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October 7, 2019

Honorable Board of Directors  
Marin County Transit District  
3501 Civic Center Drive  
San Rafael, CA 94903

**SUBJECT: Analysis of 2018/19 School Transit Services and  
Marin Transit's Youth Pass Program**

**board of directors**

Dear Board Members:

damon connolly  
president  
supervisor district 1

**RECOMMENDATION:** Accept report.

dennis rodoni  
vice president  
supervisor district 4

**BACKGROUND:** School-based trips are a significant share of ridership on Marin Transit services, and demand for school service continues to rise each year. In 2018/19, 36 percent of all fares were attributed to youth categorized fare media. Countywide, students in K-12 and higher education programs rely on public transit and yellow bus service to attend a host of academic campuses.

kate colin  
2nd vice president  
city of san rafael

This letter summarizes the District's operational activities during the 2018-19 academic year related to: supplemental public transit school services, the District managed yellow bus program in Ross Valley, the College of Marin (COM) student pass program, the College of Marin express service (Route 122), and the approval to distribute Measure AA funds to eligible yellow bus programs in Marin County.

judy arnold  
director  
supervisor district 5

**Supplemental School Service**

stephanie moulton-peters  
director  
city of mill valley

In FY 2018/19, the District provided ten Supplemental School routes to accommodate overcrowding on regular public transit services due to the demand for school-related transportation. A map showing Supplemental School Routes is shown in Attachment A. These routes operated school days only and added capacity at specific times of the day when schools start and release. These services were open to the public and operated with published timetables. The supplemental routes provided approximately 36 additional peak hour bus trips daily and carried an average of over 1,000 daily passenger trips or approximately 30 students per trip.

katie rice  
director  
supervisor district 2

kathrin sears  
director  
supervisor district 3

eric lucan  
alternate  
city of novato

The Supplemental School transit service is currently at capacity and does not provide room for expansion. A combination of factors has prevented Marin Transit from providing any additional new services

on school days. These factors include: limited parking and maintenance facilities, fleet limitations, adjustments to schedules in response to shifting school bell times, and increasing ridership.

The continued growth in Supplemental School route ridership is a positive trend for the District and supports congestion relief in the county. The constraints on adding capacity, however, challenge the District's ability to maintain reliability. The role of supplemental service is to add service capacity and reduce the pressure on the general public's access to regular local transit services. Student transit ridership in many parts of Marin County is so high that even these regular services are full and some passengers experience extended wait times.

In 2018/19, staff identified opportunities for limited expansion to provide additional service on existing routes. For example, the afternoon Route 119 service from Redwood High School to Tiburon is consistently at capacity with two buses. Staff increased the service to three buses on select days of the week using existing resources.

The District also purchased two additional vehicles to support Supplemental services using SB 1 State Transit Assistance funding. The vehicles were delivered in January 2019 and tested throughout the Spring semester in anticipation of their operation for the 2019/20 academic year.

### **Transit Youth Pass Program**

Marin Transit has offered a school-based Youth Pass Program to Marin County students for the past nine years. In fiscal year 2018/19, over 4,600 youth pass "stickers" were distributed to 33 participating public and private schools. Youth Pass distribution levels were slightly higher than last year. A complete analysis of the 2018/19 Youth Pass Program is included as Attachment B.

### **Ross Valley School District Yellow Bus Program**

Marin Transit continued to contract for yellow school bus operations in Ross Valley for the 2018/19 school year. In the program's fourth year, over 550 students signed up for the service that offered transportation to White Hill Middle School (WHMS) and Hidden Valley Elementary School (HVES). Students from Ross Valley Charter (RVC) located on the White Hill Middle School campus could also purchase bus passes. Marin Transit worked with RVC staff to develop a bell time schedule that enabled optimal use of the buses under contract. RVC students had a dedicated bus route in the morning and shared a bus route with White Hill Middle School students in the afternoon.

