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December 5, 2022

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

SUBJECT: Marin Transit FY 2023-2028 Short Range Transit Plan

board of directors

Dear Board Members:

stephanie moulton-peters
president
supervisor district 3

RECOMMENDATION: Adopt updated FY 2023-2028 Short Range Transit Plan.

katie rice
vice president
supervisor district 2

BACKGROUND: The Short Range Transit Plan (SRTP) provides Marin Transit with a framework for service and capital planning over a ten-year period. The SRTP must be updated every two years to satisfy requirements of the Measure AA transportation sales tax expenditure plan and the Metropolitan Transportation Commission (MTC) requirement in order to remain eligible for federal funding. Marin Transit's last SRTP was adopted in February 2020. This update is a "mini-SRTP" and follows a narrow scope developed by MTC to focus on financial and service planning within a five-year period. Marin Transit plans to do another full SRTP update in 2024.

eric lucan
2nd vice president
city of novato

Previously adopted Marin Transit SRTPs can be viewed at <https://marintransit.org/short-range-transit-plan>. Upon adoption, this SRTP will also be posted to this page.

judy arnold
director
supervisor district 5

SUMMARY: This SRTP follows guidelines provided by MTC, and summarizes service operations before the pandemic, during the pandemic, and planned operations from FY 2024 through FY 2028. MTC reviewed a draft of this SRTP and Marin Transit staff has addressed their comments.

kate colin
director
city of san rafael

damon connolly
director
supervisor district 1

MTC defined three fiscally constrained scenarios as part of its guidelines for this SRTP, referenced as Scenarios 1-3. As requested by MTC, Marin Transit did high-level service planning in response to these revenue scenarios. However, staff recognized that the projected revenues in all three scenarios are much lower than the District's current and projected revenues. Therefore, staff prepared a Scenario 0 to illustrate what staff realistically expect the next five years to look like for Marin Transit. This scenario represents Marin Transit's 10-year financial model as of June 30, 2022. It includes the new paratransit contract, the adopted FY 2023 Budget, and projections for cost increases associated with new fixed route

dennis rodoni
director
supervisor district 4

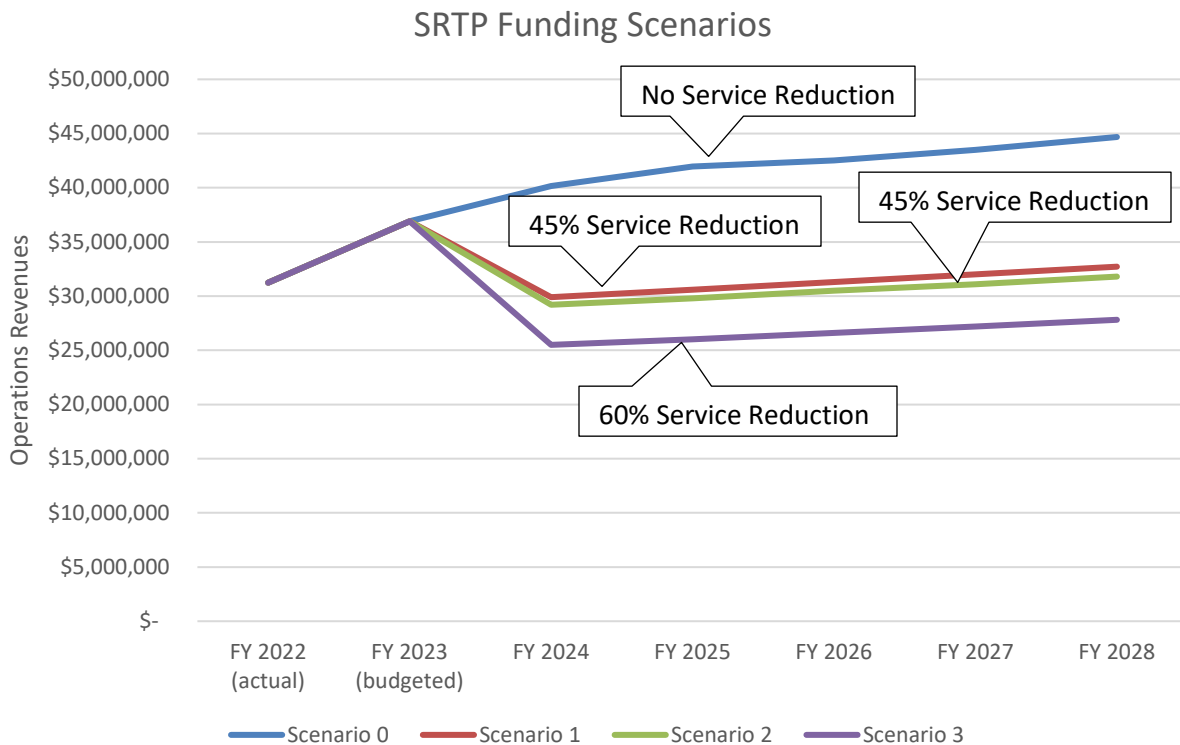
brian colbert
alternate
town of san anselmo

contracts. Scenario 0 illustrates that with current revenue projections, Marin Transit can continue to operate at current service levels and accommodate expected increases in paratransit demand.

Conceptually, the four scenarios represent:

- **Scenario 0:** The continuation of current trends. Revenue stays at current levels, and fixed-route ridership reaches pre-COVID levels in FY 2024.
- **Scenario 1:** Revenue drops to pre-COVID levels. Due to cost escalations since 2019, this would force a severe cut in service (45% of fixed-route service). It is unclear to what extent the service cuts in this scenario would affect ridership. District staff estimate that 50% of the riders on cut services would ride at alternate times, while the other 50% would stop using transit. Ridership in this scenario is estimated at 80% of pre-COVID.
- **Scenario 2:** Revenue drops to pre-COVID levels except for fare revenue, which drops to 80% of pre-COVID levels. Financially, this is nearly identical to Scenario 1, since fares make up only 13% of the District budget. District staff assumed the same service cuts (and ridership effects) as Scenario 1.
- **Scenario 3:** All revenue streams drop to 85% of Scenario 1 (pre-COVID). This would force a 60% cut in fixed-route service, with ridership effects of that service reduction being estimated in the same way as Scenarios 1 and 2. Ridership in this scenario is estimated at 73% of pre-COVID.

In all scenarios, Marin Transit projects demand response ridership (and costs) to continue to rise towards pre-COVID levels, reaching pre-COVID levels by FY 2025.



The SRTP is a planning document intended to illustrate the future direction of the District. Staff prepared the scenarios in accordance with MTC's SRTP guidelines; however, the three required scenarios do not match MCTD's financial projections or service planning expectations. As staff presented in the annual budget, Marin Transit's near-term financial picture is stable but there are uncertainties with future labor costs, fuel costs, and capital costs resulting from the pandemic and the recent economic downturn. These costs become increasingly difficult to predict the further we forecast into the future.

There are no specific recommendations in the plan; the service planning that took place in the preparation of MTC's financial scenarios was high level, and any future service changes will be thoroughly discussed with the Board and the public before adoption. Board adoption of the SRTP indicates acceptance of District goals and targets for service and financial planning.

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

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Cath", with a long horizontal flourish extending to the right.

Cathleen Sullivan
Director of Planning

Attachments:

- Attachment A: Final Marin Transit Short Range Transit Plan for FY 2023–2028
- Attachment B: MCTD Revenue and Service Projections
- Attachment C: MTC Guidelines for the Short Range Transit Plan

Marin County Transit District

Marin Transit Short Range Transit Plan for FY 2023-2028

Introduction

The Marin County Transit District (Marin Transit) has prepared this Short Range Transit Plan (SRTP) in accordance with guidelines from the Metropolitan Transportation Commission (MTC). The SRTP will inform MTC's preparation of the updated Regional Transportation Plan and Transportation Improvement Program. As part of its guidelines for this SRTP, MTC has defined revenue projections, included in the attached tables as Scenarios 1-3. Marin Transit staff have added an additional scenario, Scenario 0, to reflect what District staff believe to be the most likely fiscal scenario over the next five years. The preparation of this report has been funded in part by a grant from the U.S. Department of Transportation (DOT) through section 5303 of the Federal Transit Act. The contents of this SRTP reflect the views of Marin Transit, and not necessarily those of the Federal Transit Administration (FTA) or MTC. Marin Transit is solely responsible for the accuracy of the information presented in this SRTP.

