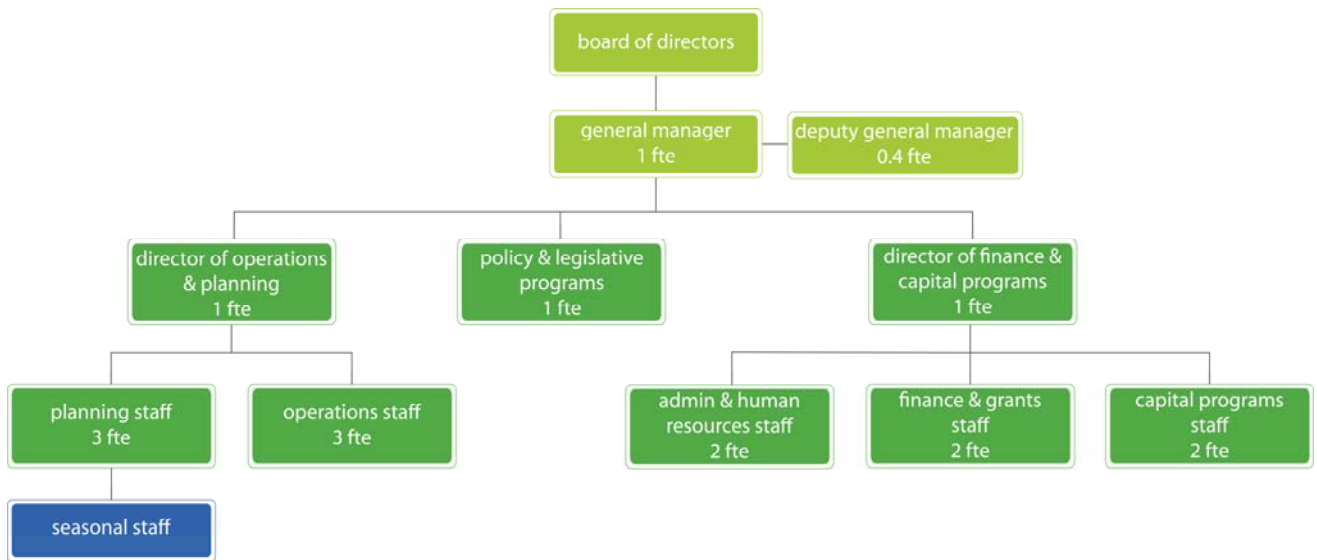
The FY2019/20 budgeted salary and benefits 4.6% or \$118,984, above the prior year budget and 15% over the FY2018/19 Estimated Actual. This includes an allowance for merit-based salary increases and promotions. Benefit costs are on a calendar year and health insurance benefit rates increased 6.4% in 2019. Marin Transit currently has no vacant positions.

Table 6: Personnel Counts

	FY 2017/18	FY 2018/19	FY2019/20
Budget	15.6	16.4	16.4
Actual	14.5	16.4	

Notes: 1) Stated in Full Time Equivalents (FTE's)
 2) Does not include temporary seasonal workers

Figure 5: Marin Transit FY 2019/20 Organization Structure



² Bay Area CPI February 2019 – 3.5%

Fuel

Marin Transit pays directly for fuel used in all purchased transportation contracts. This structure shifts the risks for fuel price fluctuations to the District. In exchange, the contractors provide lower contract rates as they do not need to hedge against potential fuel price increases.

The method for purchasing fuel varies among contracts depending on the volume of service, existing infrastructure, and location of service. GGBHTD maintains its own fuel contract and delivery system. Two contractors fuel their vehicles at the County of Marin facility, and a fourth contractor uses a combination of commercial pumps and onsite delivery. In general, the bulk contract purchases by the County of Marin and GGBHTD provide a lower cost per gallon and result in a delayed market effect. As the District identifies future facility locations, the potential for fuel savings should be considered.

Overall fuel costs are projected to increase by 17% in FY 2018/19 over FY 2017/18. This is a slight reduction in the year over year increase between FY 2017/18 and FY 2016/17 which was 19%. Given Marin Transit's minimal service changes over the last year, total cost increases are driven almost exclusively by an increase in cost per gallon of fuel. US Energy Information Administration, projects gasoline prices to remain relatively flat in 2020 and diesel prices to increase modestly. However, given the historic uncertainty in fuel prices and the risk of unanticipated changes in circumstances such as the effect of extreme weather events, this budget includes an overall 10% increase in fuel costs over the prior year budget which is a 5% increase over the FY 2018/19 estimated actual costs for fuel.

Marin Transit received the District's first two electric buses in October FY2018/19. The electric power costs are segmented from GGBHTD's San Rafael maintenance yard based on vehicle charging reports. The budgeted cost for electrical power is \$4,100 per month, based on the current Electric Rate structure under which Golden Gate Transit operates. This is an effective rate of 88 cents per mile for electrical power compared to 63 cents per mile for fuel for the District's diesel fleet. About 75% of the estimated electrical costs are for demand charges incurred when both buses are plugged in at night during off-peak hours. The remaining 25% is for the pull of energy for each bus being operated to 20% battery capacity daily. Since the majority of the electrical costs are from demand charges, that are unrelated to the amount of power used, the cost per mile for electrical power will increase if fewer miles are driven and decrease if more miles are driven.

Administration

The administration budget (Table 7) includes revenues and expenses shared by all program areas. While these items are budgeted and recorded under administration, expenses are allocated to the program budgets based on a program's resource usage (i.e., billed staff time). This enables Marin Transit to track the full cost of programs.

Expenses in the administration budget include: staff salaries and benefits, audit fees, insurance, travel costs, professional development expenses, office rental, and other associated costs. Marin Transit's Board authorized a lease extension for expanded office space that began in June 2018 and extends for five years, through June 2023.

Table 7: Administration Budget

		FY 2018 Actual	FY 2019 Budget - Revised	FY 2019 Estimated Actuals	FY2020 Budget	% Δ From FY 2019 Budget
Revenue						
4070400	Interest	118,552	70,250	190,620	150,700	115%
4079950	Development Fees	19,358	18,200	21,253	19,950	10%
4079954	Residual ABX 126	23,474	40,000	26,982	20,000	-50%
4080101	PropTax-CurrntSecured	3,770,414	3,947,211	3,986,455	4,106,048	4%
4080102	County Fee-Admin Basic Tax	(59,624)	(62,681)	(61,406)	(64,562)	3%
4080103	Property Tax-Unitary	35,759	35,000	35,000	36,050	3%
4080104	PropTax-CurrntUnSecur	75,311	73,000	280	75,000	3%
4080105	Educ Rev Augm Fund-Redist	374,098	350,000	489,962	380,000	9%
4080106	PropTax-Supp CY SECR	91,626	87,685	88,500	90,000	3%
4080107	PropTax-Supp Unsecured	1,311	1,000	734	1,000	0%
4080108	PropTax-Redemption	1,516	1,500	2,198	1,500	0%
4080109	Property Tax-Prior Unsecured	3,969	3,968	4,831	3,968	0%
4090101	Other Local	151	-	-	-	-
4119940	Other State	334	300	284	300	0%
Subtotal Revenue		4,456,249	4,565,433	4,785,693	4,819,954	6%
4700001	Property Tax Transfer	(327,767)	(961,797)	(642,875)	(852,865)	-11%
Net Revenue		4,128,482	3,603,636	4,142,818	3,967,089	10%
Expense						
5010200	Salaries	1,289,452	1,673,909	1,551,213	1,710,720	2%
5020000	Benefits	735,983	882,107	774,588	964,280	9%
5030301	Consultant Services	156,324	175,000	206,010	334,750	91%
5030304	Prof Svcs - Legal	72,323	150,000	7,870	-	-100%
5030305	Prof Svcs - Audit	31,091	32,561	33,000	34,189	5%
5049901	Office Supplies	7,726	14,000	9,372	13,000	-7%
5049902	Small Furn/Equip	5,494	13,000	5,109	10,000	-23%
5049903	Software Maintenance	57,032	60,000	95,223	61,800	3%
5049904	Copier Suppl & Srvc	8,382	9,167	8,231	9,442	3%
5049905	Postage	883	3,090	2,024	3,183	3%
5049906	Computers	23,077	20,000	29,222	20,600	3%
5050201	Communication - Phone	26,028	31,230	23,966	32,167	3%
5060301	Insurance - Gen Liability	27,860	29,870	36,166	40,000	34%
5090101	Memberships & Prof Dev.	20,502	61,800	14,845	63,654	3%
5090202	Mileage and Travel	15,925	23,690	15,891	24,401	3%
5090801	Marketing	7,531	12,731	12,676	13,113	3%
5100401	County Fee - Special District	2,009	2,575	-	2,652	3%
5121200	Office Rental	98,832	137,000	117,667	141,110	3%
Subtotal Expense		2,586,454	3,331,730	2,943,073	3,479,061	4%
5100100	Salary/Benefit Transfers	(1,879,313)	(2,341,936)	(2,193,862)	(2,514,176)	7%
5100101	Transfer Overhead	(312,530)	(473,809)	(437,917)	(589,463)	24%
Net Expense		394,611	515,985	311,294	375,422	-27%