Marin Transit contracted for the operation of six yellow buses with Michael's Transportation, a local school bus provider. Through a partnership with the County of Marin, Michael's Transportation had access to mid-day and overnight parking in San Rafael. This eliminated the need for buses to travel back and forth between Marin and Vallejo where the company headquarters is located.

### *Pass Sales*

Marin Transit sold "AM Only" and "PM Only" passes for \$395 each. A parent must purchase passes for the morning and afternoon to provide a "round trip" ride for their student. The total cost of the combined passes to and from school was \$790, equivalent to \$2.19 per trip. Parents could pay for the passes in full or in monthly installments. The cost of the annual "round trip" to/from school increased by five percent from the "round trip" pass price in 2017/18. All passes were available for purchase through the program website at <https://rossvalleyschoolbus.com/>.

Students whose families demonstrated income restrictions were eligible to submit an application to the Ross Valley School District to obtain an annual reduced-price bus pass. The cost of the reduced-price bus pass was \$197.50 per morning or afternoon pass or \$395 for a “round trip.”

For the 2018-19 school year, pass sales opened in late May 2018 and continued throughout the summer. By the end of the school year, over 550 Ross Valley students had a pass to ride the yellow bus. Table 1 provides a breakdown of pass sales by school campus and compares pass sales over the four years of the program’s operation. Note that the table combines RVC pass sales with WHMS pass sales. Year over year, annual pass sales declined approximately seven percent at WHMS. Based on historical enrollment data provided by the WHMS Principal, enrollment at WHMS declined eight percent which was consistent with the reduced number of pass sales. Even with the reduction in purchased passes, select routes serving WHMS sold out within days of the passes going on sale.

**Table 1: Summary of annual one-way passes sold over initial four years of program operation**

	2015/16	2016/17	2017/18	2018/19
Annual One-Way Pass Price	\$ 300.00*	\$ 350.00*	\$ 375.00	\$395.00
White Hill	922	928	951	876
Hidden Valley	54	39	62	65

\* one-way pass is calculated as half of round-trip pricing

### *2018/19 Program Changes*

In 2018/19, one of the most significant changes to the program from the prior academic year was the establishment of a joint committee. On January 1, 2019, the Ross Valley Yellow Bus Transportation Services Joint Exercise of Powers Agreement (JEPA) went into effect. The members of the JEPA form a joint committee including the Town of San Anselmo, Town of Fairfax, County of Marin, and Ross Valley School District.

The purpose of the joint committee is to provide enhanced public oversight and transparency for the Ross Valley yellow bus program operated by Marin Transit. The joint committee provides policy guidance and advice to Marin Transit.

Joint committee meetings are open to the public and the agenda is available online at the program website. Parents are encouraged to attend to provide feedback regarding the program.

### *Ridership*

In the morning, WHMS has two different arrival times for students (0 period and 1<sup>st</sup> period). This allows the District to re-deploy buses after completing the first route. The morning start time for RVC school is offset from the two WHMS start times. These factors enable Marin Transit to design nine routes to meet all of the requested demand in the morning. In the afternoon, however, all WHMS students are released at the same time and RVC students are released shortly after. All six buses depart WHMS at the release time and two buses return to operate a second route. The buses returning to school are delayed approximately 30 – 40 minutes after the initial release bell. The resulting wait times reduces demand for these two routes. Table 2 summarizes average ridership by school for the AM and PM routes.

**Table 2: Average Peak Ridership 2018-19 School Year**

<b>School</b>	<b>AM Routes</b>	<b>PM Routes</b>
White Hill	322	323
Hidden Valley	28	17
<b>TOTAL</b>	<b>350</b>	<b>340</b>

While White Hill routes operated at capacity through most of the year, Hidden Valley passes did not sell out during the school year. As a result, the District continued a pay-per-ride program for Hidden Valley students from the previous year. Families could purchase ticket booklets of five or ten passes for \$20 or \$40, respectively. Hidden Valley students purchased a total of 175 single ride passes at five orders of 5-ticket booklets and 15 orders of 10-ticket booklets.

