

Marin Transit

2016-2025 Short Range Transit Plan

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Acknowledgements

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Federal transportation statutes require that the Metropolitan Transportation Commission (MTC), in partnership with state and local agencies, develop and periodically update a long-range Regional Transportation Plan (RTP), and a Transportation Improvement Program (TIP) that implements the RTP by programming federal funds to transportation projects contained in the RTP. In order to effectively execute these planning and programming responsibilities, MTC requires that each transit operator in its region that receives federal funding through the TIP, prepare, adopt and submit to MTC a Short Range Transit Plan (SRTP).

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Executive Summary

An up-to-date Short Range Transit Plan (SRTTP) guides Marin Transit's investments in the future. It is a living document that uses current information, financial resources, and performance targets to plan for local public transit services. The SRTTP balances Marin Transit's projected costs and revenues over a five-year timeframe and is designed to provide a ten-year vision of the future.

Marin voters approved a twenty year ½ cent transportation sales tax (Measure A) in 2004 that designated 55 percent of revenues to local transit services and established goals, objectives, and performance measures. Dedicated local funding enables the District to pay for and improve local bus and shuttle services and targeted mobility programs for Marin senior, disabled, and low-income residents. The District's ability to secure federal, state, and regional funding for public transit operations, equipment, and facilities depends on the availability of local funding sources. Scheduled Marin Transit services encompass all bus routes that begin and end within Marin County, middle and high school trippers, the community shuttle program, the West Marin Stagecoach, and the Muir Woods Shuttle. Marin Transit provides demand response paratransit services for those eligible under the Americans with Disabilities Act (ADA) and additional mobility management programs to expand their travel options and serve seniors who no longer drive. In all cases, Marin Transit anticipates the needs of Marin County's diverse travel markets and delivers cost-effective, targeted service options. Marin Transit is a future-oriented mobility manager.

Marin Transit services and programs

With approval of Measure A, the District developed the county's first local transit service plan as part of the 2006 Short Range Transit Plan. The local service plan was designed to enable local riders to travel more efficiently to reach work, school, and health care destinations with fewer transfers. Marin Transit has continued to refine the route structure to anticipate and serve the needs of local riders, improve service efficiency, and establish a system to evaluate performance by service type.

The District's bus and shuttle services carry over 3.5 million passenger trips each year and are organized by program and service type. The five program areas are: local fixed route, community shuttle, supplemental school, rural fixed route, and the Muir Woods Shuttle. Service type refers to the purpose of individual routes and their intended markets. Marin Transit develops and delivers a family of services to accommodate the diverse transportation needs of Marin residents.

Marin Transit contracts out all of its operations in four program areas – Big Bus, Community Shuttle, Rural and Seasonal, and Special Needs. Marin Transit initiated an innovative mobility management program, Marin Access, in 2008 to develop and deliver efficient travel options and improved information for senior and disabled residents. Since 2009, the District operates the award-winning seasonal Muir Woods Shuttle that keeps vehicles off of 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 supplemental transit 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.

Under the umbrella of Marin Access, Marin Transit has a variety of programs that serve the transportation needs of senior and disabled residents. A team of travel navigators coordinate and match four mobility programs for eligible riders. These include local paratransit, dial-a-ride, 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. The delivery of Marin Access services is supported by Measure A as well as a more recent vehicle license fee (Measure B) that designates funds specifically to expand and enhance services for senior and disabled residents.

With a relatively stable population base in Marin County, ridership on local transit and mobility management program continues to grow with targeted services.

Who does Marin Transit serve?

The table below is presented in Chapter 1 and compares the results of three passenger surveys conducted on Marin Transit services in 2005, 2008, and 2012 with recent data on the demographics of Marin County residents.

The comparison highlights significant differences in transit riders from the average Marin County resident in income and race. Compared to the rest of the County, Marin Transit local riders have a significantly lower income and lower proportion of riders identify their race as Caucasian/White. About 61% of Marin Transit local riders earn less than \$25,000 a year, while the majority of Marin County residents (57%) are at the other end of the range earning \$75,000 or more. In addition to providing an overview of the District's services, partner agencies, and capital assets, Chapter 1 summarizes the findings from local transit needs and countywide market assessments. The findings identify the characteristics of those who are likely to use local transit services in the future. The recommendations from each of these studies significantly inform the SRTTP service planning priorities.

Category	Transit Rider (Onboard Survey Results)			Marin County % ⁽¹⁾⁽²⁾⁽³⁾
	2005	2008	2012	
<i>Age</i>				
Persons under 18 years old	18%	25%	21%	21%
Persons between 18 and 65 years old	78%	70%	72%	60%
Persons 65 years old and older	4%	5%	7%	19%
<i>Gender</i>				
Female	48%	46%	49%	51%
Male	52%	54%	51%	49%
<i>Household Income</i>				
Under \$25,000	51%	61%	57%	14%
\$25,000 to \$49,999	28%	18%	20%	16%
\$50,000 to \$74,999	10%	8%	7%	13%
\$75,000 or more	10%	13%	16%	57%
<i>Race</i>				
Hispanic	n/a	49%	43%	15%
Caucasian/White	n/a	36%	39%	73%
African American	n/a	9%	7%	3%
Asian	n/a	8%	5%	5%
Other	n/a	5%	6%	3%

Source: (1) U.S. Census Bureau, 2010, Summary File 1 (2) U.S. Census Bureau, 2008-2012 American Community Survey (3) U.S. Census Bureau, 2013, Population Estimates Program (PEP)

Service types and productivity

In recent years, Marin Transit has developed and applied categories of services based on the market served. This system provides a means to establish performance standards and better design services in different parts of the county based on the profile of the travel market and ridership levels. Chapter 1 provides a description of how the District defines these service types and the transit vehicles assigned to them.

Marin Transit priorities and performance measurement

The Measure A expenditure plan calls for Marin Transit to update this Short Range Transit Plan every two years so that the District will more effectively respond to the changing transit needs of all who travel within the county. The expenditure plan distributes transit funds within four categories:

- Maintain and expand local bus transit service
- Maintain and improve the rural bus transit system
- Maintain and expand transit service and program for those with special needs
- Invest in bus transit facilities for a clean and efficient transit system

As required in Measure A, the transit planning process employs extensive public input from all areas of the county and bases investments on an analysis of measurable performance criteria. The Metropolitan Transportation Commission also compels transit operators to prepare an SRTP every four years, and this SRTP update addresses their requirements. Through Marin Transit’s short range planning process, the District has established a system for evaluating the performance of its services and programs that refers to and builds on the eight criteria established in the Measure A plan. The District organizes these measures into three categories to evaluate the performance of its services and programs as follows:

1. System-wide Performance

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

2. 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;
- c. Provides adequate service frequency based on service typology;
- d. Provides adequate span of service based on service typology; and
- e. Provides competitive travel times to promote transit usage.

3. District Performance

- a. Attracts outside funding sources, including federal and state revenue, as well as 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.

Chapter 2 of the SRTP provides detail on each Marin Transit goal and performance targets. The District provides a monthly system and route performance report to the Board of Directors and an annual report each Fall. These reports are available for viewing on the website: www.marintransit.org

Service Plan Goals within the Short Range Transit Plan

Marin Transit employed three primary objectives to identify funded service needs:

1. Address current underperformance and carry out the recommendations in the District’s *Countywide Transit Market Assessment* (2013);
2. Improve transit system efficiency through the use of scheduling software; and
3. Support connectivity to current and future regional transit services.

Under objectives 1 and 2, the service plan aims to improve the system for current riders by **strengthening connectivity in major transit corridors** based on the countywide market assessment. These may include increasing frequency of buses and reducing the length of time to reach destinations. The corridors identified for improvements include:

- Canal – Downtown San Rafael – Civic Center – Northgate – Novato
- Canal – Downtown San Rafael – Strawberry – Marin City
- Canal – Downtown San Rafael – San Anselmo – College of Marin
- Canal – Downtown San Rafael – Larkspur Landing – Marin General – College of Marin
- Highway 101 (Novato – Downtown San Rafael – Marin City – Sausalito)
- Prepare for SMART service

Under objective 3, the plan modifies service to enable local routes to connect to SMART stations and **increase connectivity of transit** in Marin County:

- Extend Downtown Novato routes north to serve San Marin / Atherton Station, pending infrastructure to accommodate the service extension.
- Evaluate deviations of Hamilton services to serve employment areas at Hamilton Landing or Bel Marin Keys
- Streamline services between Downtown San Rafael and Larkspur Landing / Marin General / College of Marin

Specific service improvements are described in detail in Chapter 3.

Marin Transit capital and financial plans

Delivering safe and cost effective transit service requires adequate numbers of well-maintained vehicles, bus stops, and other supportive capital facilities and equipment. The capital plan addresses clean-fueled vehicles, bus stop amenities and accessibility, major transfer locations, passenger information, and communications. The District has established a program of expenditures that identifies sufficient funding sources and the expected timeframe for each project. The capital plan also describes needed capital projects that will require additional funds - as unfunded capital needs.

The SRTP provides a ten-year plan for local and rural bus and shuttle routes and Marin Access programs based on projections of annual service hours and miles for each service category. While there is a ten-year planning outlook, the first five years of the SRTP are financially constrained. All projected costs and revenues are balanced during that time period. For operations, costs include contract services by program, fuel and communications, and customer service. Marin Transit draws from a variety of sources to pay for these services. These include local Measure A, state transit assistance and transit development funds, federal grants for rural and lifeline services, and fares.

Appendix B of the SRTP evaluates the District's fare policy structure and offers recommendations as a component of the overall funding plan. Any fare changes will be considered as part of a public process and will be subject to Title VI Civil Rights analysis and Board approval.

The SRTP financial plan also maintains the Marin Transit Board adopted District reserve levels throughout the five years. Chapters 4 and 5 describe the updated short range capital and financial plans in detail.

Where is local transit going in the future?

This SRTP service plan is the basis for the ten year financial and capital planning. The plan identifies three service delivery challenges: Costs continue to outpace revenues; Rapid growth in the numbers of senior and disabled residents; and Public recognition of Marin Transit services and programs. Opportunities include diversifying Marin Transit services and programs, reductions in operating costs, and the use of new technologies and shared-ride services as a complement to local transit options. While school enrollments increase, the District is working with partners, school districts, and colleges to develop innovative and financially sustainable transportation options for students.

The fixed route service plan anticipates a 12 percent growth in revenue service hours over the next ten years. The plan implements the improvements identified in the 2013 *Countywide Transit Market Assessment*, prepares the District for the start of SMART service, and puts forward changes to improve the efficiency and convenience of the transit system for riders. The timing of these improvements will depend on future service contracts.

Increase Efficiency of Operations

Create cost-neutral service expansion through increasing efficiency. Reassess route schedules and their alignments with current peak/off peak runtimes, and restructure routes that have excess time when the bus is out of service. Newly purchased scheduling software enables the District to closely assess current and proposed bus and shuttle schedules.

Plan for the Expanding Need for Marin Access Programs and Services

Marin County's senior population is projected to increase by 41 percent over the next ten years. Marin Access programs provided almost 160,000 passenger trips in fiscal year 2014, and the number will increase in proportion with the numbers of residents reaching age 65 and beyond. Individualized transit services are by their nature expensive to provide, and the most expensive is door-to-door paratransit utilized by most Marin Access customers. The travel navigator program provides riders with the information they need to select the most appropriate mobility services available to them.

The SRTP accommodates and manages future growth related to senior and Americans with Disabilities Act-eligible riders and evaluates current service options, usage, and funding.

- Maximize the use of electronic scheduling software to increase service and efficiency;

- Restructure the Paratransit operations contract. Over the ten-year plan horizon the paratransit contract alone represents approximately one-third of all District expenditures. A new contract moves the pricing to a fixed and variable structure that reduces the financial impact for the District as service grows;
- Evaluate fare policies for Marin Access programs. These include pricing that enables customers to select the best program based on their trip need, changes to paratransit fare policies, charging a base fare for the Catch-A-Ride subsidized taxi program, and exploring options to further reduce fixed route fares for senior and ADA-eligible residents; and
- Continue to explore partnership opportunities to enhance mobility for senior and ADA-eligible residents to ensure new transportation services are well coordinated and sustainable.

The SRTP plans for an average of 4 percent per year increase in annual service levels for Marin Access programs over the 10 year life of the Plan. If higher levels of ADA required service is needed, this may impact Marin Transit's ability to continue to provide the majority of requested trips that are not required under the ADA.

Evaluate Unfunded Service Needs

The SRTP Appendix C lists future service improvements as needs that are not funded within the Plan. These have been developed through input from customers and stakeholders and analysis of:

- Recommendations from the Community-Based Transportation Plan (CBTP) in the Canal, Marin City, and Novato;
- Current and previous planning studies; and
- Changes in transportation market conditions and demographics.

Funded or unfunded, Marin Transit evaluates each service need based on the Measure A performance criteria for transit investments. Appendix C includes the results of this evaluation for improvements that will require additional and financially sustainable funding to operate.

Chapter 1: System Overview

District History

The Marin County Transit District (Marin Transit) was formed by a vote of the people of Marin County in 1964 and was given the responsibility for providing local transit service within Marin County. Although Marin Transit has responsibility for local transit services, it does not own any facilities and does not employ its own drivers. Instead, Marin Transit contracts with other providers, including Golden Gate Transit, Marin Airporter, MV Transportation and the Senior Coordinating Council (Whistlestop Wheels), for local bus and paratransit services.

Prior to a major fixed route service restructuring by Golden Gate Transit in November 2003, the primary responsibility of Marin County's transit district was to manage and administer the paratransit contract for both local and regional paratransit services in Marin County. For fixed route services, Marin Transit was historically a "pass through" agency, providing funds for local services managed by Golden Gate Transit. With the 2003 service restructuring, Marin Transit took on increased responsibility for the planning, outreach, oversight, and management of local fixed route transit services throughout the County.

The passing of Measure A, Marin County's ½ cent sales tax increase, in 2004 further propelled the responsibility of Marin Transit under a 20-year expenditure plan providing a dedicated local funding source for public transit within the County. This new funding source allowed the District to fund its local big bus fixed route services, expand the rural Stagecoach service, and introduce the community shuttle program.

The Muir Woods Shuttle program was inaugurated in 2005 and became the responsibility of Marin Transit in 2009. Although the County of Marin started the program as a demonstration project, its success in reducing transportation impacts on the National Monument and surrounding areas has led to a formal partnership between the District and the National Park Service.

Internal growth within the District has also occurred as responsibility for local service has increased. Staffing levels prior to the passage of Measure A included one full-time and one part-time employee. With the passage of Measure A, the number of full-time employees grew from 1.5 to 3.5 in 2006 and then to 5 employees in 2008. As of 2014, the District has 11 full-time employees.

Planning History and Studies

Measure A Expenditure Plan 2004

The Measure A Expenditure Plan provided a framework for the use of the Measure A ½ cent sales tax devoted toward transportation improvements within Marin County. Fifty-five percent of this funding is devoted toward Strategy 1 of the plan that calls for a seamless local bus transit system that improves mobility and meets community needs. Four specific sub-strategies are identified along with service goals:

Maintain and expand local bus transit service

- Provide transit service every 15 minutes in the following corridors:
 - Highway 101 throughout Marin County connecting to San Francisco
 - San Rafael-College of Marin via Andersen/Sir Francis Drake
 - San Rafael-San Anselmo via Red Hill/4th Street
 - San Rafael Transit Center – Civic Center and Northgate Mall.
- Provide transit service every 30 minutes in the following corridors:
 - Sausalito to Marin City and the Toll Plaza via Bridgeway
 - Mill Valley on Miller Avenue and East Blithedale
 - Corte Madera and Larkspur via Tamalpais/Magnolia and Sir Francis Drake
 - San Anselmo to Fairfax via Sir Francis Drake and Red Hill Road
 - San Rafael via Lincoln to Civic Center, Merrydale, and on to Kaiser Hospital
 - Novato service in the Hamilton area, in the Ignacio area east of Palmer and S. Novato Boulevard
 - Corridor service from Novato to the San Rafael Transit Center with connection to College of Marin
- Provide accessible neighborhood scaled shuttles using small buses in the following communities:
 - Novato
 - Mill Valley
 - Sausalito
 - Belvedere and Tiburon
 - San Rafael
 - Ross Valley
 - West Marin (maintain and expand Stagecoach service)
- Restore night service and ferry connector shuttles as demand requires
- Provide flexible services for hillier or less populated areas with transit demand
- Provide enhanced school bus service using creative transportation solutions

Maintain and improve the rural bus transit system

- Develop a seven-day a week operation
- Develop a north and south route service

Maintain and expand transit service and program for those with special needs

- Maintain and expand transportation services for seniors and the disabled
- Continue and extend paratransit service to all of Marin County
- Develop new shared ride, wheelchair accessible taxi services that augments paratransit services
- Expand group transportation and shuttle services focused on seniors
- Provide discounted fares for very low-income seniors and person with disabilities, as well as the lowest income members of our community

- Provide discounted transit passes to youth

Invest in bus transit facilities for a clean and efficient transit system

- Transit hubs in Novato and Southern Marin
- Clean fuel vehicles
- Bus stop amenities (bike racks, shelters, benches, etc.)
- Bike racks on buses
- Accurate signage and real-time information

The Expenditure Plan also called for Marin Transit to develop and maintain a Short Range Transit Plan in order to respond to the changing transit needs of the County.

Short Range Transit Plans *FY 2006-2015, FY 2009-2018, FY 2010-2019, FY 2012-2021*

In March 2006, Marin Transit released its first Short Range Transit Plan. This document:

- Developed a detailed understanding of the existing local service network;
- Refined standards for productivity and mobility that ensure sales tax funds and other funding resources are spent in the most efficient and cost effective manner;
- Used current and projected travel demand, land use, and demographics in the County to identify service gaps and appropriate service levels in a constrained financial environment;
- Developed supporting capital, marketing and administrative plans;
- Involved the public in deciding the transit future for Marin County; and
- Developed polices to be used to evaluate services and make adjustments over time.

The implementation of many of the objectives outlined in the March 2006 Short Range Transit Plan are described in subsequent SRTP updates, released in 2009, 2010, and 2011. In 2012, Marin Transit did a comprehensive update of the SRTP that included introducing service typology definitions and developing a tiered performance standard based on these assignments.

Strategic Marketing Plan 2008

The Strategic Marketing Plan provided Marin Transit with recommended short-, medium-, and long-term strategies, including passenger information materials, bus stop signage, and an advertising campaign. The effort started with a marketing baseline inventory and identification of the District's market research needs. The consultant then conducted stakeholder interviews and two sets of focus groups with current and potential riders. In addition to the recommended strategies, the plan also provided a budget with cost estimates for each aspect of the plan, along with an implementation timeline.

Marin Transit Systemwide Onboard Survey 2008, 2012

The 2008 onboard survey and summary report was completed to ascertain rider satisfaction, develop a comprehensive understanding of how Marin Transit riders use the service, and record rider demographics for

use in future planning efforts. All of Marin Transit’s services were surveyed and a total of 2,947 questionnaires were completed. An updated onboard survey was completed in 2012 as part of the Countywide Transit Needs Assessment Study and a total of 3,408 riders were surveyed.

Enhanced Taxi Services for Social Service Transportation and Public Transit Programs in Marin County 2008

Marin Transit, in partnership with Marin County Department of Health and Human Services, developed a study to identify strategies to provide enhanced taxi services for social service and public paratransit programs for residents of Marin County. The study was funded by the Metropolitan Transportation Commission (MTC) as a case study to provide results for use by other counties in the region.

Central and Southern Marin Transit Study 2009

Done in partnership with the Transportation Authority of Marin (TAM), the Central and Southern Marin Transit Study developed an incremental program of feasible and fundable improvements to U.S. 101-oriented trunk line bus service and identified opportunities for transit to serve as effective feeders for both ferry and regional commute bus services. The concept of a potential large transit hub serving Central and Southern Marin was an early premise of the study. The subsequent travel demand and transit service analysis concluded that a program of localized transit infrastructure investment, widely distributed at multiple sites on all of the study corridors, would yield more effective mobility benefits for Marin residents. The study introduces the concept of multimodal “green-hubs” at these sites to facilitate safe and efficient connectivity. This is reflected in the options considered in the evaluation process and in the Study’s final recommendations.

West Marin Transit Needs Assessment 2009

Marin Transit conducted a community based transportation study to understand the transit needs specific to West Marin. Two rounds of public meetings were held at various locations in West Marin County, and input received from the community to shape the final strategies and recommendations contained in the report. Highlights from the report include recommendations to increase service on the Stagecoach routes, improve connections to Marin Airporter and Sausalito Ferry services, improved bus stops, and enhanced bicycle carrying capacity on transit vehicles.

South Novato Transit Hub Study 2010

Marin Transit, in partnership with the City of Novato and Golden Gate Transit, developed a strategic plan for improving bus patron access and transfers in Novato. The plan outlined three transit stops in Novato for upgrade including the Downtown transit stop (Redwood and Grant), stops near the Rowland Boulevard and Highway 101 interchange, and stops near the Ignacio/Bel Marin Keys and Highway 101 interchange. These stops provide opportunities for passengers to transfer between regional-local and local-local bus routes within Novato and allow transit operations to be more efficient. Improvements identified in the study target these locations and require minimal changes to bus operations or the adjacent land use. Improvements along the

two locations along Highway 101 were completed in 2014 and the Downtown stop location is currently under design.

Marin Senior Transportation Action and Implementation Plan 2010

In partnership with the Marin County Health and Human Services Department, Division of Aging and Adult Services, Marin Transit co-sponsored the Marin Senior Mobility Action and Implementation Plan. The effort identified measures that can be taken by Marin County and transportation agencies to support the mobility of the growing older population beyond their driving years. The Plan is a joint effort to keep older people safe and connected to their communities as problems related to aging make it harder for them to get around. The first volume was the Existing Conditions Report that looked at current and future demographics in Marin, described the current state of senior transportation, presented examples of best practices in senior mobility, reported on outreach activities conducted as part of this project, and identified transportation gaps in Marin. The second volume, the “Action and Implementation Plan”, discussed in detail strategies proposed to meet the transportation needs of older adults in Marin County, identified through the research and outreach conducted for the project.

Novato Transit Needs Assessment 2011

In partnership with the City of Novato, Marin Transit conducted a Novato Transit Needs Assessment to evaluate current transit services within the City of Novato, identify new and emerging mobility needs that fall outside the current transit service options, and craft practical strategies for meeting these needs. This study included an extensive public outreach program with public meetings, an onboard and community survey and various tabling events. A series of short- and mid-term recommendations were developed that included restructuring the local routes to provide enhanced local service, enhanced marketing of transit service, focused bus stop improvements, and a transition plan toward a community shuttle program that would increase coverage using smaller vehicles.

In March 2012, a number of the phase 1 recommendations were implemented from this study. Service-related changes included consolidation of Route 51 and 52 and an extension of Route 49. These changes increased local frequencies to every 30 minutes, increased span of service for early morning and late night travel, and added weekend service to areas previously un-served. A Novato-specific transit rider guide was also produced that highlights the new service changes and presents all transit options in one consolidated brochure. Many of the phase 2 recommendations including adding a new shuttle network and capital improvements at many major bus stops were completed in 2013 and 2014.

Tiburon Transit Needs Assessment 2012

Marin Transit completed its third community-based transit needs assessment study in the Tiburon Peninsula in 2012. Like similar efforts, this study conducted extensive outreach and analyzed performance data to solicit and develop transit service enhancements for this area of Marin County. The recommended service plan was largely implemented in August of 2013.

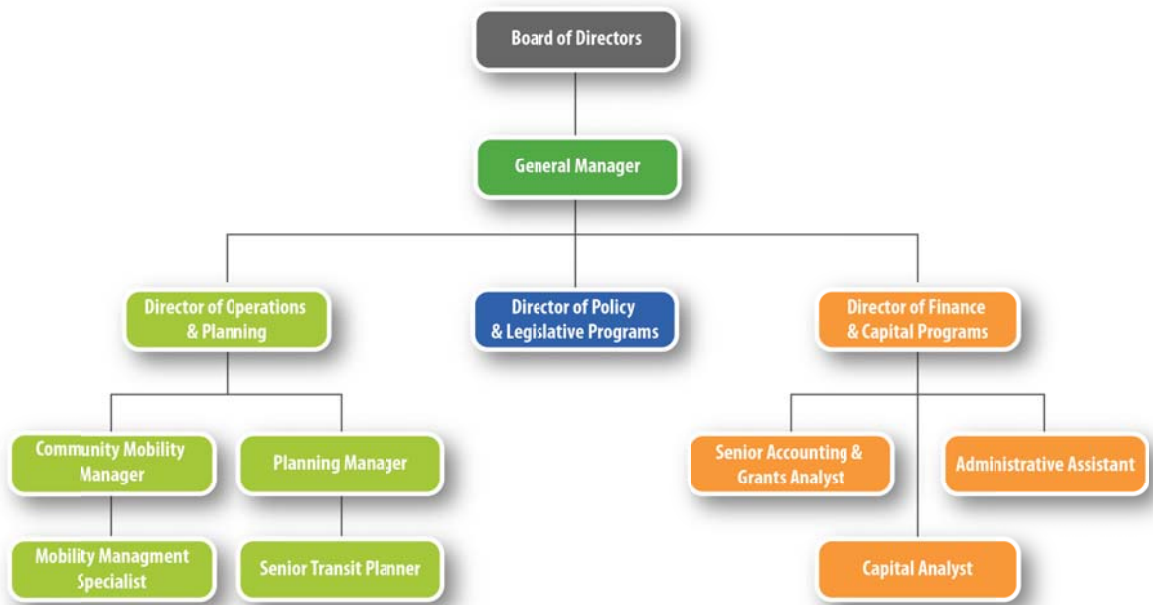
Countywide Transit Market Assessment Study 2012

The Countywide Transit Market Assessment (CTMA) evaluated how fixed route transit service in Marin County is currently provided relative to the existing transit markets, forecasted how these markets may shift or change in the future, and identified recommendations to restructure or improve transit services to better serve Marin residents. The primary tool used in this assessment was a comprehensive onboard survey (2012), as well as 2010 US Census data and ride check data collected between 2010 and 2012. Recommendations from this study focused on improvements to the fixed routes structure to better serve current markets. The Service Plan found in Chapter 4 of this document included many of these recommendations.

District Structure

Marin Transit hired its first dedicated General Manager in June 2008. Three Director level positions report directly to the General Manager and include the Director of Operations and Planning, Director of Policy and Legislative Programs, and the Director of Finance and Capital Programs. The Director of Operations and Planning oversees the Planning Manager and the Mobility Manager. The Planning Manager supervises a Senior Transit Plan and the Mobility Manager supervises a Mobility Specialist. The Director of Finance and Capital Programs oversees a Senior Accounting and Grants Analyst, a Capital Analyst and an Administrative Assistant. The District’s structure is shown in Figure 1-1.

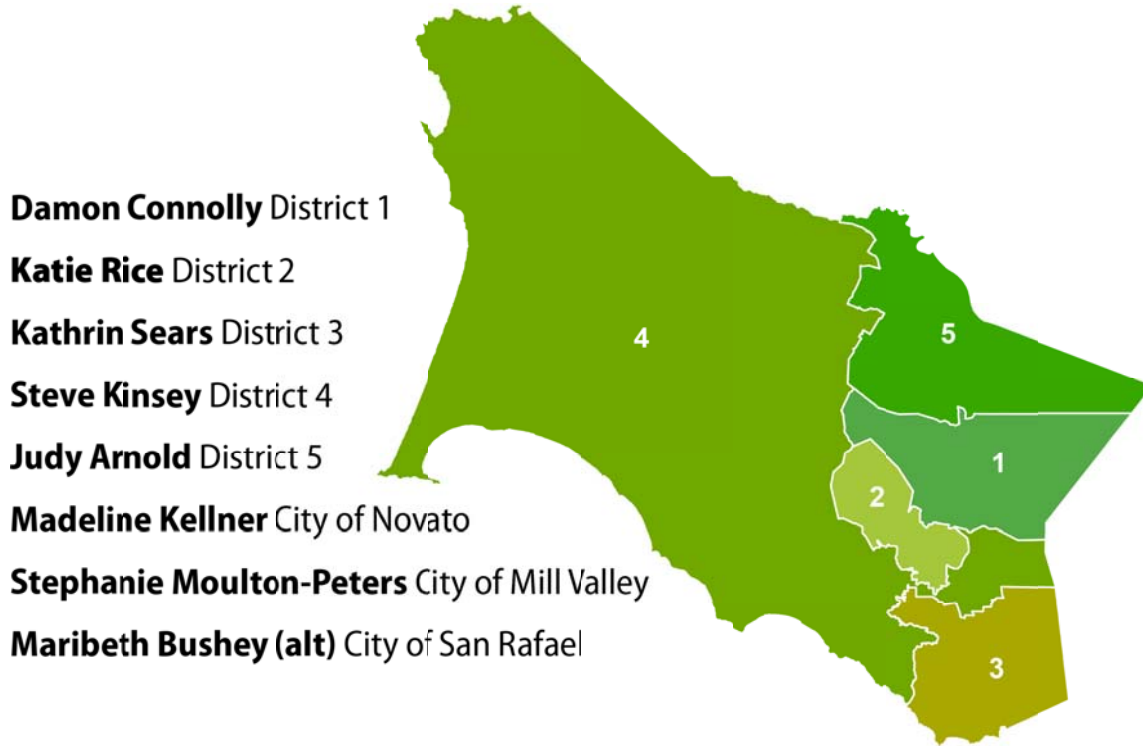
Figure 1-1: District Structure



Marin Transit is directed by a seven member Transit District policy board. As shown in Figure 1-2, the Transit District Board includes elected representatives from the County Board of Supervisors (all five), two city representatives (currently from Novato and Mill Valley), and an alternate city representative (currently

from San Rafael). City representatives are voted on by the Marin County Council of Mayors and Councilmembers.