Local Service

The local service budget (Table 9) includes all revenues and expenses related to the provision of fixed route service and general purpose dial-a-ride, excluding rural service. Major programs in the local service budget include local fixed route, Community Shuttle service, supplemental school, Muir Woods seasonal shuttle, and Novato Dial-A-Ride. In the prior year, revenues and expenses for yellow bus service were included in the local service budget. Other major expenses in the local service budget include: consultant services for stop-level ride checks, service contract audits and reviews, communications, marketing, and staff time for contract oversight. This budget also includes costs and revenues for special projects such as the youth pass, and Homeward Bound tickets.

Beginning with FY 2017/18, yellow bus service is shown in a separate budget (page 25).

The local service budget for FY 2019/20 is \$22.4 million (Table 9) provides for a similar level of service as prior year budget, which is slightly higher than the FY2018/19 estimated actual (Table 8). The Local Service budget has the following significant changes in FY2019/20:

- Muir Woods Shuttle hours reduce slightly to meet National Park funding level and service needs
- Additional electrical costs for the operation of the two new electric buses

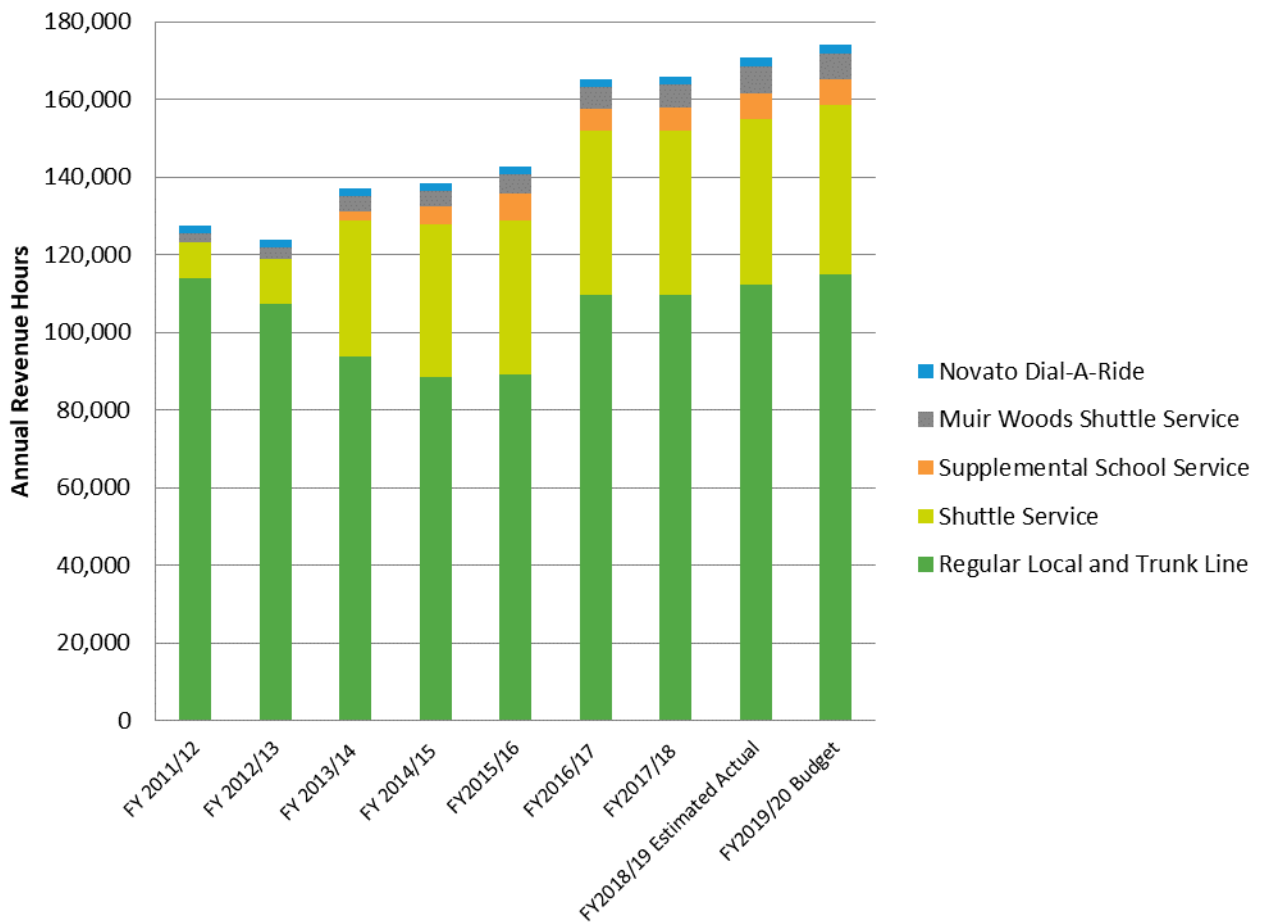
Table 8: Local Budget Service Levels

Service Type	FY 2019/20 Budgeted Service (Rev Hrs)	Average Contract Cost Per Hour (without fuel)	Notes
Local Basic and Trunk Line	114,800	\$109.81	Service level similar to prior year; service provide by two contractors, blended contract rate increases 2.5%
Community Shuttles	43,600	\$78.41	Service level similar to prior year, contract rate increases 2.4%
Supplemental School and Partnership	6,850	\$116.30	Service level similar to prior year with additional hours available to reduce over-crowding, contract rate increases 3.5%
Muir Woods Shuttle	6,500	\$127.40	Slightly reduced service, contract rate increases 5.8%
Novato Dial-A-Ride	2,400	\$67.60	Service level similar to prior year, contract rate increases 2.9%

Local service is funded with a combination of fare revenue, advertising revenue, Measure A/AA local sales tax funds, Transportation Development Act (TDA), State Transit Assistance (STA), and federal grants. Measure AA sales tax funds in the local budget include both sub-strategy 1.1 Local Bus funding and sub-strategy 1.5 - School Service funds for providing supplemental school service to middle and high schools. Total local sales tax revenues budgeted for local service are \$10.1 million (\$7.4 Measure A and \$2.7 Measure AA) and 45% of budgeted revenues for local service. This is a similar level to the FY2018/19 budget, but a drop from FY 2017/18 budget. State

operations funding from Transportation Development Act (TDA) and STA are an increasing percentage of the local budget revenues. State funds are 36% of the local budget, up from 33% in the prior year budget. Fare revenues and Special Fares are 14% of the budget with an increase amount of fares paid by other agencies (College of Marin, National Park Service, etc) on behalf of riders. Marin Transit also provides two significant fare subsidy programs that reduce fare revenue. These are the youth pass program for free fixed route transit to low income youth and Homeward Bound that provides free fixed route transit to people participating in County programs.