**College of Marin Class Pass Program and Express Route 122**

In August 2015, Marin Transit and the College of Marin (COM) began a partnership that enables students to use a valid College of Marin student ID to ride any local Marin Transit service. The program is funded through a COM transportation fee approved by 72 percent of the student body in 2015. Fall/Winter passes are valid from August through January, and Spring/Summer passes are valid from January through August. During the 2018-19 school year, 4,538 passes were issued and an average of 672 local bus trips were taken using the pass each school day.

This Class Pass program includes a direct route to the Kentfield campus. The Route 122 links the San Rafael Transit Center to the campus with one stop in San Anselmo and reduces the travel time by about 25 percent compared to other local routes. During the 2018/19 school year, Route 122 carried an average of 115 passengers daily. Compared to the prior year, total ridership increased by three percent with slightly reduced productivity at approximately 9.7 passengers per hour.

**Distribution of Measure AA Funds to Eligible Yellow Bus Programs in Marin County**

In November 2018, voters approved Measure AA, a 30-year extension of the 1/2-cent transportation sales tax and expenditure plan. The Measure AA Expenditure Plan acknowledges the importance of school transportation in Marin County by requiring Marin Transit to commit five percent of the net sales tax revenue to school transportation. In addition to supporting Supplemental school service and the Youth Transit Pass program, Marin Transit will now directly support eligible yellow school bus programs by distributing Measure AA funds to support program operations.

Your Board approved the “Yellow Bus Funding Allocation” on January 7, 2019 for distributing these funds in FY 2019/20. The formula takes a percentage subsidy of a program’s one-way pass price and multiplies it by the number of one-way passes distributed by each program in FY 2017/18. These amounts are the base annual allocation and will remain set for three years beginning in FY 2019/20. Amounts will be adjusted annually based on Marin County sales tax projections. The District may adjust these amounts if a program fails to meet the annual eligibility requirements and/or if the recipient reduces service levels by more than 20 percent compared to the previous year.

In FY 2019/20, Marin Transit will distribute \$598,441 according to the approved distribution formula. The funds will be distributed to five existing yellow bus programs operating in Marin County. The recipients are: Mill Valley School District, Tiburon Peninsula Traffic Relief JPA (Reed USD + the Cove School), Ross Valley (administered by Marin Transit), San Rafael Elementary School District, and Miller Creek School District. Table 3 lists the FY 2019/20 funding allocation for each recipient.

**Table 3: Measure AA Yellow Bus Funding Recipients and FY19/20 Allocations**

Mill Valley	Reed USD + Cove	Ross Valley	San Rafael ESD	Miller Creek	Total
\$25,279	\$135,877	\$162,956	\$232,085	\$42,244	<b>\$598,441</b>

Recipients of Measure AA yellow bus funding must meet the eligibility requirements as defined in the funding agreement and maintain compliance throughout the term of the agreement. Funding amounts are contingent on maintaining 2017/18 service levels. For Marin Transit to monitor each recipient’s ongoing eligibility and service levels, the funding agreement requires recipients to submit updated program data annually such as:

- Pass distribution
- Pass prices
- Program structure: including number of buses, number of routes, and number of schools served etc.
- Program budget

In addition, recipients must certify annually that their program continues to maintain a 20 percent local funding contribution threshold and provides at least a 50 percent reduction in pass price for income-qualified students. Attachment C includes a summary of the program data for the 2018/19 academic year.