Pre-pandemic State of Service – FY 2018/19

What did operations look like before the pandemic?

The District's bus and shuttle services carried over 3.2 million passenger trips each year pre-COVID. The District operates three distinct programs: fixed route bus service, Yellow Bus service, and demand response services. Service typology refers to the purpose of fixed route bus routes and their intended markets. Marin Transit develops and delivers a family of services to accommodate the diverse transportation needs of Marin residents. The six fixed route typologies are: local trunkline, local basic, local connector, supplemental school, rural, and recreational (the Muir Woods Shuttle). All Marin Transit services are operated under four purchase transportation contracts and one interagency agreement.

Demand response services, which collectively are referred to as Marin Access, primarily service seniors and people with disabilities. The five demand response services offered by the District are paratransit, catch-a-ride, dial-a-ride, volunteer driver, and Connect. Note that dial-a-ride and Connect are open to the general public, although seniors and people with disabilities receive preferential pricing.

Yellow Bus service provides transportation to students and families associated with specific schools that contract with Marin Transit for service.

Marin Transit fixed route services serve all residents of and visitors to Marin County, but the service is especially important for low-income residents, who are more likely to be transit-dependent and less likely to be making trips to major destinations served by regional transit. In

addition to serving commute trips within the county, fixed route services provide access to medical facilities, schools, senior programs, groceries, and all other trip purposes within Marin County. There are three regionally-designated Equity Priority Communities in Marin, and all three receive high-quality, frequent fixed route services to help these populations' mobility within the county. The Canal district of San Rafael has an especially large low-income and transit-dependent population, and is served by five (out of fifteen total) local routes. The table below shows some demographic information about Marin Transit fixed route riders compared to regional riders and the general population.

Characteristic	Internal to Marin (MT 35, 49, 71X, 245)	Marin – San Francisco (GGT 38, 54, 54C, 56X, 58, 70)	Sonoma – SF, via Marin (GGT 72X, 74, 76, 101, 101X)	Marin County General Population
Minority %	80%	32%	31%	29%
Household Income <\$50K	46%	19%	22%	20%
Language other than English spoken at home	45%	9%	15%	23%

Source: MTC On-board surveys, 2017-2018

Marin Transit initiated an innovative mobility management program, Marin Access, in 2008, to develop and deliver efficient travel options and improve information for older adults and persons with disabilities. A team of Travel Navigators coordinate and match four mobility programs with eligible riders. These include local paratransit, travel training, volunteer driver, and subsidized taxi (Catch-A-Ride). The travel navigators provide trip planning and technical assistance so that riders can select the most appropriate option to make their trips. Delivery of Marin Access services is supported by the Measure AA local transportation sales tax and the Measure B vehicle license fee. Measure B designates funds specifically to expand and enhance transportation services for senior and disabled residents.

Since 2009, the District has operated the award-winning seasonal Muir Woods Shuttle that keeps vehicles off narrow mountain roads, relieves congestion, and improves the experience of visitors from across the United States and around the world. This is accomplished through an ongoing partnership with the National Park Service.

Marin Transit works with many schools in Marin County to offer and manage supplemental transit and yellow bus services for students. These school service trips reduce roadway congestion during peak travel hours. The District offers a reduced-price Youth Pass for riders 18 and under that provides unlimited rides on all local transit services within Marin County. Free Youth Passes are provided to students of eligible families with demonstrated income hardships.

How much service was available?

Overall, Marin Transit provided nearly 3.3 million unlinked passenger trips in FY 2018/19 with over 251,000 revenue hours of service.

- Fixed Route operations carried nearly 3 million unlinked passenger trips in FY 2018/19 with 180,040 revenue hours. These totals represent 91% of the District’s total trips and 72% of revenue hours.
- In FY 2018/19, yellow bus service for the Ross Valley School District carried over 118,000 unlinked passenger trips and operated 1,252 revenue hours. These totals represent 4% of the District’s total ridership and less than 1% of revenue hours.
- Demand Response programs carried 137,713 unlinked passenger trips in FY 2018/19 and provided 69,890 revenue hours of service. These totals represent 4% of the District’s total trips and 28% of revenue hours.
- Other Marin Access Mobility Management services include the Volunteer Driver and Catch-A-Ride programs. In FY 2018/19, these programs provided 28,494 unlinked passenger trips, about 1% of the District’s total trips.

Where, when, and how was service deployed?

Marin Transit categorizes its services into three programs:

- **Fixed-route bus** service runs throughout Marin County from the early morning (the first bus departs its first stop at 5:08 am) until late evening (the last bus reaches its last stop at 2:25 am). Within fixed-route bus service, there are six typologies:
 - Local Trunkline Service, which provides frequent bus service along the 101 corridor and into the Canal neighborhood of San Rafael.
 - Local Basic Service, which provides supplemental coverage along the 101 corridor and also along other main corridors in Marin County, including east-west service between San Rafael and San Anselmo, service into Mill Valley, and service to College of Marin.
 - Local Connector Service, which provides connections from trunkline and basic service into other parts of San Rafael, including Tiburon, Terra Linda, and Novato.
 - Supplemental School Service, which provides public bus service timed to local school bells to help students get to and from classes. Note that in FY 2021, while most school service was suspended, new “supplemental” routes were created to provide backup service to local trunkline and local basic routes. The supplemental category went back to only containing supplemental school routes in FY 2022.
 - Recreational Service, which provides service to Muir Woods National Monument.
 - Rural Service, which provides connections between West Marin and local trunkline and basic service.

- **Demand Response Services** primarily serve the purpose of offering mobility options to mobility-impaired residents of Marin County, who may have difficulty using fixed-route service.
 - Paratransit service is offered to ADA-qualified residents within the complementary service area and hours of the fixed-route service. This is a door-to-door service, meaning drivers will help riders between the vehicle and the door of their origin and destination points.
 - Other demand response programs only require riders to be age 65+ and living in Marin County, or be paratransit eligible. The suite of programs in this category includes Dial-A-Ride, an on-demand mobility service (Connect), a subsidized taxi program (Catch-A-Ride), and a volunteer driver program. The hours and days of operation for Dial-A-Ride and Connect vary. Catch-A-Ride and volunteer driver hours are based on provider availability (Marin Transit does not guarantee availability). These programs are offered as curb-to-curb services.
- **Yellow bus service** operates in accordance with agreements between Marin Transit and the school districts served. Service is designed to take students to and from class and is not available to the general public. Service is timed to school start and end times.

What did ridership levels and travel patterns look like?

Marin Transit is the local bus provider in Marin County, with 3.3 million annual riders (pre-COVID). Over 71% of riders are low-income¹, and 80% are from minority populations².

The 2017 passenger survey asked riders to identify the origin and destination of their current trip. Staff tallied the numbers of trips within and between county subareas defined by Marin Transit. The findings (Figure 1) included:

- By far, the strongest pairings are Downtown San Rafael and the Canal District (accounting for 5.3 percent of all trips) and the Canal District and Northgate (3.7 percent).
- The pairing of the Canal District and the eastern portion of San Rafael accounts for 2.0 percent of trips.
- Nine of the ten strongest pairs include Downtown San Rafael and/or the Canal District.
- After the Canal District, trips to or from Downtown San Rafael most often start or end in Downtown Novato, Mill Valley/Tam Junction, and Northgate.
- The strongest pairing outside of the Canal District and Downtown San Rafael is travel between Northgate and Central Novato.

¹ California AB 1550 defines low-income as households earning below \$78,000 in Marin County for a household size of 2. The average household size in Marin County is 2.4. A 2017 rider survey conducted by Marin Transit identified that 71% of Marin Transit riders have household incomes below \$75,000.

² Per MTC on board survey as referenced above.