Figure 6: Local Revenue Service Hours by Program



In FY 2019/20, Marin Transit expects to expend the following state and federal grant awards for local service:

<u>Amount</u>	<u>Program</u>	<u>Source</u>
\$391,151	Route 36 Service to Canal and Marin City	State Transit Assistance (Lifeline Swap in lieu of Measure AA)
\$75,171	School Service in Novato (Lifeline Project)	Measure AA funds

Table 9: Local Service Budget

		FY 2018 Actual	FY2019 Budget- Revised	FY 2019 Estimated Actuals	FY 2020 Budget	% Δ from FY19 Budget
Revenue						
4060301	Advertising Revenue	280,788	245,552	253,370	258,000	5%
4070301	Lease of Property	143,986	166,654	149,490	150,000	-10%
4090101	Other Gov Agency Payments	5,000	0	0	0	-
4070500	Donations	1,679	0	1,725	0	-
4092001	Measure A Sales Tax	9,759,362	10,173,000	9,612,978	6,201,178	-39%
4092005	Measure AA Sales Tax	0	0	0	3,918,822	-
4092003	Measure A Sales tax - Interest	85,000	85,000	85,000	0	-100%
4110101	State Transit Assistance (STA)	1,224,816	1,744,814	1,744,814	1,924,541	10%
4110102	Transit Development Act (TDA)	4,614,306	5,109,399	5,109,399	5,836,446	14%
4110103	STA - Lifeline	0	0	0	391,151	-
4119904	State - LCTOP	128,676	335,724	371,248	0	-100%
4139910	Fed-FTA 5307- JARC	222,210	0	0	0	-
4139951	National Park Service	154,736	458,000	402,334	452,570	-1%
4139961	Fed-FTA 5304 State Planning	20,000	0	0	0	-
4140100	Fare Revenue	2,661,614	2,773,337	2,444,999	2,439,800	-12%
4020000	Special Fares - Paid by Agency	452,559	416,387	705,542	701,250	68%
Subtotal Revenue		19,754,732	21,507,867	20,880,899	22,273,758	4%
4700001	Property Tax Transfer	23,281	378,760	154,942	68,950	-82%
4700002	Program Revenue Transfer	85,151	80,000	80,000	80,000	0%
Total Revenue		19,863,164	21,966,627	21,115,841	22,422,708	2%
Expense						
5030301	Consultant Services	233,346	206,000	95,876	210,000	2%
5030310	Fare Processing Charges	31,948	14,653	15,918	17,000	16%
5030320	Customer Service	267,781	301,393	296,054	300,000	0%
5030602	Custodial Service	15,943	21,315	11,047	21,954	3%
5030701	Security Services	243,313	273,389	267,904	280,000	2%
5040101	Fuel	1,488,446	1,670,743	1,716,221	1,737,000	4%
5040160	Electrical Power	0	25,000	21,549	49,200	97%
5049902	Small Equipment	321	6,044	4,758	5,000	-17%
5049904	Software	20,750	22,660	100	30,000	32%
5050205	Communication-AVL	69,257	91,592	39,977	109,115	19%
5050206	Communication-Data	2,311	2,925	1,980	3,012	3%
5080101	Purchased Transportation	16,119,070	17,539,220	17,009,101	17,812,316	2%
5090801	Marketing	61,053	101,065	83,160	95,707	-5%
5100404	Expense Transfer - GGT Wave	85,000	85,000	85,000	0	-100%
Subtotal Expense		18,638,539	20,360,999	19,648,645	20,670,304	2%
5100100	Salary/Benefit Transfers	1,050,010	1,417,739	1,252,369	1,477,231	4%
5100101	Overhead Transfer	174,617	187,889	250,170	275,172	46%
Total Expense		19,863,166	21,966,627	21,151,184	22,422,707	2.1%

Yellow Bus Service

Revenues and expenses associated with yellow bus service (Table 11) are recorded in a separate fund in the District's accounting system. The program is constrained by available funding, the lack of adequate parking and maintenance facilities, and the ability to attract and retain qualified drivers. The program includes the following components:

- (A) Management of the Ross Valley yellow bus program
- (B) Operations oversight for Reed Union and Mill Valley School Districts
- (C) Distribution of Measure AA funding to existing Marin County Yellow Bus Programs (new in FY 2019/20)
- (D) General staffing support for the development of yellow bus services in Marin County

(A) Management of the Ross Valley yellow bus program - In FY 2019/20 Marin Transit will continue to manage operations, service contracts, and pass sales for six yellow buses serving Ross Valley schools. Annually, Marin Transit makes several assumptions to develop the budget and price the passes for the upcoming school year. These assumptions include pass sales and contributions from other local agency partners such as the County of Marin, the Town of San Anselmo, and the Town of Fairfax. Since Marin Transit holds the contract with the service provider, the District bears the risk should any of these assumptions fall short of expectation.

(B) Operations oversight for Reed Union and Mill Valley School Districts - Marin Transit will continue to provide operations oversight for the Reed Union and Mill Valley School Districts, which pay Marin Transit directly for services and staff time to help manage their yellow bus services. Services included in the budget are shown in Table 10.

(C) Distribution of Measure AA funding to existing Marin County yellow bus programs - With the passage of Measure AA, a new sub-strategy for school transportation was established. Marin Transit is not receiving new funding, but funding that was previously in the Local Transit and Capital Funding sub-strategies now make up the new sub-strategy. Marin Transit has always spent Measure A sales tax on school transportation, including supplemental school service, the youth pass program and bus service to Ross Valley schools. With the increase in other State transportation funding through Senate Bill 1, Marin Transit identified that additional sales tax funds were available for distribution to yellow bus programs.

An ad hoc school transportation committee of the Marin Transit Board was established in 2016 and subsequently met 13 times in two years to discuss school transportation needs and Marin Transit's role in providing home to school bus service. Guidance from this task force ultimately resulted in Board approval of the distribution of \$600,000 of Measure AA funds to five existing regular home to school yellow bus programs in Marin County. Programs were selected based on threshold criteria. The distribution of funds in FY 2019/20 was determined based on a formula that takes a percentage subsidy of a program's one-way pass price and multiplies it by the number of one-way passes it distributed in FY 2017/18. This amount will be the base amount and remain set for three years beginning in FY 2019/20. The base amount will be adjusted annually for Marin County sales tax growth. The base amount may also be adjusted if a program's service level is reduced by more than 20 percent.

Table 10: Yellow School Bus FY 2019/20 Budgeted Program

	Ross Valley School District	Mill Valley School District	Reed Union School District	San Rafael Elementary School District	Dixie School District
Program Structure					
Does Marin Transit directly contract with a yellow bus operator?	Yes	No	No	No	No
Contract Type	Marin Transit owns contract with service provider	Marin Transit provides Operational Support	Marin Transit provides Operational Support	None	None
Service Provider	Michael's Transportation	Michael's Transportation	First Student	First Student	Self-performs
FY 2017/18 Program Data					
Number of Buses	6	2	7	12	6
Number of Schools Served	3	3	3	8	4
One-way Passes	1,013	214	1,316	2,792	605
FY 2019/20 Measure AA Distribution					
Formula Results	\$132,956	\$25,279	\$135,877	\$232,085	\$42,244

(D) General staffing support for the development of yellow bus service in Marin County- Marin Transit will continue to document need, facilitate and provide planning support for new service, and help develop and sustain yellow bus service in Marin County.