Figure 1-2: Supervisors and District Boundaries



Board Member	District or City	Current Term Ends
Damon Connolly	District 1	December 2018
Katie Rice	District 2	December 2016
Kathrin Sears	District 3	December 2016
Steve Kinsey	District 4	December 2016
Judy Arnold	District 5	December 2018
Madeline Kellner	City of Novato	November 2015
Stephanie Moulton-Peters	City of Mill Valley	December 2015
Maribeth Bushey (alternate)	City of San Rafael	November 2017

Marin County School Coordination

Marin Transit works with many schools in Marin County to offer supplemental transit services for students. Approximately 1,600 daily trips are completed during school days on these transit services. 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, including supplemental school services. Free Youth Passes are distributed to students of eligible families with demonstrated income hardships.

As many school districts estimate increasing enrollment in the coming years, the District will need to look at innovative ways to partner with individual schools and the Transportation Authority of Marin's (TAM) Safe Routes to School program to find sustainable transportation options for students. Partner schools that receive supplementary school transit services coordinate with Marin Transit to ensure services are being provided in the most efficient manner. The following are ways schools work with Marin Transit to ensure efficiencies are achieved and service remains reliable.

- **Designating a school coordinator or district coordinator as the primary point person for transit services.** This person is responsible for informing parents and students on transit service options and registering students for Marin Transit's Youth Pass Program.
- **Distributing and promoting Marin Transit's Youth Pass.** School coordinators assigned to each school are responsible for collecting payment or eligibility forms (for free passes) and providing this consolidated information to Marin Transit each semester. Coordinators receive a login password to Marin Transit's integrated data management system where they can access transit information and record Youth Pass sales and free pass distribution.
- **Providing School Calendars and Bell Schedules.** Calendars and bell schedules for the upcoming school year are provided to Marin Transit and the contractor prior to teachers leaving at the end the school year to allow adequate time for scheduling services. Any significant changes to regular bell times must be provided six month in advance of the school's first day of school to ensure service is scheduled and timetables are printed correctly. Weekly or daily adjustments due to special events, finals week, etc. must be provided at least a week in advance.
- **Coordinating Planning Assistance.** Schools work with Marin Transit to plan for anticipated demands and geographic distribution of student populations. Information desired from schools and school districts include annual enrollment projections and student home origins.

Additionally, school districts making programmatic changes in school boundaries, grade level distribution, or staggering of bell times are encouraged to include Marin Transit in its discussions to determine impacts on current or future transit services and the most efficient way to provide these services. Due to limited financial resources, the District cannot guarantee an increase in resources to a school or school district that makes these types of changes if they result in operational inefficiencies.

Regional Coordination

Metropolitan Transportation Commission (MTC)

The MTC is the transportation planning, coordinating and financing agency for the nine-county San Francisco Bay Area. Functioning as both the regional transportation planning agency and the region's metropolitan planning organization (MPO), the MTC is also responsible for updating the Regional Transportation Plan that provides the blueprint for transit and other transportation investments in the Bay Area.

Marin Transit actively participates in many of the regional transit programs and on various committees.

511 Program

The 511 program is a free phone and web service for all Bay Area transportation information. This service provides up-to-the minute transportation information for all modes of travel including traffic, transit, and bicycling. Marin Transit participates in the 511 program through coordination of District information including schedules, routes and fare information. In 2014, Marin Transit joined the 511 real-time transit information that allows real-time transit information for regional trip planning.

Clipper Program

Clipper is the Bay Area's universal fare media and is available for use on MUNI, BART, AC Transit, Caltrain, Golden Transit and Ferry, SamTrans, VTA, and WETA. Since Marin Transit contracts a significant amount of its services with Golden Gate Transit, Marin Transit riders have long benefited from use of this system on their vehicles. Deployment of the Clipper program on the remaining Marin Transit fixed route services was completed in 2014. Since Clipper does not include any of the District's fare media passes, Marin Transit continues to offer the paper pass options for its riders.

Committees

Marin Transit staff actively participates in regional committees organized by MTC. Currently, these consist of the Policy Advisory Council, the Transit Finance Working Group, 511 and 511 Real-Time Technical Advisory Committee, Clipper Technical Advisory Committee, Paratransit Technical Advisory Committee, Lifeline Transportation Program Evaluation Project Technical Advisory Committee, and the Bay Area Partnership Accessibility Committee.

Community-Based Transportation Plans (CBTP) & Station Area Planning

Marin Transit continues to work as a partner, stakeholder, and member of the Technical Advisory Committees (TAC) on CBTP studies in Marin County including the Canal (San Rafael) - 2007, Marin City-2009 (updated 2015), and Novato - 2015. In addition, District staff has participated as technical members of three station area plans for SMART. These include stations in downtown San Rafael, Civic Center (north San Rafael), and Larkspur. Collaboration in these efforts has identified important transit needs as candidates for funding through various regional grant opportunities.

Resolutions

The MTC Board of Commissioners has passed a number of resolutions that guide a coordinated regional development for transit services. Those that apply specifically to Marin Transit include:

- MTC Resolution No. 3434 (Regional Transit Expansion Program): There are currently no expansion projects that are specific to Marin Transit. SMART is the only Marin County project.
- MTC Resolution No. 4140 (Transit Capital Priorities Program for FY 2014/15 & FY 2015/16): This resolution includes the regional policies and procedures that guide the programming of FTA Section 5307 Urbanized funds to Bay Area Operators. The funds are primarily available for capital replacements of vehicle and equipment. This also provides guidance on 5307 funds that are available for ADA paratransit operations (ADA set aside funds). Marin Transit's SRTP assumes continued availability of 5307 funding for these purposes.
- MTC Resolution No. 3866 (MTC Transit Connectivity Plan): The Transit Connectivity Plan looks to promote the coordination of fares and schedules among the Bay Area Transit Operators. Marin Transit currently participates in sharing its data with the 511 static and real-time programs. The San Rafael Transit Center is part of the Regional Transit Hub Signage Program and Marin Transit participated in the development and updates to this signage. As of August of 2014, Marin Transit has full implementation of Clipper on all local services. The District also participates in coordination of all services as outlined in Resolution No. 3055.
- MTC Resolution No. 4060 (MTC Transit Sustainability Project): Marin Transit acknowledges and supports the Transit Sustainability Project recommendations and works closely with North Bay operators and SMART to ensure planning and fare policies are well coordinated. The District's Director of Planning and Operations regularly participates in monthly North Bay Transit Technical Advisory Committee meetings and collaborates with planning staff from these agencies.

Golden Gate Transit

As the primary contractor of transit service and long-time partner agency, Marin Transit and the Golden Gate Bridge District work together to ensure coordination in providing Marin County with a quality regional and local transit system. Planning, operations, and customer service staff meet regularly to discuss coordination as it relates to both current and planned transit operations.

Sonoma Marin Area Rail Transit (SMART)

SMART will provide passenger heavy rail service along a 70-mile corridor in Sonoma and Marin Counties. The voter-approved project will include a companion bicycle-pedestrian pathway along the corridor between Cloverdale and Larkspur. The Initial Operating Segment (IOS) of the project will include rail service between the Santa Rosa Airport and Downtown San Rafael with bus connections linking the Airport station to Cloverdale and the Downtown San Rafael station to Larkspur. The IOS is scheduled to open in late 2016.

Marin Transit and SMART staff meet regularly to coordinate planning efforts to ensure that transit users will experience a seamless network when rail operations begin.

National Park Service

The US Department of the Interior National Park Service (NPS) and Marin Transit partner to provide the Muir Woods Shuttle, a seasonal tourist-oriented transit service to the Muir Woods National Monument. In 2014, NPS and Marin Transit piloted a new service between Fort Baker and Sausalito, Marin City, and West Marin. NPS and Marin Transit meet regularly to explore further opportunities to improve services and expand service to other areas of Marin County. Marin Transit oversees operation of the shuttle service and coordinates with the National Park Service for financial, planning, and operations support for the program.

Transportation Authority of Marin (TAM)

Acting as both the Congestion Management Agency (CMA) and the transportation sales tax authority for Marin County, TAM administers the ½ cent sales tax (Measure A) passed by the voters in 2004. Since a significant percentage of Measure A funding is designated for transit service, Marin Transit and TAM closely coordinate on financial matters based on the Measure A funding categories and on capital investments related to the Regional Transportation Plan.

North Bay Transit Operators

Marin Transit meets regularly with three transit providers in Sonoma County: Santa Rosa City Bus, Petaluma Transit, and Sonoma County Transit, in addition to meeting with the Sonoma County congestion management authority (SCTA). Discussions include sharing updates on local and regional transit and transportation programs, identifying areas for coordination, and joint procurements. Marin Transit has a transfer agreement in place with Petaluma for its Route 65 Stagecoach service that provides passengers with a free transfer to local Petaluma services.

Service Area Profile and Demographics

There are eleven incorporated cities and towns within Marin County. Table 1-1 presents and compares the population of Marin County cities for the years 2000 and 2010. This data represents the total population and is not limited to bus riders.

Table 1-1: Estimated Population, Size and Densities of Marin County Cities and Unincorporated Area

City	Population				Size (mi ²)	Density		
	2000 ¹	2010 ¹	2013 ²	% Change (2010-2013)		(pop/mi ²) ¹	(emp/mi ²) ¹	(HH/acre) ³
Belvedere	2,125	2,068	2,122	2.61%	0.5	4,244	96	3.22
Corte Madera	9,100	9,253	9,459	2.23%	4.4	2,103	844	1.50
Fairfax	7,319	7,441	7,607	2.23%	2.2	3,382	452	2.39
Larkspur	12,014	11,926	12,204	2.33%	3.0	3,940	1,551	3.13
Mill Valley	13,600	13,903	14,311	2.93%	4.8	2,921	1,129	2.14
Novato	47,630	51,904	54,194	4.41%	27.4	1,892	561	1.23
Ross	2,329	2,415	2,464	2.03%	1.6	1,548	64	0.81
San Anselmo	12,378	12,336	12,605	2.18%	2.7	4,620	763	3.14
San Rafael	56,063	57,713	58,994	2.22%	16.5	3,504	1,629	2.34
Sausalito	7,330	7,061	7,099	0.54%	1.8	3,989	2,427	3.80
Tiburon	8,666	8,962	9,179	2.42%	4.4	2,016	402	1.47
Unincorporated County	68,735	67,934	68,127	0.28%	450.5	150	11	0.39
Marin County Total	247,289	252,916	258,365	2.15%	519.8	486.6	136	0.58

Source: (1) U.S. Census Bureau, 2000 and 2010, Summary File 1, (2) U.S. Census Bureau, 2010-2013 American Community Survey, (3) U.S. Census Bureau, 2008-2012 American Community Survey

Table 1-2 presents and compares the current demographic and population data for Marin County using the various U.S. Census Bureau estimates including the 2000 and 2010 decennial census and the 2008-2010 American Community Survey. This data includes a summary of the total population of the County and State and is not limited to bus riders.

Table 1-3 presents key demographic data for local fixed route, rural services, and paratransit service and how this data compares to the demographics of the County as a whole. Most (70%) fixed route riders are between the ages of 18-64. The percentage of youth riders (under 18) and senior riders (65 and older) increased from the 2005 to the 2012 passenger survey. Youth riders increased from 18% to 21% of local transit riders and senior riders increased from 4% to 7% of riders. Both increases bring the ridership profile more in line with the countywide averages.

The comparison highlights significant differences in transit riders from the average Marin County resident in income and race. Compared to the rest of the County, Marin Transit local riders have a significantly lower income level and have a lower proportion of riders identifying themselves as Caucasian/White users. About 61% of Marin Transit local riders earn less than \$25,000 a year, while the majority of countywide residents (57%) are at the other end of the range earning \$75,000 or more.

Table 1-2: Demographic Overview of Marin County

	Marin Co.	%	California	%
2013 Total Population Estimate ⁽¹⁾	258,365		38,332,521	
2010 Total Population Estimate ⁽²⁾	252,916		36,756,666	
Population, annual percent change, 2010 to 2013	0.72%		1.43%	
Population, annual percent change, 2000 to 2010	0.23%		0.85%	
Age				
Persons under age 5 (not included in age total), 2013 ⁽¹⁾	15,481	5.00%	2,719,993	6.50%
Persons under 18 years old, 2013 ⁽¹⁾	53,223	20.60%	9,161,473	23.90%
Persons between 18 years old and 65 years old, 2013 ⁽¹⁾	156,311	60.50%	24,379,483	63.60%
Persons 65 years old and older, 2013 ⁽¹⁾	48,831	18.90%	4,791,565	12.50%
Gender				
Female, 2013 ⁽¹⁾	128,337	50.8%	18,736,126	50.3%
Male, 2013 ⁽¹⁾	124,072	49.2%	18,517,830	49.7%
Disability				
Persons with a disability, age 5+, 2010 ⁽²⁾	34,758	14.1%	5,923,361	17.5%
Journey to Work				
Mean travel time to work (minutes), workers age 16+, 2010 ⁽²⁾	28.3		26.8	
Means of transportation to work—Public Transportation, 2010 ⁽²⁾	4,200	3.4%	845,084	5.2%
Ethnicity				
White persons, 2010 ⁽²⁾	183,830	72.8%	14,956,253	40.2%
Black or African American persons, 2010 ⁽²⁾	6,621	2.6%	2,163,804	5.8%
American Indian and Alaskan Native persons, 2010 ⁽²⁾	531	0.2%	162,250	0.4%
Asian persons, 2010 ⁽²⁾	13,577	5.4%	4,775,070	12.8%
Native Hawaiian and Other Pacific Islander persons, 2010 ⁽²⁾	436	0.2%	128,577	0.4%
Persons reporting some other race, 2010 ⁽²⁾	1,034	0.4%	85,587	0.2%
Persons of Hispanic or Latino origin, 2010 ⁽²⁾	39,069	15.5%	14,013,719	37.6%
Persons reporting two or more races, 2010 ⁽²⁾	7,311	2.9%	968,696	2.6%
Language and Education				
Language other than English spoken at home, age 5+, 2010 ⁽³⁾	55,903	23.4%	15,129,862	43.5%
High school graduates, pct. of persons age 25+, 2010 ⁽³⁾	171,293	91.1%	19,539,824	81.0%
Bachelor's degree or higher, pct. of persons age 25+, 2010 ⁽³⁾	101,484	54.6%	7,344,555	30.5%
Housing and Households				
Housing units, 2013 ⁽¹⁾	111,547		13,790,495	
Homeownership rate, 2012 ⁽³⁾	62.6%		56.0%	
Housing units in multi-unit structures, percent, 2012 ⁽³⁾	26.9%		30.9%	
Median value of owner-occupied housing units, 2012 ⁽³⁾	\$810,700		\$383,900	
Persons per household, 2012 ⁽³⁾	2.36		2.93	
Median household income, 2012 ⁽³⁾	\$90,962		\$61,400	
Persons below poverty, percent, 2012 ⁽³⁾	7.5%		15.3%	
Zero Vehicle Households, 2012 ⁽³⁾	5,158	5.0%	997,367	7.7%
Land Facts				
Land area, (square miles), 2010	520.31		155,779	
Persons per square mile, 2013	496.6		246.1	

Source: (1) U.S. Census Bureau, 2013, Population Estimates Program (PEP), (2) U.S. Census Bureau, 2010, Summary File 1 (3) U.S. Census Bureau, 2008-2012, American Community Survey 5-Year Estimates

Table 1-3: Demographic Overview of Transit Riders in Marin County

Category	Transit Rider (Onboard Survey Results)			Marin County % ⁽¹⁾⁽²⁾⁽³⁾
	2005	2008	2012	
<i>Age</i>				
Persons under 18 years old	18%	25%	21%	21%
Persons between 18 and 65 years old	78%	70%	72%	60%
Persons 65 years old and older	4%	5%	7%	19%
<i>Gender</i>				
Female	48%	46%	49%	51%
Male	52%	54%	51%	49%
<i>Household Income</i>				
Under \$25,000	51%	61%	57%	14%
\$25,000 to \$49,999	28%	18%	20%	16%
\$50,000 to \$74,999	10%	8%	7%	13%
\$75,000 or more	10%	13%	16%	57%
<i>Race</i>				
Hispanic	n/a	49%	43%	15%
Caucasian/White	n/a	36%	39%	73%
African American	n/a	9%	7%	3%
Asian	n/a	8%	5%	5%
Other	n/a	5%	6%	3%

Source: (1) U.S. Census Bureau, 2010, Summary File 1 (2) U.S. Census Bureau, 2008-2012 American Community Survey (3) U.S. Census Bureau, 2013, Population Estimates Program (PEP)

Transit Rider Market Assessment

Marin Transit conducted a Countywide Transit Market Assessment in 2012 to gain a better understanding of who was using the local transit services and identify areas of improvement to better serve these riders.

Onboard surveys and passenger counts were conducted as part of the data collection. The following is a summary of the results of this study.

“Typical” Characteristics of Local Transit Riders

Based on a comparison of passenger demographics from the onboard survey and U.S. Census data from Marin County, the following conclusions were drawn:

- The strongest indicator of transit usage in Marin County is access to an automobile. Members of households with no vehicle available to them account for a share of transit ridership *16 times* higher

than their proportion of the general population. While only 2% of county residents have no car at home, nearly one-third of Marin Transit riders (32%) said they did not.

- The next-strongest indicator of transit usage in Marin County is the number of workers per household. Survey respondents who said there were three or more working persons in their homes accounted for almost one-third of responses (32%), compared to just 4% of county residents (it should again be noted, however, that multiple members of a household may have responded in some cases, while Census data is based on numbers of households, and not individual respondents).
- Similarly, number of persons per household is a strong indicator: 14% of survey respondents said there were five people in their household (compared to 5% countywide), and 10% said there were six or more (compared to 3% in the county at large).
- Household income is another strong indicator of transit usage, with persons from households earning less than \$25,000 annually accounting for a majority of all transit riders (57%), compared to only about one-eighth of county residents (13%).
- Use of a language other than English at home is another indicator of transit usage, as survey respondents who said Spanish was spoken in their homes accounted for nearly 40% of responses, compared to only about one-eighth (12%) of county residents.
- Based on the 2012 survey data, ethnicity is a moderate indicator of transit propensity – specifically, those who do not self-identify as White, Asian or “Other” (in response to the survey or census questions) make up a slight majority of transit riders, 52%, compared to 18% of the general population.
- In Marin County, neither age nor gender is an indicator of propensity toward transit usage. In many places, youth and seniors account for a disproportionate share of transit riders, but in Marin County, senior citizens actually make up a somewhat smaller percentage of Marin Transit riders than of county residents.¹

Locations of “Typical” Transit Riders

Using the characteristics and ratios identified in the previous section (e.g., a ratio of 16.0 for zero-car households), and weighted by population densities, analysis was conducted for the Market Assessment of census tracts, the smallest geographic unit for which data were available for all characteristics. Based on natural breaks, “high,” “medium-high,” “medium-low” and “low” categories were developed to rate propensity of anticipated demand for transit services. Results of the Propensity Analysis were as follows:

¹ It should be noted that many seniors use the paratransit of other mobility management programs available from Marin Transit and they were not included in the results of the fixed routes onboard survey.

- Only one area within the county scores “high”: Census Tract 1122.01 in the Canal District². This area is extraordinarily dense for Marin County (59,792 persons per square mile in 2010), but also scores highly in all categories: 37% of households have annual income of less than \$25,000, 93% of individuals identify as Hispanic or Latino (of any race), Black or African-American, American Indian/Alaska Native, or Hawaiian/Pacific Islander, 12% of households have no vehicle, 17% have three or more workers, 29% have five or more members, and Spanish is spoken in 89% of households.
- Another two areas score “medium-high.” These include:
 - Tract 1290 in Marin City scores highly in categories including income (35% of households below \$25,000), race (65% identified as non-white), and zero-vehicle households (10%).
 - Tract 1192.01 south of Sir Francis Drake Boulevard, west of U.S. Highway 101 (US 101) and east of Bon Air Road in Larkspur and Kentfield, where 8% of households have no vehicle. Population density in this tract, which includes The Tamalpais apartments for seniors, is also relatively high for the County at 9,823 persons per square mile.
- Another 20 areas score “medium-low.” These are generally clustered in Novato, Central Marin, San Rafael, San Anselmo and Fairfax, and in Southern Marin in Mill Valley, Tam Junction and Sausalito.
- The remainder of the county scored “low” in the analysis.

Locations of Jobs

Employment in Marin County is relatively diffuse, with notable clusters in a few locations including: the US 101 corridor in Novato, extending from Downtown Novato south to the Hamilton Air Force Base redevelopment area; the Northgate District of San Rafael and adjacent Smith Ranch area; Downtown and Southeastern San Rafael, extending into Larkspur and Corte Madera; and Northern Sausalito. Employment density is shown in Figure 1-4 on the following page.

Origins and Destinations

Finally, the Market Assessment included an analysis of Marin Transit trip origins and destinations as determined using the onboard passenger survey. Numbers of trips within and between county subareas defined by staff were tallied. Findings included:

- The strongest pairings, by far, are Downtown San Rafael and the Canal (accounting for 5.5% of all trips) and Downtown San Rafael and Northgate (4.4%).

² Analysis suggests that the census tract consisting of San Quentin Prison would also score “high.” For obvious reasons, it has been omitted from this analysis.

- The pairing of Civic Center/Santa Venetia and Downtown San Rafael and the intra-Downtown San Rafael market each account for 2.6% of trips.
- All eight of the strongest pairs include Downtown San Rafael. This is perhaps unsurprising given that the San Rafael Transit Center (SRTC) is the central hub of the Marin Transit system and a major transfer point to and from regional Golden Gate Transit buses.
- After the Canal, Northgate, and Civic Center/Santa Venetia, trips to or from Downtown San Rafael most often start or end in Mill Valley/Tam Junction, Downtown Novato, San Anselmo, Larkspur, and Marin City.
- The strongest pairings outside of Downtown San Rafael are between East Corte Madera and Larkspur and between the Canal and Northgate. However, the former are connected primarily by Supplemental Routes 113 and 117 that serve a niche market (students).

Travel patterns are illustrated in Figure 1-5.

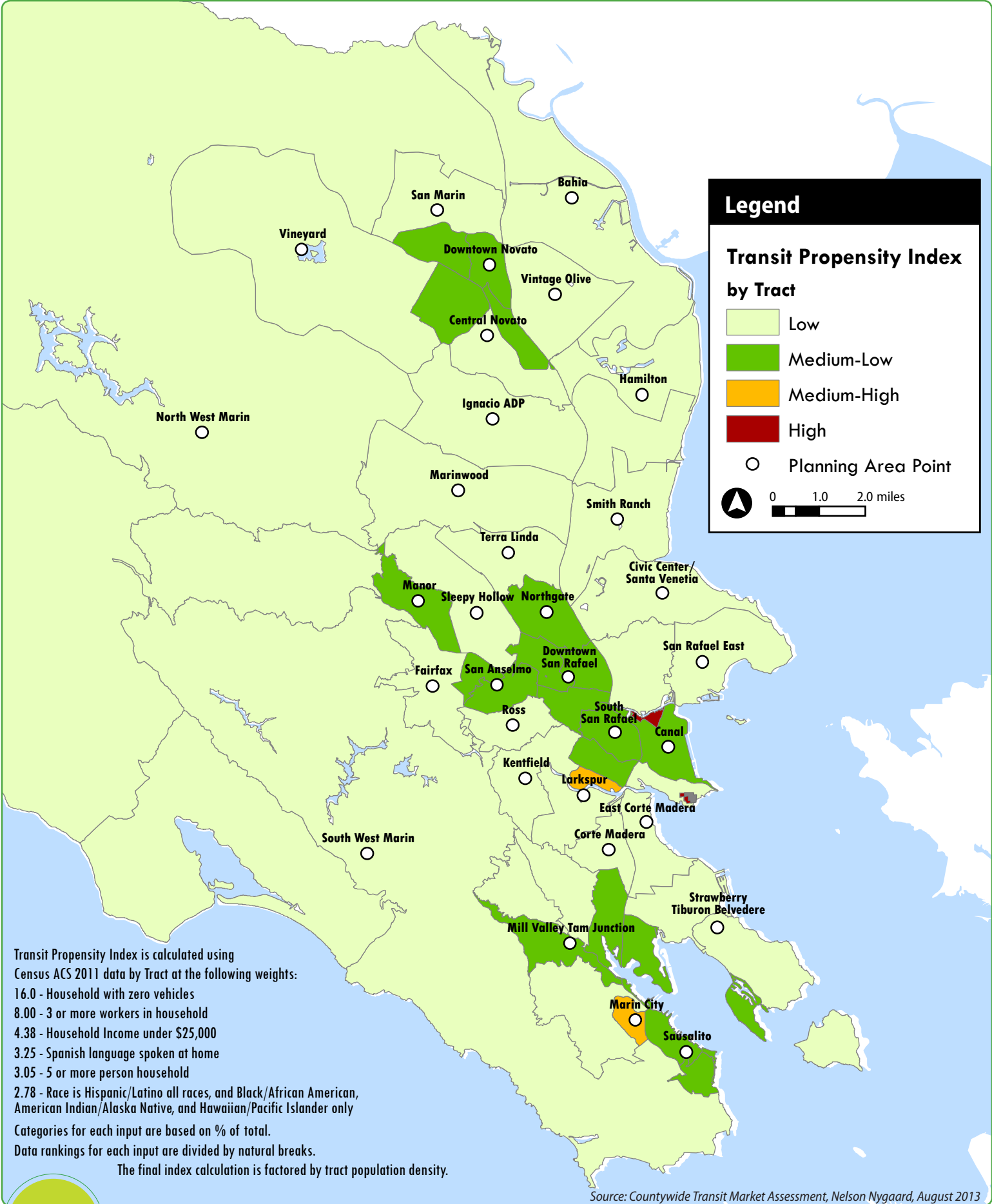
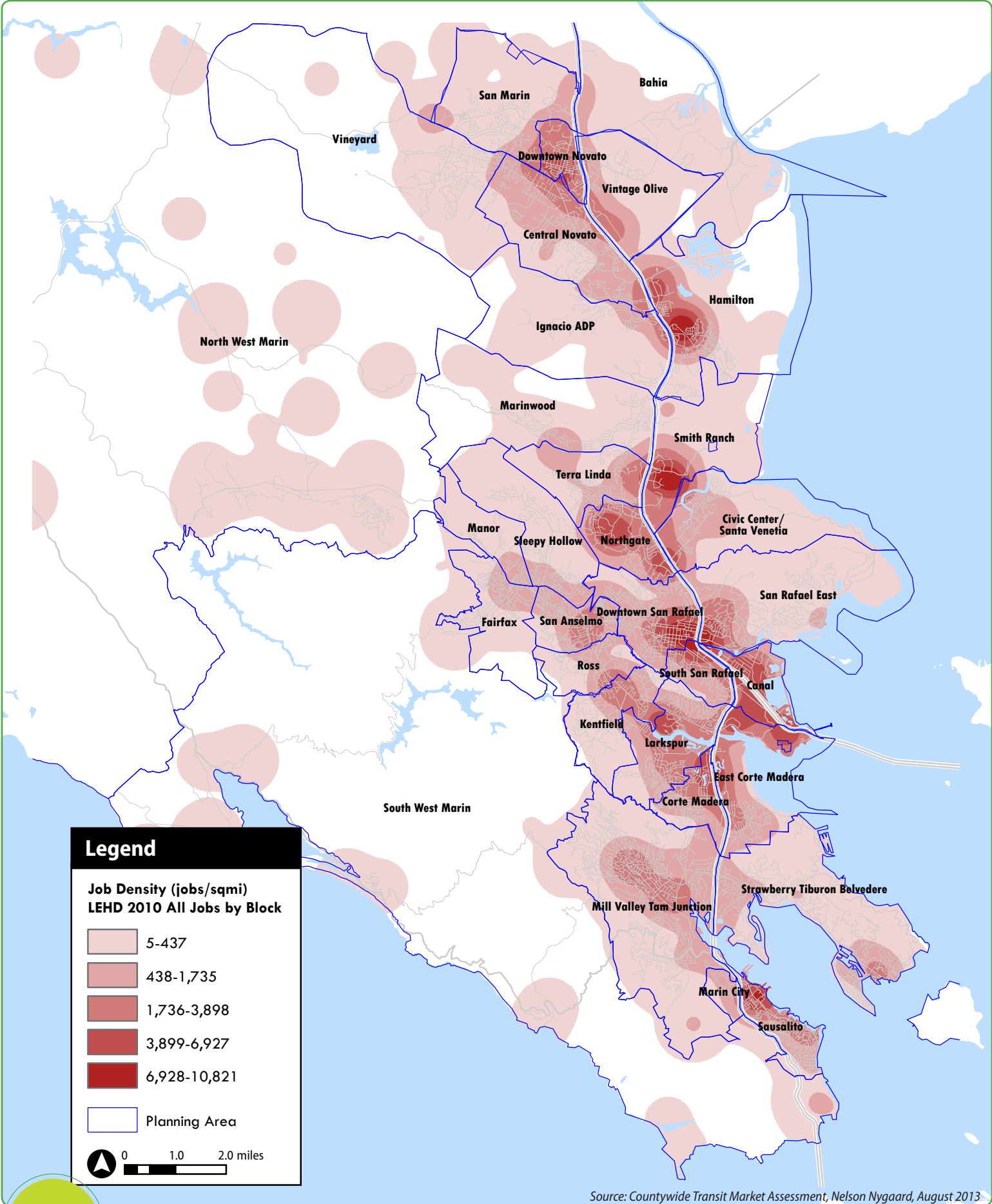