Figure 1: Marin Transit Riders' Travel Patterns (2017)

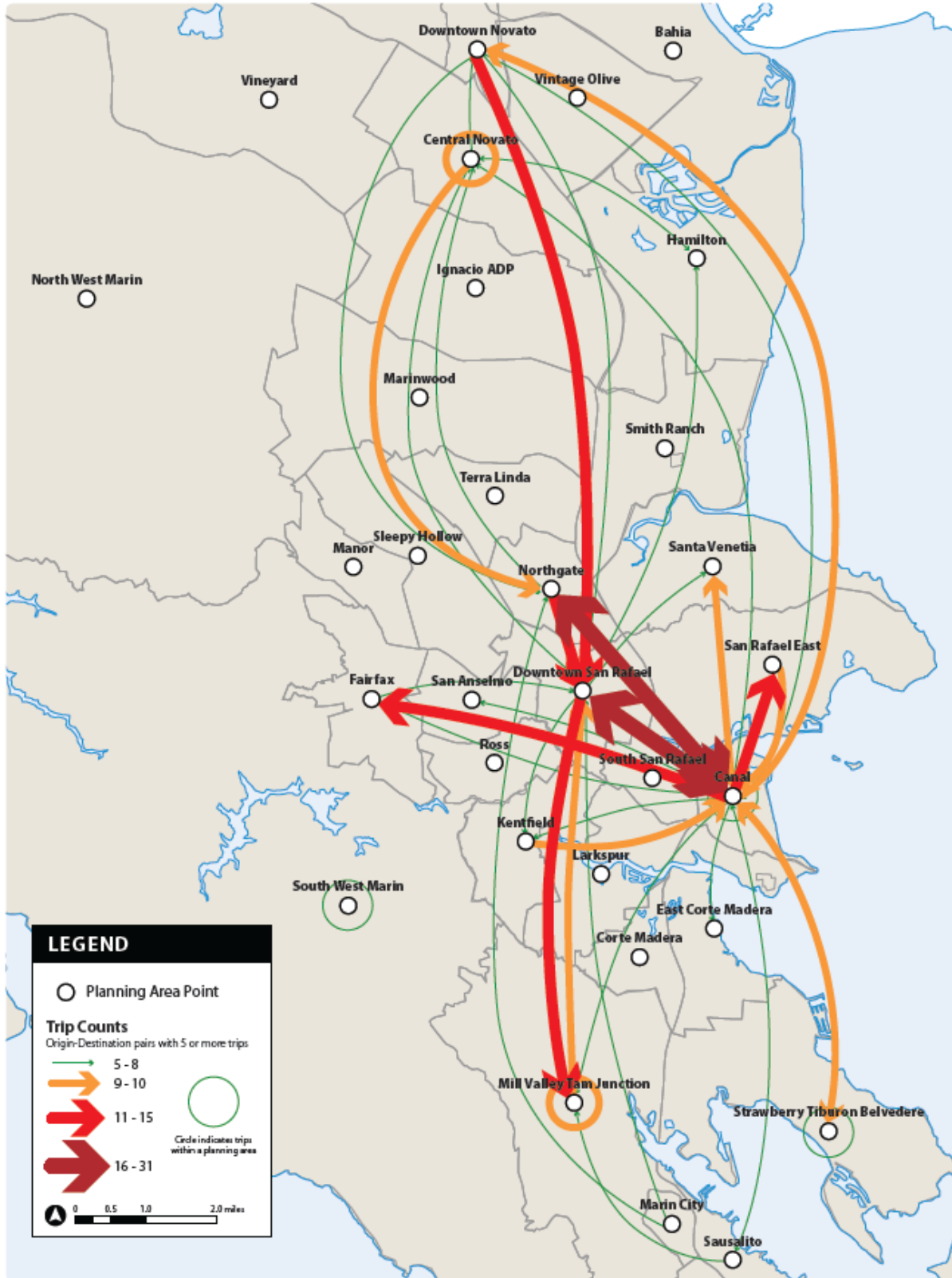
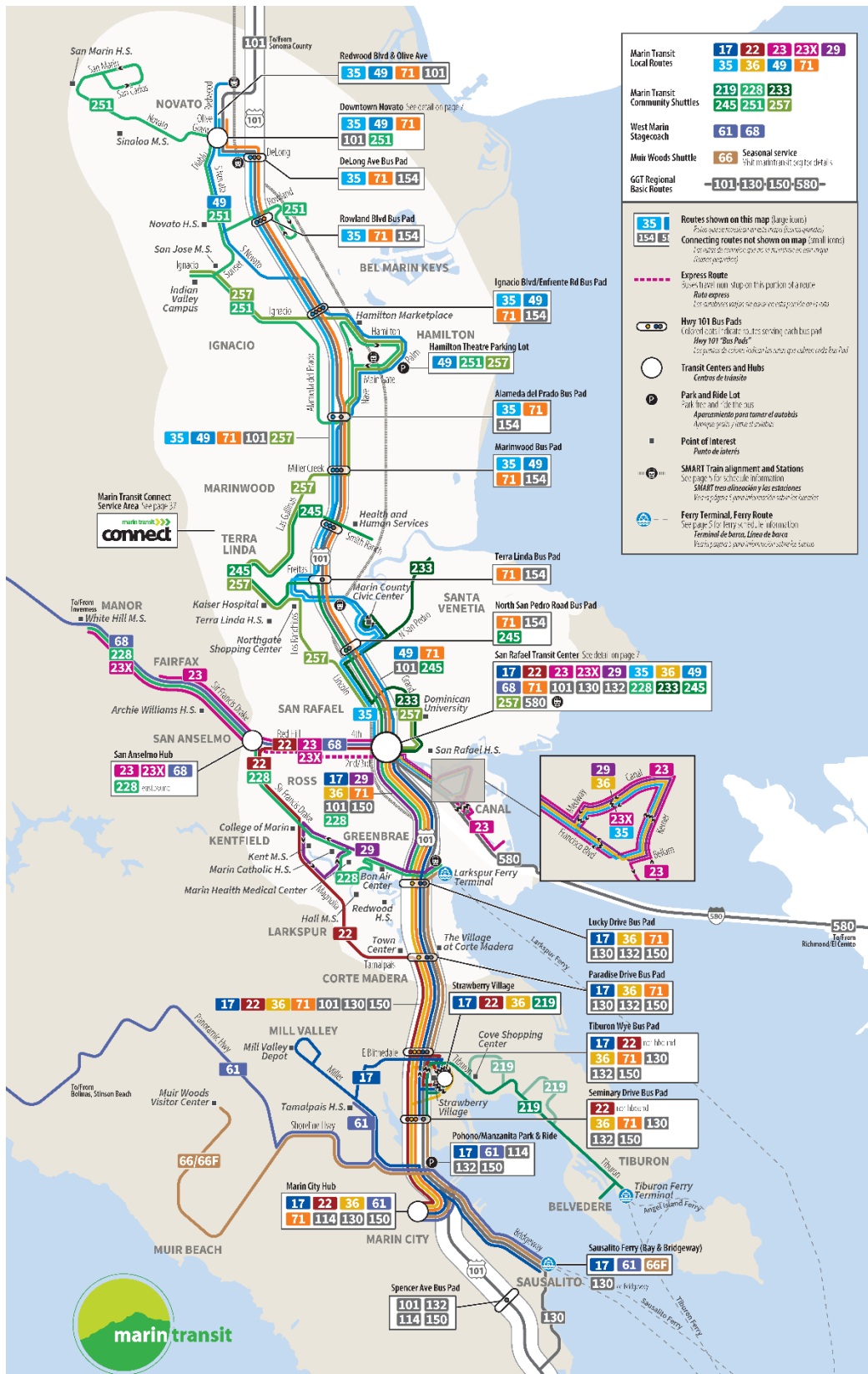


Figure 2: Marin Transit System Map (2022)



Current State of Service – FY 2022/23

How have service and operations changed since the pandemic?

The COVID-19 Pandemic led to an initial 78% decline in ridership on fixed route service in April 2020, which by FY 2021 went up to a 55% decline relative to pre-COVID FY 2019 (Figure 3). While the decline was unprecedented, Marin Transit carried **more average daily passengers** than any other bus, rail, or ferry agency in the North Bay at the height of the pandemic, and has recovered a larger share of passengers than any other Bay Area Transit Agency (Figure 4). This is due to a strong core ridership continuing to work in service jobs and make essential trips, sustained service levels throughout the pandemic, and schools reopening sooner in Marin than in peer counties.