Table 11: Yellow School Bus Service Budget

		FY 2018 Actual	FY 2019 Budget - Revised	FY 2019 Estimated Actuals	FY 2020 Budget	% Δ from FY 2020 Budget
Revenue						
4030000	Yellow Bus Fares- Paid By Other	145,000	145,000	145,000	151,000	4%
4090101	Local Gov Payments	121,485	109,910	109,381	106,550	-3%
4092001	Measure A Sales Tax	201,490	227,000	0	0	-
4092005	Measure AA Sales Tax	0	0	357,539	600,000	100%
4140105	Fare Revenue - Yellow Bus	372,485	402,740	858,936	441,937	9%
Subtotal Revenue		840,460	884,650	1,470,856	1,299,487	32%
4700001	Property Tax Transfer	0	0	0	31,326	100%
Total Revenue		840,460	884,650	1,470,856	1,330,813	34%
Expense						
5030301	Consultant Services	5,485	3,000	0	0	-100%
5030310	Fare Processing Charges	12,215	15,521	12,559	18,107	17%
5030602	Custodial Service	1,459	1,800	1,472	1,900	6%
5049902	Small Furn/Equip	0	1,800	705	4,750	164%
5049903	Software	690	0	436	0	-
5050205	Communication-AVL	13,180	12,825	6,094	15,390	20%
5050206	Communication-Data	8,311	9,270	6,735	9,500	2%
5080103	Yellow Bus School Service	616,786	624,240	624,240	642,967	3%
5090801	Marketing	2,343	0	169	4,000	-
5098050	Grants to Yellow Bus Prgms	0	0	0	405,485	-
5120401	Leases and Rentals	23,280	23,980	23,980	24,730	3%
Subtotal Expense		683,749	692,436	676,390	1,126,829	63%
5100100	Salary/Benefit Transfers	134,366	147,462	129,366	156,840	6%
5100101	Transfer Overhead	22,345	44,753	25,834	47,144	5%
Total Expenses		840,460	884,651	831,590	1,330,813	50%

Rural Service

Rural service is operated as the West Marin Stagecoach, and includes northern Route 68, southern Route 61, and the rural Dial-A-Ride program. No changes are planned to the rural service levels (Table 12). The rural service budget (Table 13) includes contract service operations, marketing, fuel, communications, and Marin Transit staff expenses.

Table 12: Rural Budget Service Levels

Service Type	Service Level (Revenue Hours)	Contract Cost Per Hour (without fuel)	Notes
West Marin Stagecoach	16,400	\$88.92	Service level similar to prior year
Rural Dial-A-Ride	400	\$61.34	Similar level of service with service twice a month between Point Reyes and Novato

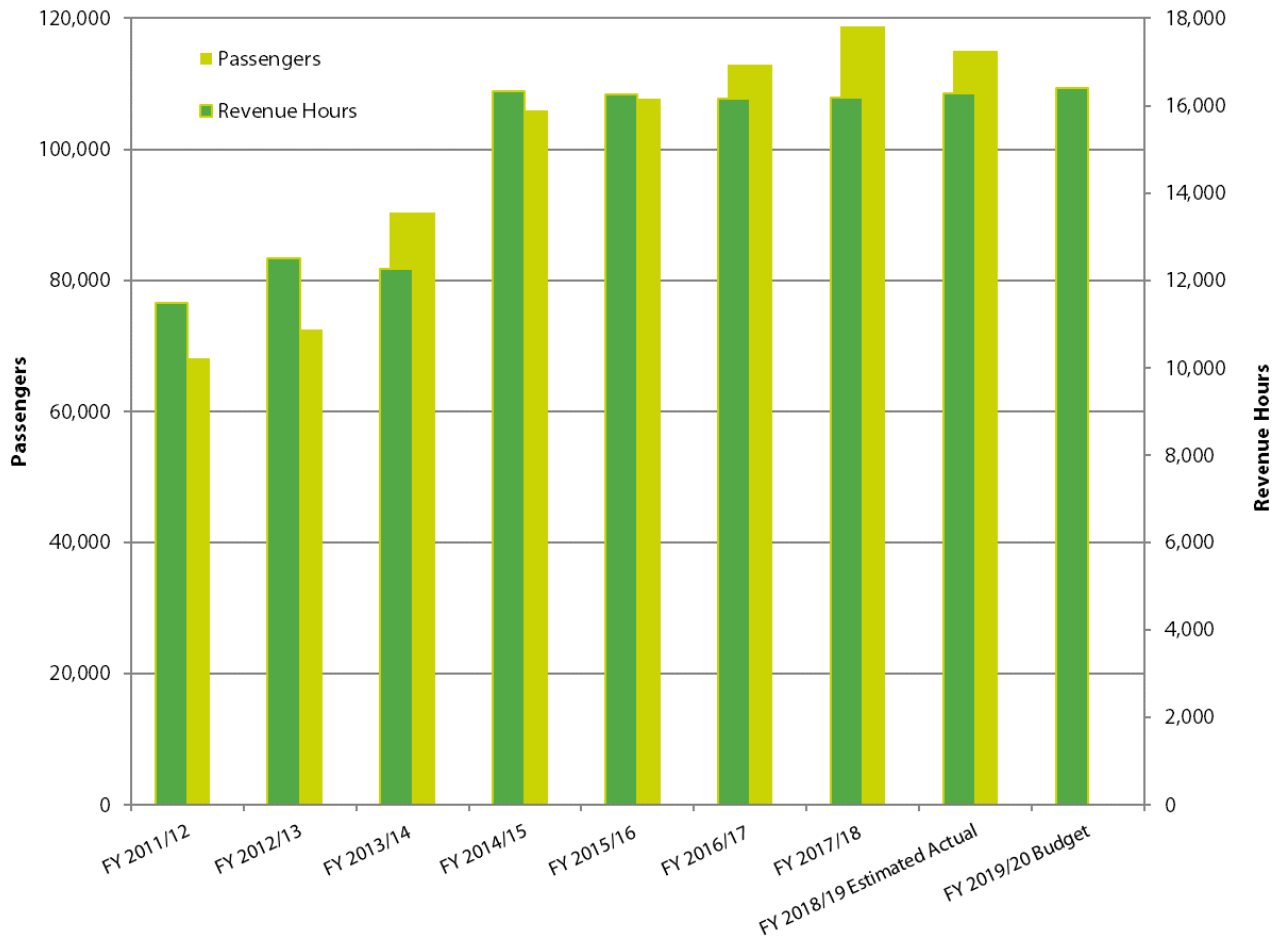
The West Marin Stagecoach, Routes 68 and 61, is operated under contract with MV Transportation. FY 2019/20 will be the second year of a competitively bid contract that was effective July 1, 2018. The fixed fees on the contract increased and as a result the contract rate increased 34% in FY2018/19. While the increase is substantial, the contract reset provided increased wages and the prior rate was artificially low due to an older contract. The contract escalated around 3% per year depending on the level of service operated.

The rural Dial-A-Ride service is operated by Marin Transit's paratransit contractor, Whistlestop.

The FY 2019/20 rural budget will fund a similar level of Stagecoach service as the prior year and includes 16,400 fixed route revenue hours. The solid green bar in Figure 7 shows that this is the sixth (6th) year of expanded service on Stagecoach. Ridership has grown with the expanded service and may have leveled out now that the service has been in place for several years.

The Dial-A-Ride includes one round trip per week from Tomales and Dillon Beach to Petaluma and two round trips per month from Point Reyes to Novato.