Figure 1-3: Transit Propensity



Source: Countywide Transit Market Assessment, Nelson Nygaard, August 2013



Figure 1-4: Employment Density

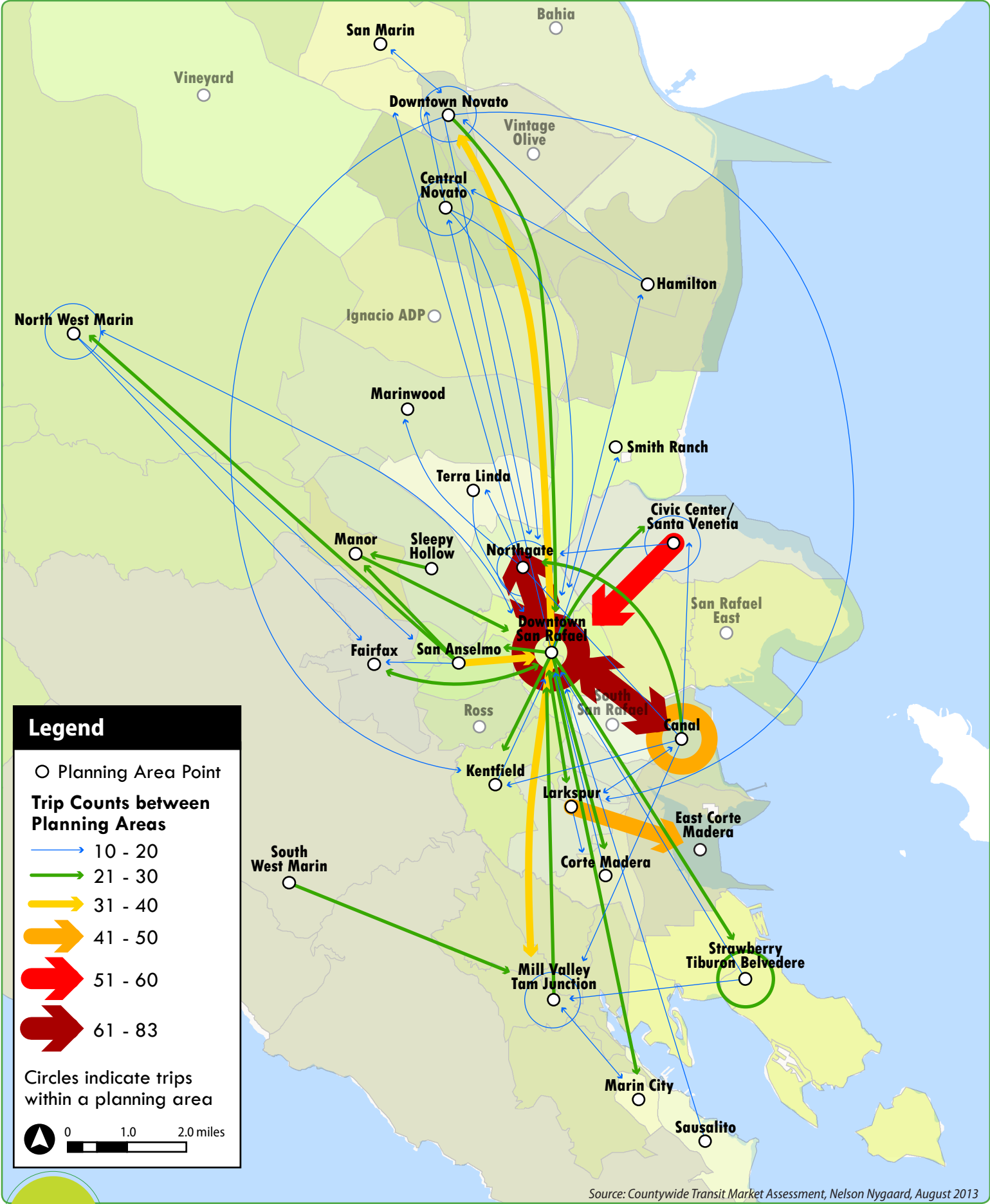


Figure 1-5: Origins and Destinations

Marin Transit Services

Marin Transit does not directly operate any of its service but rather provides them through a series of contracts with multiple service providers. Table 1-4 summarizes the various contracts, the providing organizations, and the terms of these contracts.

Table 1-4: Summary of Service Provider Contracts

Contract Type	Services Provided	Contractor	Current Term	FY13/2014 Operating Expenses
Inter-governmental Agreement	Local Fixed Route	Golden Gate Transit	July 1, 2015-June 30, 2020 (option years thru June 30, 2022)	\$12,533,030
Competitively Bid	Community Shuttles	Marin Airporter	July 1, 2013-June 30, 2016 (option years thru June 30, 2018)	\$2,483,049
Competitively Bid	Rural and Seasonal Services	MV Transportation	Jan 1, 2012 – Dec 31, 2015 (option years thru Dec 31, 2017)	\$1,061,376
Competitively Bid	Local Paratransit and Novato Dial-A-Ride	Marin Senior Coordinating Council	July 1, 2010 – June 30, 2015	\$4,171,515
Competitively Bid	Volunteer Driver (urbanized County)	Marin Senior Coordinating Council	Jan 1, 2011-Dec 31, 2015	\$106,487
Competitively Bid	Traditional Volunteer Driver (urbanized County)	Marin Senior Coordinating Council	February 2, 2015 – May 31, 2016	-
Competitively Bid	Volunteer Driver (rural County)	West Marin Senior Services	Jan 1, 2011-Dec 31, 2015	\$94,027
Competitively Bid	Catch-A-Ride	MV Transportation	July 1, 2013 – June 30, 2016 (option years thru June 30, 2018)	\$238,319

The following sections provide a very brief overview of all transit services offered by Marin Transit and other providers within Marin County.

Fixed Route Services

Marin Transit provides a total of 30 fixed route transit services within Marin County. Over 3.5 million trips were made on the local fixed route network in FY 2013/14.

Services are organized within the District based on the assigned program and the typology of the service. The program is typically assigned based on the contractor (although a contractor may operate services in more than one program), and the typology defines the function of that route and its intended market. There are currently five programs (Local Fixed Route, Community Shuttles, Supplemental School, Rural Fixed Route, and the Muir Woods Shuttle) and six typologies (Local Trunkline, Local Basic, Local Connectors, School Trippers, Rural, and Recreational). Table 1-5 below shows a breakdown of each route by contractor, program, and typology.

Table 1-5: Fixed Route Service Organization

Route	Contractor	Program	Typology
17	Golden Gate Transit	Local Fixed Route	Local Basic Service
22	Golden Gate Transit	Local Fixed Route	Local Basic Service
23	Golden Gate Transit	Local Fixed Route	Local Basic Service
29	Golden Gate Transit	Local Fixed Route	Local Basic Service
35	Golden Gate Transit	Local Fixed Route	Local Trunkline Service
36	Golden Gate Transit	Local Fixed Route	Local Trunkline Service
45	Golden Gate Transit	Local Fixed Route	Local Trunkline Service
49	Golden Gate Transit	Local Fixed Route	Local Basic Service
61	MV Transportation	Rural Fixed Route	Rural Service
65	Whistlestop	Rural Fixed Route	Rural Service
66/66F	MV Transportation	Muir Woods Shuttle	Recreational Service
68	MV Transportation	Rural Fixed Route	Rural Service
71	Golden Gate Transit	Local Fixed Route	Local Trunkline Service
113	Golden Gate Transit	Supplemental School Service	School Tripper
115	MV Transportation	Supplemental School Service	School Tripper
117	MV Transportation	Supplemental School Service	School Tripper
119	MV Transportation	Supplemental School Service	School Tripper
125	MV Transportation	Supplemental School Service	School Tripper
126	Golden Gate Transit	Supplemental School Service	School Tripper
127	Golden Gate Transit	Supplemental School Service	School Tripper
139	MV Transportation	Supplemental School Service	School Tripper
145	MV Transportation	Supplemental School Service	School Tripper
151	MV Transportation	Supplemental School Service	School Tripper
154	MV Transportation	Supplemental School Service	School Tripper
219/219F	Marin Airporter	Community Shuttle	Local Connector Service
228	Marin Airporter	Community Shuttle	Local Connector Service
233	Marin Airporter	Community Shuttle	Local Connector Service
251	Marin Airporter	Community Shuttle	Local Connector Service
257	Marin Airporter	Community Shuttle	Local Connector Service
259	Marin Airporter	Community Shuttle	Local Connector Service

Notes:

Routes shown in the table above reflect service as of August 2014. Data presented in subsequent tables in this report reflect routes in service during the FY 2013/14. Service changes in August 2013 restructured many routes. Some of these were discontinued and thus not shown the table above.

Fixed Route Programs

/// Local Fixed Route

The local fixed route program is operated under an interagency agreement with Golden Gate Transit and consists of nine routes. These services carry approximately 75% of the riders and account for 62% of the revenue hours within the Marin Transit system. All routes operated under the local fixed route program use heavy-duty transit vehicles that can accommodate up to two wheelchairs and three bicycles. The current fleet is a mix of low-floor and high-floor vehicles.

/// Community Shuttle

This program consists of six shuttle bus routes that provide service throughout the County. The shuttle routes are operated on behalf of Marin Transit by Marin Airporter under a five year contract that expires on July 1, 2018. All shuttle vehicles can carry two bicycles and are equipped with automatic passenger counters and automatic vehicle locators that provide riders with real-time passenger information online or via text messages.

/// Supplemental School Service

Supplemental school services offer additional capacity to the local fixed route and community shuttle routes during the school year. These routes target school bell times and operate school days only. Historically, these services were provided by both Golden Gate Transit and MV Transportation. Starting in the fall of 2015, all supplemental school services will be provided by MV Transportation.

/// Muir Woods Shuttle

In partnership with the National Park Service, Marin Transit assumed operation of the Route 66 seasonal service from the County of Marin in 2009. This service is currently operated by MV Transportation under contract to Marin Transit (terms outlined above).

The Muir Woods Shuttle operates two alignments to the Park; one that begins at the Pohono Street Park and Ride lot east of Highway 101 and one that begins at the Sausalito Ferry terminal and serves Marin City. The service operates weekends only between March and October and also operates all major holidays throughout the year.

/// Rural Stagecoach

Branded as the West Marin Stagecoach, this service provides weekday and weekend service connecting two major transfer hubs to the west Marin area. Two routes (Route 61 and Route 68) are operated by MV Transportation under contract to Marin Transit as part of the same five year contract outlined above. The North Route (“Route 68”) begins at the San Rafael Transit Center and terminates at Inverness via Sir Francis Drake and the Shoreline Highway. Major stops include San Anselmo, Fairfax, Woodacre, San Geronimo, Samuel P. Taylor Park, Point Reyes, and Inverness Park. The South Route (“Route 61”) begins in Marin City on weekdays and in Sausalito on weekends and holidays and terminates in Bolinas. Major stops include Marin City, Manzanita Park and Ride, Tamalpais Junction, Pantoll Ranger Station, and Stinson Beach. Flag stops are allowed along certain portions of the route where it is safe for the driver to pull over.

In June of 2014, Marin Transit initiated Route 65 between Dillon Beach, Tomales and Petaluma (Sonoma County) as a one year pilot. The route operates limited service on Tuesdays only and was designed to provide West Marin residents access to services and goods in the Petaluma. The service will be evaluated following the one year pilot and a determination will be made to keep or discontinue the service. This route is operated by Whistlestop Wheels under contract to Marin Transit as part of a five year contract that expires June 30, 2015 and uses the Novato Dial-A-Ride shuttle vehicle as opposed to the traditional rural cutaway.

ADA eligible riders may schedule deviated pickup and drop-offs within three-quarters of a mile of the fixed route using the Stagecoach service. Reservations are required for this service. On weekends ADA trips are served by paratransit services provided by Whistlestop Wheels. All rural vehicles can carry at least two bicycles and are equipped with automatic passenger counters and automatic vehicle locators that provide riders with real-time passenger information online or via text messages.

Fixed Route Typologies

The passage of a local sales tax measure in 2004 marked a turning point for local transit service in Marin County. This new funding source created dedicated local funding for transit in Marin County and allowed Marin Transit to reassess how it provides local transit service. Historically, local transit service in Marin County was a byproduct of the Golden Gate Transit commute service, with service focused on commute trips into San Francisco connecting across the Golden Gate Bridge during the peak commute hours and operated with coach-style vehicles. Marin Transit has focused recent planning efforts on “localizing” service and the development of route typologies that better reflect the markets they are intended to serve.

The typology development process included community-based outreach to core markets within Marin County in order to obtain public and rider preferences for transit services. This input was complemented by a comprehensive performance assessment using quantitative analysis tools, including GIS analysis of annual ride-check data, farebox transfer data and origin-destination passenger information. This effort took the previous “one size fits all” service delivery model and generated a series of route typologies and mobility management options, unique to the market they are intended to serve. The resulting typologies have allowed the District to “right-size” transit service to the various markets within the County and maximize operating resources. The typologies are consistent with the recent service definitions suggested by the regional MPO (MTC) and are key to guiding the District on fleet assignment, the frequency and span of the service, performance thresholds, and where to focus capital investments to facilitate transfer activity.

Marin Transit has developed six unique route typologies that are assigned to all Marin Transit routes:

/// Local Trunkline Services

/// School Tripper

/// Local Basic Services

/// Rural

/// Local Connector Services

/// Recreational

Below is a brief summary of each typology.

/// Local Trunkline Services



Description: Services that operate along the highest ridership corridors and often the most densely populated areas of the County. Services provide the backbone for service and connect with Local Basic and Local Connector services at key transfer locations. Along Highway 101, Trunkline service supplement the Golden Gate Transit regional services along that continue to San Francisco and Sonoma Counties.

Operational Focus: Capacity, frequency, and speed.

Routes: 35, 36, 45, 71

Program: Local Bus

Typical Vehicle: 40' heavy duty or 60' articulated

/// Local Basic Services



Description: Services that operate along many of the County's arterial corridors with transit-supportive land use patterns with an emphasis on providing the more extensive coverage of transit services.

Operational Focus: Balance of capacity, frequency, accessibility, and speed.

Routes: 17, 22, 23, 29, 49

Program: Local Bus

Typical Vehicle: 35' or 40' heavy duty

/// Local Connector Services



Description: Services to lower density areas with less supportive transit land use patterns or areas where larger bus capacity is not warranted. These services rely on good transfer opportunities to the Local Trunkline and Local Basic Services for travel outside the community.

Operational Focus: Accessibility and connectivity.

Routes: 219/219F, 228, 233, 251, 257, 259

Program: Community Shuttles

Typical Vehicle: 24' cutaways

/// School Tripper Service



Description: Services that are provided to address the transportation needs of schools, primarily middle and high schools, within the County. These services provide additional capacity on Marin Transit routes for this purpose and are not designed for transfer opportunities.

Operational Focus: Accessibility and capacity.

Routes: 113, 115, 117, 119, 125, 126, 127, 139, 145, 151, 154

Program: Local Bus

Typical Vehicle: 35' or 40' heavy duty

/// Rural



Description: Services to the rural areas of West Marin that provides community mobility and reduces congestion in the rural areas. Topography is challenging on these routes and requires specific attributes for the fleet used to deliver these services.

Operational Focus: Accessibility

Routes: 61, 65, 68

Program: Rural and Recreational

Typical Vehicle: 28'-32' cutaways

/// Recreational



Description: Services that support recreational or tourist-based travel within the County. Major attractions include the Muir Woods National Monument with the Golden Gate National Recreational Area.

Operational Focus: Accessibility

Routes: 66/66F

Program: Rural and Recreational

Typical Vehicle: 35' heavy duty

Figure 1-6 and Table 1-6 show each of the local routes, including the span of service, annual service hours and miles as well as basic system data. Service performance is described in detail in subsequent chapters of this document.



Figure 1-6: Route Structure

Table 1-6: Marin Fixed Route Transit Routes

Route	Days of Operation	Service Span ⁽¹⁾		Frequency		Annual ⁽²⁾ Ridership	Annual ⁽³⁾ Rev Hrs	
		Weekdays	Weekends	Weekdays	Weekends			
<i>Local</i>								
17	Sausalito - Mill Valley - San Rafael	Daily	5:30am-11:25pm	6:30am-11:25pm	30/60 min	60 min	322,826	14,750
22	San Rafael - Marin City	Daily	5:32am-11:55pm	7:00am-9:55pm	30/60 min	60 min	281,761	15,412
23	Fairfax - San Rafael - Canal	Daily	5:51am-10:45pm	7:04am-9:55pm	60 min	60 min	339,118	13,002
29	Fairfax - San Anselmo - Canal - San Rafael	Weekdays	6:30am-9:05pm	-	60 min	60 min	225,998	10,823
35	Canal - San Rafael	Daily	5:07am-2:25am	5:09am-2:25am	15/30 min	30 min	574,669	8,731
36	Canal - San Rafael - Marin City	Weekdays	6:53am-5:54pm	-	30/- min	-	103,673	2,823
45	San Rafael - Terra Linda	Daily	6:03am-8:54pm	7:30am-7:50pm	30/30 min	60 min	240,190	8,345
49	San Rafael - Downtown Novato	Weekdays	6:15am-8:10pm	-	60 min	-	152,259	6,795
71	Highway 101 Corridor	Daily	6:03am-8:30pm	7:54am-7:24pm	30 min/60 min	8 trips	341,105	8,508
113	Corte Madera - Redwood HS	School Days	7:26am-3:56pm	-	4 trips	-	13,521	165
115	Sausalito - Mill Valley - Tiburon	School Days	6:58am-3:57pm	-	5 trips	-	13,524	468
117	Corte Madera - Hall MS	School Days	7:41am-3:56pm	-	6 trips	-	34,496	341
119	Tiburon - Redwood HS	School Days	6:58am-3:52pm	-	6 trips	-	27,987	526
125	San Anselmo - Drake HS - Lagunitas	School Days	6:30am-4:55pm	-	4 trips	-	7,189	90
126	San Anselmo - Brookside	School Days	7:43am-3:45pm	-	3 trips	-	8,363	316
127	Sleepy Hollow - White Hill MS	School Days	6:57am-3:56pm	-	6 trips	-	36,079	576
139	Lucas Valley - Terra Linda HS	School Days	7:12am-4:15pm	-	2 trips	-	4,026	227
151	San Jose MS - Novato HS - San Marin HS	School Days	6:20am-3:39pm	-	6 trips	-	39,537	797
154	Novato - Sinaloa MS	School Days	7:20am -3:12pm	-	2 trips	-	12,138	318
<i>Muir Woods Shuttle</i>								
66/66F	Sausalito - Marin City - Muir Woods	Weekends/Holidays	-	9:05am-7:55pm	-	10/20 min	103,052	3,841
<i>Community Shuttle</i>								
219/219F	Tiburon - Strawberry	Daily	6:18am- 8:20pm	7:43am-7:58pm	30 min	30 min	55,543	5,734
228	San Rafael - San Anselmo - Fairfax	Weekends/Holidays	-	6:39am-8:25pm	-	60 min	5,854	970
233	Santa Venetia - San Rafael	Daily	6:24am-7:28pm	7:24am-5:55pm	60 min	60 min	50,422	4,144
251	Novato Local	Daily	6:44am-10:19pm	8:06am-10:51pm	60 min	60 min	87,073	8,322
257	San Rafael - Hamilton - Ignacio	Weekdays	6:33am-7:25pm	-	60 min	-	68,515	5,965
259	San Rafael - Marinwood - Novato	Daily	7:45am-10:53pm	7:00am-11:22pm	60 min	60 min	123,311	9,389
<i>Stagecoach</i>								
61	Sausalito - Marin City - Stinson Beach - Bolinas	Daily	6:55am-8:00pm	8:20am-10:05pm	3-5 hours	60-120 min	33,386	5,056
65	Dillon Beach - Tomales - Petaluma	Tuesdays	9:26am-5:35pm	-	6 trips	-	46	21
68	San Rafael - Fairfax - San Geronimo Valley - Pt. Reyes Station - Inverness	Daily	6:16am-10:40pm	6:16am-11:55pm	60-120 min	60-120 min	56,988	7,185

Notes: (1) Service span for local and school routes based on August 2014 operations. (2) Annual figures from FY 2013-2014 data. (3) Annual hours of service for school routes are shown, although annual number of trips provided is used to complete productivity calculations.

Marin Access

Marin Transit provides a suite of programs to serve the aging and disabled population in Marin County. A total of four programs provide a variety of mobility options to these users and all services are coordinated and offered by a team of Travel Navigators. These four programs include local paratransit, dial-a-ride, volunteer driver, and subsidized taxi (Catch-A-Ride). Travel Navigators provide trip planning and technical assistance to riders to empower the user to select what travel option is available to them to best meet their mobility need.

Local Paratransit

Paratransit service as mandated by the Americans with Disabilities Act is curb-to-curb service offered to individuals who are unable to use fixed route transit services due to disability. Marin Transit offers the Marin Access Paratransit Service that is the primary type of paratransit service available in Marin County. This service is provided under contract to Marin Transit, and provides local and regional (on behalf of Golden Gate Transit) paratransit by offering door-to-door service to individuals that meet the eligibility requirements for service under the Americans with Disabilities Act (ADA). Marin Access Paratransit provides both services mandated by the ADA and additional service outside of the ADA required service area.

Riders of the paratransit service must be certified as eligible under the ADA. The ADA bases eligibility on whether an applicant has a disability that makes it impossible to use an accessible fixed route bus. The ADA spells out a number of very specific criteria that every public transit operator must meet in providing paratransit service that is complementary to the local fixed route system during the hours of operation. Local paratransit service in Marin exceeds the mandated ADA requirements in several respects:

Service Area and Hours: Service is provided to trip origins and destinations beyond the mandated three-quarters of a mile radius from transit service required under the ADA on a stand-by basis. This service is called “extended service”. Areas served by paratransit following the adoption of the 2006 Short Range Transit Plan have been grandfathered into the mandated service boundary, including portions of Lucas Valley.

Marin Transit strives to fulfill all requested paratransit trips within Marin County. In FY 2013/14, Marin Transit served 1,052 local paratransit trips (66% of total requested) beyond the ADA mandate as stand-by trips. These non-mandated trips are 0.8% of the total trips provided. For trips in the extended service area, reservations are taken on a stand-by basis.

Fare: The \$2.00 fare for ADA-mandated service is equal to the basic adult fare for local transit service. According to ADA regulations, the fare for mandated paratransit can be twice the amount of the regular fixed route fare. In Marin the current maximum fare under the ADA would be \$4.00. For trips that begin or end in the “extended” service area (more than three-quarters of a mile from any local route that is operating at the time of the trip), Marin Transit requires a fifty-cent surcharge in the base ADA fare. The fare for non-mandated trips is \$2.50. The ADA does not set a maximum fare for non-mandated trips.

Reservations: In addition to accepting reservations one day in advance as required, Marin Access Paratransit takes reservations up to seven days in advance and also accepts a limited quantity of subscriptions (also known as standing orders). Both of these practices are specifically permitted under the ADA regulations and are very common among paratransit operators, though neither is required.

Passenger Assistance: Drivers assist passengers from the vehicle to the front door of their origin or destination. This is called “door-to-door” service. It is optional under the ADA, which only requires agencies to provide “curb-to-curb” service. With curb-to-curb service, drivers only assist passengers with boarding and alighting from the vehicles.

Senior Shopping Shuttles: Several senior shopping shuttles are operated as part of Marin Access Paratransit.

The demand for paratransit within Marin County has been increasing. As shown in Table 1-7, the number of paratransit passenger trips provided has increased a total of 18.7% in the past five years.

Table 1-7: Paratransit Trips and Vehicle Hours

	Passenger Trips ⁽¹⁾	Revenue Hours	Passengers per Hour	Annual % Change in Passengers
FY2000/01	70,293	37,930	1.85	
FY2001/02	76,122	37,769	2.02	+8.3%
FY2002/03	76,609	37,812	2.03	+0.6%
FY2003/04	83,764	38,820	2.16	+9.3%
FY2004/05	83,961	39,197	2.14	+0.2%
FY2005/06	86,465	39,458	2.19	+3.0%
FY2006/07	91,628	41,966	2.18	+6.0%
FY2007/08	94,813	43,292	2.19	+3.5%
FY2008/09	99,690	47,460	2.10	+5.1%
FY2009/10	105,669	48,321	2.19	+6.0%
FY2010/11	111,250	51,087	2.18	+5.3%
FY2011/12	113,592	46,897	2.42	+2.1%
FY2012/13	120,169	59,589	2.02	+5.8%
FY2013/14	125,429	55,254 ⁽²⁾	2.27	+4.4%

Notes:

(1) Totals through FY2012/13 exclude attendants and companions of ADA-eligible rides.

(2) FY2013/14 Revenue Hours reflect a switch in the calculation methodology to be more consistent with National Transit Database reporting.

Demand for paratransit is generally dispersed throughout the County. Figure 1-7 shows one year’s worth of paratransit origin and destination points.

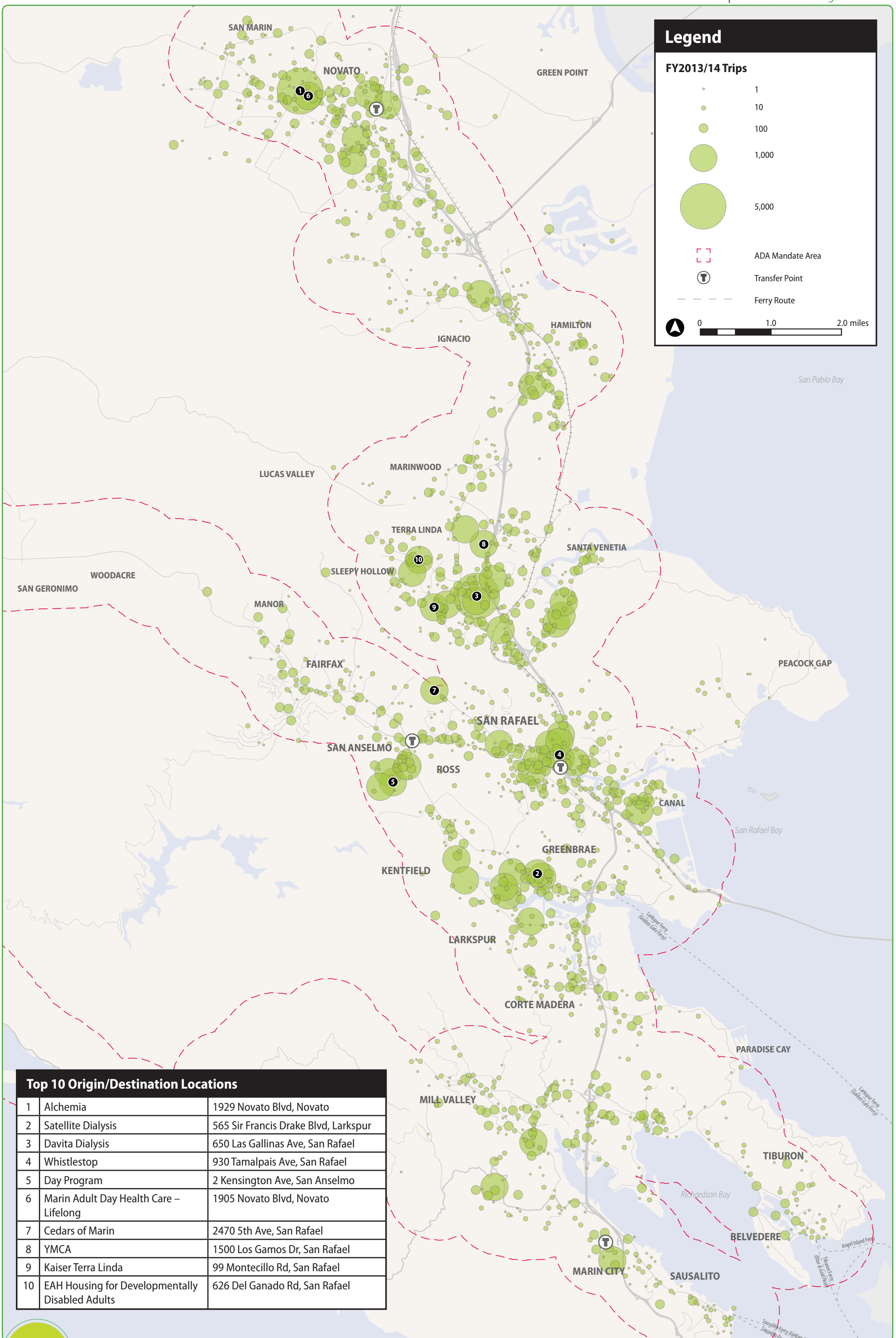


Figure 1–7: Paratransit Trip Origins and Destinations

Novato Dial-A-Ride

The Novato Dial-A-Ride service provides a flexible route, demand responsive service that primarily serves seniors, students, and persons with disabilities traveling within Novato. Figure 1-8 maps the density of origins and destinations for this service. This service started in August 2009 and replaced a senior shopper shuttle called EZ-Rider. The Dial-A-Ride provides curb-to-curb pick-up and drop-off service. All trips must start and end within the City of Novato, and everyone is welcome to use the service. Rides are scheduled by calling the reservation number up to seven days in advance. The Novato Dial-a-Ride vehicle can carry two bicycles. This service is operated under the contract for the operation and maintenance of Marin Access paratransit.