**FISCAL IMPACT:** There is no fiscal impact associated with this item.

Respectfully submitted,

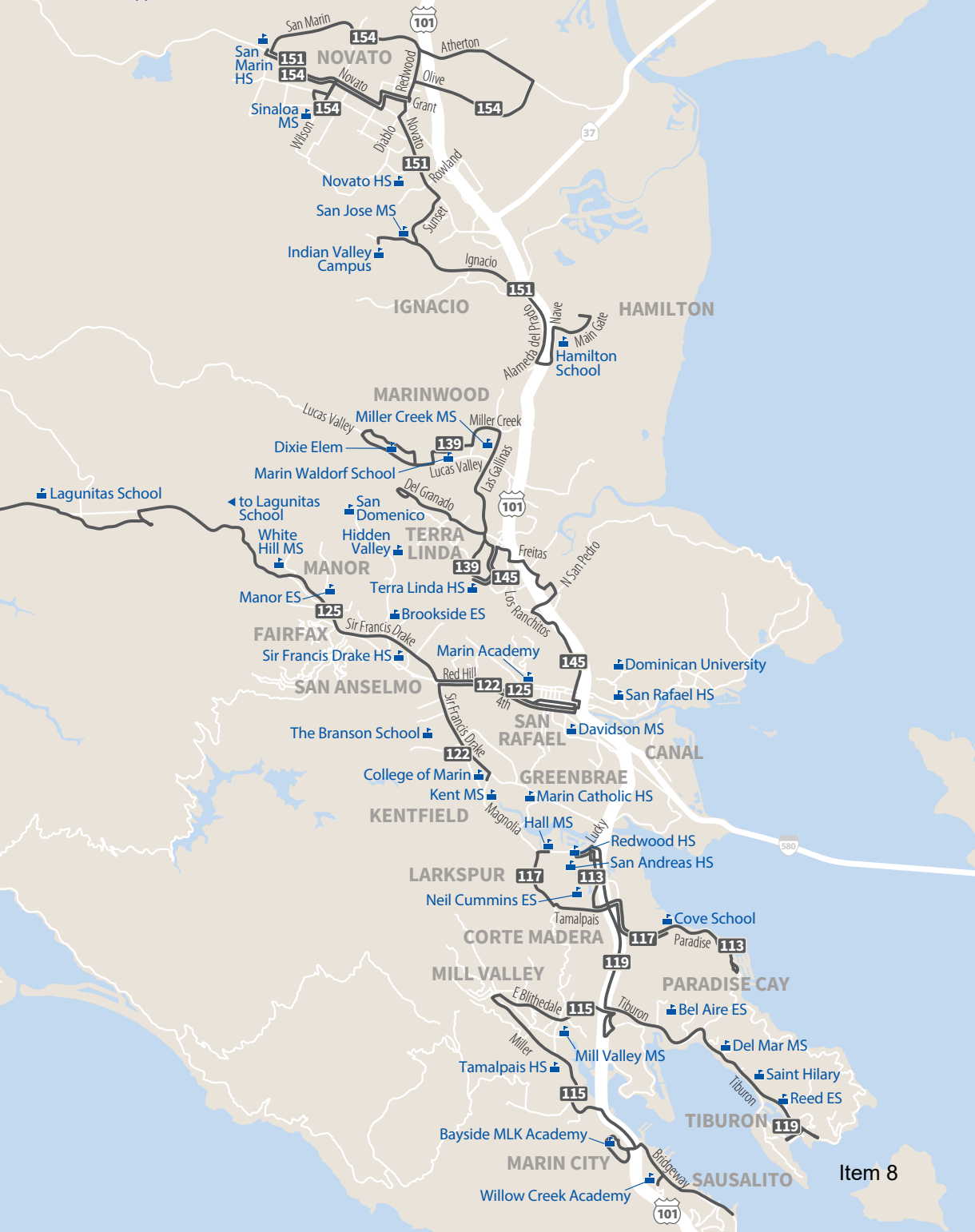



Kelly Zalewski  
Senior Operations Analyst

**Attachment A:** Supplemental School Routes Map – FY 2018/19

**Attachment B:** Analysis of the 2018-19 Youth Pass Program

**Attachment C:** Measure AA Yellow Bus Program Data Summary





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## Attachment B: Analysis of the 2018-19 Marin Transit Youth Pass Program

### Summary

Marin Transit has offered a school-based Youth Pass program to Marin County students for the past ten years. In fiscal year 2018/19, over 4,600 youth pass “stickers” were distributed to 33 participating public and private schools. This report provides a brief overview of the 2018/19 program results and compares them to historic participation levels.