Figure 7: Rural Service Level and Ridership Trends



Rural service is funded with a combination of local sales tax funds and Federal Transit Administration (FTA) Section 5311 rural funding. Marin Transit will receive the same 3% annual allocation of local sales tax funds under Measure AA as Measure A. Depending on the sales tax strategic plan the actual amount of funds available may be a lower than in previous years to additional “off the top” reductions discussed on page 7. For example, the estimated FY 2019/20 Measure AA allocation for rural service is \$672,000, while the allocation in FY 2018/19 was \$802,484. This reduction does not affect the FY2019/20 budget since Marin Transit is able to use unspent prior year funds and the one-time release of Measure A reserves. The budget includes total of \$962,666 of local sales tax funding (\$290,666 of Measure A and \$672,000 of Measure AA).

Unlike prior years, this budget year, Marin Transit did not plan for an expenditure of unspent local sales tax in this category. However, it is anticipated that \$290,600 in prior year Measure A funds will be available due to a planned release of reserve funds and sales tax receipts that exceeded TAM’s projection. Marin Transit is using the expenditure of local property tax funding to maintain the current level of service.

Caltrans and MTC program FTA Section 5311 funding based on rural population and service hours. After slowly declining revenues this funding source has stabilized in the last three years.

Table 13: Rural Service Budget

		FY 2018 Actual	FY 2019 Budget - Revised	FY 2019 Estimated Actuals	FY 2020 Budget	% Δ from FY2019 Budget
Revenue						
4092001	Measure AA Sales Tax	1,139,691	988,648	990,000	174,580	-82%
4092005	Measure A Sales Tax	0	0	0	714,128	-
4139920	Fed-FTA 5311 Rural	208,393	198,750	215,087	213,885	8%
4139951	National Park Service	0	0	0	0	NA
4140100	Fare Revenue	119,005	121,794	111,700	121,794	0%
Subtotal Revenue		1,467,089	1,309,192	1,316,787	1,224,387	-6%
4700001	Property Tax Transfer	0	543,677	487,933	712,648	31%
Total Revenue		1,467,089	1,852,869	1,804,720	1,937,035	5%
Expense						
5030301	Consultant Services	21,754	16,883	3,909	15,000	-11%
5040101	Fuel	192,010	203,676	218,020	230,000	13%
5049902	Small Equipment	0	1,352	0	0	
5050205	Communication-AVL	15,936	15,931	15,145	16,409	3%
5050206	Communication-Data	831	1,030	831	1,061	3%
5080101	Purchased Transportation	1,146,382	1,453,681	1,428,078	1,482,772	2%
5090801	Marketing	11,960	32,173	8,614	33,138	3%
Subtotal Expense		1,388,873	1,724,726	1,674,597	1,778,380	3%
5100100	Salary/Benefit Transfers	67,062	98,308	108,462	121,987	24%
5100101	Transfer Overhead	11,152	29,835	21,660	36,667	23%
Total Expenses		1,467,087	1,852,869	1,804,719	1,937,034	5%

Marin Access (Paratransit and Mobility Management)

The Marin Access budget (Table 14) includes Marin Access paratransit services for both local and regional trips (intra- and inter-county) and associated costs for fuel, communications, and marketing. The Marin Access budget also includes Marin Transit's Mobility Management services. The purpose of the Mobility Management efforts are to increase mobility for the County's senior, disabled, and low-income residents and to help manage the increasing demand for paratransit services. The Mobility Management services include the Catch-A-Ride subsidized taxi program, a volunteer driver reimbursement program, the new "Marin Transit Connect" on demand service, Travel Navigators, and travel training.

The FY 2019/20 budget for Marin Access (Table 13) is \$7.5 million, which funds the service and programs shown in Table 13 and is a 3.5% increase over the prior year budget. The budget provides for paratransit service levels that are 7% above current year estimated actuals. The budget also includes the Marin Transit Connect pilot program that is testing on demand, accessible transit service.

Riders with disabilities and those who are aging have a diverse set of mobility needs and not all riders require paratransit to travel. Marin Transit recognizes this and instead of offering paratransit as the only alternative to fixed route the District has been successful in implementing a mobility management approach that matches riders with the most efficient and attractive option for both the rider and provider. As Marin Transit expands the mobility management program, staff are looking to provide lower cost options to riders that also provide more flexibility to a diverse population. Moving forward, the District recognizes the mobility management program as an opportunity to test new partnerships and incorporate additional non-profit or private transportation providers to increase mobility and contain costs.

Paratransit

The local component of Marin Access paratransit service provides demand-response trips to passengers certified as unable to use the fixed route system either all or some of the time. This includes trips mandated under the Americans with Disabilities Act (ADA) federal law as well as trips that go beyond the ADA requirements. Demand for paratransit in Marin County has historically grown year-over-year as Marin County ages; however in FY 2015/16 and FY 2016/17, ridership declined (Figure 8). Since paratransit revenue service hours are directly tied to demand, revenue service hours also declined in FY 2015/16 and FY2016/17. Following this two-year decline, ridership grew in FY 2017/18 but has remained flat in FY 2018/19 (Figure 8). To allow for potential growth in the budget year, the FY 2019/20 paratransit service levels are budgeted at 2% allow for a 7% increase over FY2018/19 estimated actuals.

Staff will continue to evaluate and monitor paratransit trends, including the potential for ridership shifts due to the availability of new or expanded services that also fill the needs of paratransit riders. These services include:

- Non-Emergency Medical Transportation services arranged by managed care organizations;
- Private transportation providers hired under contract to institutions typically served by paratransit, such as adult day care centers;
- Trips taken on Uber or Lyft; and
- Volunteer transportation services that Marin Transit may support that carry riders that are not reported in the District's performance statistics.

Regional paratransit continues to experience a decline in requests for mandated trips in FY 2018/19. GGBHTD determines regional paratransit service levels and the FY 2019/20 budget includes 8,500 revenue hours for regional paratransit service.

Table 14: Marin Access Budget Service and Program Levels

Service Type	Service Level (Revenue Hours)	Contract Cost Per Hour (without fuel)	Notes
Local Paratransit	63,800	\$61.30 ¹	Allows for 7% growth over FY 2018/19 estimated actuals, FY2018/19 service demand was flat.
Regional Paratransit	8,500	\$95.90 ²	Budgeted hours are reduced to reflect current service level
Transit Connect (Pilot)	8,500	\$59.10	Same day accessible service with limited service area in Northern San Rafael

Service/Program	Service Level (Projected Ridership)	Funding Level	Notes
Catch A Ride	15,000	\$350,000	Funded with Measure B
Volunteer Driver	14,800	\$130,000	Program at similar service level with additional funds to provide program support and develop community-based volunteer driver programs
Innovation Incubator / Gap Grants	NA	\$20,000	Support to external agencies for innovation projects
Low Income Scholarships	NA	\$30,000	Provides free paratransit fares for low-income riders. Scholarships are funded with Measure B. Funding level is based on current expenditure level.

Notes:

- 1) This is the effective rate at the projected service level. Actual costs are billed as a fixed monthly administrative cost with a \$40.02 hourly rate.
- 2) This is the effective rate at the projected service level. Actual costs are billed as a fixed monthly administrative cost with a \$46.36 hourly rate.