In August of 2013, Marin Transit started dedicated service to Novato Human Needs and Margaret Todd Senior Center to accommodate high ridership demands to these locations on specific days at specific times. Tuesdays, the service is offered to Novato Human Needs between the hours of 1:00-4:00pm to allow patrons to access the weekly food bank. On Wednesdays from 11:00am-1:00pm, the Dial-A-Ride service serves Margaret Todd Senior Center to serve the weekly senior lunch and farmer's market events.

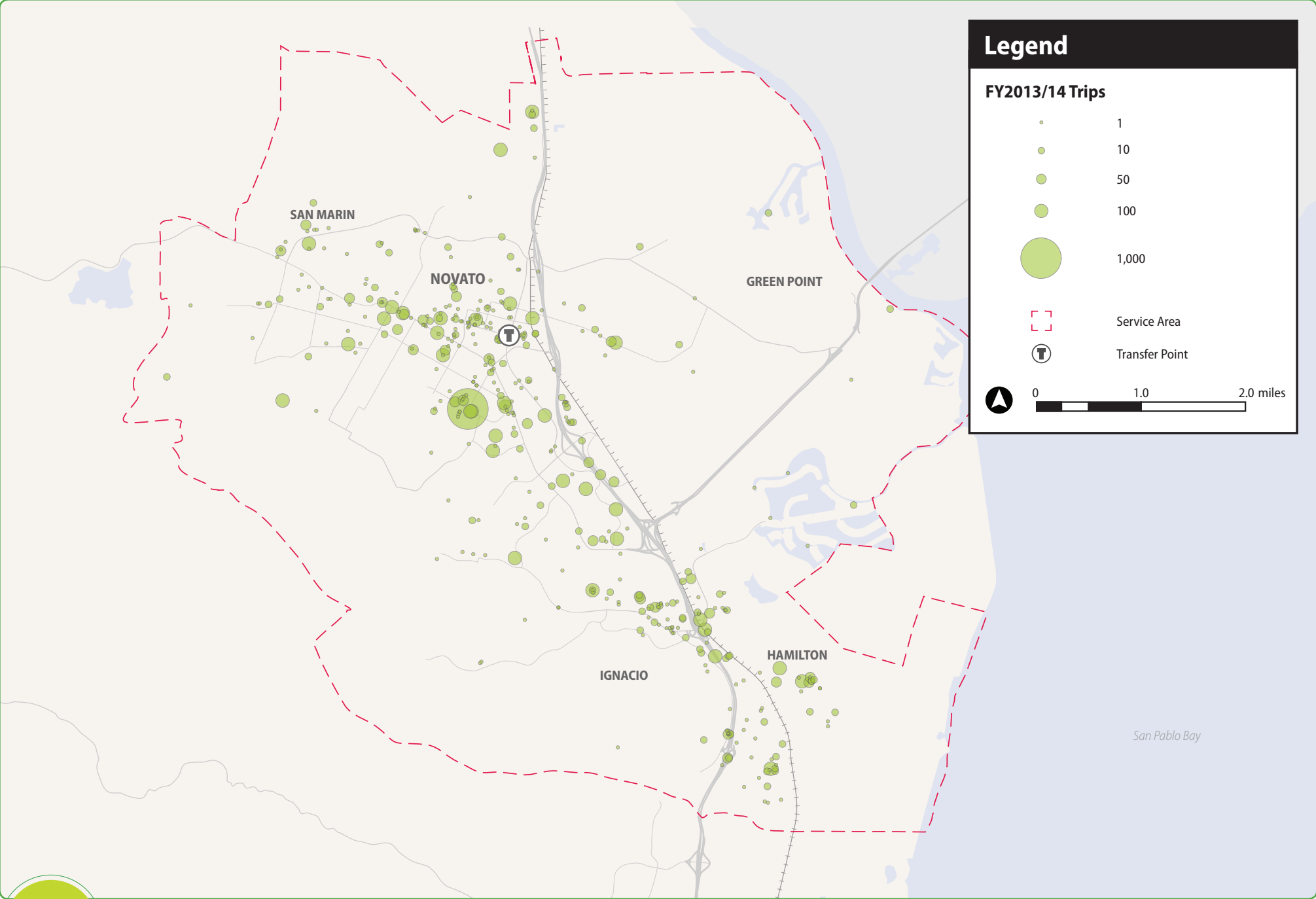


Figure 1-8: Novato Dial-A-Ride Trip Origins and Destinations

Volunteer Driver

Using one-year funding from a federal New Freedom Grant, Marin Transit began contracting for the provision of volunteer driver programs for frail, home-bound seniors in early 2011. These programs offer free, escorted volunteer rides to seniors whose health conditions make it difficult for them to use paratransit or for those who live in areas, such as West Marin, where paratransit service is not available. Both programs are based on the “TRIP” model that requires the rider to find their own drivers, and then the program provides mileage reimbursement for the riders to pass on to their drivers.

After the one-year New Freedom Grant expired, Marin Transit continued to provide both TRIP model volunteer driver programs with funding from a portion of vehicle registration fees known as Measure B. Marin Transit contracts with two agencies, West Marin Senior Services and Whistlestop Transportation for these services. In addition, West Marin Senior Services has a “traditional model” volunteer driver program (see description below) that operates in conjunction with their TRIP model program. Both programs have added a component to their volunteer driver program to serve disabled, non-seniors. Marin Transit views this ADA component as part of the solution to manage the increasing demand for the Marin Access ADA Paratransit Service while supporting increased mobility.

Although the TRIP model volunteer driver programs have been successful in serving many riders, Marin Transit received stakeholder input that indicated that this model failed to serve the most frail and isolated populations that have difficulty in finding their own drivers. In response, Marin Transit applied for and received a New Freedom Grant to fund a pilot “traditional model” volunteer driver program in the Hwy 101 urban corridor of the county. A traditional volunteer driver program is designed so that eligible riders are assigned a screened and trained volunteer driver for each ride rather than having to find their own drivers, as in the TRIP model. In Fall 2014, Marin Transit issued an RFP to identify a contractor to operate this traditional model program for a one year term and the contract was awarded to Whistlestop Transportation. Service is planned to begin in June 2015. Based on the success of this pilot, Marin Transit with its stakeholders will evaluate the long-term future of volunteer driver programs in Marin.

Table 1-8: Volunteer Driver Program Data

		FY2011/12	FY2012/13	FY2013/14
Whistlestop¹	Individual Riders	53	79	94
	Rides Given (1-way)	5,438	9,603	10,678
	Volunteer Hours	8,355	15,132	13,959
	Miles	40,595	70,455	94,286
	Average Miles/1-way ride	7.46	7.33	8.82
West Marin Senior Services²	Individual Riders	23	31	34
	Rides Given (1-way)	2,988	3,832	4,679
	Volunteer Hours	4,094	6,420	7,105
	Miles	48,767	78,625	94,375
	Average Miles/1-way ride	16.32	20.25	20.16
Total	Individual Riders	76	110	128
	Rides Given (1-way)	8,426	13,435	15,357
	Volunteer Hours	12,449	21,552	21,064
	Miles	89,362	149,080	188,661
	Average Miles/1-way ride	10.61	11.10	12.29

Notes:

- (1) Whistlestop's program started providing rides in March 2011.
(2) West Marin Senior Service's program began January, 2011

Catch-A-Ride (Subsidized Taxi)

With funding from Marin's Measure B vehicle registration fee, Marin Transit launched the Marin Catch-A-Ride discount taxi program for seniors in September of 2012. Unlike most discount taxi programs that rely on the distribution, collection and accounting of paper taxi vouchers, Catch-A-Ride is a paperless "virtual" voucher program that tracks riders, their rides and ride costs through a database. To operate this program Marin Transit contracts with a company that manages sub-contracts with local taxi companies and provides a call center and database to manage ride requests from eligible riders. Each eligible rider can receive up to eight one-way taxi rides per month at a \$14 per ride discount (\$18 for low-income riders). Initially Catch-A-Ride was available for Marin residents who are age 80 years and older, or age 65 to 80 if they declared that they were no longer driving. With funding from a New Freedom Grant, Marin Transit made all ADA paratransit eligible residents of Marin eligible for Catch-A-Ride in July of 2013. Marin Access Paratransit normally requires ride reservations to be made the day before, while taxi rides on Marin Catch-A-Ride can be made as little as two hours before the ride.

By FY 2013/14, Marin Catch-A-Ride had 1,400 registered riders and was providing an average of 1,300 to 1,400 one-way discounted taxi rides per month. Ridership levels in FY 2014/15 are trending closer to 1,900 one-way trips per month.

Marin Access Mobility Management Center & Related Programs

The Marin Access Mobility Management Center was implemented by Whistlestop under contract with Marin Transit in October 2010. The first program component was a call center to provide information and referral on all transportation services available in Marin for seniors, persons with disabilities, and low-income residents. This was followed by an interactive website, www.marinaccess.org, launched in spring 2011.

Marin Transit completed the vision of a one-stop, one-call center for transportation information and eligibility by launching the Travel Navigator Program in July 2013. Prior to this change, consumers who wanted to learn about and apply for Marin Access Paratransit, Marin Catch-A-Ride, and the “STAR” TRIP model volunteer driver program had to call three different phone numbers and complete three different eligibility forms. The Travel Navigators now provide information and eligibility for all three programs using an eligibility database program provided by Marin Transit. In addition, the Travel Navigators respond to the requests for general transportation information previously handled by the paratransit call center.

Under the guidance of Marin Transit’s Mobility Management office, Travel Navigators are also focused on creating the tools to coordinate and maximize the use of transportation services (community-based, volunteer-based, taxis, etc.) through innovative scheduling and communications. In addition, work is being done to expand education and outreach on transportation alternatives in Marin, including community presentations, and expanded travel training and volunteer transit ambassador programs.

Connecting Regional Services

Golden Gate Transit

Marin Transit’s local transit network is connected throughout the County to the regional services provided by Golden Gate Transit. The two systems maximize the service available to Marin County residents by eliminating duplication of service and allowing each system to do what it does best. Marin Transit’s service is designed to make timed connections to the regional network in Marin City, San Rafael, and Novato and, to a lesser extent, in San Anselmo.

Regional Basic Services

A significant amount of local travel is done on Golden Gate Transit’s basic regional services. Approximately 600,000, or 20%, of regional riders have both an origin and destination within Marin County. The majority of these riders (approximately 86%) use Routes 70, 80, and 101, which operate along the Highway 101 corridor. Along with local routes 17, 36, 49 and 71, these corridor services are designed to encourage interdependence of travel along the primary transportation corridor in Marin County, resulting in maximum mobility for both the local and regional markets.

Golden Gate Transit provides three intercounty basic services to Marin County that connect with Marin Transit’s local service:

- Routes 40/42 - A link between San Rafael, Richmond and El Cerrito funded by the MTC with Regional Measure 2 funds
- Route 10 - A route that serves Strawberry, Marin City and Sausalito that continues into San Francisco (Route 10)
- Two routes along the entire length of the Highway 101 corridor within Marin County and extending beyond the county line (Routes 70 and 101). These routes are referred to as the “trunk line” or “corridor service” as they are the backbone to the Bridge District’s route structure. The combination of regional Routes 70/101 and local Route 71 maintains 30-minute service along the 101 corridor during most of the day.
 - Route 70 provides all-day service between Novato and San Francisco, serving all major transfer centers and freeway bus pads. Select evening trips that operate after Route 10 has ended serve Sausalito.
 - Route 101 provides express service between Santa Rosa and San Francisco. This route serves all stops within San Francisco and Sonoma County but operates express within Marin County, providing connections to local services at only the San Rafael Transit Center and the four northernmost stops in County located in Downtown Novato.

It is important to note that most of Marin Transit’s fixed route system schedules are designed around timed connections with the 101 trunk service at the San Rafael Transit Center.

Ferry Feeder Service (The Wave)

In 2013, Golden Gate Transit re-established the first ferry feeder service that is timed to the Larkspur Ferry service. Route 25, dubbed “The Wave” operates weekdays between the Ross Valley and the Larkspur Ferry terminal along Sir Francis Drake. A total of 12 trips, six eastbound in the morning and six westbound in the evening, are designed to meet the arriving or departing ferries and offer free rides to transferring ferry patrons. Those not transferring to or from the ferry can use the service based on the regular local fare. Golden Gate’s Board of Directors approved expansion of the ferry feeder service to Terra Linda in 2014.

Sonoma County Transit

Sonoma County Transit provides local and intercity fixed route bus service within Sonoma County. These services complement the local fixed route services provided by Santa Rosa City Bus, Petaluma Transit, and Healdsburg Transit within the County. Sonoma County Transit Route 38 provides a direct connection to the San Rafael Transit Center from the Town of Sonoma and areas north including Boyes Hot Springs, Agua Caliente, Glen Ellen and Kenwood. Route 38 operates one southbound weekday trip that arrives in San Rafael at 7:07 AM and one northbound weekday trip that leaves San Rafael at 6:26 PM.

Petaluma Transit

Marin Transit's Route 65 Stagecoach service provides a weekly connection between West Marin (Dillon Beach / Tomales) and Petaluma. Staff worked with Petaluma Transit on routing within Petaluma to not duplicate current services provided. Agreements were also reached on transfer policies between the two service and passenger information displayed at shared stops.

Sonoma Marin Area Rail Transit (SMART)

Passenger service on phase one of the project is expected to begin in late 2016. Although timetables are still under development, it is anticipated that future service will offer weekday, peak hour service bidirectional every 30 minutes. Limited service may also be available during the midday and on weekends. Operations would likely be timed to the San Rafael Transit Center pulse operation, offering connection opportunities for rail patrons transferring to bus operations at the County's bus transit hub.

Recently, Marin Transit has been working with SMART staff to identify opportunities for current local routes to serve the new stations and better understand other shuttle operations that would be dedicated to the train schedules. The recommendations included in the Service and Capital Plan sections of this report reflect the current takeaways from these discussions and outlines how local transit services can adapt to improve connectivity to the new rail service.

Other Marin County Services

Hamilton Shuttle

The Hamilton residential development in Novato supports a community shuttle to ease congestion and meet transportation demand management requirements. The shuttle is funded through developer and homeowner's association fees and runs during commute hours (5:30 to 9:00 am and 4:00 to 7:00 pm). The shuttle has timed stops along a designated loop. Each trip begins or ends at a Park & Ride or bus stop location so that riders can catch fixed-route public transit. This shuttle service is free and open to the public.

Fare Structure

Marin Transit's fare policies are intended to meet the following objectives:

- Maintain subsidy by service type standards;
- Offer fare media that encourages ridership and simplifies fare payment; and
- Keep Marin Transit's fares in line with peer systems in the Bay Area.

In the 2006 SRTP, Marin Transit's cash fare of \$2.00 was found to be among the highest of peer agencies. To bring fares more in line with other agencies, Marin Transit has not increased local fares for over 10 years. As part of this SRTP Marin Transit evaluated its current fare structure and proposed recommendations for future fare changes. This evaluation is included in Appendix B of this report.

Fixed Route

Currently, Passengers can use a variety of mechanisms to pay Marin Transit fares as described below and summarized in Table 1-9.

- **Cash:** Coin and bills (up to \$20) are accepted using GFI Odyssey Validating fare boxes. Discounts are available for youth, seniors, and persons with disabilities. For discounted cash fare, passengers must show proper identification. Youth may show their student ID card. Seniors may show an ID card that indicates their age. Persons with disabilities may show a DMV Disabled Placard ID, RTC Discount Card, Medicare Card, or ID card for persons with disabilities from another transit service. Personal service assistants are eligible for 50% off the adult cash fare only when accompanying a person with disabilities who has an attendant logo on his/her RTC Discount Card.

Change cards are issued to passengers who overpay the fare by more than \$1.00. Change cards have no cash value and can be used for future travel on Marin Transit or Golden Gate Transit. For transfers, passengers should alert the bus driver about one's final destination to receive a transfer card.

- **Daily/Weekly/Monthly Passes:** In July 2009, Marin Transit introduced passes that provide unlimited rides on Marin Transit and Golden Gate Transit routes within Marin County during the applicable time period. Day, week and monthly passes are magnetic stripe passes validated by the farebox.

Day passes are purchased on-board transit vehicles and are valid for the day of travel.

Weekly and monthly passes are activated at first use and good for 7 or 31 days. Weekly and monthly passes can be purchased online, by phone by calling toll-free 511, or at retail locations listed below:

- San Rafael – San Rafael Transit Center Customer Service (890 Tamalpais Ave)
- San Rafael – Whistlestop (930 Tamalpais Ave)
- **Clipper®:** On August 18, 2014, Marin Transit launched Clipper® on its Community Shuttle and West Marin Stagecoach services. Clipper® is a stored value, fare-payment card that is accepted on most public transit services in the San Francisco Bay Area. With this launch, Clipper is now accepted throughout Marin County on all Marin Transit and Golden Gate Transit and Ferry services. Clipper® patrons receive a 10% fare discount. Transfer arrangements with Golden Gate Transit are embedded in the integrated Clipper fare table.
- **Marin Transit Youth Pass:** Marin Transit's Youth Transit Pass offers youth between the ages of 6-18 unlimited travel on all local routes. Flash pass stickers are vended through local schools and attached to a student's picture ID card. The transit pass is not valid on Golden Gate regional routes.

The Youth Transit Pass costs students \$175 per six-month period. This is a significant discount as the round-trip youth fare for travel five days a week in the same period is \$360. Students who wish to

pay for a year-long pass at the beginning of the school year may do so at a further discounted annual price of \$325. The program also allows for students whose families meet income requirements similar to the free and reduced price lunch programs to participate in the program free of charge. Those who need transit the most are still able to ride the bus for free.

Table 1-9: Current Fare Structure

Category	Cash Price	Stored Value Cards / Clipper	6 Month Pass ⁽¹⁾	1-Day Pass	7-Day Pass	31-Day Pass
Adult	\$2.00	\$1.80	-	\$5.00	\$20	\$80
Youth (5-18)	\$1.00	\$1.00	\$175 ⁽¹⁾	\$2.50	\$10	\$40
Children Under 5	Free when accompanied by an adult					
Seniors (65+)	\$1.00	\$1.00	-	\$2.50	\$10	\$25
Persons with Disabilities	\$1.00	\$1.00	-	\$2.50	\$10	\$25
ADA Mandated Service ⁽²⁾	\$2.00	-	-	-	-	-
ADA Non-Mandated Service ⁽³⁾	\$2.50	-	-	-	-	-

Notes:

- (1) Free to low income youth. \$325 for a year.
- (2) ADA Regulations permit fares for ADA Mandated trips to be as high as \$4.00.
- (3) ADA Regulations set no maximum for Non-Mandated ADA trips.

- **Transfers.** Marin County Local riders get free transfers between all Marin Transit and Golden Gate Transit routes within Marin County. As of July 1, 2009, passengers can pay regional fares to San Francisco, Sonoma, or Contra Costa on Marin Transit services (including Ferry service). Transfers have the following restrictions:
 1. Travel must be in the same direction within two hours from time of issuance, or otherwise indicated in the transfer
 2. Transfers are issued by bus operator only at time fare is paid.
 3. Transfers cannot be used to make a round trip
 4. A transfer can be used only by the person to whom it is issued

Free and Discounted Fares for Social Service Agencies

To maximize social equity and ensure transit services for all, Marin Transit has worked with social service agencies to provide discounted or free rides to communities of concern. Since 1999 Marin Transit has provided Homeward Bound, a nonprofit that aims to end homelessness with housing and training, with free bus tickets. Under this arrangement Homeward Bound prints as many free bus tickets as they need. Homeward Bound staff distributes the tickets to clients on a daily basis, often handing them out at the shelters the night before a client will need to take the bus for transportation to an appointment or job.

Under a separate program Golden Gate Transit sells \$2.00 tickets to approximately 20 Social Service agencies throughout Marin County. These agencies in turn distribute the tickets to their clients for use on all Marin Transit routes and local trips on Golden Gate Transit routes. No discount is offered for these tickets.

Participating agencies are:

- St Vincent de Paul
- Marin General Hospital
- Health & Human Service
- Health & Human Service (CalWorks)
- Health & Human Service (Hope)
- Community Mental Health
- Marin Services For Women
- Buckelew
- Community Action Marin
- Community Action Marin (ACASA)
- BARC
- General Assistance
- Marin Sheriff
- Marin Aids
- Ritter House
- Novato Human Needs
- West Marin Services
- Southern Marin Intern Project
- Center Point
- Lucas Valley Community Church
- Marin Pregnancy Clinic

Marin Transit also has an arrangement with the Department of Health and Human Services to provide a bulk discount of 25% on their purchase of adult monthly passes.

Muir Woods Shuttle

In response to the parking and congestion issues at Muir Woods National Park, the National Park Service and Marin Transit teamed up to provide a shuttle service and alternative to automobile access and parking. The Muir Woods Shuttle began as a demonstration project in 2005. The Shuttle represents a unique partnership of government at a number of levels. The service was originally designed as a partnership of the National Park Service, County of Marin, and Golden Gate Transit. In 2009, responsibility for the Shuttle shifted to Marin Transit under a funding agreement with the National Park Service.

In 2013 the Marin Transit Board of Directors approved a fare increase and change in fare categories for the Muir Woods Shuttle service. Prior to the change, Muir Woods Shuttle riders paid a \$3.00 adult round trip fare or a \$1.00 student, senior, disabled fare. This \$3 round trip fare was unique in the Marin Transit system. The fare action raised the adult round trip fare to \$5 to match Marin Transit's day pass rate, but also adopted the National Park Service fare categories in recognition that Muir Woods Shuttle riders were mostly likely to be out of town tourists and that the fares for this service would be better understood if fare categories were matched to the National Park Service fee structure rather than to Marin Transit's standard fare structure. At the same time that the new fare structure was adopted Marin Transit entered a contract with the Golden Gate National Park Conservancy to collect shuttle fares as part of the process of collecting park entrance fees. Table 1-10 shows the current Muir Woods Shuttle fares.

Table 1-10: Muir Woods Shuttle Fares

Muir Woods Fare Category	Current Fare
Adult	\$5.00
Youth (16-18)	\$5.00
Youth (under 16)	Free
Senior/Disabled (without NPS Pass)	\$5.00
Senior/Disabled and up to three party members (with NPS Pass)	Free

Mobility Management Programs

Marin Access Paratransit

The one-way fare for travel within the paratransit service area in Marin County is an exact fare of \$2.00 *payable at time of boarding*. Marin Access Paratransit riders can pre-pay for rides by purchasing a 10-ticket booklet for \$20. Drivers do not sell ticket booklets or carry change.

For trips outside the service area (but remaining within Marin County) the one-way fare is \$2.50. These trips are considered “extended” trips (see Service Area page 16).

“Will-call” trips (a local trip where the passenger is not ready for his/her scheduled pick-up and calls to have Marin Access send out a second vehicle) are also subject to the \$2.50 fare.

Marin Transit offers a Low Income Rider Scholarship Program for seniors and persons with disabilities. Funded by Marin County’s Measure B (vehicle registration fee), this program provides a fare subsidy for ADA eligible paratransit riders who are current recipients of Supplemental Security Income (SSI). Qualifying riders receive 20 free one-way rides over a 90-day period.

Catch-A-Ride

Marin Catch-A-Ride allows eligible Marin residents to receive a discount to ride on taxis and other licensed vehicles within Marin County. Marin Transit pays the first \$14 of each one-way ride. For low income riders Marin Transit will pay \$18 for each one-way ride. Riders are not required to pay any fare or amount toward their ride unless the value of the ride exceeds the amount of the Marin Transit contribution.

How Riders Pay

Table 1-11 shows a breakdown of how local transit riders pay for their fare on fixed route services. It should be noted that until FY 2013/14, Clipper was only available on the Local Fixed Routes services and not on the Community Shuttle or Stagecoach services.

Table 1-11: Fixed Route Payment Type (% of Riders Using)

Payment Type	FY2010/11	FY2011/12	FY2012/13	FY2013/14
Cash	50.4%	50.0%	48.4%	46.0%
Clipper	7.1%	6.3%	10.5%	12.6%
Passes ⁽¹⁾	14.5%	16.0%	16.4%	18.0%
Complimentary ⁽¹⁾	4.4%	4.5%	4.0%	4.4%
Transfer	23.6%	23.2%	20.7%	19.0%
Total	100.0%	100.0%	100.0%	100.0%

Notes:

(1) Passes includes the Month Pass, Week Pass, and Day Pass, all available for Adult, Youth, and Senior rates

(2) Complimentary includes children, employees, ferry transfers, Homeward Bound passes, and other free tickets

Fare Media Usage

Information on fare media products and usage is shown in Table 1-12. Aside from the School Youth Pass, the most utilized product in circulation is the senior/disabled monthly pass followed by the adult weekly pass and adult monthly pass. All of these products have seen significant growth since their release in 2008. Due to the declining sales and usage of the \$18 and \$36 value cards this fare media has been eliminated. The Clipper card provides the same savings on local travel as the stored value cards did.

Table 1-12: Fare Media Usage (Total passenger trips where media was used / % of total media type)

Pass Type	Cost	FY2010/11	FY2011/12	FY2012/13	FY2013/14
Adult Media		39,497 (100%)	46,478 (100%)	68,523 (100%)	70,757 (100%)
Month Pass	\$80.00	14,957 (38%)	17,681 (38%)	33,422 (49%)	33,853 (48%)
Week Pass	\$20.00	21,314 (54%)	24,807 (53%)	28,952 (42%)	31,357 (44%)
Day Pass	\$5.00	3,226 (8%)	3,990 (9%)	6,149 (9%)	5,547 (8%)
Senior (age 65+) / Disabled Media		67,451 (100%)	102,480 (100%)	100,589 (100%)	115,412 (100%)
Month Pass	\$25.00	64,111 (95%)	97,187 (95%)	92,852 (92%)	109,822 (95%)
Week Pass	\$10.00	639 (1%)	779 (1%)	2,086 (2%)	2,141 (2%)
Day Pass	\$2.50	2,701 (4%)	4,514 (4%)	5,651 (6%)	3,449 (3%)
Youth (6-18 yrs.) Media		333,105 (100%)	311,497 (100%)	326,648 (100%)	352,921 (100%)
School Pass ¹	\$175 / 6 mo. \$325 / year	328,854 (99%)	308,817 (99%)	321,795 (99%)	349,682 (99%)
Month Pass	\$40.00	2,431 (1%)	1,831 (1%)	3,141 (1%)	2,530 (1%)
Week Pass	\$10.00	1,820 (1%)	849 (0%)	1,712 (1%)	709 (0%)
Day Pass	\$2.50	725 (0%)	417 (0%)	519 (0%)	142 (0%)
Marin Local Stored Value Cards ²		39,201 (100%)	25,545 (100%)	20,181 (100%)	15,282 (100%)
\$2.00 Value Card	\$2.00	13,654 (35%)	11,512 (45%)	10,363 (51%)	8,987 (59%)
\$18.00 Value Card	\$18.00	14,612 (37%)	7,913 (31%)	6,508 (32%)	4,528 (30%)
\$36.00 Value Card	\$36.00	10,935 (28%)	6,120 (24%)	3,310 (16%)	1,767 (12%)

Notes:

- (1) School passes are distributed at school sites and are good on all local routes. Students who qualify for free or reduced lunch are also eligible for a free school pass. Typically, 90% of school passes are distributed as free passes.
- (2) Value cards provide 10% savings. \$18 value card provides \$20 worth of travel and \$36 value cards provide \$40 worth of travel.

Table 1-13 shows participation in the youth pass program over the last five years.

Table 1-13: Youth Pass Distribution

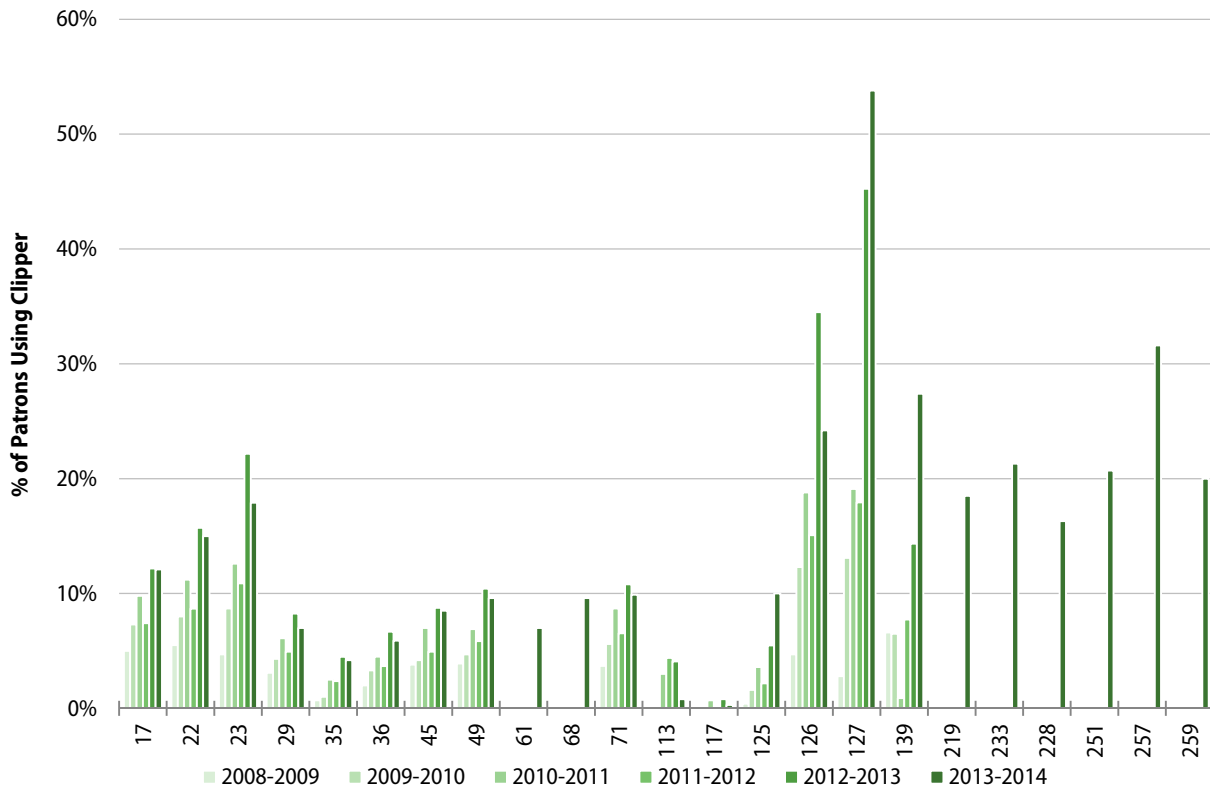
Fiscal Year	Free Passes to Income-Qualified Youth	Paid Passes	Total Passes ⁽¹⁾
FY 2009/10	2,610	498	3,108
FY 2010/11	2,692	438	3,130
FY 2011/12	2,632	359	2,991
FY 2012/13	3,115	271	3,386
FY 2013/14	3,342	317	3,659

Notes:

- (1) One pass equivalent to 6 months; counted annual passes as 2 passes.