Figure 3 – Marin Transit Systemwide Ridership (FY 2018-FY 2022)

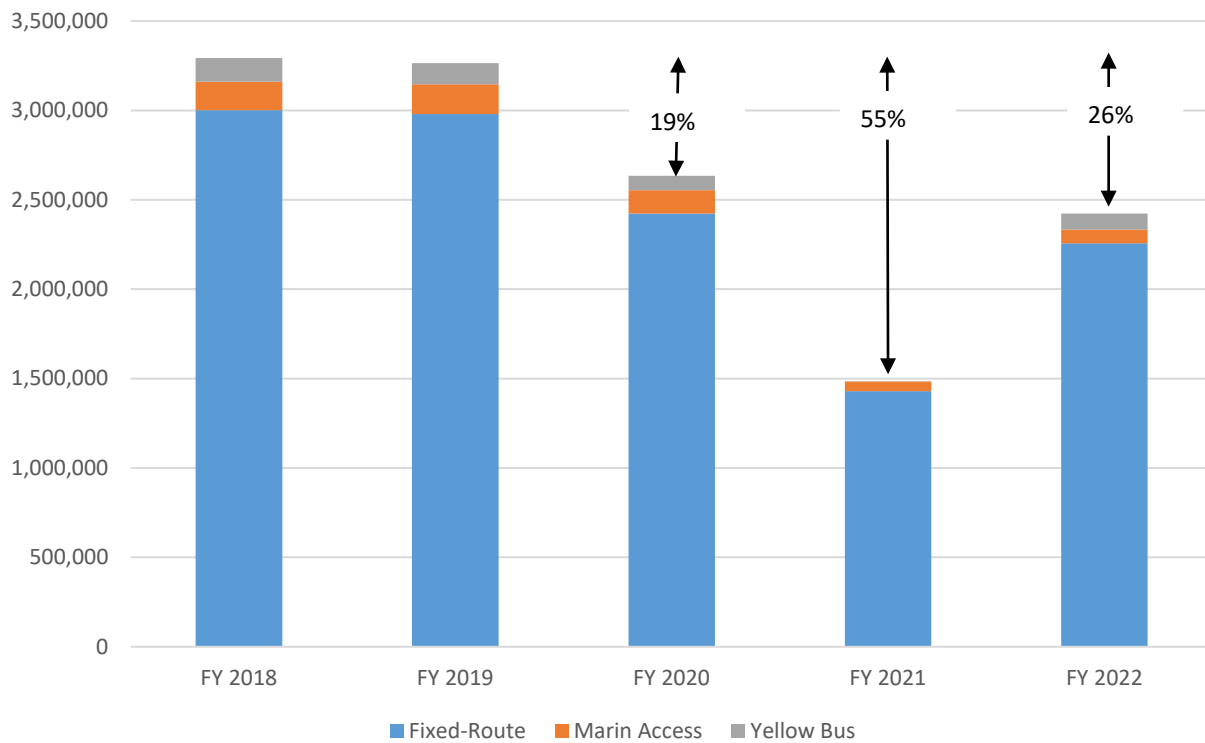
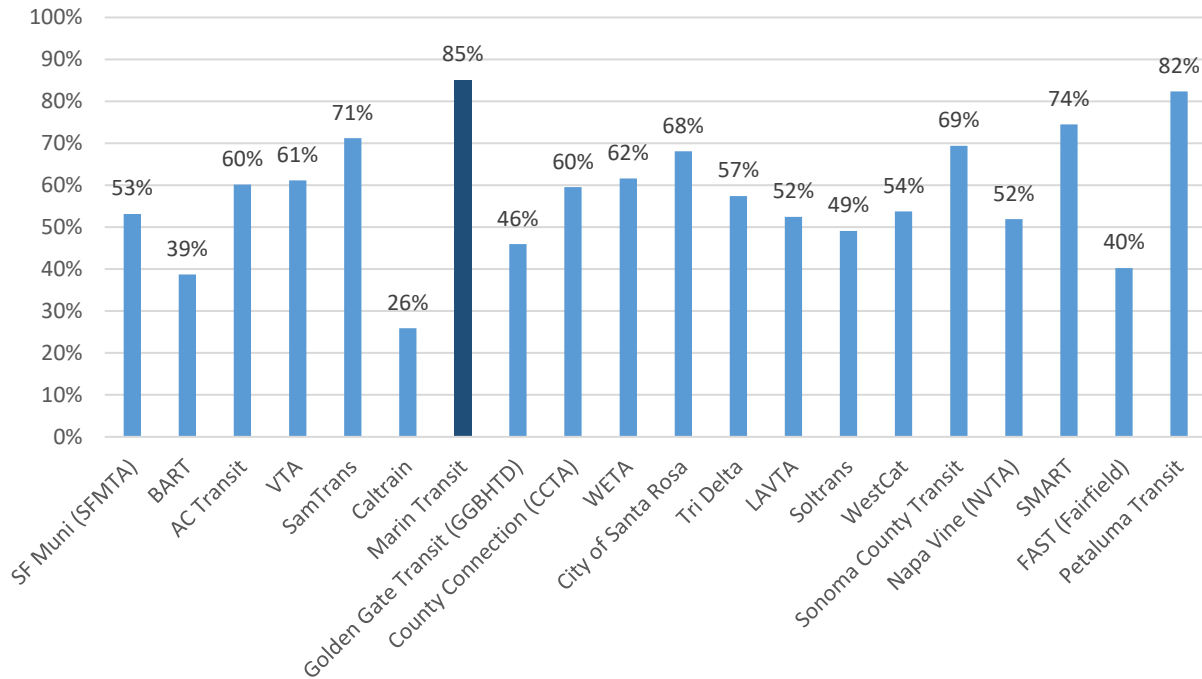


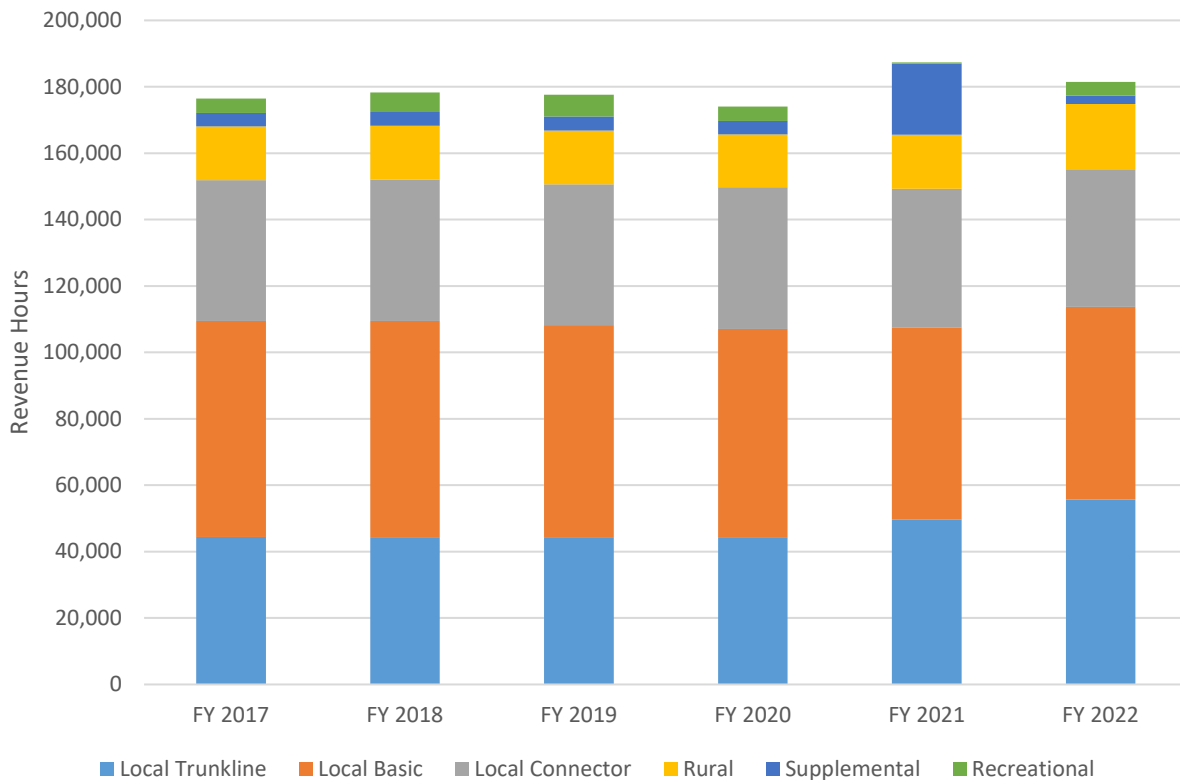
Figure 4 – COVID Recovery: Ridership across Bay Area Agencies (June 2022 ridership as a percent of June 2019 ridership)



That, along with vehicle capacity restrictions due to social distancing requirements, led to **ongoing capacity issues and pass ups** starting in the fall of 2020. Marin Transit **deployed backup service** to help meet this demand. Roughly 20,000 revenue hours of backup service were deployed in FY 2020/21, which can be seen through the drastic increase in Supplemental revenue hours for FY 2020/21 in the chart below (Figure 5), as the backup service was deployed on newly created supplemental routes. Marin Transit is now offering pre-COVID service levels on fixed route services, which is reflected in the FY 2022 bar on the same chart. In FY 2022, the supplemental category went back to only referring to school routes.