### Program Overview

Marin Transit offers both a six month and an annual youth pass that are distributed through participating Marin County schools. With a youth pass, registered Marin County students and youth ages 18 and under can ride on all local Marin Transit routes. The passes are not accepted on Golden Gate Transit commuter routes or their basic, all-day regional routes (e.g., Routes 30/70/101).

The Fall/Winter passes are valid starting in August and expire in February, and the Spring/Summer passes are valid from February through August at the start of the next school year. The annual passes are valid from the start of school in August through the summer and expire just prior to the next school year the following August.

Youth passes are provided by affixing a sticker to the student’s school ID card. Used as a “flash pass,” this method speeds up boarding time and eliminates the need for students to carry cash and exact change. The six-month pass costs \$175, and the annual pass costs \$325. The annual pass provides a 5-10 percent discount for students who ride Marin Transit daily to and from school. Students whose families demonstrate income restrictions similar to the State-administered free and reduced-price meal program participate in the Youth Pass Program at no charge. Students submit a Parent/Guardian Certification Form for eligibility to obtain a free youth pass. Marin Transit distributes and collects these forms from the school coordinators.

Marin Transit encourages all public and private schools in the County to participate in the Youth Pass Program. Most participating schools are public middle or high schools, though a few elementary and private schools also participate. Each participating school has a designated contact person or coordinator responsible for keeping a roster of participating students, distributing and collecting income eligibility forms, and collecting payment for the passes. Marin Transit invites the coordinators to participate in an annual coordination meeting each year. The coordinators perform a critically important role in the success of the Youth Pass Program throughout the school year. School coordinators also serve as the District’s liaison regarding other school transit services, including adjustments to bell time schedules and calendars.

Coordinators maintain student rosters, financial payments, and eligibility forms electronically using the District’s integrated data management system, TransTrack. The District has assigned each school and school district unique access codes to the system for maintaining their respective records. The web-based application enables student information to be shared between schools, school districts, and District staff to reduce administrative burden. The data management system improves organization, tracking, and analysis of the program while supporting increased monitoring and oversight.

### Distribution

Statistics from the Youth Pass program over the last six years are summarized in Table 1. During the 2018/19 school year, 33 schools distributed youth passes to students. About 94 percent of passes distributed last year were provided free to students from income-qualified families.



**Table 1: Youth Pass Statistics**

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Number of Participating Schools <sup>1</sup>	25	31	28	32	33	33
Number of Passes Distributed <sup>2</sup>	3,659	4,092	3,952	4,038	4,495	4,655
Passes Sold	9%	8%	6%	6%	4%	6%
Passes distributed free to Income Qualified Students	91%	92%	94%	94%	96%	94%

1. Schools that distributed passes to students

2. Equivalent 6-month passes

The 2018/19 school year had increased pass usage compared to the previous year, though a lower percentage of passes were distributed free to income-qualified students. Public schools from nine different districts participated in the program. Students from non-participating schools acquired youth passes directly from Marin Transit. Table 2 summarizes the 2018/19 Youth Pass Program distribution statistics by school district.

Hall Middle School in the Larkspur-Corte Madera School District has the highest percentage of purchased passes of any school in the county. This is primarily because the school district offers an additional subsidy to its students. This subsidy reduces the cost of the paid passes by 35 percent, equivalent to \$210 for a full-year pass. The reduced price of the pass combined with the dedicated Supplemental Route 117 makes it particularly advantageous for parents to purchase the Youth Transit Pass as opposed to having their students pay per ride.