Figure 1-9 shows usage of Clipper on Marin Transit’s local services over the past three years. While usage has continued to increase, participation is a fraction of that observed on the commute and regional bus services.

Figure 1-9: Clipper Usage Trends by Route (% of Riders Using Clipper for Fare Payment)⁽¹⁾



Notes:

(1) Clipper was introduced as a flash pass on Route 219, 228, 233, 251, 257, and 259 in August of 2013. Clipper was introduced as a flash pass on Routes 61 and 68 in June of 2014

Fleet Inventory

Marin Transit currently owns 52 vehicles used on its services. Service and maintenance for these vehicles is provided by the contractor. These vehicles include:

- 11 Community Shuttles;
- 7 Stagecoach Vehicles;
- 21 Paratransit Vehicles;
- 10 Muir Woods Shuttle Vehicles; and
- 3 Supplemental School Vehicles;

In addition to the vehicles listed above, Marin Transit paid the local match on 10 articulated vehicles (FY 2007/08) and seven hybrid 35-ft transit vehicles (FY 2009/10) that are maintained and operated by Golden Gate Transit.

To operate the local service, Marin Transit also relies on many contractor-supplied vehicles. These vehicles include:

- 33 buses and paratransit vehicles owned by Golden Gate Transit; and
- 19 Paratransit vehicles owned by Whistlestop Wheels.

A complete listing of all vehicles including year, type, size, manufacturer, seated capacity, and wheelchair capacity is included in Appendix D.

Facilities Overview

Administrative Facilities

Marin Transit's Administrative facility is located at 711 Grand Ave, Suite 110 in San Rafael. This 3,600 sq. ft. leased office space is solely used for the 11 administrative staff and includes 14 offices or workstations and two conference rooms.

Vehicle Storage, Maintenance, and Fueling

All storage, maintenance, and fueling is done under contract by the various service providers. Table 1-14 shows the location of maintenance facilities by contractor. The table also shows the locations where Clipper communication equipment is installed.

Table 1-14: Maintenance Facilities by Contractor

Contractor	Maintenance Yard Location	Storage Yard Location	Fueling Location
Golden Gate Transit	1011 Andersen Drive, San Rafael ⁽¹⁾	1011 Andersen Drive, San Rafael ⁽¹⁾ 1 Golden Gate Place, Novato ⁽¹⁾	1011 Andersen Drive, San Rafael ⁽¹⁾ 1 Golden Gate Place, Novato ⁽¹⁾
Marin Airporter	8 Lovell Ave, San Rafael	8 Lovell Ave, San Rafael 300 Larkspur Landing Circle, Larkspur 1455 Hamilton Parkway, Novato	4 Peter Behr Drive, San Rafael ⁽¹⁾ (County Fuel Island)
MV Transportation	7505 Redwood Blvd, Novato	600 Rush Landing, Novato ⁽¹⁾	600 Rush Landing, Novato ⁽¹⁾
Marin Coordinating Council	15 Jordan St, San Rafael	648 Lindaro St, San Rafael 7409 Redwood Blvd, Novato	4 Peter Behr Drive, San Rafael ⁽¹⁾ (County Fuel Island)

Notes:

(1) indicates site is equipped with clipper communication equipment

Bus Stops

There are 620 active bus stops in Marin County that serve both regional and/or local bus routes. 242 of these stops are served by local routes only, and the remaining 378 stops are served by both regional and local routes (Table 1-15). There are also 62 stops that Marin Transit does not serve that are used for Regional Services only. Marin Transit does not own any bus stops in the county but the District and Golden Gate Transit do share responsibility for maintaining and improving most stops throughout Marin County. The exception is in San Rafael, Novato, and along Highway 101 where contracts to provide and maintain bus stops are in place with advertising vendors on shelters that provide commercial advertising.

The most recent inventory of local stops was completed in 2005 and established a significant need to replace aging shelters and to improve accessibility at many locations. Bus stop amenities and information vary throughout the County and are typically determined based on the quantity of ridership and the type of service at the stop. Table 1-16 shows the desired stop amenities and features for a bus stop by type. In addition, Marin Transit’s long term goal is that, in partnership with local jurisdictions, all bus stops are fully accessible. High ridership locations generally have the highest level of amenities including shelter, benches, trash receptacles and rider information. At a minimum, stops typically include a pole and sign blade indicating bus service is available at that stop. New bus stop signs (Figure 1-10) include route, destination and service type (daily, weekday, school).

In addition to the new bus stop signs, Marin Transit will continue to install more rider panel information at time point stops that will provide passengers with stop-level schedule information (Figure 1-11). Additional real-time signage information is discussed as part of technology projects in the next section.

Table 1-15: Bus Stops by Type and Jurisdiction

Jurisdiction	Local Only	Local and Regional Service	Total
Unincorporated County	64	110	174
Belvedere	0	2	2
Corte Madera	24	12	36
Fairfax	1	16	17
Larkspur	11	13	24
Mill Valley	1	30	31
Novato	59	75	134
Ross	0	2	2
San Anselmo	1	18	19
San Rafael	77	61	138
Sausalito	3	13	16
Tiburon	1	26	27
TOTAL	242	378	620

Table 1-16: Bus Stop Amenities Guidelines

Bus Stop Type	# of Stops ⁽¹⁾	Passenger Information	Priority Level			
			Benches ⁽²⁾	Shelters ⁽²⁾	Lighting	Trash
Transfer Point	10	Real-time information, schedule information, map	High	High	High	High
Freeway Bus Pad Stop	22	Real-time information, schedule information, map	High	High	High	High
High Use Stops / Schedule Timepoint (>100 passengers per day)	45	Schedule information, real-time when feasible	High	Med	High	Med
Medium Use Stops (50 -100 passengers per day)	40	Route information	Low	Low	Med	Low
Low Use Stops (<50 passengers per day)	474	Route information	Low	Low	Low	Low

Notes:

(1) # of stops from 2005 bus stop inventory

(2) Consideration should be given to boarding vs. alighting activity when determining if shelters and/or benches are needed

Figure 1-10: Bus Stop Signs

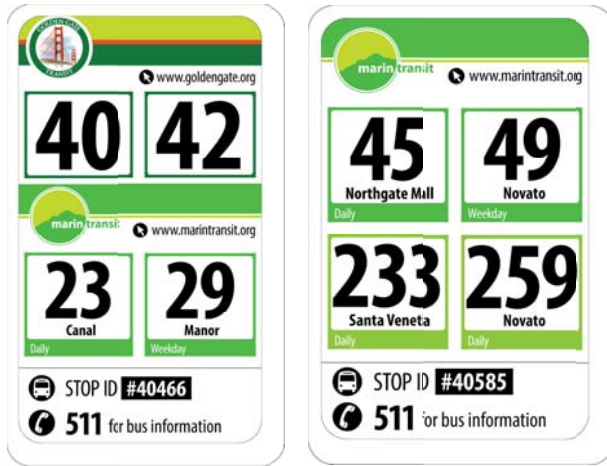
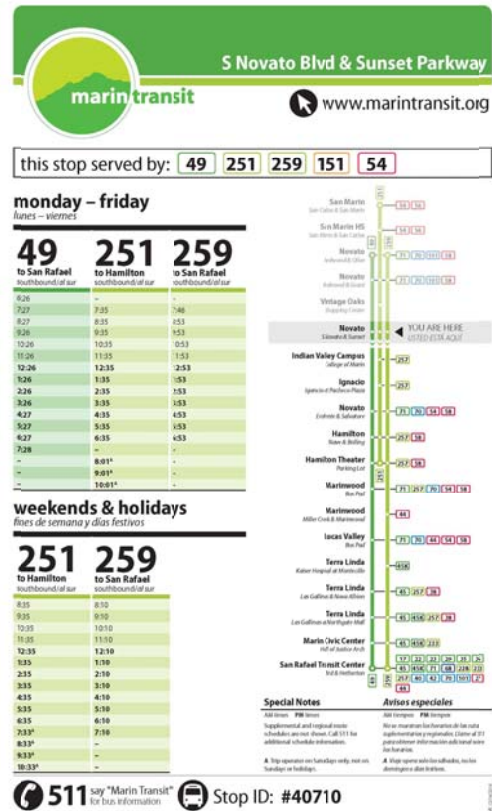


Figure 1-11: Rider Panel Information



Park-and-Ride

Marin Transit does not directly own or maintain any park-and-ride lots in Marin County, however many local routes serve the 15 park-and-ride facilities in Marin County that are owned and maintained by other transit operators and Caltrans. Marin Transit recently signed a letter of intent for a cooperative agreement with the County of Marin, Caltrans, and the Shoreline Office Complex in Mill Valley for shared use of parking at the Pohono Park-and-Ride lot. This lot is heavily used for the Muir Woods Shuttle service.

Chapter 2: Goals, Targets, and Performance

This chapter outlines goals, identifies targets, and evaluates Marin Transit's performance at three different levels: system wide operations, route-level performance, and as a District. This performance monitoring program is intended to measure the success of the local transit system using readily available data collected and analyzed by the District. The listed performance standards and objectives were originally established in the 2006 Short Range Transit Plan to reflect Measure A sales tax goals and Marin Transit's mission to improve local transit service. These goals have been updated in subsequent SRTP efforts though still reflect the overall goals of Measure A.

Updates from the previous SRTP have been made to the Goals and Targets to reflect the ever changing service needs and updates to District policies. The most current goals are presented below.

- 1) Systemwide Performance:
 - h. Relieves congestion and provides mobility as measured in total ridership;
 - i. Ensures high levels of customer satisfaction with services;
 - j. Provides accessible transit services with Marin County;
 - k. Ensures services are provided in a reliable manner;
 - l. Provides service levels to prevent overcrowding;
 - m. Promotes environmental justice based on demographic analysis; and
 - n. Meets cost efficiency standards based on cost per revenue hour.
- 2) Route Level Performance:
 - f. Meets service typology productivity standards based on passengers per hour;
 - g. Meets service typology cost effectiveness standards based on subsidy per passenger trip;
 - h. Provides adequate service frequency based on service typology;
 - i. Provides adequate span of service based on service typology; and
 - j. Provides competitive travel times to promote transit usage.
- 3) District Performance:
 - d. Attracts outside funding sources, including federal and state revenue, as well as other local funds;
 - e. Operates the system in a manner that encourages public involvement and participation; and
 - f. Maintains a capital plan to minimize air quality issues and provide quality amenities and vehicles.

Since the last SRTP, one new goal was added (1c) and performance targets have been updated for 1d, 2a, 2b, 2c, 2d, and 3a. These additions and changes are largely in an effort to be consistent with the District's recently adopted Title VI plan and updates to the route typology assignments. A comprehensive review of performance measures and actual performance is presented in Table 2-9. Data presented in this section is based on contractor reported data for FY 2013/14.

Systemwide Performance

Table 2-1 and Table 2-2 provide an overview of historic performance trends over the last three fiscal years for Marin Transit’s various programs, including local fixed-route, shuttle, rural, mobility management, and recreational services.

Table 2-1: Fixed Route Program Historic Performance

Fiscal Year	Revenue Hours	Revenue Miles	Passenger Trips	Fare Revenue	Cost Per Revenue Hour	Total Cost
Local Fixed-Route						
FY 2011/12	114,009	1,443,928	3,118,832	\$3,625,453	\$152.90	\$17,432,397
FY 2012/13	109,093	1,405,805	3,012,263	\$3,400,328	\$138.08	\$15,063,479
FY 2013/14	95,326	1,230,033	2,802,194	\$3,100,162	\$146.17	\$13,933,524
Community Shuttle						
FY 2011/12	9,381	126,643	64,288	\$65,724	\$78.13	\$732,931
FY 2012/13	11,705	157,402	110,261	\$129,126	\$89.83	\$1,051,486
FY 2013/14	35,082	534,327	392,259	\$351,784	\$92.78	\$3,254,705
Stagecoach Rural						
FY 2011/12	11,487	204,569	68,146	\$85,662	\$80.82	\$928,422
FY 2012/13	12,528	219,547	78,755	\$111,078	\$75.59	\$946,986
FY 2013/14	12,262	222,180	90,420	\$108,590	\$78.59	\$963,689
Muir Woods Shuttle						
FY 2011/12	2,075	20,872	55,913	\$70,183	\$140.69	\$291,973
FY 2012/13	2,941	34,382	62,624	\$104,620	\$111.90	\$329,111
FY 2013/14	3,841	53,801	103,052	\$206,015	\$140.07	\$538,015
Fixed-Route Total						
FY 2011/12	136,952	1,796,012	3,307,179	\$3,847,022	\$141.55	\$19,385,723
FY 2012/13	136,267	1,817,136	3,263,903	\$3,745,152	\$127.62	\$17,391,062
FY 2013/14	146,511	2,040,342	3,387,925	\$3,766,551	\$127.57	\$18,689,933

Table 2-2: Marin Access Program Historic Performance

Fiscal Year	Revenue Hours	Revenue Miles	Passenger Trips	Fare Revenue	Cost Per Revenue Hour	Total Cost
Local Paratransit						
FY 2011-12	54,088	833,689	116,269	\$259,673	\$77.92	\$4,214,400
FY 2012-13	57,451	883,879	120,169	\$228,790	\$79.62	\$4,574,176
FY 2013-14 ⁽¹⁾	55,648	861,905	126,403	\$238,445	\$91.38	\$5,084,877
Novato Dial-A-Ride						
FY 2011-12	2,123	25,785	6,074	\$6,308	\$70.32	\$149,275
FY 2012-13	2,098	22,472	5,648	\$5,817	\$81.29	\$170,548
FY 2013-14	2,140	23,474	4,410	\$7,432	\$88.18	\$188,700
Volunteer Driver						
FY 2011-12	8,456	62,164	5,624	-	\$11.53	\$97,475
FY 2012-13	21,552	159,045	13,492	-	\$9.04	\$194,862
FY 2013-14	21,065	179,752	15,381	-	\$9.52	\$200,514
Catch-A-Ride						
FY 2011-12	-	-	-	-	-	-
FY 2012-13	-	13,419	4,108	\$7,620	-	\$90,629
FY 2013-14	-	42,317	12,979	\$20,024	-	\$238,317
Marin Access Total						
FY 2011-12	64,667	921,637	127,967	\$265,981	\$68.99	\$4,461,150
FY 2012-13	81,101	1,078,815	143,417	\$242,227	\$62.02	\$5,030,215
FY 2013-14	78,852	1,107,447	159,173	\$265,901	\$72.44	\$5,712,408

Notes:

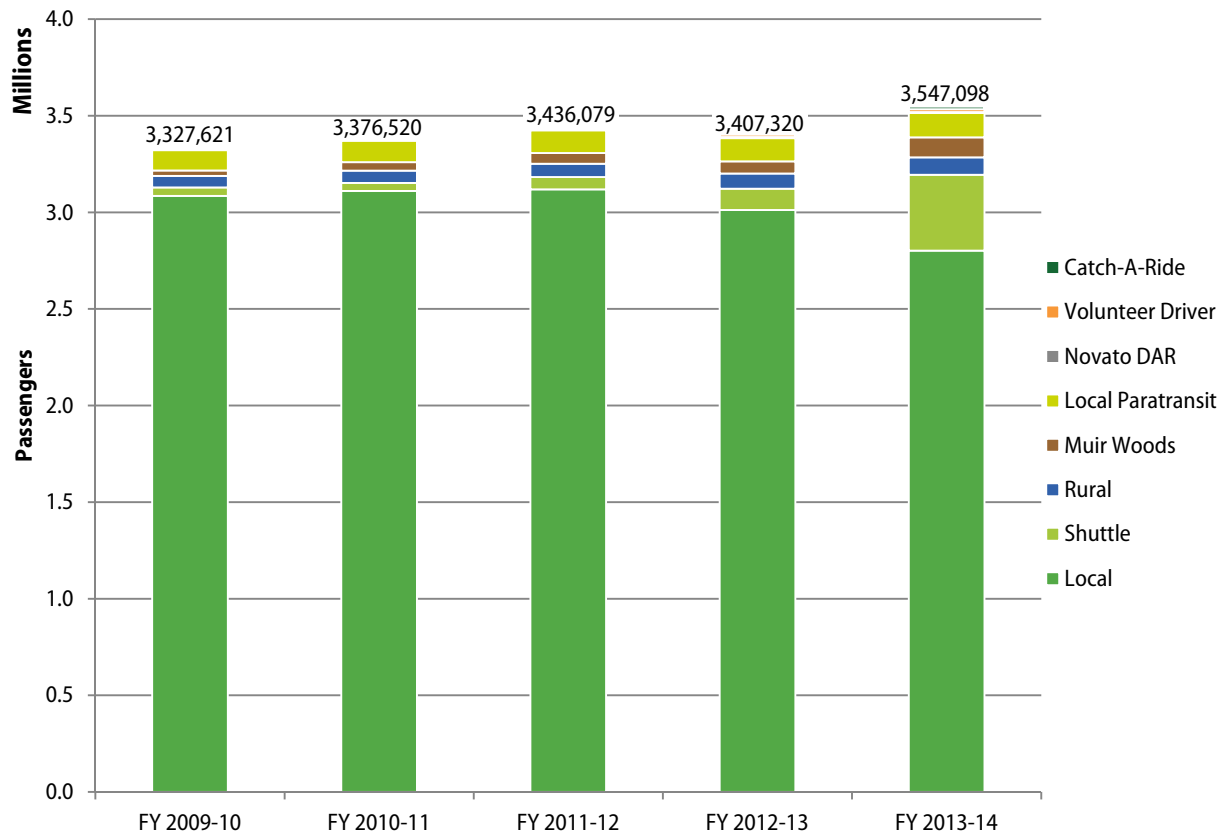
(1) Revenue hours and revenue miles definitions were updated in FY2013/14 to be consistent with NTD definitions. This updated definition resulted in a drop in Revenue Hours over previous years.

Goal A: Relieves congestion and provides mobility as measured in total ridership

At a minimum, Marin Transit aims to ensure ridership increases are on par with population increases in Marin County.

Performance: Annual ridership on all Marin Transit services for the past five years is shown in Figure 2-1. Marin Transit met its ridership performance goal in FY 2013/14 when fixed-route ridership increased 3.80% over the previous year compared to the County's population increase of 0.45% between 2013 and 2014.

Figure 2-1: Total Marin Transit Passenger Trips



Goal B: *Ensures high levels of customer satisfaction with services*

Based on customer surveys, the District’s target is for 75% of respondents rating services as “good” or “excellent.” The District also aims to conduct surveys at least every five years.

Performance: Marin Transit continues to improve customer satisfaction by working with its contractors to refine how customer complaints are handled and by working to increase options for customers to provide feedback to the District, including onboard comment cards that are currently available on Stagecoach, Shuttle, and Paratransit vehicles. The Marin Transit website allows customers to submit comments through an online comment form.

In 2012, 78.7% of respondents to a system wide onboard survey rated overall transit services as “good” or “excellent.” This exceeded the District’s target of 75% and was 20% higher than the 2005 response at 55%.

Goal C: *Provides accessible transit services within Marin County*

Marin Transit’s goal is to provide transit service to major origins and activity centers within the County. This goal includes providing transit within ¼ mile of 85% of all County residents by census

block, 80% of major employers and other large trip generators, and 90% of large multifamily housing developments as well as ensuring that 90% and 75% of middle and high schools are within ½ mile and ¼ mile, respectively, of transit service.

Performance: Based on 2010 Census data, about 79% of Marin County residents are within ¼ mile of existing transit route. Of all major employers (defined as having more than 250 employees) 80% are within a ¼ mile of a transit route. About 90% of large multifamily housing units (defined as having 40 units or more) are served by transit. Of schools serving grades eight and higher, including public and private schools, 77% are within ¼ mile of a transit routes, and 95% are within ½ mile.

Goal D: *Ensures services are provided in a reliable manner*

To ensure reliable services, the District aims to have a 90% on-time performance target at major stops and transfer hubs and an 80% on-time performance target at minor timepoint stops for fixed route operations. In addition, the District also aims to have less than 1% of fixed-route trips missed or removed from the daily schedule. For paratransit services, the on-time performance is at least 90% of all paratransit trips arriving within the 30 minute pick-up window.

Performance: Based on data obtained from manual observations and the District’s automated vehicle tracking system (where available), on-time performance for major stops and transfer hubs in FY2013/14 was 90.1%, slightly above the 90% target. Data for minor timepoints was not collected in FY2013/14. The District is currently working with all its contractors to ensure all routes have automated vehicle tracking devices and reporting standards are updated to report schedule adherence for minor timepoints. This data will be used for future reporting.

In FY2013/14, at total of 161, or 0.08%, of the 204,011 trips were missed.

In FY2013/14, 93.3% of all paratransit trips arrived within the 30 minute pick-up window.

Goal E: *Provides service levels to prevent overcrowding*

Marin Transit aims to minimize the number of overloaded trips and overcrowding. The system wide goal is to have an average maximum load factor for local service not to exceed 1.25, as measured by a ratio of total passengers to seats on board the vehicles. This equates to a maximum of approximately 10 standees on a 40’ vehicle and 15 standees on a 60’ articulated vehicle.

Performance: Marin Transit works closely with its contractors, specifically Golden Gate Transit, to ensure passengers are not left behind due to overcrowding or overloads. Overcrowding is particularly monitored on routes to and from the Canal area of San Rafael, routes that provide service along Highway 101, routes that provide supplemental school service, Muir Woods Shuttle trips, and West Marin Stagecoach routes that provide weekend summer

service. Marin Transit provides frequent bus service using articulated buses in the Canal area of San Rafael to minimize overcrowding and ensure passengers wait no longer than 15 minutes for the next bus during peak periods. Shadow, or back-up buses have been deployed on the Muir Woods Shuttle to accommodate peaks in demand based on weather and traffic.

Average load factors and overcrowded trips were determined based on passenger mile sampling data collected for NTD reporting. A total of 302 trips were sampled in FY2013/14. Using assumptions on vehicle type and capacity based on each route sampled, systemwide average load factor was 0.36, indicating that on most trips there is adequate seating capacity and typically no standees. Of the 302 trips sampled, there were four trips - all related to schools - that had load factors greater than 1.0 and carried standees, and only one trip with a load factor greater than 1.25.

Some policies are also in place to prevent overcrowding from occurring. On most vehicles, capacity is limited to 10 standees, in addition to the seating capacity, although drivers may allow additional standees if deemed safe. On supplemental school routes, standees are sometimes limited or prohibited, particularly for routes serving younger children. On the Muir Woods Shuttle, due to the conditions of the roadway, standees are not permitted.

Goal F: *Promotes environmental justice based on demographic analysis*

In acknowledgement of the population that Marin Transit serves, Marin Transit has additional coverage goals to provide transit services within ¼ mile of 85% of seniors (population breakdown by census block), 90% of all census tracts exceeding the median of zero car households, and 90% of all census tracts below the County median income level.

Performance: Based on 2010 US Census data, 94.0% of all census tracts with a percentage of zero car households greater than the county median are served by transit, and 94.2% of census tracts with a median income level below the county median are within ¼ mile of transit. This analysis does not include other transit service providers that may serve some of the tracts located beyond the ¼ and ½ mile distance from Marin Transit bus routes.

Approximately 77% of seniors (by census block) are within ¼ mile of fixed-route transit service based on 2010 Census data. Most of the areas with senior populations that are not served by transit are located in Novato and the Peacock Gap areas. It should be noted that the analysis does not include demand response services, such as the Novato Dial-A-Ride, or other transit service providers that may serve census blocks beyond the ¼ mile distance from Marin Transit bus routes.

Goal G: *Meets cost efficiency standards based on cost per revenue hour*

The District monitors cost efficiency in terms of operating cost per revenue hour. Currently, performance targets are \$120 per hour for fixed-route and \$87 per hour for demand response programs. *These targets are based on a peer review conducted in 2011 and are increased annually based on three percent escalation.*

Performance For fixed-route services, the goal of \$120 per hour is a system wide target merging all fixed-route programs. In FY 2013/14, the fixed route hourly rate average was \$126.47. The majority of fixed route hours and the highest cost for services are associated with local fixed-route services, which includes contracted services operated by Golden Gate Transit and supplemental school service. As a result, this program has the most significant impact on the hourly average. However, the overall operating costs per revenue hour for fixed-route services has declined over the past three years, in part due to a renegotiated local service contract and shifts in service between programs and new contract rates. Individually, two of the four Marin Transit fixed route programs met the fixed-route target. While operating costs increased over the previous year for the Muir Woods Shuttle program, this was partially offset by a significant increase in farebox recovery.

Operating costs per revenue hour for demand response services have continued to increase. In FY2013/14 the demand response hourly rate average was \$91.24 per hour, which did not meet the District's performance goal of \$87 per hour.

Since 2008, the District has restructured its contract provisions on all programs except local fixed route through a new Request for Proposal (RFP) to improve cost efficiencies. Marin Transit recently renegotiated its fixed route contract with Golden Gate Transit to achieve further cost saving over current rates. Similar efforts are ongoing with the paratransit contract. Collectively, these actions will help the District achieve these targets in the future.

Route Level Performance

Table 2-7 shows route-level performance for all Marin Transit services operated in FY 2013/14 with routes grouped by service typology.

Goal A: *Meets service typology productivity standards based on passengers per hour/trip*

The District has specified productivity goals measured by passengers per hour or trip and based on service typologies, as shown in Table 2-3.

Table 2-3: Productivity Goals by Typology

Typology	Routes	Productivity Target (minimum)
Local Trunkline Service	35, 36, 45, 71	25 passengers/ REVENUE HOUR
Local Basic Service	17, 22, 23, 28, 29, 49	20 passengers/ REVENUE HOUR
Local Connector Service	19, 51, 219, 222, 228, 233, 251, 257, 259	8 passengers/ REVENUE HOUR
Supplemental	113, 115, 117, 119, 125, 126, 127, 139, 151, 154	20 passengers/TRIP
Rural	61, 65, 68	4 passengers/ REVENUE HOUR
Recreational	66	25 passengers/ REVENUE HOUR
Demand Response	Local DAR, Novato DAR	2 passengers/ REVENUE HOUR

Performance: Figure 2-3 shows the productivity of each route for the last fiscal year compared to the service standard. Productivity goals for all Local Trunkline, Recreational, and demand response services were met. More than half of the Local Basic, Local Connector, Rural, and Supplemental services met their respective targets.

Goal B: *Meets service typology cost effectiveness standards based on subsidy per trip*

The District has specified cost effectiveness goals measured by average subsidy per passenger and based on service typologies, as shown in Figure 2-4.

Table 2-4: Cost Effectiveness Goals by Typology

Typology	Routes	Subsidy Target (maximum)
Local Trunkline Service	35, 36, 45, 71	\$3.00/passenger
Local Basic Service	17, 22, 23, 28, 29, 49	\$5.00/passenger
Local Connector Service	19, 51, 219, 222, 233, 251, 257, 259	\$8.00/passenger
Supplemental	113, 115, 117, 119, 125, 126, 127, 139, 151, 154	\$3.00/passenger
Rural	61, 65, 68	\$12.00/passenger
Recreational	66	\$3.00/passenger
Marin Access	Local DAR, Novato DAR	\$30.00/passenger

Performance: Figure 2-3 shows the cost effectiveness of each route for the last fiscal year compared to the service standard. Subsidy goals were met for all or most Local Trunkline, Supplemental, and Rural routes, while about half of the Local Connector routes met their respective targets. The subsidy level for the Novato Dial-A-Ride was also quite high compared to its target.