Table 15: Marin Access Budget

		FY 2018 Actual	FY 2019 Budget - Revised	FY 2019 Estimated Actuals	FY 2020 Budget	% Δ from FY 2019 Budget
Revenue						
4092001	Measure A Sales Tax	2,154,534	2,657,417	2,535,403	523,739	-80%
4092005	Measure AA Sales Tax	0	0	0	2,275,056	-
4099950	Measure B	817,779	1,120,000	886,000	1,245,000	11%
4110101	State Transit Assistance	60,404	96,888	96,888	60,000	-38%
4119910	State Prop Tx Relief HOPTR	18,940	18,500	18,000	18,500	0%
4139910	Fed-FTA 5307 Urbanized Area Formula	701,236	715,573	715,573	687,028	-4%
4139915	Fed-FTA 5310 Mobility	0	437,500	437,500	437,500	0%
4140100	Fare Revenue	293,873	368,362	310,547	305,000	-17%
4601001	Misc.-Reimbursement	7,913	9,000	6,006	0	-100%
4601003	GGBHTD – Local Paratransit Payment	1,039,016	1,051,448	1,032,094	1,145,995	9%
4601004	GGBHTD – Regional Paratransit Payment	773,004	856,206	765,606	845,018	-1%
Subtotal Revenue		5,866,699	7,330,894	6,803,617	7,542,836	3%
4700001	Property Tax Transfer	263,406	0	0	38,541	-
4700002	Program Revenue Transfer	-85,151	-80,000	-80,000	-80,000	0%
Total Revenue		6,044,954	7,250,894	6,723,617	7,501,377	3%
Expense						
5030301	Consultant Services	62,973	94,913	37,327	96,171	1%
5030310	Fare Processing Charges	24	0	773	2,000	#DIV/0!
5030320	Customer Service	260,485	481,870	308,272	351,950	-27%
5040101	Fuel	481,088	532,126	585,220	647,094	22%
5049903	Software	69,310	73,819	74,773	76,034	3%
5050203	Communication- Mobile Data Terminal	4,790	5,000	0	5,000	0%
5050204	Communication-MERA Radio	19,178	20,358	21,476	20,969	3%
5050206	Communication-Data	11,394	8,275	14,988	15,000	81%
5080101	Purchased Transportation - In Report	4,053,344	4,662,727	4,505,956	4,878,268	5%
5080102	Purchased Transportation - Regional	757,724	839,839	745,908	814,780	-3%
5090801	Marketing	15,148	97,913	35,089	100,850	3%
5098001	Misc-Exp Transit User Training	4,913	9,835	5,000	9,800	0%
5098002	Gap Grant	3,450	15,000	7,700	20,000	33%
Subtotal		5,743,821	6,841,675	6,342,482	7,037,916	3%
5100100	Salary/Benefit Transfers	258,196	309,769	317,917	358,697	16%
5100101	Transfer Overhead	42,938	99,450	63,218	104,764	5%
Total Expense		6,044,955	7,250,894	6,723,617	7,501,377	3%

The budget includes other related program costs such as scheduling software, operation of on-vehicle equipment, and fuel. A Marin Access consulting budget is available for information technology costs related to hosting software and for evaluating the Marin Transit Connect pilot program.

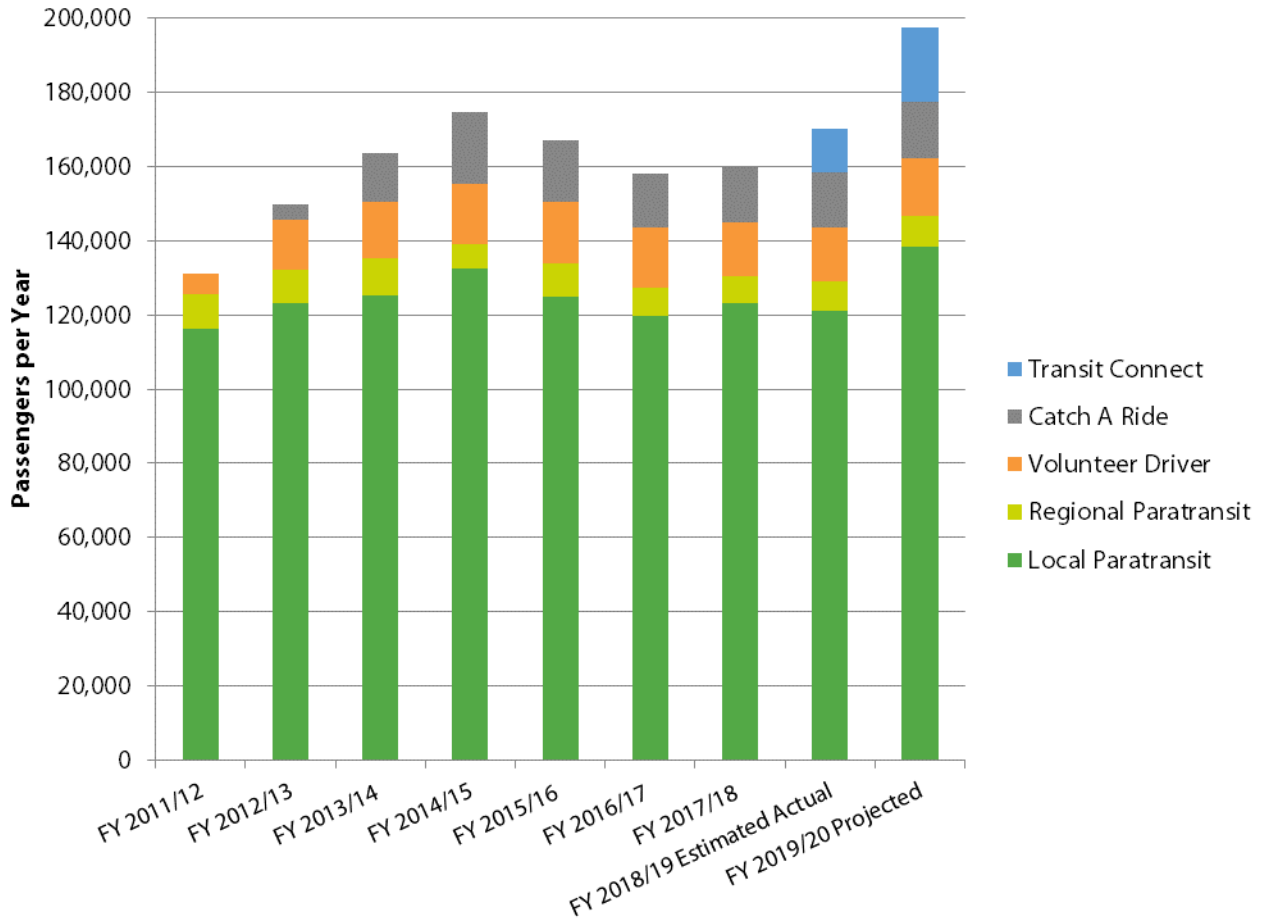
Marin Transit purchases fuel directly from the County of Marin for the paratransit program. The FY 2019/20 fuel budget provides for the increase in hours and a 5% increase in price to hedge against possible fuel price increases.

Mobility Management

Marin Transit established the Mobility Management Office in 2009, with initial funding from a Federal New Freedom Grant. In October 2010, Marin Transit established the Marin Access Mobility Management Center (Travel Navigator program), as a one-stop-shop for information and eligibility on all Marin Access programs. The Mobility Management Center serves as an umbrella for paratransit, volunteer driver, a subsidized taxi program (Catch-A-Ride), and travel training. Travel training activities include local informational presentations and individualized travel training. There are currently three full-time Travel Navigators and one full-time Travel Navigator Supervisor. The budget for customer service was increased in FY 2018/19 for a possible new contract that merged scheduling and Travel Navigators services. This procurement was canceled and the FY 2019/20 budget for customer service was reduced to match current expenditures.

Catch A Ride and the Volunteer Driver programs are expected to provide similar levels of service and passenger trips as provided in FY 2019/20. The grant funded Transit Connect pilot program is projected to provide 54,900 passengers trips and is currently being evaluated.