**Table 2: 2018/19 Youth Pass Distribution Statistics by District**

District	# Schools	# Passes	% Free
Larkspur-Corte Madera <sup>1</sup>	1	188	44%
Marin County Office of Education	1	112	98%
Miller Creek SD <sup>1</sup>	1	1	100%
Mill Valley <sup>1</sup>	1	16	100%
Novato Unified	9	1,175	99%
Reed Union <sup>1</sup>	0	0	n/a
Ross Valley <sup>1</sup>	2	34	89%
San Rafael	7	2,329	100%
Sausalito-Marín City <sup>1</sup>	2	159	99%
Tamalpais Union <sup>2</sup>	5	598	75%
Private/Independent	4	43	95%

1. Elementary and middle school only district

2. High school only district

## Usage

Students choose from a variety of fare media options when riding Marin Transit's local bus routes. As an alternative to the Youth Transit Pass, students can pay \$1.00 cash fare or purchase a 1-day, 7-day, or 31-day pass. Student riders can also use Clipper on all fixed route buses and shuttles within Marin County, as well as on regional routes and other Bay Area transit services. Special youth Clipper cards automatically provide the 50 percent youth discount off of the regular adult fare. For



students who do not ride the bus to and from school every day, Clipper provides a more flexible option for payment and benefits for those who also travel on regional routes and other Bay Area transit services.

Table 3 provides a summary of youth focused fare media types on all routes. This data provides insight into the use of the different fare media types. This is the first year that this information is included in this report. Youth Transit pass usage is highest on the Supplemental routes (100 series). The data also shows that Youth Transit Passes are used on every Marin Transit route which confirms that students are acquiring and utilizing the Youth Transit pass to get to school and other activities around Marin County.

**Table 3: Comparison of Youth Fare Media Usage by Route**

Route	Youth						Senior <sup>(3)</sup>	Adult <sup>(4)</sup>
	Youth Total	Youth Clipper	COM Pass	Youth Transit Pass	Youth Period Pass <sup>(1)</sup>	Youth Cash <sup>(2)</sup>		
113	94%	3%	5%	35%	1%	50%	1%	5%
115	93%	4%	6%	65%	0%	18%	1%	5%
117	98%	3%	4%	57%	0%	34%	0%	2%
119	94%	9%	3%	31%	0%	51%	1%	5%
122	73%	2%	29%	30%	0%	12%	6%	21%
125	83%	10%	5%	23%	0%	45%	3%	13%
139	96%	18%	3%	26%	0%	49%	1%	4%
145	95%	2%	5%	63%	0%	25%	2%	3%
151	95%	3%	4%	57%	0%	31%	2%	4%
154	95%	5%	3%	46%	0%	41%	2%	3%
219	14%	0%	3%	3%	0%	8%	23%	63%
228	34%	2%	14%	7%	0%	11%	20%	46%
233	31%	1%	8%	10%	1%	11%	29%	41%
245	36%	1%	6%	15%	1%	13%	23%	41%
251	42%	1%	5%	19%	0%	17%	23%	35%
257	37%	1%	8%	12%	3%	13%	23%	39%
17	27%	2%	3%	11%	0%	11%	18%	55%
22	36%	1%	22%	5%	0%	8%	18%	45%
23	26%	1%	3%	11%	0%	11%	18%	56%
23X	38%	1%	3%	21%	0%	13%	10%	51%
29	38%	2%	3%	23%	0%	10%	9%	53%
35	31%	0%	4%	14%	0%	13%	15%	53%
36	34%	0%	3%	19%	0%	12%	12%	54%
49	34%	1%	5%	15%	1%	12%	19%	47%
61	30%	1%	1%	6%	0%	22%	15%	55%
68	30%	3%	5%	6%	0%	16%	24%	46%
71X	16%	1%	4%	5%	0%	6%	17%	67%

1. 1-day, 7-day, and 31-day Youth Passes

2. \$1.00 Youth Cash Fare. Includes Youth Transfers.