Figure 2-2: FY 2013/14 Productivity by Route and Typology

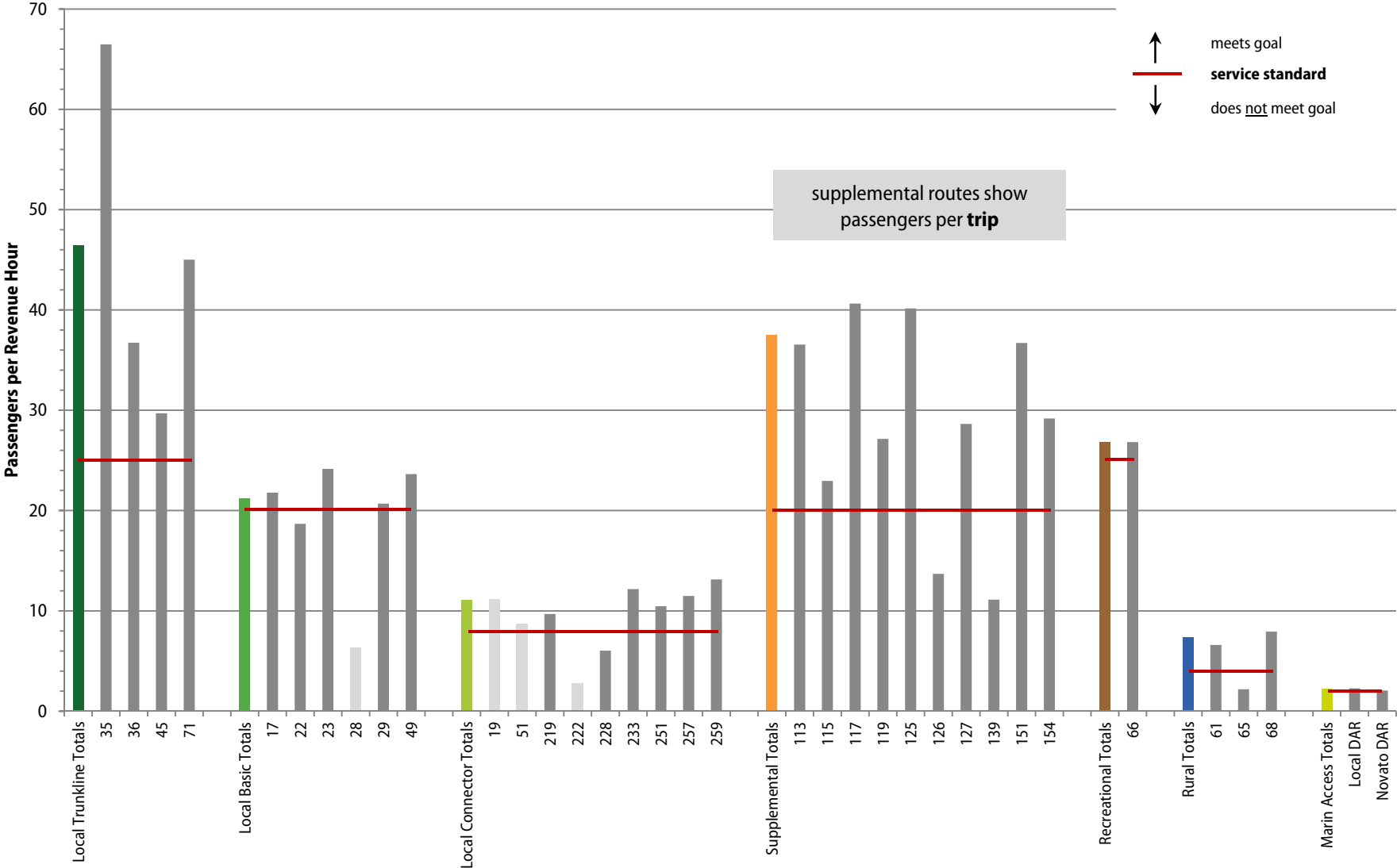
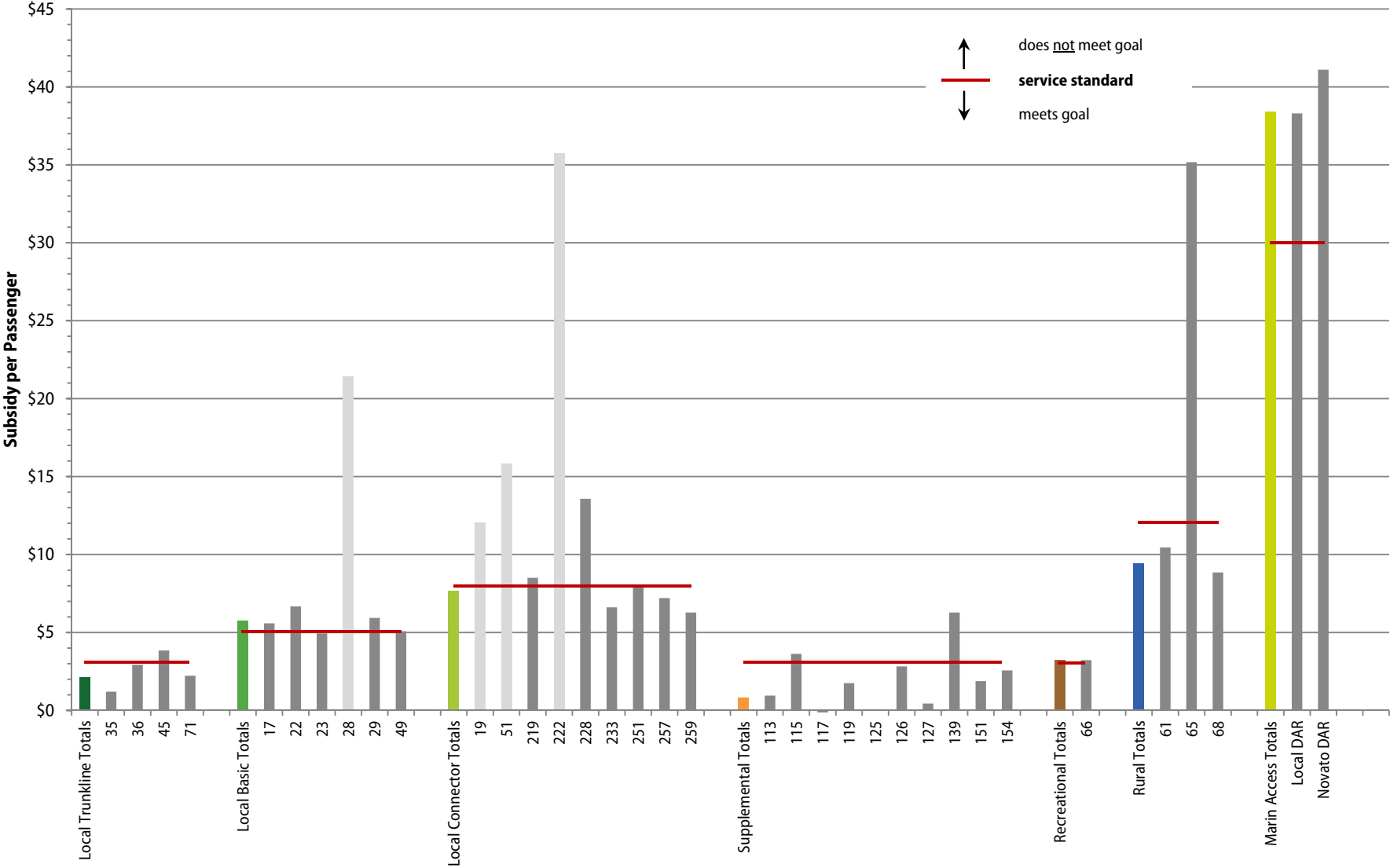


Figure 2-3: FY 2013/14 Passenger Subsidy by Route and Typology



Goal C: Provides adequate service frequency based on service typology

The District has specified service frequency targets based on service typology and the markets served by each route, as shown in Table 2-5. As many of these routes provide overlapping service within a given corridor, corridor frequencies are often surpassing targets identified at the route level. As a result, current route frequencies achieve some of the corridor frequency goals outlined in Measure A.

Table 2-5: Service Frequency Goals by Typology

Typology	Routes	Target Frequency (minimum)	
		Peak (min)	Off-Peak (min)
Local Trunkline Service	35, 36, 45, 71	30 ⁽¹⁾	30 ⁽¹⁾
Local Basic Services	17, 22, 23, 28, 29, 49	30	60
Local Connector Services	219, 228, 233, 251, 257, 259		60
Rural	61, 65, 68		120
Recreational	66		60

Notes:

(1) Frequency targets for Local Trunkline services are based on all services in the Highway 101 corridor that serve the local bus pads and transfer stops.

Performance: Service frequency goals were met for all Local Trunkline, Local Connector and almost all Rural routes, as well as the recreational route. Just less than half of the Local Basic routes met their respective targets. It should be noted that regional Golden Gate Transit “corridor” services along Highway 101 create service frequencies that assist the District in meeting service targets for the Local Trunkline services.

Goal D: Provides adequate span of service based on service typology

The District has specified span of service targets based on service typology and the markets served by each route, as shown in Table 2-6.

Table 2-6: Span of Service Goals by Typology

Typology	Routes	Target Span of Service (minimum)	
		Weekday (hrs)	Weekend (hrs)
Local Trunkline Service	35, 36, 45, 71	14 ⁽¹⁾	12 ⁽¹⁾
Local Basic Services	17, 22, 23, 28, 29, 49	12	8
Local Connector Services	219, 228, 233, 251, 257, 259	8	-
Rural	61, 65, 68	8	8
Recreational	66	-	8

Notes:

(1) Span of service targets for Local Trunkline services are based on all services in the Highway 101 corridor that serve the local bus pads and transfer stops.

Performance: Span of service goals were met for all Local Basic and Recreational routes. Most of the Local Trunkline, Local Connector and Rural routes met their respective targets. Similar to service frequency, regional 101 Golden Gate Transit “corridor” services provide spans that combine to meet this performance goal for Local Trunkline services.

Goal E: Provides competitive travel times to promote transit usage

To promote the use of transit, the District aims to provide travel times that are competitive with the automobile. Based on non-congested conditions, scheduled transit travel times for each local fixed-route service in each direction should be no more than 150% longer than the equivalent auto travel times.

Performance: Of the nine local fixed-route services, no routes met the travel time target in both directions and three met the target in a single direction. Route 71 in both directions and Route 23 in the westbound direction have the longest transit travel times compared to auto travel, taking nearly twice as long to complete a trip.

Table 2-7: FY 2013/14 Performance by Route

Route	Revenue Hours	Revenue Miles	Operating Cost	Passenger Trips	Fare Revenue	Cost Per Revenue Mile	Cost Per Revenue Hour	Subsidy Per Passenger	Farebox Recovery Ratio	Passenger Per Revenue Hour/Trip ⁽¹⁾
Local Trunkline Services										
35	8,713	67,367	\$1,268,556	574,669	\$581,872	\$18.83	\$145.59	\$1.19	45.87%	66.0
36	2,823	41,652	\$411,031	103,673	\$111,018	\$9.87	\$145.61	\$2.89	27.01%	36.7
45	8,345	80,674	\$1,214,441	240,190	\$266,859	\$15.05	\$145.54	\$3.95	21.97%	28.8
71	8,508	182,063	\$1,239,268	341,105	\$362,275	\$6.81	\$145.66	\$2.57	29.23%	40.1
Local Basic Services										
17	14,750	228,687	\$2,145,659	322,826	\$375,918	\$9.38	\$145.47	\$5.48	17.52%	21.9
22	15,412	200,797	\$2,245,215	281,761	\$341,294	\$11.18	\$145.68	\$6.76	15.20%	18.3
23	13,002	105,977	\$1,888,174	339,118	\$380,371	\$17.82	\$145.22	\$4.45	20.14%	26.1
28 ⁽²⁾	1,493	18,302	\$215,816	9,995	\$17,034	\$11.79	\$144.54	\$19.89	7.89%	6.7
29	10,823	121,211	\$1,576,229	225,998	\$266,102	\$13.00	\$145.64	\$5.80	16.88%	20.9
49	6,795	106,699	\$990,646	152,259	\$177,197	\$9.28	\$145.80	\$5.34	17.89%	22.4
Local Connector Services										
19 ⁽³⁾	348	5,210	\$53,020	4,298	\$6,110	\$10.18	\$152.27	\$10.91	11.52%	12.3
51 ⁽³⁾	1,091	17,533	\$166,241	9,442	\$14,987	\$9.48	\$152.37	\$16.02	9.02%	8.7
219 ⁽⁴⁾	5,734	78,353	\$519,410	55,543	\$50,533	\$6.63	\$90.59	\$8.44	9.73%	9.7
222 ⁽⁵⁾	559	9,694	\$57,503	1,541	\$3,025	\$5.93	\$102.92	\$35.35	5.26%	2.8
228 ⁽⁶⁾	970	11,149	\$85,713	5,854	\$5,693	\$7.69	\$88.34	\$13.67	6.64%	6.0
233	4,144	48,772	\$376,411	50,422	\$45,392	\$7.72	\$90.84	\$6.56	12.06%	12.2
251 ⁽⁴⁾	8,322	134,156	\$767,203	87,073	\$78,349	\$5.72	\$92.20	\$7.91	10.21%	10.5
257	5,965	92,254	\$551,957	68,515	\$61,811	\$5.98	\$92.54	\$7.15	11.20%	11.5
259	9,389	159,950	\$875,492	123,311	\$106,732	\$5.47	\$93.25	\$6.23	12.19%	13.1

Table 2-7: FY 2013/14 Performance by Route (continued)

Route	Revenue Hours	Revenue Miles	Operating Cost	Passenger Trips	Fare Revenue	Cost Per Revenue Mile	Cost Per Revenue Hour	Subsidy Per Passenger	Farebox Recovery Ratio	Passenger Per Revenue Hour/Trip ⁽¹⁾
Supplemental										
113	164.6	1,630	\$19,838	13,521	\$7,343	\$12.17	\$120.52	\$0.92	37.01%	36.5
115 ⁽⁴⁾	468	5,799	\$56,186	13,524	\$7,730	\$9.69	\$120.13	\$3.58	13.76%	22.7
117	341	3,273	\$41,268	34,496	\$51,516	\$12.61	\$120.99	(\$0.30)	124.83%	40.6
119 ⁽⁴⁾	526	8,189	\$63,325	27,987	\$15,498	\$7.73	\$120.39	\$1.71	24.47%	27.1
125	90	1,880	\$10,794	7,189	\$10,840	\$5.74	\$120.60	(\$0.01)	100.43%	40.2
126	316	4,025	\$38,164	8,363	\$13,587	\$9.48	\$120.62	\$2.94	35.60%	13.7
127	576	10,206	\$69,500	36,079	\$54,877	\$6.81	\$120.66	\$0.41	78.96%	28.6
139	227	3,946	\$27,273	4,026	\$2,461	\$6.91	\$120.36	\$6.16	9.02%	11.1
151 ⁽⁴⁾	797	10,995	\$95,833	39,537	\$21,766	\$8.72	\$120.20	\$1.87	22.71%	36.1
154 ⁽⁴⁾	318	4,243	\$38,213	12,138	\$6,792	\$9.01	\$120.17	\$2.59	17.77%	28.4
Rural										
61	5,056	83,089	\$388,332	33,386	\$41,331	\$4.67	\$76.80	\$10.39	10.64%	6.6
65 ⁽⁷⁾	21	408	\$1,841	46	\$94	\$4.51	\$87.67	\$37.98	5.11%	2.2
68	7,185	138,683	\$569,078	56,988	\$67,165	\$4.10	\$79.20	\$8.81	11.80%	7.9
Recreational										
66	3,841	53,801	\$537,413	103,052	\$206,000	\$9.99	\$139.91	\$3.22	38.33%	26.8
Marin Access										
Local	55,254	855,724	\$5,048,972	125,429	\$238,445	\$5.90	\$91.38	\$38.35	4.75%	2.3
Novato DAR	2,135	23,425	\$187,391	4,398	\$7,411	\$8.00	\$87.76	\$40.92	3.95%	2.1
Volunteer Driver	-	-	\$189,404	15,381	\$0	-	-	\$12.31	0.00%	-
Catch-A-Ride	-	-	\$238,317	12,979	\$20,024	-	-	\$16.82	8.40%	-
Total	188,286	2,578,308	\$24,269,127	3,546,112	\$4,025,452	\$8.17	\$116.58	\$5.71	16.60%	17.9

Notes:

(1) Passengers per revenue hour shown for all services except Supplemental services, where passengers per trip is used.

(2) Route 28 service began on August 4, 2013 and ended on February 22, 2014

(3) Route 19 and Route 51 service ended on August 3, 2013

(4) Route 219, Route 251, Route 115, Route 119, Route 151, and Route 154 service began on August 4, 2013

(5) Route 222 service ended on September 27, 2013

(6) Route 228 service began on February 23, 2014

(7) Route 65 service began on June 10, 2014

District Level Performance

District level performance goals are aimed at organizational achievements that are not directly linked to the service Marin Transit provides.

Goal A: *Attracts outside funding sources, including federal, state, and toll revenue as well as other local funds*

Marin Transit uses local Measure A funds as the local match for state and federal grant sources and to pay for administrative costs associated with securing grant funding. As Marin Transit has increased staff, the District has been able to implement more programs and secure additional grant funding. It is Marin Transit's goal to maintain 5% of its budget as grant funded.

Performance: In FY 2013/14, the District was able to secure 11% of its budget from outside funding sources, as shown in Table 2-8.

Table 2-8: Outside Grant Funding by Fiscal Year

Fund Source	FY 2013/14 Actual	FY 2014/15 Budget
FTA 5311 (rural funding)	\$246,829	\$246,109
Caltrans Planning Grants- FTA 5304 (School Transportation)	\$22,673	\$90,000
Lifeline –State Transit Assistance (Marin City Shuttle, Route 35)	\$185,587	\$0
State Transportation Improvement Program (South Novato Bus Stop Improvements)	\$998,676	\$0
State Infrastructure Bond Funds (Shuttle vehicles, Hybrid local match, Muir Woods vehicles) ¹	\$70,879	\$316,479
New Freedom Funds –FTA 5317 (Volunteer Driver, Mobility Management)	\$192,525	\$265,940
State of Good Repair-FTA 5309 (Bus Stop Improvements)	\$308,384	\$1,113,916
National Park Service Grant (Muir Woods Shuttle, Fort Baker)	\$131,802	\$206,991
Paul Sarbanes Transit in the Parks- FTA 5320 (Muir Woods Shuttle)	\$7,965	\$583,153
FTA 5307 ADA Set Aside	\$668,628	\$512,122
Federal - Transit Incentive Program (Youth Pass Program)	\$0	\$116,728
Transit Capital - FTA 5307 – Paratransit Vehicles	\$6,697	\$1,289,735
Job Access Reverse Commute – FTA 5316 (Mobility Management Technology)	\$94,245	\$288,000
Job Access Reverse Commute- FTA 5316 (Shuttle Service)	\$144,622	\$0
Total Grant Funds	\$3,079,512	\$5,029,173
Marin Transit Budget	\$28,112,527	\$32,587,801
% of Total Budget	11%	15%

Notes:

(1) Funds may be delayed according to State bond sales.

Goal B: *Operates the system in a manner that encourages public involvement and participation*

Performance: Marin Transit is committed to encouraging public involvement and participation in the local transit planning and monitoring process. Marin Transit conducted its third system wide passenger survey in the Fall of 2012 and will continue to conduct passenger surveys every four years. In addition to the comprehensive system wide onboard surveys, Marin Transit has conducted passenger surveys on various routes to obtain feedback on proposed or recently implemented service changes.

Marin Transit holds various public meetings in local communities to gather feedback on the system and communicate directly with bus passengers. In addition to these more traditional meeting formats, Marin Transit has also taken a more “hands on” approach in soliciting public feedback and communicating with riders by participating in local community events and providing staff in the field. The August 2013 service changes and the ongoing Redwood and Grant Transit Improvement Project are recent examples of Marin Transit’s various approaches to connecting with riders while they use the service and encouraging community and stakeholder participation.

Stakeholder advisory groups, known as the Marin Mobility Consortium, were developed in 2010 to target expansion of transportation options for Marin’s senior, disabled, and low-income residents. This group is chaired by Marin Transit’s Community Mobility Manager and has over 60 active members. Consortium meetings are held quarterly and additional meetings are held by the steering committee and focused workgroups.

Marin Transit staffs the Marin County Paratransit Coordinating Council to facilitate discussion and maintain accessibility of transit services to those unable to ride fixed route transit as defined under the Americans with Disabilities Act. Marin Transit also participates in Golden Gate Transit’s Accessibility Committee and Bus Passenger Advisory Committee to hear from general public riders and riders with disabilities regarding accessibility issues on the fixed route bus system.

Goal C: *Maintains a capital plan to minimize air quality issues and provide quality amenities and vehicles*

Performance: Marin Transit’s capital plan is described in Chapter 4 and includes programs to improve bus stops and purchase new hybrid vehicles.

Table 2-9: System Performance Objectives, Measures and Actual Performance

Level	Goal	Performance Target	Actual Performance
Systemwide	A. Relieves congestion and provides mobility	Total ridership increasing at least the rate of population growth in Marin County	Population growth, 0.45% Ridership growth, 3.80%
	B. Ensure high levels of customer satisfaction with services performed by the District	75% of respondents rate the services “good” or “excellent” in survey taken at least every five years	78.7% in 2012
	C. Provides accessible and reliable transit services to Marin County	85% of all residents in Marin County within ¼ mile of transit route	79.2%
		80% of major employers and other trip generators are with ¼ mile of transit route	80.0%
		90% of middle and high schools are within ½ mile of a transit route, 75% within ¼ mile	98% within ½ mile 81% within ¼ mile
		90% of large multifamily housing (40+ units) within ¼ mile of a transit route	90.1%
	D. Ensures services are provided in a reliable manner	90% on-time performance at major stops and transfer hubs for fixed-route operations	90.1%
		80% on-time performance at minor timepoint stops for fixed-route operations	n/a
		<1% of trips missed or removed from daily schedule	0.08%
		90% of all paratransit trips arrive within pick-up window	93.3%
	E. Provides service levels to prevent overcrowding	Minimize overloaded trips	0.36 average load factor
	F. Promotes environmental justice based on demographic analysis	85% of all census block groups exceeding the County median of senior population served by transit (within ¼ mile)	77.8%
		90% of all census block groups exceeding the County median of zero car households served by transit (within ¼ mile)	94.0%
		90% of all census block groups below the County median income level served by transit (with ¼ mile)	94.2%
	G. Meets cost efficiency standards based on cost per revenue hour	\$120 per hour maximum for fixed-route services	\$127
		\$87 per hour maximum for demand response services	\$91

Route	A. Meets productivity standards based on passengers per hour/trip and service typology	25 passengers per hour minimum for Local Trunkline routes	4 of 4
		20 passengers per hour minimum for Local Basic routes	4 of 6
		8 passengers per hour minimum for Local Connector routes	7 of 9
		20 passengers per trip minimum for Supplemental routes	8 of 10
		4 passengers per hour minimum for Rural routes	2 of 3
		25 passengers per hour minimum for Recreational routes	1 of 1
		2 passengers per hour minimum for Demand Response programs	2 of 2
	B. Meets cost effectiveness standards based on subsidy per trip and service typology	\$3.00 maximum average subsidy for Local Trunkline routes	3 of 4
		\$5.00 maximum average subsidy for Local Basic routes	1 of 6
		\$8.00 maximum average subsidy for Local Connector routes	4 of 9
		\$3.00 maximum average subsidy for Supplemental routes	8 of 10
		\$12.00 maximum average subsidy for Rural routes	2 of 3
		\$3.00 maximum average subsidy for Recreational routes	0 of 1
		\$30.00 maximum average subsidy for Demand Response programs	0 of 2
	C. Provides adequate service frequency based on service typology	30 min peak/30 min off-peak minimum headway for Local Trunkline routes	4 of 4
30 min peak/60 min off-peak minimum headway for Local Basic routes		2 of 6	
60 min minimum headway for Local Connector routes		9 of 9	
120 min minimum headway for Rural routes		2 of 2	
30 min minimum headway for Recreational routes		1 of 1	

	D. Provides adequate span of service based on service typology	14 hr weekday/14 hr weekend minimum span of service for Local Trunkline routes	3 of 4
		12 hr weekday/8 hr weekend minimum span of service for Local Basic routes	6 of 6
		8 hr weekday minimum span of service for Local Connector routes	9 of 9
		8 hr weekday/8 hr weekend minimum span of service on Rural routes	2 of 2
		10 hr weekend minimum span of service on Recreational routes	1 of 1
	E. Provides competitive travel times to promote transit usage	Travel time on local fixed-route services by route and direction does not exceed 150% of uncongested auto travel time	3 of 18
District	A. Attracts outside funding sources, including federal, state and toll revenue, as well as other local funds	Grants account for 5% of the Marin Transit Budget (excludes STA and TDA)	11%
	B. Operate the system in manner that encourages public involvement and participation	Provide channels for customer feedback in English and Spanish	Survey, Paratransit Coordinating Council, on-board comment cards, email, and phone calls
		All meetings to be held in accessible locations that are served by transit (within ¼ mile)	Yes, meeting locations include: Novato City Hall, Marin City Senior Center, Marin Transit Offices, Point Reyes Dance Palace, Stinson Community Center
		Continued participation in Bus Passenger Advisory Committee and Advisory Committee on Accessibility	Yes
	C. Maintain a capital plan to minimize air quality issues and provide quality amenities and vehicles		Most recent capital plan adopted by Marin Transit September 2012

Chapter 3: Service Plan

The service plan outlined below shows anticipated future transit service levels by revenue hours and revenue miles over the next ten years. The planned service levels allow the District to achieve a 12% growth in service in fixed route service and a 36% growth in senior and ADA programs while keeping the budget balanced and maintaining Board adopted reserve levels throughout the first nine years of the plan.

This service plan was developed recognizing a number of challenges and opportunities. These include service costs outpacing revenues, an aging population, and agency recognition. In response to these challenges, Marin Transit has continued to diversify the District's planning and operations practices to better match service levels to demand, control costs, and respond to local mobility needs. Additional opportunities will be recognized with improvements in the regional transit and other alternative transportation options within the County. Further description of these challenges and opportunities is presented below.

Challenge: Service Costs Outpacing Revenues

As with all transit agencies, Marin Transit faces serious fiscal challenges due operational costs increasing at a rate higher than revenues. While the economy has rebounded and led to improved projects for sales tax-based revenues, the increasing in contractor rates coupled with the increase in the demand for services (namely paratransit) is projected to lead to a condition of reserve spending and if action is not taken. In the last five years, the District has re-bid all service contracts and renegotiated its interagency agreement with Golden Gate Transit twice. In addition to contracted costs, the following actions were taken to control other ongoing costs:

- Launch of Marin Access and associated services to provide lower cost senior and special needs transportation to control paratransit demand and cost increases;
- Major service cuts in March of 2010 including a 5.5% reduction (6,690 revenue hours) of fixed route local service;
- Service restructuring in March of 2012 that led to a 1.7% reduction (2,147) of fixed route local service;
- Transitioning of local service in Novato and Tiburon to the Community Shuttle program in August of 2013, allowing for system growth without increasing operating costs;
- Relocation of administrative staff offices in November of 2012, allowing expansion of space while reducing overhead costs; and
- Transition of the District to a single source employment model in FY 2013/14, saving the district an estimated 10-15% in payroll expenditures and \$80,000 annually in consulting service costs.

The District has also focused on updating and adjusting fare policies to achieve increases in revenues where appropriate without impacting the ridership population most sensitive to costs. These proposed changes are outlined in the Financial Plan and Appendix B and reflected in the financial modeling and forecasting.

Challenge: Aging, Disabled, and Low-Income Populations

Marin County has an ongoing responsibility to its special needs population, including seniors, disabled, and low-income residents. The senior population in Marin County is increasing as the County matures, and low-income populations are increasing due to the current difficult economic times. The last rider survey of local transit riders showed 57% of riders earn less than \$25,000 per year and future population trends show over one-third of the County's population over 60 by 2030.

Marin Transit currently supports ongoing programs to address these populations' needs including group pass programs with Homebound Bound and the County's Health and Human Services Agency, travel training with seniors to encourage use of the fixed route services, expanded shuttle services that cater to their needs, and free youth passes for low income families. New programs such as volunteer driver, Catch-A-Ride, and the gap grant assistance introduced through grants and Measure B funding increase mobility options for these populations. Marin Transit will work to ensure sufficient funding is available to meet mandated paratransit service demand and use any additional paratransit funding efficiently and to continue to meet the majority of demand for non-mandated trips.

Challenge: Agency Recognition

Marin Transit identified challenges in previous Short Range Transit Plans that remain relevant, including aspects of becoming a mid-size "full service" transit operator. Since the original 2006 Plan, Marin Transit has matured into its role and responsibilities of becoming a mid-sized transit operator and in providing local transit services to Marin County and is directly receiving Federal and State funds as a grant recipient.

With increasing staff and recent investments in an integrated data management system, accounting software, and scheduling software, Marin Transit has enhanced its capabilities and management control over its finances and operations data. This level of sophistication allows the District to accurately and efficiently comply with reporting requirements typically required at the regional, state, and federal levels. In addition, the District has improved its ability to oversee all its contract operations, manage planning and capital projects, and procure equipment.

Marin Transit continues to rely on its partners to deliver high-quality transit service. This includes its contractors (Golden Gate Transit, MV Transportation, Marin Airporter, and Marin Coordinating Council) for bus maintenance, bus operations and property to support these duties. Marin Transit also heavily relies on Golden Gate Transit for use of the San Rafael Transit Center, the hub of transit service in Marin County. While the majority of the service operated at this central facility is local operations, its use is controlled by the property owner, Golden Gate Transit.