Marin Transit has increased service on local trunkline routes along the Highway 101 corridor coming out of the pandemic to compensate for reductions in service on Golden Gate Transit (GGT). GGT and Marin Transit have a fare agreement which allows riders to use GGT services locally within Marin County for the same price as a standard Marin Transit fare, and many riders use the services interchangeably. GGT ridership has not recovered as strongly as that of Marin Transit and their service offerings remain significantly lower than pre-COVID. Marin Transit has increased service on Route 71 specifically to address this. As GGT reevaluates its fare policy in 2023, Marin Transit will continue to coordinate with GGT to ensure a smooth and seamless experience for riders when using the two agencies within Marin County.

Figure 5: Marin Transit Fixed Route Revenue Hours



During the pandemic, Marin Transit’s cost control measures included:

- Ongoing service adjustments – eliminating unproductive service and right-sizing demand response service.
- Reallocated service to meet ridership demand and distancing requirements.
- Shifted contracted service to lower cost operators for an annual savings of \$1.2 million.
- Reduced costs where possible (e.g. froze administration costs and pay).
- Focused on retaining contractor staff and drivers.

The reallocated service mentioned above was re-assigned from supplemental school and Muir Woods shuttle routes that were initially suspended and added 9% more service hours on high ridership routes. Marin Transit’s innovations to meet service demand included:

- 10 service adjustments and schedule changes during FY 2020/21 to address distancing requirements and ridership demand on high ridership routes.
- Coordination with Golden Gate Transit to fill gaps resulting from reduction in regional service to preserve local mobility.
- Ongoing monitoring of pass-up data by stop to adjust schedules.
- Creatively deployed service to high schools by blending supplemental and regular fixed route service.
- Provided free fixed route and paratransit rides to vaccination sites.

- Re-assigning paratransit drivers to support community needs including transportation to vaccination sites, delivery of prepared meals, groceries, and prescriptions.
- Modified paratransit contract compensation structure to account for periods of reduced demand; new tiered pricing structure allows greater flexibility and ability to scale up or down in contracted services.

What were the priorities, goals and processes that informed decisions to adjust service or for budgeting decisions in FY 2022/23?

During the recovery period, Marin Transit has focused on:

- Retaining drivers
- Implementing cost control measures
- Continuing to deliver safe, reliable transportation

The significant uncertainties and fluctuations that were central to the budget cycles during the first two years of the pandemic have calmed. However, the District needs to re-bid the major fixed route purchased transportation contracts in the next year and labor shortages and other factors may drive these costs higher than Marin Transit is projecting. While systemwide ridership is not at pre-COVID levels, fixed route ridership is approaching 90% of pre-COVID levels and demand response ridership is continuing to recover. Fixed route programs have all been restored and the FY 2022/23 budget includes adjustments to reflect current service demand, back fills for regional routes that are not being restored, and addresses long term sustainability.

Through Marin Transit’s short-range planning process, the District has established a series of metrics for evaluating the performance of its services and programs that refers to and builds on the criteria established in Measure A, the half-cent sales tax to support transportation projects and programs in Marin County. The metrics are organized into four categories as follows:

1) Systemwide Performance:

- Relieves congestion and provides mobility as measured in total ridership;
- Ensures high levels of customer satisfaction with services;
- Provides accessible and reliable transit services with Marin County;
- Ensures services are provided in a reliable manner;
- Provides service levels to prevent overcrowding;
- Promotes environmental justice based on demographic analysis; and
- Meets cost efficiency standards based on cost per revenue hour.

2) Corridor-Level Performance

- Provides adequate service frequency in priority transit corridors;
- Provides adequate span of service in priority transit corridors; and

c. Provides competitive travel times to promote transit usage.

3) Route-Level Performance:

- a. Meets service typology productivity standards based on passengers per hour;
- b. Meets service typology cost effectiveness standards based on subsidy per passenger trip; and
- c. Establish funding agreements for Partnership services.

4) District Performance:

- a. Attracts outside funding sources, including federal and state revenue, as well as discretionary grants and other local funds;
- b. Operates the system in a manner that encourages public involvement and participation; and
- c. Maintains a capital plan to minimize air quality issues and provide quality amenities and vehicles

The following Productivity and Subsidy Goals guide service planning and budgeting decisions, as established by the board and most recently updated in April 2018:

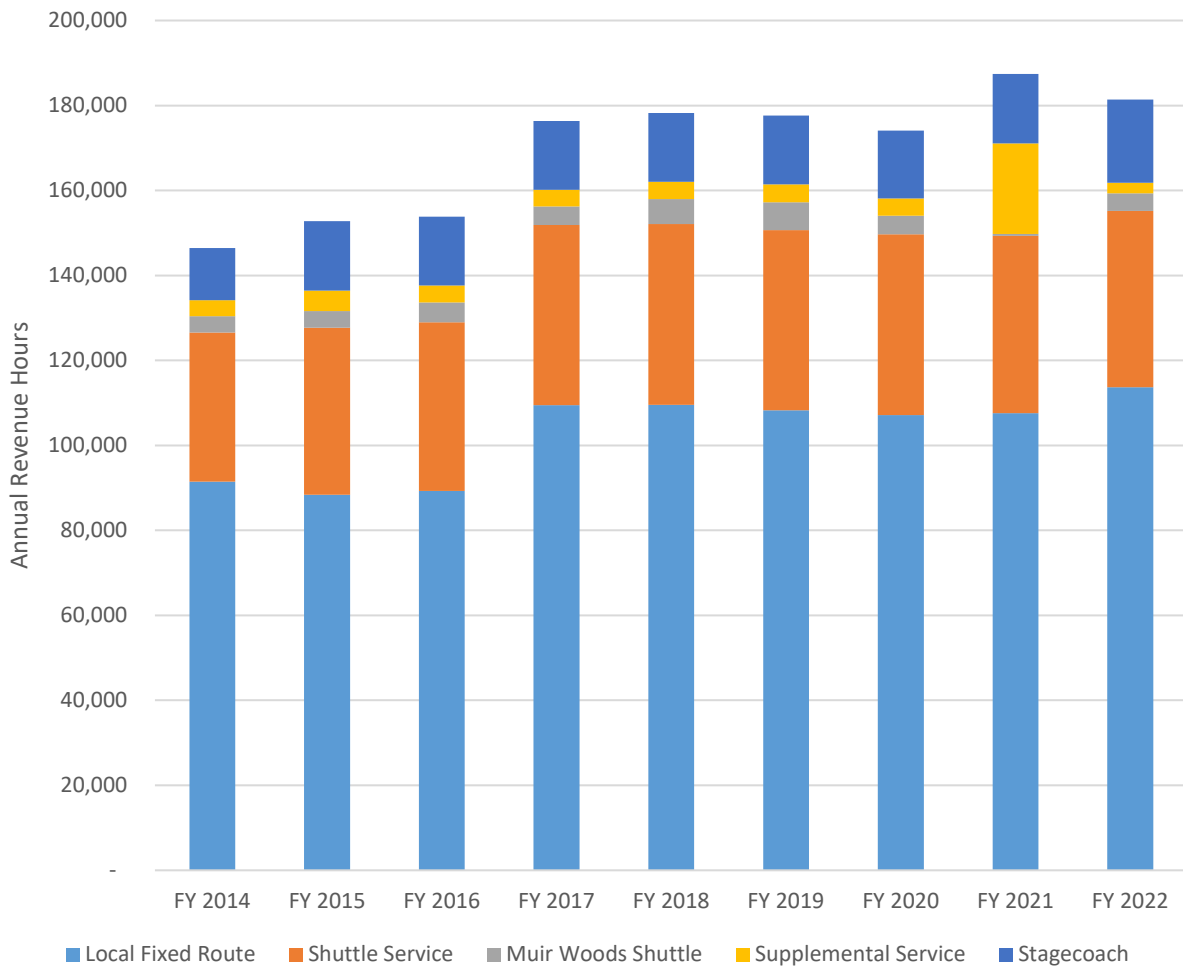
Service Typology	Routes	Unlinked Passenger Trips per Hour (at or above)	Subsidy per Passenger Trip (at or below)
Local Trunkline	35, 36, 71	20	\$5.00
Local Basic	17, 22, 23, 23X, 29, 49	18	\$7.25
Local Connector	219, 228, 233, 245, 251, 257	8	\$10.00
Supplemental	613, 619, 625, 645, 651, 654	20 per trip	\$3.25
Rural	61, 68	6	\$13.25
Recreational	66 (Muir Woods Shuttle)	25	\$3.25
Demand Response	Local DAR, Novato DAR, Dillon Beach/Tomaes DAR, Point Reyes DAR	2	\$38.50

Marin Transit conducts robust service performance monitoring every month, with comparisons to adopted service performance goals at the route level published quarterly. The regular performance reporting identifies areas of strong performance and challenges. Resources are directed to address the challenges and maintain strong systemwide performance.