3. All Senior fare media.

4. All Adult fare media.

## Fiscal/Staffing Impact

Revenue and expenses for the Youth Pass Program over the last six years are summarized in Table 4. Approximately 94 percent of the youth passes distributed last year were distributed free to students. The cumulative face value for these free youth passes was approximately \$702,275, a two percent increase from the 2017/18 value of \$688,225. Revenue earned from youth pass sales totaled \$42,380, a 22 percent increase from the FY 2017/18 total of \$34,870 in sales. Staff estimates the annual administrative expenses associated with this program at approximately \$10,000 per year including labor, materials, and supportive technology.

**Table 4: Youth Pass Revenue and Expense**

	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Total Value of Subsidized Passes	\$543,125	\$610,275	\$602,250	\$636,875	\$688,225	\$702,275
Est. Staff Administrative Costs	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
Net Cost of Program to Marin Transit	\$553,125	\$620,275	\$612,250	\$646,875	\$698,225	\$712,275
Total Revenue from Pass Sales	\$52,885	\$56,020	\$40,625	\$45,713	\$34,870	\$42,380

## Participating Schools

As the program continues to develop, staff have formed strong partnerships with the local school districts and schools that help administer the program. A list of 2018/19 participating schools is provided in Table 5.

**Table 5: 2018/19 Youth Pass Participating Schools<sup>1</sup> in Marin County**

	School	Address	City
1.	Davidson Middle School	280 Woodland Avenue	San Rafael
2.	Hall Middle School	200 Doherty Drive	Larkspur
3.	Hamilton School	5530 Nave Drive	Novato
4.	Hill Education Center	720 Diablo Ave	Novato
5.	Laurel Dell	225 Woodland Ave	San Rafael
6.	Loma Verde	399 Alameda de la Loma	Novato
7.	Lynwood School	1320 Lynwood Drive	Novato
8.	Madrone High School	310 Nova Albion Way	San Rafael
9.	Manor	150 Oak Manor Dr	Fairfax
10.	Marin Academy	1600 Mission Ave	San Rafael
11.	Marin Catholic	675 Sir Francis Drake Blvd	Greenbrae
12.	Marin City Academy	200 Phillips Drive	Sausalito
13.	Mill Valley Middle School	411 Sycamore Avenue	Mill Valley
14.	Miller Creek	2255 Las Gallinas Ave	San Rafael
15.	MLK Jr Academy	200 Phillips Drive	Marin City
16.	Novato High School	625 Arthur St	Novato
17.	Phoenix Academy	PO Box 4925	San Rafael
18.	Redwood High School	395 Doherty Drive	Larkspur
19.	San Andreas School	599 William Avenue	Larkspur
20.	San Jose Middle School	1000 Sunset Parkway	Novato
21.	San Marin High School	15 San Marin Drive	Novato
22.	San Rafael High School	185 Mission Avenue	San Rafael
23.	San Ramon Elementary School	45 San Ramon Way	Novato
24.	Sinaloa Middle School	2045 Vineyard Drive	Novato
25.	Sir Francis Drake High School	1327 Sir Francis Drake Blvd	San Anselmo
26.	Sun Valley Elementary	75 Happy Ln	San Rafael
27.	Tamalpais High School	700 Miller Avenue	Mill Valley
28.	Tamiscal School	305 Doherty Drive	Larkspur
29.	Terra Linda High School	320 Nova Albion Way	San Rafael
30.	The Branson School	39 Fernhill Ave	Ross
31.	Venetia Valley School	177 N. San Pedro Road	San Rafael
32.	White Hill School	101 Glen Drive	Fairfax
33.	Willow Creek School	636 Nevada Street	Sausalito