Opportunity: Diversification of Services

Marin Transit has done a lot to prepare for the changing demographics of the County and the needs of its riders. The District's Mobility Management Program is one of the more developed programs in the Bay Area, identifying and providing mobility options for the senior and ADA eligible populations within the County. Supported by Measure B and various grant opportunities, these programs will continue to grow and mature to address the increasing demand for paratransit services by offering more attractive mobility options at a lesser cost to the District. The Mobility Management Program coordinates resources, volunteers, and social service organizations with the County to develop and support these services.

Advances in the fixed route program have also positioned the District to respond to the need for a range of mobility options. The development of service typologies outlines the range of services offered within the County and their focus operationally in meeting transit demand. The continued growth and expansion of the local connector services or "community shuttles" responds to input from community-based planning efforts and has a stronger appeal to senior riders. In providing community fixed route services and travel training, Marin Transit is working towards minimizing dependence on more expensive paratransit services.

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

Marin County will continue to strengthen mobility options and seek opportunities for increased ridership. The SMART passenger rail service is scheduled to open in 2016 and will offer a new high capacity transit option for Sonoma and Marin County residents. Golden Gate Transit bus and ferry service connections to San Francisco and the East Bay also continue to adapt to provide Marin County residents with a more attractive transportation alternative to these highly desired work and entertainment markets.

The Transportation Authority of Marin (TAM), the county's Congestion Management District, is also developing permanent and pilot projects that support alternative transportation including a guaranteed ride home program, countywide bike share pilot, potential car-sharing opportunities, and a dynamic rideshare pilot program. Local transit serves a key role in facilitating first and last mile for regional transit connections and together with the other alternative transportation options, provides increasing opportunities to engage in a car-free lifestyle.

Planned Service Levels

The District plans service levels in anticipation of future financial projections to reduce the need for significant service reductions. While current revenue projections indicate improved economic conditions for transit, historic trends have forced the District to reduce service levels to maintain financial stability. As a result of the historic declines in Measure A sales tax revenue, declines in State and Federal revenues, and contractually fixed increases of operating costs, previous Marin Transit Short Range Transit Plans prepared for service level reductions. These planned reductions played out in a series of fixed route service cuts that first occurred in March of 2010 (5.5% reduction, 6,690 revenue hours) and then in March of 2012 (1.9% reduction, 2,150 revenue hours).

In addition to service cuts, the District focused on reducing its operating costs. After competitively bidding out all contracted services and recognizing cost savings in these areas of operation, the District focused on renegotiating its interagency agreement with Golden Gate Transit. This agreement represented the largest share of service and the highest costs of operations. A new agreement with GGBHTD took effect July 1, 2012. The new agreement reduced the contract rate, shifted the cost structure to revenue hours, reduced the annual escalation rate from 5% to 2.7%, allowed for the shift of lower productivity routes to the District's shuttle service typology, and modified the payment structure for capital costs. These new terms allowed Marin Transit to carry out the service needs of the previous Short Range Transit Plan, grow local service by 11%, replenish its Emergency Contingency Reserves, and delayed the need to spend reserve funding.

In 2015 the District executed a new intergovernmental agreement with GGBHTD that goes through 2020 with the option to extend to 2022. Additional cost savings, flexibility with annual contracted hours, and added financial clarity were provided to the District in this new agreement.

Marin Transit also continues to pursue opportunities for increased revenues to support ongoing increases in operating costs. These include increasing passenger fares, applying for available grant funds, and identifying scheduling and operational efficiencies to create cost neutral service improvements. The local initiative program, outlined in the 2006 Short Range Transit Plan, was designed to provide matching funds to local communities to develop new service. This program was suspended in FY 2009/10 to minimize the impact of reduced funding on service levels. If additional funding becomes available, this program may be restarted to support new partnership service that will be required to meet performance criteria.

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

Fiscal Year	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Fixed-Route										
Local Trunkline	27,110	41,101	41,101	41,101	41,101	41,101	41,101	41,101	41,101	41,101
Local Basic	60,390	62,158	62,158	62,158	62,158	62,158	62,158	62,158	62,158	62,158
Local Connector	39,321	41,675	41,675	41,675	41,675	41,675	41,675	41,675	41,675	41,675
Rural	16,405	16,405	16,405	16,405	16,405	16,405	16,405	16,405	16,405	16,405
Recreational	4,035	4,035	4,035	4,035	4,035	4,035	4,035	4,035	4,035	4,035
Supplemental School	3,967	3,967	3,967	3,967	3,967	3,967	3,967	3,967	3,967	3,967
Other School	7 buses	7 buses	7 buses	7 buses	7 buses	7 buses	7 buses	7 buses	7 buses	7 buses
Fixed-Route Bus Total	151,228	169,341	169,341	169,341	169,341	169,341	169,341	169,341	169,341	169,341
Marin Access										
Paratransit	62,076	65,017	68,095	70,588	73,056	75,510	77,976	80,430	82,872	85,305
Novato Dial-A-Ride	2,619	2,619	2,619	2,619	2,619	2,619	2,619	2,619	2,619	2,619
Marin Access Total	64,695	67,636	70,714	73,207	75,675	78,129	80,595	83,049	85,491	87,924

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

Fiscal Year	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY2021/22	FY2022/23	FY2023/24	FY2024/25
Fixed-Route										
Local Trunkline	368,560	1,066,920	1,066,920	1,066,920	1,066,920	1,066,920	1,066,920	1,066,920	1,066,920	1,066,920
Local Basic	750,585	822,145	822,145	822,145	822,145	822,145	822,145	822,145	822,145	822,145
Local Connector	595,417	559,455	559,455	559,455	559,455	559,455	559,455	559,455	559,455	559,455
Rural	284,430	284,430	284,430	284,430	284,430	284,430	284,430	284,430	284,430	284,430
Recreational	40,415	40,415	40,415	40,415	40,415	40,415	40,415	40,415	40,415	40,415
Supplemental School	63,530	63,530	63,530	63,530	63,530	63,530	63,530	63,530	63,530	63,530
Other School	12,240	12,240	12,240	12,240	12,240	12,240	12,240	12,240	12,240	12,240
Fixed-Route Bus Total	2,115,177	2,849,135	2,849,135	2,849,135	2,849,135	2,849,135	2,849,135	2,849,135	2,849,135	2,849,135
Marin Access										
Paratransit	962,180	1,007,770	1,055,480	1,094,120	1,132,370	1,170,410	1,208,630	1,246,670	1,284,520	1,322,230
Novato Dial-A-Ride	28,810	28,810	28,810	28,810	28,810	28,810	28,810	28,810	28,810	28,810
Marin Access Total	990,990	1,036,580	1,084,290	1,122,930	1,161,180	1,199,220	1,237,440	1,275,480	1,313,330	1,351,040

Fixed Route

Local Fixed Route

The Local Fixed Route program contains routes within five of Marin Transit's service typologies (Local Trunkline, Local Basic, and Local Connectors) and two service contracts (Local Big Bus and Community Shuttle). In the past five years, Marin Transit underwent three sizable service changes that impacted these routes:

1. **March 2010 Service Reductions.** A significant reduction in service occurred in March 2010. These reductions targeted low performing trips on existing routes. The March 2010 service reduction included cancellation of selected underperforming trips on all routes within the local fixed route network with the exception of Route 29, 35, 71 and the supplemental school routes. This resulted in a decrease of 6,690 revenue hours for the local fixed route program.
2. **March 2012 North County Restructuring.** As a result of the phase 1 recommendations from the Novato Transit Needs Assessment Study, Marin Transit restructured service in Novato and Northern Marin. This restructuring eliminated duplications in regional and local services and reducing annual service levels by 2,150 hours. The structuring also allowed expansion of local service hours and frequencies within Novato.
3. **August 2013 Service Changes.** As a result of the Tiburon and Novato Transit Needs Assessment recommendations and the renegotiation of the interagency agreement with the Golden Gate Bridge District, Marin Transit was able to reallocate services between its contractors and expand service on local routes in Novato and Tiburon by 11%. This included adding shuttle service in the communities of Novato and Tiburon, extending Route 23 to the Canal and Target, and expanding evening services throughout the County. Marin Transit has monitored the August 2013 changes and made additional modifications to services in Tiburon in June of 2013.

Underperforming Routes

Marin Transit regularly monitors current services to ensure they are performing efficiently and effectively and carrying out the transit goals of Measure A. Ongoing incremental changes are made to the schedules to address underperformance or poor reliability. However, more significant service changes are often needed to address routes that experience ongoing challenges meeting their performance targets. The following is a summary of the current underperforming routes based on FY 2013/14 annual results:

- Routes currently **not meeting** productivity targets (passengers per hour): Route 22, Route 29, Route 228
- Routes currently **not meeting** cost effectiveness targets (subsidy per passenger): Route 17, Route 22, Route 29, Route 45, Route 49, Route 219, and Route 228

Funded Service Needs

Funded service needs shown for the local fixed route program outline the District's priorities and provides the Marin Transit Board, partner agencies, and the public the information needed to clearly understand the future service goals. Presenting these as funded service needs identifies them as both financially feasible and implementable in the next two to three years pending achievement of contracting goals and revenue projections. This update of the Plan includes additional detail on the funded service plan including a future network map and identification of service spans and frequencies. This added detail is provided to allow sufficient time for input and comment prior to the District advancing these into implementation.

Funded service needs were identified based on three primary objectives:

- 1. Address Current Underperformance and Carry Out the Recommendations in the 2013 Countywide Transit Market Assessment.** The Countywide Transit Market Assessment, completed in 2013, outline a number of strategies to modify the current services to improve performance and better serve the current riders. This study relied on passenger survey data from current riders and did not include recommendations on service expansion to new transit markets. Staff has evaluated these recommendations and developed an updated service plan that achieves the near-term and long-term goals of the recommendations while staying within the current capital and financial limitations.
- 2. Improve System Efficiency.** The District's purchase of scheduling software in 2014 offered the first opportunity to internally evaluate how all the current fixed route services were delivered and see opportunities for improvements in the areas of schedule development and operations. Analysis was also done to see how changes in scheduling and operations could reduce equipment and driver resources and either lower operating costs or achieve added service at a marginal cost. The independent revenue hour audit completed for the District in 2014 further highlighted areas where improvements could be achieved based on current scheduling.
- 3. Support Connectivity to Current and Future Regional Transit Services.** Marin Transit will evaluate and refine, to the extent possible, local fixed route transit services to support connections to future regional rail service provided by SMART and ongoing regional bus and ferry service provided by Golden Gate Transit. These changes are dependent upon financial resources, capital improvement at the stations, and require coordination with all transit service providers to minimize duplication of services. This objective is consistent with Service Recommendation 5 for Marin County included in MTC's Resolution No. 4060.

Future service changes enable the District to enhance services for current riders and also create a network of services to attract new passengers. Compared to the current network, the future plan puts a greater emphasis on service frequency in high ridership corridors and speed of service between major destinations. Using results from the Countywide Market Assessment, core ridership areas were targeted for 15 minute peak service frequencies. These areas include the north/south corridor between Northgate Mall – Marin Civic Center –

Downtown San Rafael – Marin City and the east/west corridor between the Canal – Downtown San Rafael – Downtown San Anselmo. Figure 3-1 shows these service frequencies overlaid on the future network.

Speed of service was also a focus in developing the new service plan, especially for the urbanized areas of the County furthest from the San Rafael Transit Center. Express routes including Routes 23x, 29, 121, and 71 are proposed to operate with limit or no stops between major destinations in the County. This will provide passengers in Novato, Fairfax, San Anselmo, Sausalito, Marin City, and the Sir Francis Drake Corridor (College of Marin Kentfield, Marin General, and Larkspur Landing) with shorter transit travel times and better connections in San Rafael. Figure 3-2 shows these express connections.

Figure 3-3 depicts the funded future service plan and Table 3-3 shows the proposed service spans, service frequencies, and a route level description of proposed changes. Achieving the three service objectives above creates a more efficient system and continues the trend of effectively matching service levels to demand. It also continues to improve the availability of one-seat rides within a system that relies heavily on a pulse operation and transfers. Specific corridors that will experience increased service levels and capacity include:

- Canal // Downtown San Rafael // Civic Center // Northgate // Novato
 - Replace current Route 35/45 service with a consolidated Route 45 that serves the Canal, Downtown San Rafael and Novato via Civic Center and Northgate
 - Implement 30 minute service on current Route 49
 - Implement weekend service to Smith Ranch Road (new Route 245)
- Canal // Downtown San Rafael // Strawberry //Marin City
 - Increase service on existing Route 36 and add service to Strawberry
- Canal // Downtown San Rafael // San Anselmo // Fairfax // Manor
 - Implement new express Route 23X between the Canal, the San Rafael Transit Center, the San Anselmo Hub, Fairfax, and Manor
- Canal // Downtown San Rafael // Larkspur Landing // Marin General // College of Marin
 - Restructure current Route 29 in this corridor. Implement weekday service on Route 228 to serve current Route 29 market west of College of Marin.
- Highway 101 corridor and Sausalito
 - In addition to increased services in this corridor on Routes 36 and 45, Route 71 would be modified to provide limited express service and not duplicate the other local and regional services

Specific changes proposed to improve service to SMART and Golden Gate regional transit services include:

- Extending Route 49 and 71 to serve the Atherton SMART Station (pending necessary capital improvements).
- Add service to the Hamilton SMART station on Routes 49, 251, and 257 (pending necessary capital improvements). Evaluate relocation of Route 251 terminus from Hamilton Theatre to Hamilton SMART station.

- Extend Route 233 to serve Civic Center SMART station (pending necessary capital improvements)
- Implement weekday service on Route 228 so serve the Ross Valley and Sir Francis Drake corridor. Service levels and schedules would be coordinated with Golden Gate Transit’s Wave (Route 25) service in this corridor.
- Provide direct service between SRTC and Larkspur Landing (Future SMART and current GGT Ferry) on Route 29 and Route 228

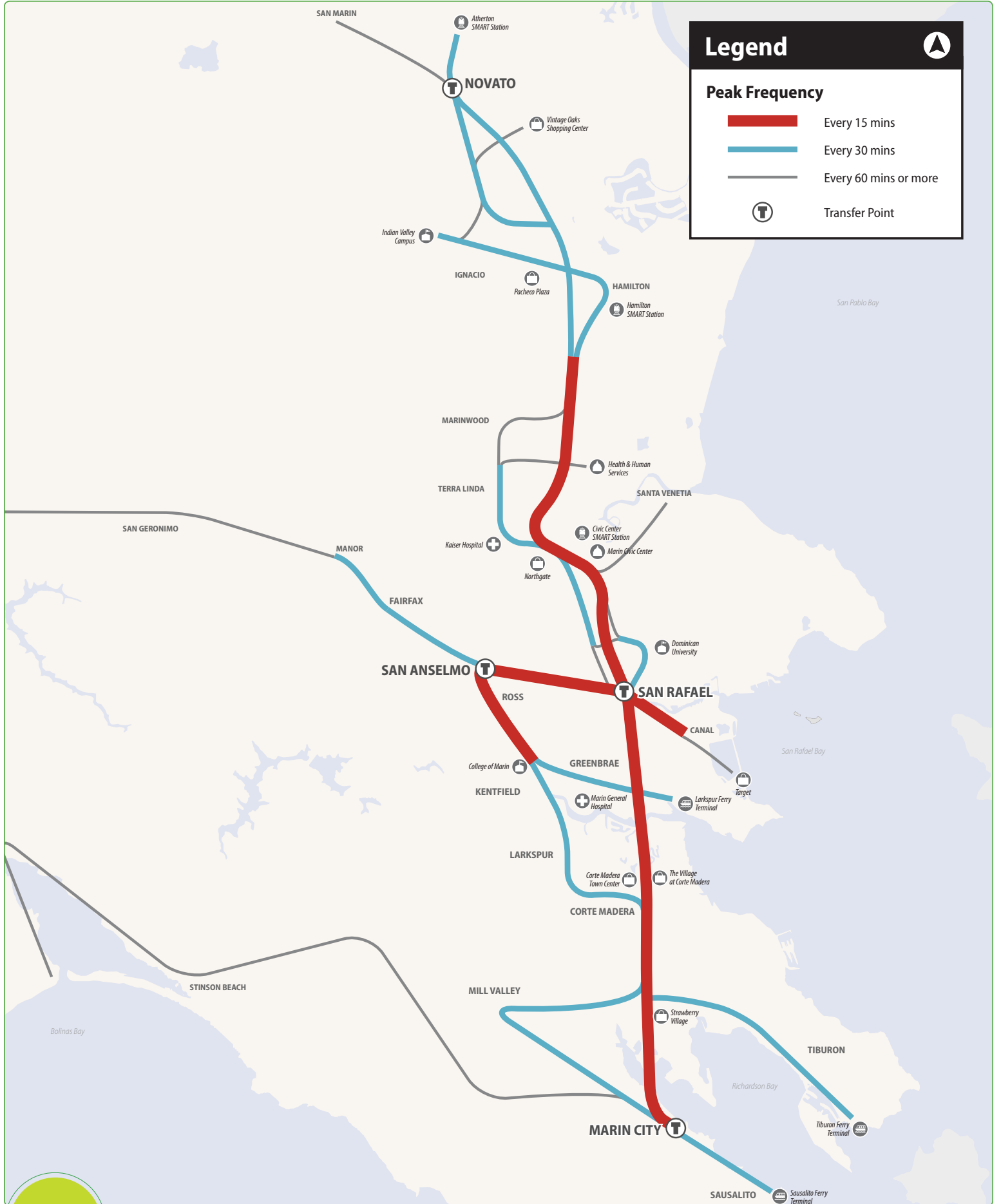


Figure 3-1: Service Frequencies

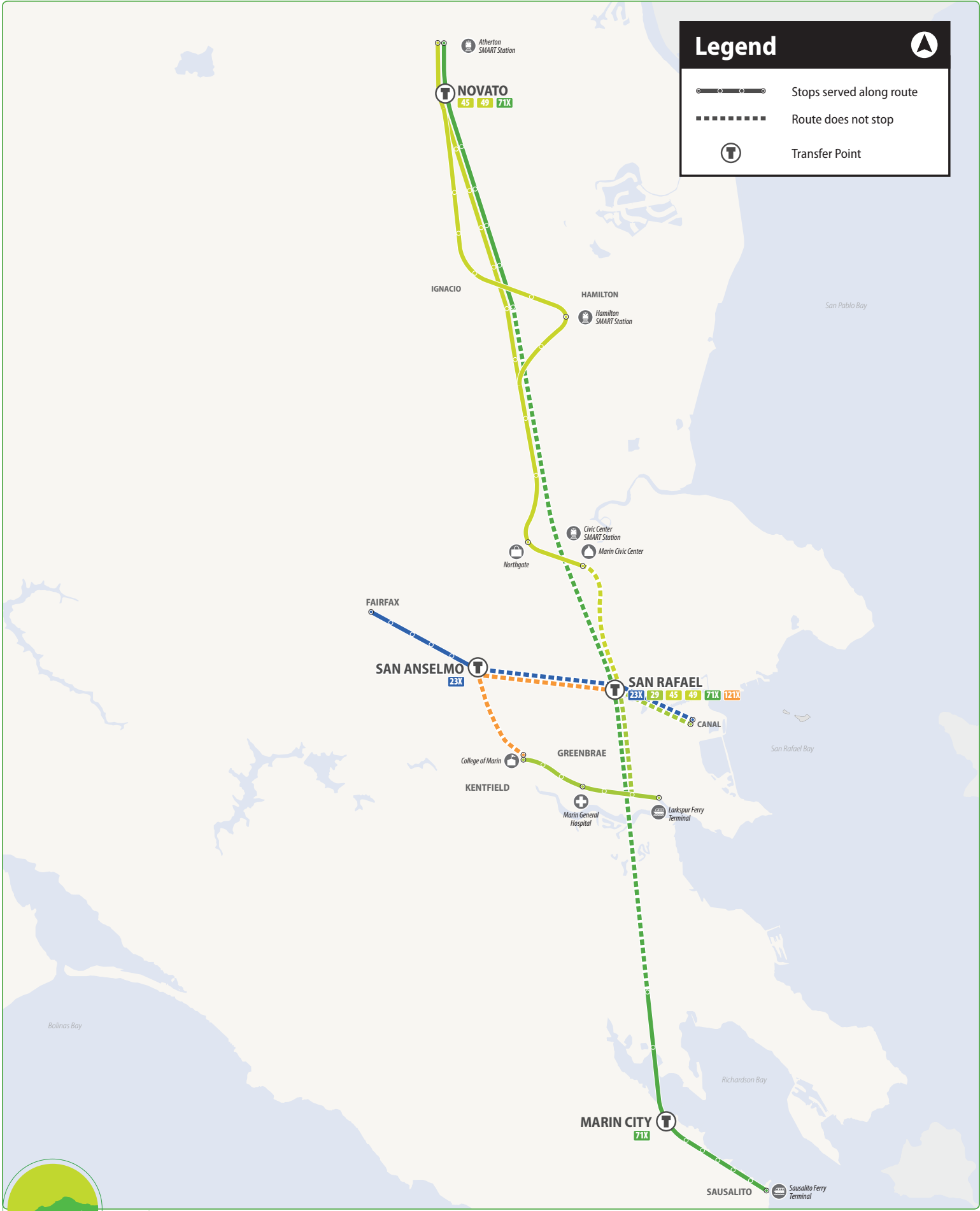


Figure 3-2: Express Connections

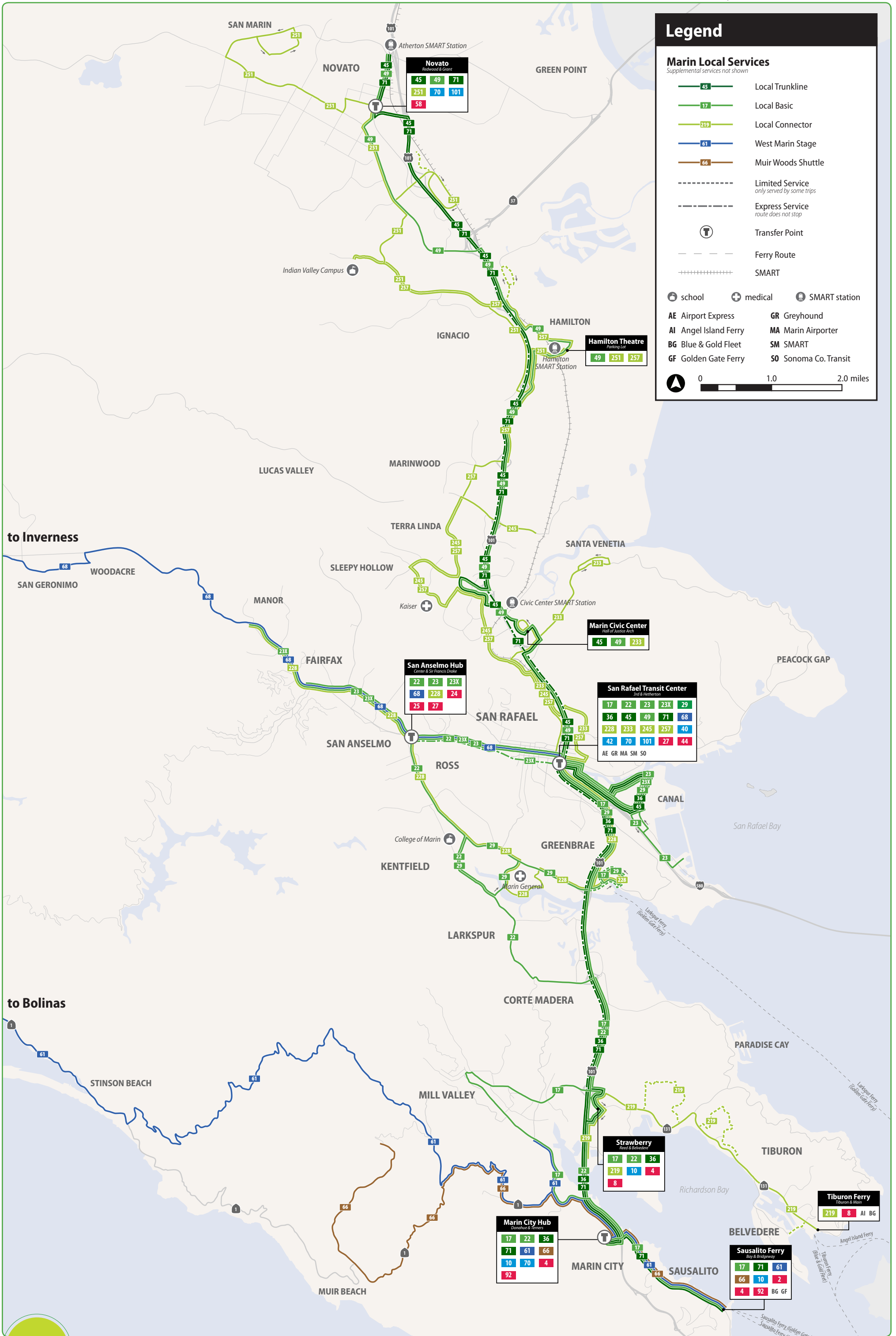


Figure 3-3: Future Route Structure

Table 3-3: Funded Future Route Plan Summary

Route	Days of Operation	General Service Span		Frequency		Description of Proposed Change	
		Weekdays	Weekends	Weekdays	Weekends		
17	Sausalito – Mill Valley – San Rafael	Daily	5:30am-11:30pm	6:30am-11:30pm	30/60 min	60 min	No major changes
22	San Rafael – San Anselmo – COM – Marin City	Daily	6:30am-11:55pm	7:00am-10:00pm	30/60 min	60 min	Eliminate northbound service to Strawberry Village (see route 36 for replacement)
23	Fairfax – San Rafael – Canal – Shoreline Pkwy	Daily	6:00am-10:45pm	7:00am-10:00pm	60 min	60 min	Terminate route in downtown Fairfax on weekdays, as it does on weekends and holidays
23x	Canal – San Rafael – San Anselmo – Fairfax – Manor	Weekdays	6:00am-10:30am; 2:00pm-8:00pm	-	60 min	-	New peak hour weekday service providing a direct and express connection on the busiest east-west corridor in the County and connection to Fairfax Manor
29	Canal – San Rafael – Larkspur Landing – COM – Marin General	Weekdays	6:30am-10:15am; 2:00pm-9:15pm	-	60 min	-	New route alignment offering a quicker connection between SRTC and Larkspur Landing / Sir Francis Drake corridor. Continued service to the Canal. Peak hour only service every 60 minutes (see route 228 for replacement service)
35	-	-	-	-	-	-	<i>Service Discontinued (see routes 36 and 45 for replacement service)</i>
36	Canal - San Rafael – Strawberry – Marin City via 101	Weekdays	6:30am-8:15pm	6:30am-8:15pm	30 min	30 min	New Route alignment offering service to Strawberry Village. Service operates daily every 30 minutes.
45	San Rafael – Civic Center – Northgate – Novato via 101	Daily	5:30am-2:00am	6:15am-2:15am	30 min	60/30 min	New route alignment connecting the Canal to SRTC, Civic Center, Northgate and Novato. No longer operates on Lincoln Ave (see Route 245 for replacement service) or serves Kaiser Hospital (see routes 245 and 257 for replacement service).
49	San Rafael – Civic Center – Northgate – Novato via Novato Blvd	Daily	6:15am-8:15pm	7:00am-9:00pm	30/60 min	60 min	Added service during peak hours (every 30 minutes) and added weekend service.
61	Sausalito – Marin City – Stinson Beach – Bolinas	Daily	7:00am-8:00pm	8:30am-10:00pm	3-5 hours	60-120 min	No major changes
65	Dillon Beach – Tomales – Petaluma	Wednesdays	8:00am-4:15pm	-	4 trips	-	No major changes (still in pilot mode)
66 / 66F	Sausalito – Marin City – Pohono – Muir Woods	Peak Weekends/ Holidays	-	9:00am – 8:00pm	-	10-60 min	No major changes
68	San Rafael – Fairfax – San Geronimo Valley – Pt. Reyes Station – Inverness	Daily	6:15am-10:45pm	6:15am-12:00am	60-120 min	60-120 min	No major changes
71	Novato – Highway 101 Corridor – Sausalito via Bridgeway	Weekdays	6:00am-8:30pm	-	60 min	-	New route alignment offering express service in the Highway 101 corridor and connecting to Sausalito and the Northern Novato SMART station. Service between Tiburon Blvd and Ignacio Blvd would only serve SRTC and not stop at any other bus pads. (see routes 17, 36, and 45 for replacement service)
219 / 219F	Tiburon – Strawberry	Daily	6:00am- 8:30pm	7:45am-8:00pm	30 min	30 min	No major changes
228	San Rafael – San Anselmo – Fairfax – Manor	Daily	6:45am-8:45pm	6:45am-8:45pm	60 min	60 min	New route alignment serving S. Eliseo Drive and increased service levels to operate daily
233	San Rafael – Santa Venetia	Daily	6:30am-7:30pm	7:30am-6:00pm	60 min	60 min	No major changes
245	San Rafael – Northgate – Kaiser – Smith Ranch	Daily	6:30am-7:00pm	6:30am-7:00pm	60 min	60 min	New daily service providing a connection between SRTC and Northgate via Lincoln Blvd, with further connections to Kaiser and Smith Ranch Rd
251	Novato Local	Daily	6:45am-8:00pm	8:00am-10:45pm	60 min	60 min	No major changes. Possible new southern route terminus at Hamilton SMART station
257	San Rafael – Northgate – Kaiser – Hamilton – Ignacio	Weekdays	6:30am-9:30pm	-	60 min	-	New route alignment to serve Kaiser and remove service from Smith Ranch Road (see route 245 for replacement service)
259	-	-	-	-	-	-	<i>Service discontinued (see routes 45, 49, 245, and 257 for replacement service)</i>

Recreational Services

Marin Transit's Recreational typology of services currently consists of one Route - the Muir Woods Shuttle. Marin Transit assumed management of the Muir Woods Shuttle in the Summer of 2009, as a partnership with the National Park Service. In FY 2011/12, Marin Transit carried out a competitive procurement for this service and selected MV Transportation as the contract provider. Hourly service rates for the Muir Woods Shuttle dropped significantly following this competitive procurement, allowing the District to both expand service and save money under the new contract.