How much service is available now?

After increasing service during the pandemic to reduce pass-ups, Marin Transit has returned to a fixed route service level similar to pre-pandemic. Marin Transit operated 183,510 revenue hours of fixed route service in FY 2021/22 (Figure 6).

Figure 6 – Fixed Route Revenue Service Hours over Time



Marin Transit’s FY 2022/23 operations budget provides for operation of the following services:

Local Trunkline and Local Basic	114,200 revenue hours
Local Connector (Community Shuttles)	42,000 revenue hours
Supplemental School and Partnership	5,000 revenue hours
Muir Woods Shuttle	6,500 revenue hours
Novato Dial-A-Ride	2,000 revenue hours
Yellow School Bus Service	5 buses
West Marin Stagecoach Service	17,000 revenue hours
Rural Dial-A-Ride Service	400 revenue hours
Local Paratransit Service	43,000 revenue hours
Regional Paratransit Service	5,000 revenue hours
Catch-A-Ride	4,000 trips
Volunteer Driver	10,000 trips
Transit Connect	6,500 revenue hours

How has the distribution of service changed by geography? Time of day? Mode?

Local Trunkline, Basic, and Connector services were never cut during COVID. Supplemental and Recreational services were initially suspended during the pandemic, but both have been restored as of the start of FY 2021/22. No major changes have been made, although the District has made minor adjustments to meet shifting demand and labor shortages, and plans to continue making minor adjustments so that service continues to meet demand sustainably in the long term. The budget includes adjustments to back fill regional routes that are not being restored as well.

Describe changes to ridership and travel patterns since the start of the pandemic.

Fixed route ridership dropped significantly early in the pandemic, but quickly began to rise as riders returned to work in essential services and made essential trips.

Following the shelter-in-place order mandated for the State of California that began on March 16, 2020, Marin Transit, as an essential public service, continued to provide regular service. However, Muir Woods Shuttle service, Yellow Bus and the Supplemental School Routes were suspended with the closure of Marin County schools and the Muir Woods National Monument. The immediate suspension of these services removed an estimated 50,000 trips per month, or approximately 20 percent of total fixed route ridership. The onset of the COVID-19 pandemic

led to an initial ridership decline of 66% in from March to April 2020. Still, Marin Transit carried **more average daily passengers** than any other bus, rail, or ferry agency in the North Bay, and experienced a smaller decline than most other Bay Area Transit Agencies. This is due to a combination of sustained transit service offerings, a strong core ridership continuing to work in service jobs and make essential trips, and schools reopening sooner in Marin than peer counties. For example, one supplemental school route resumed service in November 2020, and two others resumed in February 2021, less than a year following the start of the pandemic.

Limited Supplemental School Route service resumed mid-way through the 2020/21 school year, and all school service resumed in FY 2021/22. The Muir Woods Shuttle resumed limited service on June 19, 2021 and resumed regular service levels in spring of 2022.

The fourth quarter of FY 2021/22 saw ridership climb to over 80% of pre-COVID levels, with local trunkline services almost reaching pre-COVID levels and Stagecoach routes exceeding them. This ridership also represents stronger growth than experienced by most other agencies across the Bay Area and the US. According to the National Transit Database, nationwide bus ridership increased 20% during the fourth quarter of FY 2021/22 compared to the prior year, while Marin Transit experienced 49% growth by that same metric.

The District continues to experience a steady rebound in ridership, in particular after the lift of COVID capacity limitations since mid-July of 2021 and the gradual reopening of the economy.

Regionally, Marin Transit fixed route services continue to perform relatively well compared to other North Bay transit agencies. In the fourth quarter of FY 2021/22, Golden Gate Transit carried 313,211 passengers on its fixed route bus service, representing less than half of Marin Transit's fixed route ridership (641,672), while SMART carried only 114,438 passengers. At a 48.9% increase over the prior year's fourth quarter, Marin Transit experienced an increase in fixed route ridership this quarter comparable to, or more robust than, other Bay Area transit agencies that provide local countywide transit services. Comparing to other Countywide peer agencies, Napa Valley Transportation Authority (VINE), SamTrans, and Solano County Transit (SolTrans) experienced a 52.2%, 45.8%, and 46.3% increase in ridership, respectively, relative to the fourth quarter of FY 2020/21.

Compared to the prior year, demand for Marin Access mobility management and demand response programs increased by 30.3% during the fourth quarter of FY 2021/22. Although this increase is significant, it remains lower than the increase in ridership on fixed routes services. Even with vaccines, seniors and people with disabilities remain more susceptible to severe effects from COVID than the general population and continue to be more cautious with their travel and activities.

How have equity priority communities been considered in service planning or changes?

Marin Transit has three equity priority communities within its service area: the Canal neighborhood of San Rafael, the Terra Linda neighborhood of San Rafael, and Marin City. All

three of these communities are well-served by Marin Transit routes, and when planning service changes, the needs of these communities are carefully considered by Marin Transit staff before making any route or schedule alterations. Throughout the pandemic, Marin Transit has maintained service levels in these communities, and actually increased service when social distancing requirements began causing pass-ups in these communities.

Scenario Planning Concepts – FY 2023/24 through FY 2027/28

One of the ongoing issues for Marin Transit operations is the lack of facilities for bus parking and maintenance. The District currently owns three properties for these purposes: 3000 Kerner, 3010-3020 Kerner, and 600 Rush Landing. However, these properties are insufficient for housing the necessary infrastructure to store and maintain the full fixed-route and demand response vehicle fleet. Marin Transit relies on supplementing these properties with leased space throughout Marin County to meet its operational needs. This creates two main issues for the District:

1. The volatility of land pricing and availability creates a significant amount of risk for future service. A steep increase in lease pricing could potentially force service cuts in the future to balance the budget.
2. The lack of owned property has forced the District to delay capital investments necessary to facilitate an electric fleet of buses. Charging infrastructure is costly and time consuming to build, which would make it an unwise financial decision to build on leased property. This lack of electric bus charging infrastructure will become more of an issue as State requirements for electric buses increase.

The risks associated with the lack of District property were not factored into the service cuts discussed in this section, but may play a role into how theoretical service cuts ultimately materialize.

How would priorities and goals change with revenue constraints? What would inform or trigger service change decisions?

Attachment B: MCTD Revenue and Service Projections details the anticipated revenue from the three MTC-defined scenarios, Scenarios 1-3, as well as the MCTD-defined Scenario 0. It also includes estimates of fixed-route service offerings and ridership in each scenario.