Figure 8: Marin Access Passengers by Program



Mobility Management initiatives in the FY 2019/20 budget include:

- Continuation of the pilot and evaluation of Marin Transit Connect, an accessible same-day transportation service available to the general public within a limited geographic area;
- Providing gap grant funding and technical assistance to Technology4Life to continue offering “Tech Tips 4 Transportation” classes at no cost to the public, and begin developing instructional videos that will be available online;
- Exploring additional opportunities to provide gap grant funding to agencies or organizations frequently served by Marin Access Transportation Services to improve the user experience;
- Evaluating current travel training efforts and expanding the program to include a volunteer travel ambassador program and eligible rider orientation sessions;
- Continuation of the development of resources to assist local traditional volunteer driver programs;

- Conducting outreach in venues easily accessible and commonly frequented by older adults and people with disabilities; and
- Improving coordination between human service agencies and transportation providers.

Any proposed new Mobility Management programs will be considered for approval by the Marin Transit Board.

Marin Transit provides free fixed route tickets valued at \$100,000 to Marin County’s Homeward Bound program for participating residents. The cost of this program is represented as a revenue transfer from the Marin Access program to the local program.

Marin Access Revenue

Local paratransit is primarily funded by local sources including Measure A/AA, Measure B and property tax.

GGBHTD pays for all costs related to regional paratransit along with their share of mandated local paratransit based on their share of transit in Marin County. As of FY 2015/16, GGBHTD directly reports the ridership, fares, and costs associated with their share of paratransit to the National Transit Database (NTD) and the State Controller’s Office.

Under the 2015 GGBHTD contract, Marin Transit’s share of Federal Transit Administration Section 5307 for Marin County paratransit operations increased from 50% to 80%. This source accounts for 10% of Marin Access revenue.

Marin Access received 9% of Measure A sales tax revenue and will receive 9.5% of Measure AA sales tax revenue. As discussed in the Measure A section of the budget, depending on the final Measure AA strategic plan this may not translate to increased revenue for the program. As of FY 2011/12, Marin Transit receives 35% of the Measure B vehicle license fee to support the mobility management initiatives. Marin Transit is budgeting \$1,245,000 of Measure B funding in FY 2019/20, which includes \$470,000 in unspent prior year allocations.

Fare revenue makes up approximately 5% of the Marin Access budget. Based on a fare study and SRTTP recommendations, Marin Transit plans to consider restructuring paratransit fares and other mobility management program fees in FY 2019/20. Staff has set a goal for the proposed systemwide fare changes to be revenue neutral.

In FY 2019/20, Marin Transit expects to expend the following state and federal grant awards for Marin Access:

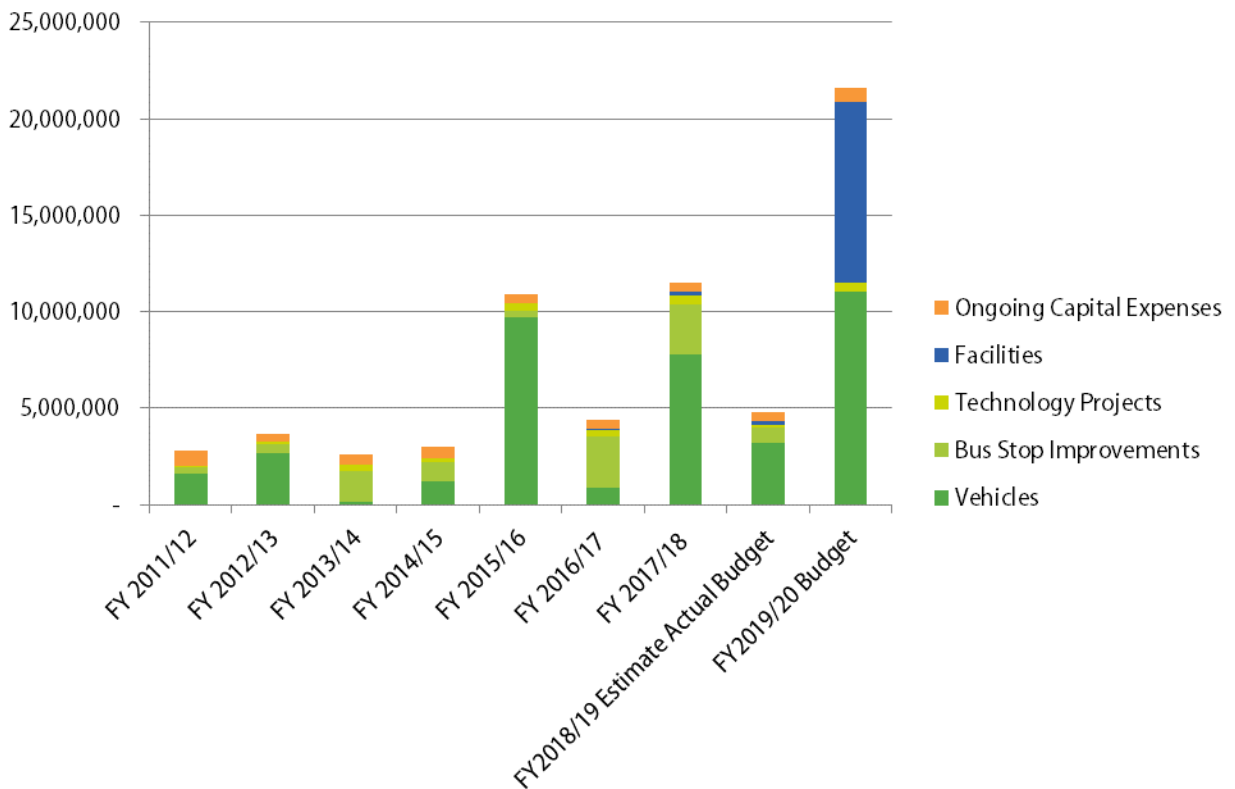
<u>FY2018/19</u>	<u>Total Grant Award</u>	<u>Program</u>	<u>Source</u>
<u>Expenditure</u>			
\$100,000	\$300,000	Mobility Management – Additional Staffing	Federal Section 5310
\$337,500	\$700,000	Same day accessible service, Transit Connect Pilot	Federal Section 5310

Capital Budget

Marin Transit’s capital budget (Table 15) of \$21.6 million provides funding for transit vehicles, bus stop improvements, transit technology projects, and other capital expenses. Figure 9 provides capital expenditures and budget by project type to show the significant variation in expenditures by year. The Capital Budget is significantly higher than prior years due to a \$9.2 million vehicle replacement project and the \$9.4 million budget for purchasing operations and maintenance facilities. Capital expenditures are defined in the District’s fixed asset management policy. A “Fixed Asset” includes equipment, supplies and rolling stock with a unit purchase value of at least \$5,000 and a service life of more than one year. All projects that meet the requirements of the District’s fixed asset policy are capitalized and depreciated over the defined life of the associated asset type. Expenditures not meeting the District’s policy for capitalization will be included as operations expenses on financial statements.

In the FY 2019/20, budget 67% of capital project costs are funded by state and federal grants.

Figure 9: Capital Project Budget by Type



The following capital projects will be active for FY 2019/20:

Vehicles

Electric Vehicle Infrastructure (EX) – This project is to conduct a study on future Electric Vehicle Infrastructure needs and to prepare for the upcoming transition of the fleet from traditional fuels to zero emission.

Purchase Four 30ft XHF Rural Replacement Vehicles (XB) – Marin Transit will purchase four 30ft XHFs to replace four 30ft cutaway vehicles to be used on rural stagecoach service. Marin Transit is upgrading this vehicle type as the XHFs have proven to be more reliable and sturdier on the steep grades and challenging roads of West Marin Routes.

Hybrid Mid Life Battery Replacements (HM)- This project will replace the batteries on the seven 2007 Hybrid Vehicles operated by GGBHTD. The preventative maintenance measure will ensure that the vehicles meet their expected useful life cycle of 185,000 miles. GGBHTD will complete the project under the major vehicle repairs clause in our operations contract. The project partially funded with federal 5307 funding transferred from prior year vehicle projects that were under budget.