1. Schools that distributed passes to students and have an assigned youth pass coordinator.



**Attachment C: Home to School (Yellow Bus) Measure AA Recipients FY 2018/19**

	Mill Valley School District	Reed Union School District	Ross Valley School District	San Rafael Elem School District	Miller Creek School District
<b>Program Structure</b>					
<b>Contract Type</b>	MT Ops Mgmt MOU with School District	MT Ops Mgmt MOU with School District	MT contract with Service Provider	No MT involvement	No MT involvement
<b>Service Provider</b>	Michael's Transportation	First Student	Michael's Transportation	First Student	In-House
<b>Pass Sales and Pricing</b>					
<b>Cost of Pass (Annual AM + PM)</b>	\$720.00	\$630.00	\$790.00	\$500.00	\$450.00
<b>Cost of Reduced Price Pass (Annual AM + PM)</b>	\$360.00	\$0.00	\$395.00	\$0.00	\$225.00
<b>Full Price - One Way Pass Sales</b>	169	1307	876	884	395
<b>Reduced Price - One Way Pass Sales</b>	9	132	65	2030	87
<b>Total</b>	178	1,439	941	2,914	482
<b>Percent of Income Qualified Passes Distributed</b>	5%	9%	7%	70%	18%
<b>Operations</b>					
<b>Number of Schools Served</b>	3	3	3	8	4
<b>Number of Buses</b>	2	7	6	12	13
<b>Number of Trips daily</b>	6	26	19	63	20
<b>Finance</b>					
<b>Revenue</b>					
<b>Bus Pass Sales Revenue</b>	\$ 62,646.00	\$ 461,602.00	\$ 400,490.00	\$ 230,325.00	\$ 148,424.59
<b>Local Contributions</b>	\$ 191,222.00	\$ 455,280.00	\$ 145,000.00	\$ 865,800.00	\$ 276,812.49
<b>Measure A</b>	\$ -	\$ -	\$ 229,244.60	\$ -	\$ -
<b>Field Trip Revenue</b>	\$ -	\$ -	\$ -	\$ -	\$ 26,918.86
<b>Other Revenue (Grants, Interest, etc)</b>	\$ -	\$ 21,500.00	\$ -	\$ -	\$ -
<b>Total</b>	\$ 253,868.00	\$ 938,382.00	\$ 774,734.60	\$ 1,096,125.00	\$ 452,155.94
<b>Expense</b>					
<b>Contractor Cost</b>	\$ 225,000.00	\$ 735,729.00	\$ 624,240.00	\$ 1,072,578.00	\$ -
<b>(or) Labor Cost</b>	\$ -	\$ -	\$ -	\$ -	\$ 50,291.10
<b>(or) Fuel Cost</b>	\$ -	\$ -	\$ -	\$ -	\$ 198,793.32
<b>All Other Costs</b>	\$ 28,868.00	\$ 145,664.00	\$ 150,494.00	\$ 23,547.00	\$ 205,071.52
<b>Total</b>	\$ 253,868.00	\$ 881,393.00	\$ 774,734.00	\$ 1,096,125.00	\$ 454,155.94
<b>Operating Cost per Bus per year</b>	\$ 126,934.00	\$ 125,913.29	\$ 129,122.33	\$ 91,343.75	\$ 34,935.07
<b>Parking</b>	Edna Maguire School	1600 Los Gamos	1600 Los Gamos	Richmond	Marinwood
<b>Average Age of Fleet</b>	10 years old	0 years old	10 years old	6 years old	16.25 years old
<b>Total cost per passenger trip</b>	\$7.92	\$3.40	\$4.57	\$2.09	\$5.23
<b>Farebox Recovery</b>	25%	52%	52%	21%	33%
<b>Local Contributors</b>					
<b>Local Contributor 1</b>	Mill Valley School District	Town of Tiburon	County of Marin	San Rafael Elem. SD	Miller Creek SD
<b>Local Contributor 2</b>	City of Mill Valley	City of Belvedere	Town of San Anselmo		
<b>Local Contributor 3</b>	County of Marin	Reed Union SD	Town of Fairfax		
<b>Local Contributor 4</b>		Town of Corte Madera	Marin Transit (Measure A)		
<b>Local Contributor 5</b>		County of Marin			