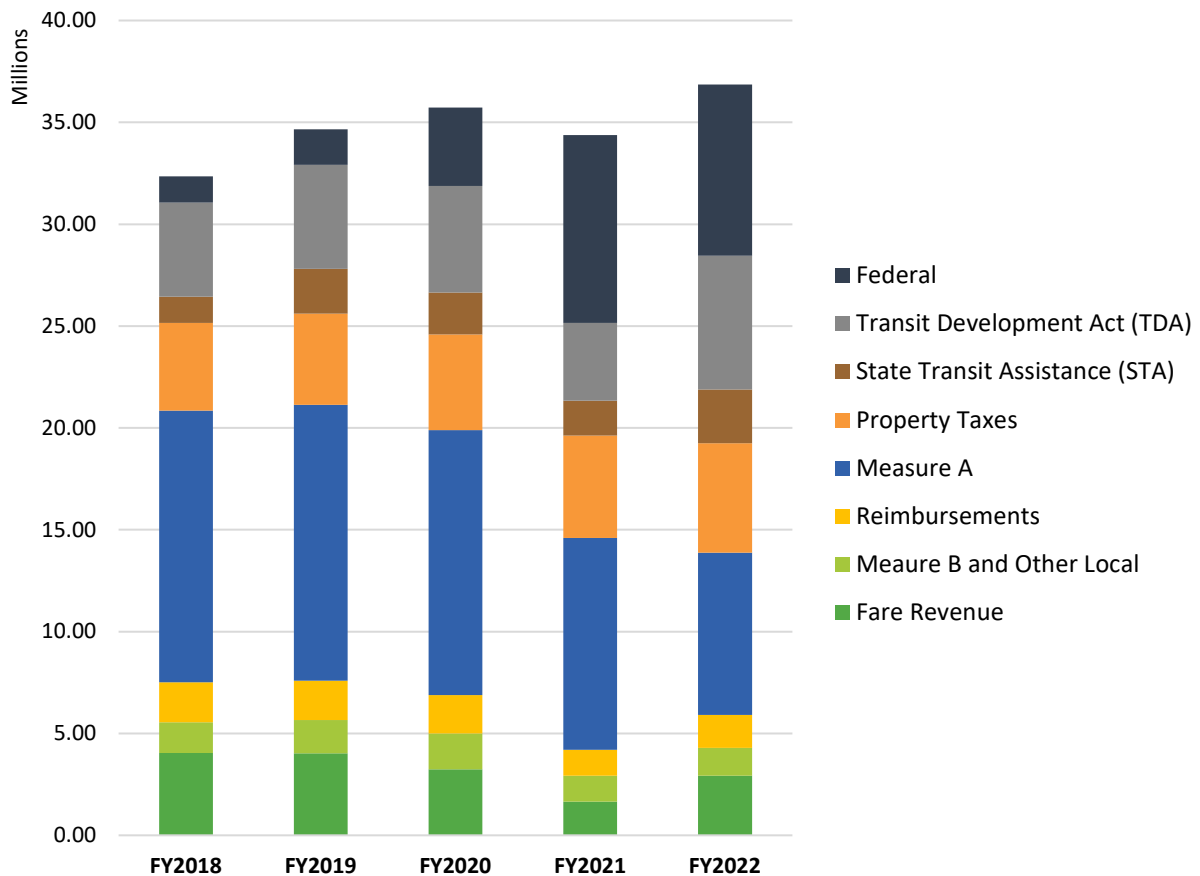
Marin Transit's revenues have recovered more quickly than projected in MTC's three scenarios, and Marin Transit does not anticipate needing to cut service over the FY 2023/24 through FY 2027/28 timeframe. Figure 7 shows fare revenue returning to a pre-COVID level and shows the expenditure of federal relief funds during the COVID 19 pandemic. Use of federal reserve funds temporarily reduce the expenditure of local Measure AA sales tax funds and some reserves are

available. Marin Transit has created a Scenario 0 that reflects the District’s projected revenues based on current ridership and sales tax revenue projections.

Under the service planning exercises conducted to respond to MTC’s scenarios, Marin Transit has prioritized the needs of our transit-dependent communities.

Service changes would be initiated if revenue forecasts resulted in anticipated longer-term shortfalls that could not be covered by reserves. Service changes may also be needed if new purchased transportation costs exceed projections. Marin Transit’s new interagency agreement with Golden Gate Bridge Highway and Transportation District (GGBHTD) increases costs by 18% between FY 2021/22 and FY 2022/23. Marin Transit will re-bid all other fixed route service in 2022 and 2023. Marin Transit has forecasted 8% percent cost increases at contract re-bids, but this may not be sufficient based on current market trends. If service changes are needed, Marin Transit would work to balance goals of continuing to serve equity priority communities, service frequency in high-demand areas, and coverage for essential services in rural and lower-density areas.

Figure 7 – Marin Transit Operation Revenues by Category



How much service would be available?

In Scenario 0 (the MCTD Projection scenario), fixed-route service would remain at its current level, 184,700 revenue hours per year. Demand response service levels are primarily driven by demand for paratransit services and are anticipated to be roughly 42,000 revenue hours in FY 2023/24 before returning to pre-COVID service levels in FY 2024/25 (55,000 revenue hours annually).

In the defined SRTP Planning Horizon scenarios (Scenarios 1-3), Marin Transit would be forced to make cuts to fixed-route service levels. In Scenarios 1 and 2, MCTD estimates it would operate roughly 100,000 revenue hours of fixed-route service annually, which would involve cutting four routes and reducing service on most other routes. In Scenario 3, MCTD estimates it would operate roughly 75,000 revenue hours of fixed-route service annually, which would involve cutting one additional route to the prior scenarios and reducing service levels on remaining routes. Demand response service levels are projected to be the same as Scenario 0 in all three Planning Horizon scenarios.

How would the deployment of service change by mode? Geography or route? Time of day or week?

Under MTC's reduced revenue scenarios, we anticipate that paratransit service demand would not change significantly from Marin Transit's current projections. The hypothetical route cuts and span of service reductions would not dramatically alter the geography or span of required paratransit service, thus ridership would be unlikely to change significantly.

Marin Transit would first reduce or cancel connection routes and drop service frequencies to every 60 minutes on Basic routes and every 30 minutes on Trunkline routes.

How would equity priority communities be considered under each scenario?

In the MCTD Projection scenario (Scenario 0), there are no significant changes to fixed-route service. Equity priority communities would continue to be considered as strongly as they are in Marin Transit's current planning practices.

In estimating potential service cuts across Scenarios 1-3, equity priority communities were especially considered in two regards: service quality and service coverage. Service quality was considered for equity priority communities, which have higher rates of transit dependent residents than the rest of the county, to ensure that service cuts would not take too high a toll on transit-dependent residents. Service coverage for disadvantaged communities, including those living in rural west Marin that do not fall in an MTC-designated equity priority community, was maintained despite low route productivity (passengers per revenue hour) due to the rural nature of the area. No routes serving the Canal neighborhood were cut, and the one route serving Marin City that was cut has duplicative service on Golden Gate Transit (multiple other Marin Transit routes serving Marin City were preserved). The one route serving

Terra Linda that was cut is already a low-frequency route, and residents in that neighborhood would maintain a reasonable quality of service via the multiple other routes that serve that community.

Data Category (Annual amounts)	Pre-COVID	COVID-19			Current (Budgeted)
	FY19	FY20	FY21	FY22	FY23
Revenue Vehicle Hours	235,123	218,289	215,875	209,481	219,960
Revenue Vehicle Miles	3,070,041	2,872,403	3,090,901	3,273,630	3,399,897
Number of Routes Operated	28	28	26	25	24
Total Route Miles	297	297	297	297	297
Ridership	3,087,067	2,512,076	1,468,770	2,307,135	2,462,088
Operating Budget	\$ 26,859,624	\$ 27,276,182	\$ 28,958,812	\$ 31,235,628	\$ 36,899,246
Total Revenue Vehicles	110	114	114	114	114
Vehicles Required For Max Service	87	85	72	75	75
Employees (Full Time Equivalent)	232	232	232	232	232

Data Category (Annual amounts)	MCTD Projected Revenue - Scenario 0				
	FY24	FY25	FY26	FY27	FY28
Revenue Vehicle Hours	227,139	239,784	240,776	241,785	242,812
Revenue Vehicle Miles	3,430,381	3,603,421	3,616,989	3,630,802	3,644,863
Number of Routes Operated	24	24	24	24	24
Total Route Miles	297	297	297	297	297
Ridership	3,062,257	3,140,689	3,197,221	3,254,771	3,313,357
Operating Budget	\$ 40,163,823	\$ 41,965,077	\$ 42,528,258	\$ 43,499,390	\$ 44,679,524
Total Revenue Vehicles	114	114	114	114	114
Vehicles Required For Max Service	85	87	87	87	87
Employees (Full Time Equivalent)	232	232	232	232	232