Purchase Eleven 40ft Low-floor Hybrid Buses (LD) – Marin Transit is purchasing eleven hybrid diesel-electric buses to replace seven Articulated 60-foot vehicles operated by GGBHTD. This replacement is a seat for seat replacement. Anticipated delivery of the vehicles is January 2020.

Purchase 16 Paratransit Replacements (PC) – Marin Transit will purchase 16 cutaway paratransit vehicles to replace vehicles that are now beyond their useful life. These vehicles will be operated under contract by Whistlestop.

Purchase Two XHF Replacements (XC) – Marin Transit will purchase two 35ft XHFs for use primarily on the Muir Woods Shuttle service. These vehicles will replace two existing vehicles beyond their useful life.

Purchase Nine Shuttle Replacements (SC) – Marin Transit will purchase nine cutaway vehicles to be used on the Fixed Route Shuttle program operated by Marin Airporter. These vehicles are replacing nine vehicles that have reached their useful lives.

Purchase Four 40ft Low-floor Battery Electric Buses (EA) – Marin Transit will purchase four battery electric vehicles to replace 2 Articulated vehicles that are beyond their useful life. This is a seat for seat replacement. Marin Transit is still in the process of scoping this project in terms of determining which contractor site will accommodate the vehicles.

Bus Stop Improvements

Bus Stop Improvements (BI) – Marin Transit received a \$1.6 million federal State of Good Repair grant in 2013 for bus stop improvements in Marin County. The grant is matched with state and local funding. Marin Transit implemented the project in phases and is completing construction on the final phase of improvements that includes accessibility and passenger amenities at 10 stops. Construction is expected to be completed in the summer of 2019 and the FY 2019/20 budget allows for project close out activities.

Bus Stop Assessment (BS) – Marin Transit conducted a bus stop condition assessment in FY 2018/19 to update agency data to reflect recent improvements, to better quantify needs, and to help prioritize future stop improvements throughout the county. The FY 2019/20 budget for the project will allow the consultant to use the

updated data to identify future priorities for bus stop improvements and develop preliminary plans for improving high priority bus stops. Additional funding from grants or other sources will need to be identified for construction.

Administrative and Operations Facilities

Operations and Maintenance Facility (FR) –The District has been evaluating potential opportunities and is seeking cost-effective solutions for purchasing property for contractors to store and maintain vehicles at a consolidated operations facility. Securing a well-located, long-term site for operations of fixed route, paratransit, and yellow bus services is a high priority. A Marin Transit-owned facility will lead to efficiencies in contract management, operations, and maintenance practices, and reduce ongoing operations costs. The facility will be designed to support expansion of alternative fuel vehicles, including hybrid and all-electric buses.

Marin Transit has \$6.6 million for the purchase of right-of-way comprised of a federal discretionary award of \$4.4 million in Section 5339 funds, \$1.1 million local match of Measure A sales tax funding and \$1.1 million of capital reserve funding. The federal funds need to be encumbered by September 2019.

Yellow Bus Parking Facility (YF)- The District currently has a temporary leased parking lot for 16 yellow buses but this lease is not available after June 2020. This project is for the purchase of a parking site for yellow buses and is funded with \$1.1 Million in Measure A interest and \$1.9 million in Capital Reserve Funding (prior year local property tax).

Technology Projects

On Board Equipment – (OA) –This federally-funded project is for fareboxes and associated on-board equipment for vehicle replacements. In FY 2019/20, Marin Transit will expend the remaining funds for on board equipment for the new eleven 40-ft low floor hybrids.

Mobility Management Technology Backbone (TB) –This grant-funded technology project adds to Marin Transit’s technological capabilities for ride-matching, mobility management, and electronic fare payments. The project uses Federal Job Access Reverse Commute (JARC) grant funds to upgrade improve the scheduling software, data management and technical support.

AVL Replacement (AY) – This project will replace Mobile Data Terminals (MDTS) on all vehicles for the District’s Advance Vehicle Location (AVL) system. This system provides the location information for internal operations monitoring and for the public real time system. The current equipment is beyond its useful life and will be obsolete due to changes in the cellular next work and the system software (Syncromatics). The Marin Transit Board of Director authorized the purchase of the new equipment in June 2018, but the installation has not been complete due to deficiencies in the products found in the testing phase. These issues have been addressed and the project should be completed in FY2019/20. The project is funded with 82% Federal 5307 funding and 18% Measure A/AA local sales tax funding.

Real Time Signage (RT) – This project will add Real Time Information signs to high and medium ridership stops throughout the county. The first phase of this project includes 16 stops in the Canal and Novato and is funded through a Lifeline grant. Additional signs may be installed at up to 34 other bus stops.

Other Measure A Capital Expenses

Other capital and infrastructure expenses include: Marin Emergency Radio (MERA) radio capital bond payments, the capital contribution to GGBHTD as required under contract, major vehicle repairs, and bus stop maintenance expenses. Expenditures that do not meet the District's policy for capitalization will be included as operations expenses on financial statements.

Table 14: Capital Budget by Project

		Total Project Budget	FY2019/20	Future Years	Measure A / Local Funding	State Funding	Federal Funding
EX	Electric Vehicle Infrastructure	132,000	114,200	0	100%	0%	0%
XB	Purchase 4 Replacement XHF's	1,710,000	1,710,000	0	42%	17%	42%
HM	Hybrid Mid-Life Battery Replacements	300,000	130,000	0	100%	0%	0%
LD	Purchase 11 -40ft Hybrids (Replace 7 Artics)	9,057,000	9,057,000	0	18%	2%	80%
PC	Purchase 16 Paratransit Replacements	1,472,000	1,000	1,471,000	18%	0%	82%
XC	Purchase 2 XHF Replacements	850,000	1,000	849,000	18%	0%	82%
SC	Purchase 9 Shuttle Replacements	1,161,000	1,000	1,160,000	18%	0%	82%
EA	Replace 2 Artics with 4 - 40ft Electric	3,240,000	500	3,239,500	18%	0%	82%
Subtotal Vehicles		17,922,000	11,014,700	0	22%	17%	75%
BI	Bus Stop Improvements SGR (BI)	2,201,130	15,000	0	9%	18%	73%
BS	Bus Stop Assessment Update	115,000	5,000	0	100%	0%	0%
Subtotal Bus Stop Improvements		2,316,130	20,000	0	14%	17%	69%
FR	Facility ROW Purchase	6,600,000	6,364,192	0	40%	0%	80%
YF	Yellow Bus Parking Facility	3,000,000	3,000,000	0	100%	0%	0%
Subtotal Facility		9,600,000	9,364,192	0	61%	0%	52%
OA	On Board Equipment - 2016	210,000	36,760	0	18%	0%	82%
ME	MERA	29,000	29,000	29,000	100%	0%	0%
AY	AVL Replacement Equipment	180,000	174,500	0	18%	0%	82%
RT	Realtime Signs	212,394	212,394	0	18%	0%	82%
Subtotal Technology Projects		631,394	459,134	29,000	22%	0%	78%
GG	Golden Gate Capital Costs (GG)	18,000	18,000	0	100%	0%	0%
BM	Bus Stop Maintenance (BM)	100,000	100,000	0	100%	0%	0%
VR	Major Vehicle Repairs (VR)	202,000	202,000	0	100%	0%	0%
IF	Infrastructure Support (IF)	400,000	400,000	0	100%	0%	0%
Subtotal Ongoing Capital Expenses		720,000	720,000	0	100%	0%	0%
Total Expenditures		31,189,524	21,578,026	29,000	33%	3%	64%