Data Category (Annual amounts)	SRTP Planning Horizon - Scenario 1				
	FY24	FY25	FY26	FY27	FY28
Revenue Vehicle Hours	142,769	155,414	156,405	157,415	157,415
Revenue Vehicle Miles	1,979,973	2,153,012	2,166,581	2,180,393	2,180,393
Number of Routes Operated	21	21	21	21	21
Total Route Miles	297	297	297	297	297
Ridership	2,477,579	2,545,486	2,591,305	2,637,948	2,683,415
Operating Budget	\$ 29,900,000	\$ 30,600,000	\$ 31,300,000	\$ 32,000,000	\$ 32,700,000
Total Revenue Vehicles	114	114	114	114	114
Vehicles Required For Max Service	85	87	87	87	87
Employees (Full Time Equivalent)	232	232	232	232	232

Data Category (Annual amounts)	SRTP Planning Horizon - Scenario 2				
	FY24	FY25	FY26	FY27	FY28
Revenue Vehicle Hours	142,769	155,414	156,405	157,415	157,415
Revenue Vehicle Miles	1,979,973	2,153,012	2,166,581	2,180,393	2,180,393
Number of Routes Operated	21	21	21	21	21
Total Route Miles	297	297	297	297	297
Ridership	2,477,579	2,545,486	2,591,305	2,637,948	2,683,415
Operating Budget	\$ 29,200,000	\$ 29,800,000	\$ 30,500,000	\$ 31,100,000	\$ 31,800,000
Total Revenue Vehicles	114	114	114	114	114
Vehicles Required For Max Service	85	87	87	87	87
Employees (Full Time Equivalent)	232	232	232	232	232

	SRTP Planning Horizon - Scenario 3				
Data Category (Annual amounts)	FY24	FY25	FY26	FY27	FY28
Revenue Vehicle Hours	117,860	130,505	131,497	132,506	132,506
Revenue Vehicle Miles	1,630,353	1,803,393	1,816,961	1,830,774	1,830,774
Number of Routes Operated	20	20	20	20	20
Total Route Miles	297	297	297	297	297
Ridership	2,271,195	2,335,388	2,377,424	2,420,218	2,461,766
Operating Budget	\$ 25,500,000	\$ 26,000,000	\$ 26,600,000	\$ 27,200,000	\$ 27,800,000
Total Revenue Vehicles	114	114	114	114	114
Vehicles Required For Max Service	85	87	87	87	87
Employees (Full Time Equivalent)	232	232	232	232	232

Short Range Transit Plan (SRTP): Bay Area Transit Recovery Scenario Planning **Draft Guidelines – February 2022**

1. Basis of the SRTP Requirement

Federal statutes require that the Metropolitan Transportation Commission (MTC), in partnership with the state and with local agencies, develop and periodically update a long-range Regional Transportation Plan (RTP), and a Transportation Improvement Program (TIP) which implements the RTP by programming federal funds to transportation projects contained in the RTP. To effectively execute these planning and fund programming responsibilities, MTC, in cooperation with Region IX of the Federal Transit Administration (FTA), requires each transit operator receiving federal funding through the TIP (federal grantees within the MTC region) to prepare, adopt, and submit an SRTP to MTC. Transit operators are required by MTC to prepare an SRTP every four years in order to remain eligible to receive federal funding.

2. Reimagined Approach

The COVID-19 pandemic has significantly impacted transit operations, ridership, and revenues. The decrease in ridership, changes in travel patterns and uncertainties in farebox revenues have created enormous planning and operational challenges for Bay Area transit operators. While federal relief funds provided a significant stop gap, it is anticipated that these funds will be exhausted within the next two fiscal years for most transit operators. In light of the current crisis, the SRTP is being reimagined and restructured to help plan for and navigate through the continued uncertainties.

The revised approach narrows the scope to a five-year planning horizon with a focus on financial and service planning. In another departure from past practice, all transit operators will be required to prepare an SRTP in this cycle to facilitate a regional understanding of transit priorities and plans over the next five years. This revised approach will also include scenario planning, which asks operators to consider how service plans might be adapted under different revenue scenarios. This reduction in the scale of the deliverables is intended to facilitate the development of a more narrowly focused SRTP for this planning cycle on a much shorter timeline than has been required for traditional SRTPs.

3. SRTP Purpose

- A. To serve as a management and policy document for the transit operator, as well as a means of providing FTA and MTC with information necessary to meet regional fund programming and planning requirements.
- B. To understand the status and outlook of transit service in the Bay Area, both by operator and regionally
- C. To understand the impacts of varying levels of funding on transit service
- D. To develop actionable information support funding advocacy, including the ability to articulate service benefits and tradeoffs at different funding levels

4. Scenario Planning

Core to this revised SRTP approach is developing an understanding of how service plans might be adapted under different revenue constraints. Accordingly, this SRTP asks operators to consider and make projections of service levels under three scenarios:

1. **Robust Recovery:** There is adequate funding to return overall revenue to 100% of pre-pandemic levels, with escalation. This would not assume proportionate recovery across all revenue sources.
2. **Revenue Recovery, with Fewer Riders:** Federal relief funds are eventually exhausted, although other funds recover to pre-pandemic levels. However, farebox revenue remains stagnant (20-50% below pre-pandemic levels, depending on current status) for next five years.
3. **Some Progress:** Federal relief funds are eventually exhausted and total revenue available to the agency is 15% below pre-pandemic levels for the next five years.

MTC staff will share specific total revenue targets for each transit operator and each of the three above scenarios to assist operators in the development of their responses. Revenue targets will be available with the final detailed guidelines when they are presented to the MTC Commission for review and approval.

5. Scope

The deliverables include data on service and operating projections and a brief supporting narrative document to describe pre-pandemic service, changes made since the pandemic, and priorities and plans in the next five years.

A. Data Request

Complete the provided Excel attachment which requests the following categories of data:

- Revenue Vehicle Hours
- Revenue Vehicle Miles
- Number of Routes Operated
- Total Route Miles
- Ridership
- Total Operating Budget
- Employees

Criteria

- Data should be separated by mutually exclusive and comprehensively exhaustive modes (no overlap between modes and sums to operator totals)
- Data should be completed for FY19 (pre-pandemic), FY23 (since the pandemic), and for FY24-28 for each of the three revenue scenarios
- Data should be provided in whole numbers and dollars
- The Excel document should be completed as provided. Fields may be left blank if not applicable, but the document, fields, rows and columns should not be altered

B. Narrative

The supporting narrative document is an opportunity to expand upon and contextualize the responses to the data request. It should briefly describe pre-pandemic service, discuss service and operations changes since the pandemic, and elaborate on the considerations that drive the service projections made in the data request. The document should be structured as follows:

1. Pre-pandemic State of Service – FY 2018-19
 - What did operations look like before the pandemic?
 - How much service was available?
 - Where, when, and how was service deployed?
 - What did ridership levels and travel patterns look like?
2. Current State of Service – FY 2022-23
 - How have service and operations changed since the pandemic?
 - What were the priorities, goals and processes that informed decisions to adjust service or for budgeting decisions in FY23?
 - How much service is available now?
 - How has the distribution of service changed by geography? Time of day? Mode?
 - Describe changes to ridership and travel patterns since the start of the pandemic.
 - How has the operating budget changed?
3. Scenario Planning Concepts – FY 2023-24 through FY 2027-28
 - For each of the three scenarios, questions to consider include:
 - How would priorities and goals change with revenue constraints? What would inform service change decisions?
 - How much service would be available?
 - How would the deployment of service change by mode? Geography or route? Time of day or week?
 - How would these revenue constraints impact staffing and budgeting?

6. Funding

MTC has budgeted approximately \$640,000 to support SRTP development. The seven largest operators will receive \$40,000 each, and medium and small operators will receive \$20,000 each. If operators or county transportation authorities elect to submit a combined SRTP, the funding for which each operator is eligible will be pooled at the county level. Submissions from combined SRTPs must still include data responses and narratives for each participating operator.

7. Timeline

1. Draft SRTP: October 3, 2022
2. Final SRTP: December 29, 2022

This schedule reflects the urgency established by the rapid exhaustion of federal relief funds, as well as the opportunity to articulate regional transit funding needs in advance of the FY2023-24 state legislative agenda.

Both drafts and final versions should be submitted to MTC staff electronically srtp@bayareametro.gov. The narrative may be provided in PDF format, but the data request should be in MS Excel format.