Marin Transit has continually increased service since the 2012 season in efforts to increase reliability and meet high ridership demands experienced on busy weekends during the peak of the summer months. In 2013, Marin Transit experimented with off-season holiday service on select days when visitation levels were high. Due to the success of these days, the holiday service was continued in 2014 and is planned for future seasons. In 2015 Marin Transit will do a pilot program on summer, weekday service.

Marin Transit is having ongoing discussion with the Nation Park Service around their proposed reservations system for Muir Woods. The reservations system would include specific times visitors were allowed to enter the park and also specify how the person would access the park (drive/park or transit). The District views the reservation system as an opportunity to enhance the efficiency of the shuttle service and spread out the peak demands often experienced during the weekend midday. It is unclear at this point what the impact of a future reservation system will have on the current service so this future need is identified as an expansion project.

Underperforming Routes

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

Funded Service Needs

Although expansion opportunities rate as high priority projects, the plan did not assume any additional service in future years.

Rural Services

The Rural program consists of the West Marin Stagecoach services. The Stage continues to gain in popularity and Marin Transit has expanded service hours and miles on this program. Stage service was competitively procured in FY 2011/12 along with the Muir Woods Shuttle and awarded under contract to MV Transportation. Hourly service rates dropped compared to the previous contract, and the District has taken advantage of these cost savings. An additional 25% service was added on Route 68 in the first two years following the new contract. Ridership, and subsequently productivity, has kept pace with service increases and justified the expanded services on these routes.

In June of 2014, Marin Transit launched a pilot project to connect Dillon Beach and Tomales with Petaluma. The project included a one day a week route (Route 65) that includes two round trips between 8 am and 4 pm on Tuesdays. The pilot is unique in the sense that the District was serving areas outside the County (Petaluma). The partnership service was developed with Tomales Transit and Petaluma Transit and

funded through the District's Rural funds. The one year pilot was extended by nine months in April of 2015 and a final assessment will be made in the fall of 2015. The 10-year plan assumes the service continues under its current operation.

The only funded future expansion of the Stagecoach will be the addition of a third bus on peak weekend on the South Route to accommodate high demands. This expansion was approved at the April 2015 Marin Transit Board meeting and is assumed in all future years in the service plan.

Underperforming Routes

All Rural routes except Route 65 currently meet their productivity and cost effectiveness targets. As noted above, Route 65 is still being evaluated and permanent action is anticipated in the fall of 2015.

Funded Service Needs

The Plan assumes the current services and no additional growth over the 10-year life of the plan.

Supplemental Services

Supplemental services have grown over the years as demands from school-aged riders has increased. In FY2015/16 all supplemental routes will be operated by MV Transportation under the Seasonal and Recreational contract. Drivers and vehicles used for these services are shared with the Muir Woods Shuttle and used when the recreational service is not in operation (weekdays during school). This arrangement allows the District to efficiently use labor and equipment for these specialty services.

The District is currently engaged in a comprehensive study to determine future K-12 school needs. Concurrent with this study, the District is testing a pilot project to contract for yellow bus in the highest ridership school district in the County, Ross Valley. Results for the study and the pilot yellow bus operation will inform future decisions related to changes to the supplemental school program.

The District is also in discussions with the College of Marin to identify partnership opportunities to help the District expand services to the College and increase student ridership. Expansion of service to directly serve this market would likely be done as a Supplemental service.

Underperforming Routes

- Routes currently not meeting productivity targets (passengers per trip): Route 126 and Route 139. Route 126 will be discontinued in the fall of 2015 and replaced with yellow bus service.
- Routes currently not meeting cost effectiveness targets: (subsidy per passenger): Route 115 and Route 139

Funded Service Needs

The Plan does not include any growth in the Supplemental services beyond what is already programmed for FY2015/16. This year does reflect some changes compared to FY2014/15 including shifting of Ross Valley Supplemental service (Routes 126 and 127 and select trips on Route 23) to a yellow bus service. These assumptions are carried through in all years of the plan. Expansion projects related to supplemental service

including the College of Marin direct service rate as high priority expansion projects but are not included in the funded plan.

Marin Access

Historically, local paratransit has been the primary means of transportation of the ADA and senior populations with Marin County. In 2009 Marin Transit launched the Novato Dial-A-Ride to provide curb-to-curb mobility options for residents in the northernmost area of the County. A countywide volunteer driver program was then added in 2012 and a subsidized taxi program was added in 2013. The goal of these programs is to allow for continued growth and mobility for the senior and ADA populations while respecting budget and resource limitations.

Supporting recent and projected growth in ADA and senior transportation has been and is an ongoing challenge for the District. These services are highly personalized compared to the fixed route program offerings and require a much higher degree of subsidy to provide. The District recently identified and took action on a number of steps to help sustain current and projected service levels on these program. Actions not yet complete would require future Board approval but offer the District cost containment options to meet future mobility demands and not cut other areas of service.

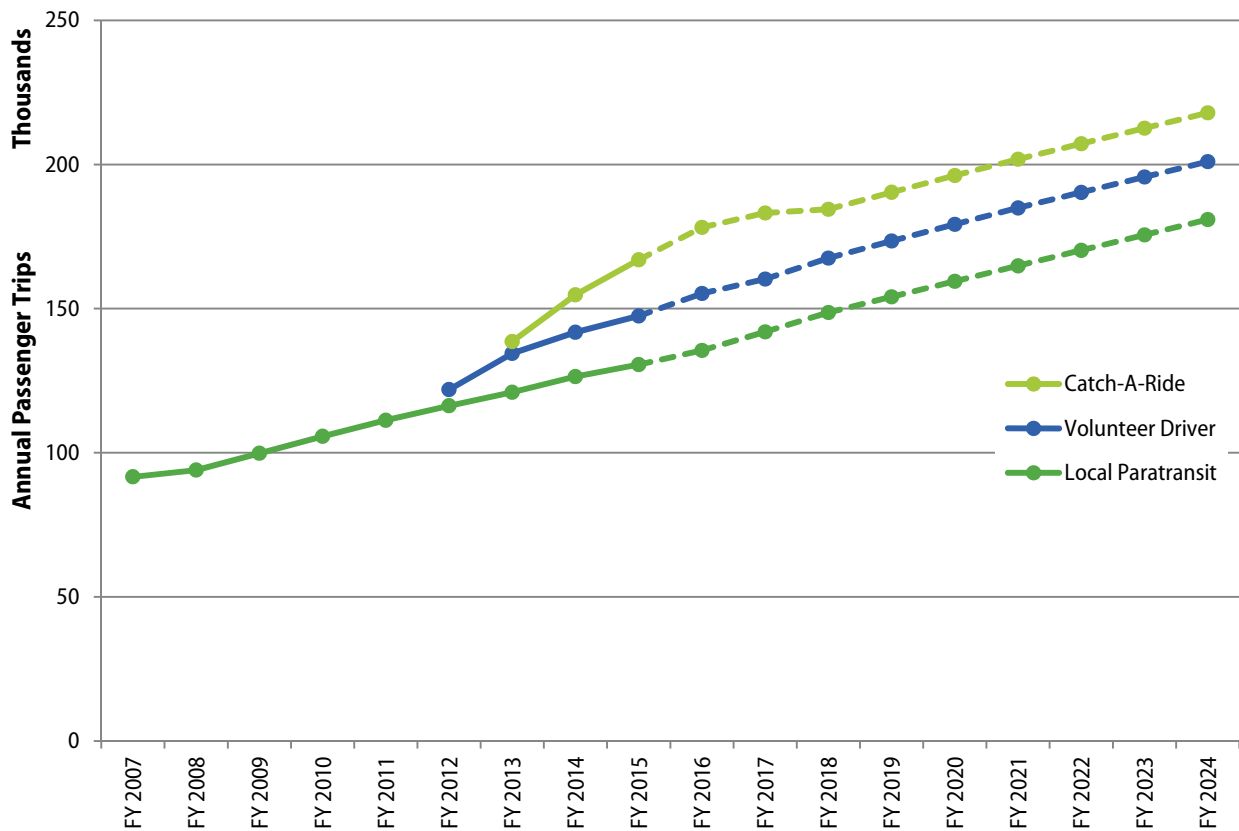
- **Maximize the use of electronic scheduling software.** Marin Transit uses Trapeze scheduling and dispatch software to optimize operational efficiency. Trapeze is an industry leader in paratransit scheduling software and continually enhances its software to respond to user needs. District staff continuously works with the paratransit contractor to identify opportunities to make better use of the software. In 2014, the District upgraded to the most recent version of the software and invested in additional training for the contractor.
- **Restructure and Re-Bid the Paratransit Operations Contract.** Over the ten-year plan horizon the paratransit contract alone represents approximately one-third of all District expenditures. Opportunities to reduce operating costs will have a big impact on future service levels. In December of 2014, Marin Transit issued a request for proposal (RFP) to provide paratransit services for FY2015/16-FY2019/20 with two additional option years. The new contract moves the pricing to a fixed and variable structure that reduces the financial impact for the District as service grows. This new structure, in addition to other potential cost savings through the new contract, will help the District sustain future demands.
- **Evaluate Fare Policies for Marin Access Programs.** Marin Transit charges a flat \$2.00 fare for all mandated paratransit services and \$2.50 for all non-mandated paratransit trips Countywide. The Catch-A-Ride program pays for the first \$14.00 for up to eight trips per month for qualified users. A review of usage by riders of both Catch-A-Ride and paratransit shows a need to bring the out-of-pocket user costs of the two programs in line to allow the user to select the best program based on their trip need, as opposed to cost. The District is also interested in pursuing changes to the District's fare policies to increase paratransit costs, charge a base fare for Catch-A-Ride, and explore

options for reducing fixed route fares for seniors and ADA. The financial plan assumes a \$1.00 increase annually over the next two years on paratransit to bring the one-way fare to \$4.00 by January 2017 and implementation of a \$2.00 per trip charge on Catch-A-Ride.

- Continue to Explore Partnership Opportunities to Enhance Mobility for Seniors and ADA.** Marin Transit has taken the lead countywide in coordinating and providing transportation for seniors and ADA. However, long-term stability of these programs will need the support of new transportation services. The District’s gap grant program has provided seed funding for many new services including a Shopper Shuttle in West Marin and a grassroots Volunteer Driver program in Sausalito. The District should continue to expand its partnerships to ensure new services are well coordinated and sustainable.

As demand for these services grow, the District must allocate a higher percentage of the budget going toward support of these programs. Marin County’s continued growth in seniors creates an anticipated 41% growth in ridership over the next ten years on current Marin Access services. Figure 3-4 shows a projection for how this cumulative growth is anticipated to be distributed between the current programs.

Figure 3-4: Estimated Paratransit and Mobility Management Program Growth



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

Local Paratransit

Marin Transit is projecting service hours on local paratransit to increase due to increasing demand for the mandated service. Annual revenue hour and revenue miles estimates are provided in Table 3-1 and Table 3-2 above. Using internal modeling based on historic usage, Marin Transit is budgeting for an average annual increase of 4% in hours over the 10-year plan. If additional mandated service is needed, this may impact Marin Transit's ability to continue providing the majority of non-mandated trips.

Marin Transit will continue to provide regional paratransit services on behalf of Golden Gate Transit at requested levels based on demand for these services. Hours associated with regional service are not included in this service plan.

Novato Dial-A-Ride

The Novato Dial-A-Ride program is expected to remain at current service levels throughout the duration of the plan. Since the contract for Novato Dial-A-Ride is based on the quantity of service requested, FY 2015/16 is an estimate of year end actuals and future years are based on the contracted service hour ceiling. An estimated 2,619 annual hours are included in all years of the Plan.

Service changes effective in March of 2012 and August of 2013 introduced additional local service within Novato, especially during weekend hours. The service gaps and limited coverage areas within that the Novato the Dial-A-Ride service was originally designed to fill have been significantly reduced since the original EZ Rider in 2005. The Dial-A-Ride was also restructured on Tuesday and Wednesday afternoons to provided dedicated service to two destinations that demonstrate high transit demands and are not well served by fixed route transit. These destinations include the Novato Human Needs center and the Margaret Todd Senior Center.

Dial-A-Ride has proved to be a valuable transit option to those in Novato who need to access destinations away from the fixed route services. As fixed route options have expanded and high demand locations have been identified, the program has evolved. However, productivity and subsidy rates continue to demonstrate this model of service is costly to provide (on a per passenger basis) and does not achieve high productivity (passengers per revenue hour). This service should be considered for restructuring or discontinuation if a model for lower density, first/last mile service is identified in the coming years.

Catch-A-Ride

In FY 2015/16, the Catch-A-Ride program is expected to reach its ridership capacity based on funding availability. The District is expecting to do a short-term shift of funds to accommodate demands in FY2016/17 but plans to implement fare policies and introduce other programs to bring demands back in line with available funding in subsequent years. Approximately 17,000 annual trips are expected to be provided through this program over the 10-year plan period.

Volunteer Driver

The current Volunteer Driver programs (TRIP reimbursement model) available in urbanized and rural parts of the County have experienced steady growth since their inception in 2012. The District estimates this program will also reach its funding ceiling in FY2015/16 and future growth of the program will be limited. The 10-year plan estimates ridership will grow by an average of 2.5% per year.

The newly grant funded Traditional Volunteer Driver program that matches the driver and passenger was included in FY2016/17 and represents an addition 2,100 trips during this year. No funding is assumed beyond the pilot year for this program, therefore future ridership beyond FY2016/17 is not included in the plan. New sources of funding to continue successful Volunteer Driver programs will be needed and Marin Transit plans to see such funding.

Unfunded Service Needs

Recognizing that limited financial resources are available for transit services within the life of this study, recommendations for needed service improvements and unfunded expansion opportunities (expansion needs) beyond the District's financial means are included in this chapter and detailed in Appendix C. These changes are needed to achieve many of the goals of the Measure A Expenditure Plan and to create a transit network within the County that provides a feasible and sustainable mobility option while reducing roadway congestion within the County.

Unfunded expansion opportunities are evaluated by the District using the Measure A Expenditure Plan performance criteria for transit investments. These criteria include:

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

Staff identified a total of 22 expansion services in the unfunded needs assessment and assigned them to seven categories. Table 3-4 provides a summary of the expansion project (in no particular order) and a short description. More details are included in Appendix C.

Table 3-5 shows how the expansion project rate based on the above mentioned evaluation criteria, an estimate of implementation feasibility, and an estimated cost.

Table 3-4: Service Expansion Projects

Route / Service Area	Description
Expand and Enhance Shuttle Services	
New Shuttle: Mill Valley	New circulator shuttle in Mill Valley
New Shuttle: Peacock Gap	New shuttle to support residents in East San Rafael
New Shuttle: Sausalito	New circulator shuttle in Sausalito
Expand Shuttle: Tiburon Evenings (219)	Expanded evening service for employees and patrons
Expand Shuttle: Novato Evenings (251)	Expanded evening service for residents
Expand Shuttle: Novato Hamilton (251 or 257)	Deviate Route 251 or 257 to serve Bolling Circle areas of Hamilton
Expand and Enhance Service to the College of Marin	
Downtown San Rafael Express Shuttle	New direct shuttle between College of Marin’s Kentfield Campus and the San Rafael Transit Center
IVC Novato / North County Express Shuttle	New shuttle between Downtown Novato and College of Marin’s Indian Valley and Kentfield Campuses
Mill Valley/South County Express Shuttle	New shuttle between Mill Valley, Strawberry and College of Marin’s Kentfield Campus
Expand and Enhance K-12 School Bus Services	
Expand Yellow Bus Service Based on Results of School Study	Introduce and expand yellow bus services to younger students in Marin County
Expand Transit Service Based on Results of School Study	Expand and improve supplemental school services to older students in Marin County
Provide Limited Stop or Express Services	
Mill Valley Express (Route 17x)	New weekday peak only express service connecting Downtown San Rafael to Mill Valley
Restore Ferry Feeder Service (Wave)	
Ross Valley Wave (GGT Route 25)	Ferry feeder service between Fairfax Manor and Larkspur Ferry Terminal
Terra Linda Wave (GGT Route 37)	Ferry feeder service between Smith Ranch Park and Ride Lot and Larkspur Ferry Terminal
Expand Rural and Recreational Services	
Provide summer peak weekday service on Route 66F	Peak summer weekday service on Route 66f
Provide new service between Golden Gate Bridge and West Marin	New route connecting the Golden Gate Bridge to Muir Woods and West Marin
Provide year-round service to Muir Woods support NPS reservation system	Adjusted service on Route 66 and 66f (schedules and routing) based on NPS reservation system
Increase service on Route 61 to support weekend and holiday demands	Increase service on Route 61 to support weekend and holiday demands
Provide and Support Flexible First/Last Mile Services	
Expand same day curb-to-curb options for seniors	Same day, curb-to-curb services for seniors as available to make current program offerings more efficient
Provide flex route services for general public	New directly operated flex route services for general public
Partner to provide new flexible first/last mile options	Hybrid program where District provides vehicle, maintenance, and training and rely on outside drivers and scheduling
Support outside providers to strengthen first/last mile connections	Support outside providers - free transfer agreements

Table 3-5: Expansion Project Ratings

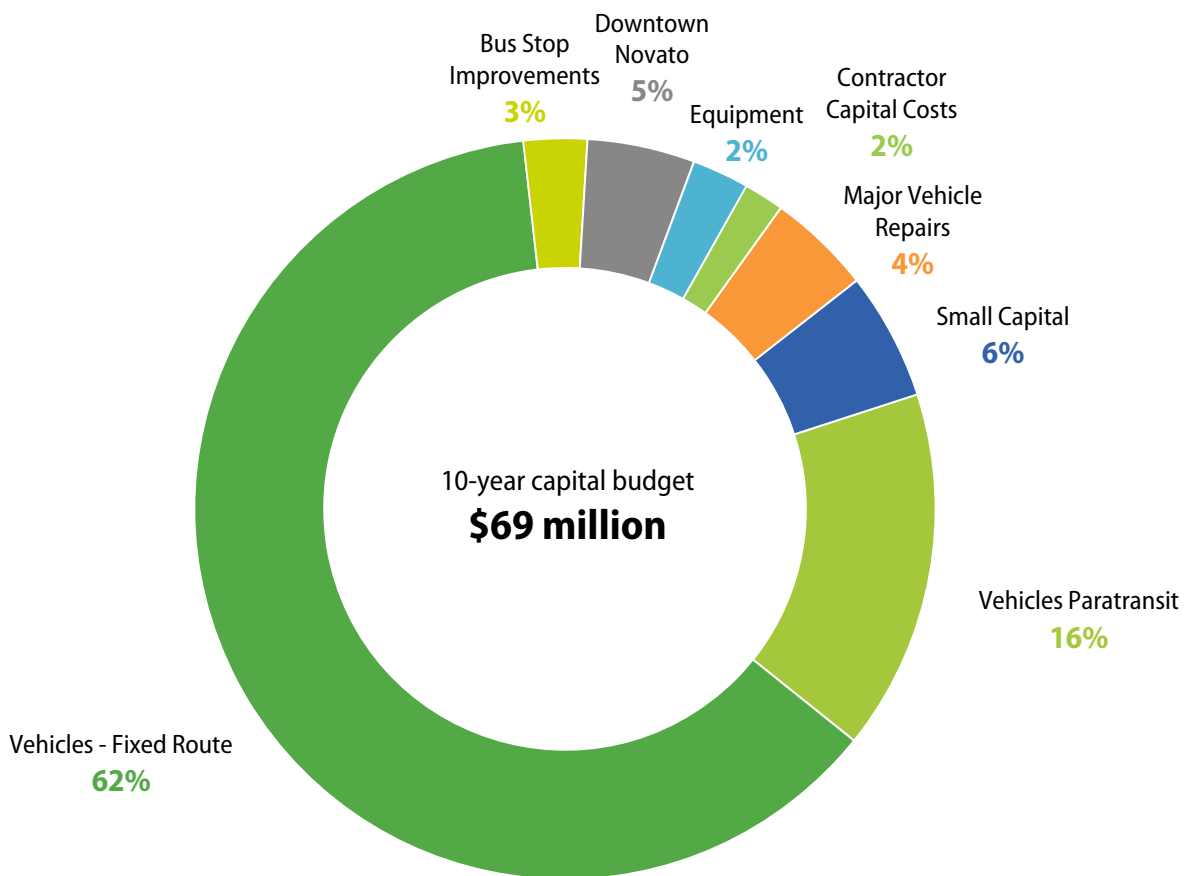
Expansion Project	Project Evaluation Rating	Feasibility to Implement	Estimated Cost
Expand and Enhance Shuttle Services	+	+	\$
Expand and Enhance Service to the College of Marin	+	+	\$
Expand and Enhance K-12 School Bus Services	+	+	\$\$
Provide Limited Stop or Express Services	+	+	\$\$
Restore Ferry Feeder Services (Wave)	+	+	\$\$
Expand Rural and Recreational Services	+	+	\$
Provide and Support Flexible First and Last Mile Services	+	+	\$\$\$

Chapter 4: Capital Plan

Marin Transit’s Capital Improvement and Funding Plan has expanded as Marin Transit has taken increasing responsibility for transit service in Marin County. The District’s primary capital responsibilities and priorities are to (1) maintain a sufficient fleet of clean fueled vehicles for local transit service, (2) improve and maintain the amenities and accessibility of Marin County bus stops, (3) improve major bus transfer locations, (4) provide passenger information and (5) provide needed operations equipment and infrastructure.

Marin Transit’s baseline capital resources limit the Capital Plan to primarily maintaining a state of good repair for existing assets and making the minimal level of investment required to maintain and operate the local bus system. The 10-year Capital Plan includes expenditures of \$69 million (Figure 4-1) of which 78% is for purchasing transit vehicles. Other major capital expenditures included in the plan are major vehicles repairs, bus stop improvements, and small capital.

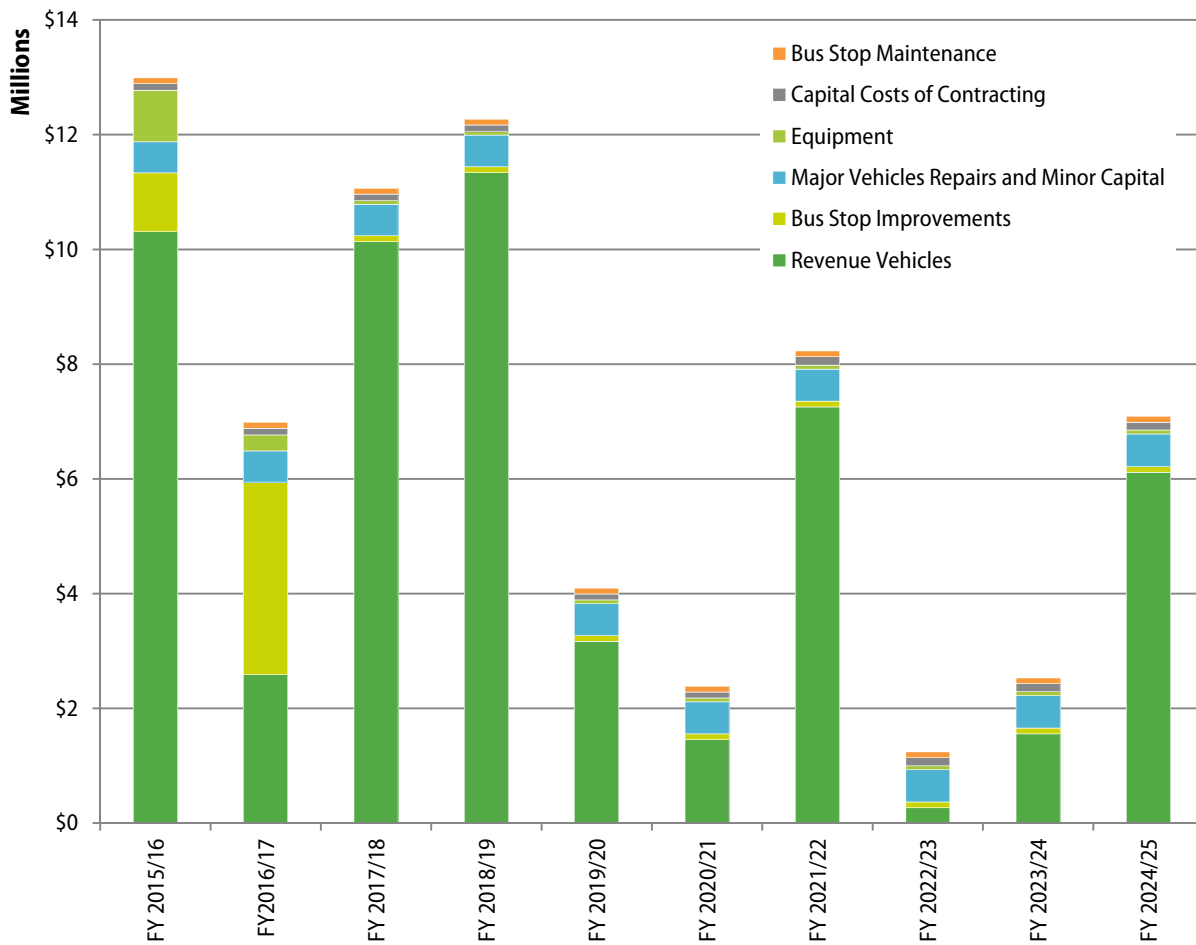
Figure 4-1: 10-Year Capital Expenditures By Type



Marin Transit currently has 1.25 staff members that are dedicated to Capital projects including a Capital Analyst and part of the Director of Finance and Capital Program’s time. These staff members are responsible for vehicle procurements, bus stop signage, bus stop maintenance, and design and construction of bus stop and passenger facility improvements. With help from other Marin Transit staff, the capital team supports other capital projects including fare collection, review and participation in partner agency projects, and implementation of other technology projects. Marin Transit maintains various support contracts and utilizes multi-agency joint procurement contracts to supplement staff time and ensure effective use of resources. The District has found that implementing bus stop improvements projects takes significant staff resources and the District needs to be strategic in how it leverages partner agency resources (Cities, County, TAM), determines project timelines, and commits to additional projects.

Figure 4-2 shows capital expenditures by type for each of the plan years. Unlike operating expenses, capital expenditures vary considerably between years. The level of expenditure in a given year is very dependent on the number of vehicle replacements.

Figure 4-2: 10-Year Capital Expenditures by Year



Capital Funding

Marin Transit is allocated six percent of Measure A sales tax funds for investment in bus transit facilities (Strategy 1.4), which is currently about \$1.3 million per year. While this funding is critical to Marin Transit's ability to provide matching grant funds, it is only a fraction of what is needed to maintain and improve the capital assets related to the local bus transit. Federal FTA Section 5307 Urbanized Area Formula funds that are programmed through the Metropolitan Transportation Commission (MTC) provide 80% of funds for vehicles replacement projects. Competitive federal grant programs can provide additional funding for vehicles and bus stop improvement projects.

Marin Transit is currently finishing a 5309 State of Good Repair grant of \$1.6 million for bus stop improvement projects. Marin Transit also has an open grant for federal Paul S. Sarbanes, Transit in the Parks funds for improvements to bus stops with service to the Muir Woods National Park. Successful future applications for funding will be critical to the success of identified project needs like an electric vehicle pilot project and additional bus stop and passenger facilities improvement projects.

Over the past five years, Marin Transit has received state funding under the Proposition 1B PTMISEA program. This program provided funds that allowed Marin Transit to upgrade vehicle replacement projects to hybrids and create a capital Measure A reserve. The last year of funding available is FY2014/15. Over the life of the bond, Marin Transit expects to have received \$6.2 million in State funding for capital projects. To date, these state funds have been expended or are programmed for the purchase of five (5) shuttle vehicles, the purchase of five (5) transit buses, the local matching funds for 18 hybrid buses, and the local match for the State of Good Repair bus stop improvement project. An additional \$750,000 is available as matching funds for Marin Transit's next vehicle replacement project.

Marin Transit's vehicle replacement costs over the next 10 years are estimated to be \$52.9 million. Federal Transit Administration (FTA) Section 5307 funds are available to Marin Transit through MTC's Transit Capital Priorities program and are anticipated to fund 82% of vehicle replacement costs. The remaining \$9.5 million will need to be funded with state and local funding.

MTC has committed to \$22 million in State Cap and Trade funds over 25 years that would be shared by Golden Gate Transit and Marin Transit and could be used on either operating or capital projects. This Cap and Trade funding may provide additional funding for vehicle replacements but initial guidelines are targeted at new service and alternative fuels rather than baseline vehicle replacement costs. The capital plan assumes some Cap and Trade funding will be available for hybrid vehicle purchases and additional funds that may be available for unfunded projects including upgrading additional vehicles to alternative fuels, funding an electric vehicle pilot project or investing in accessible taxis are not included in the baseline plan. Competitive Cap and Trade grant funds will also be available, but it is unclear how competitive our District will be based on the demographics of our County.

Table 4-1: Capital Funding and Improvement Plan

Project Costs	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
Fixed Route Vehicles Costs	\$8,865,690	\$-	\$10,138,360	\$11,341,897	\$1,101,469	\$-	\$5,406,915	\$267,468	\$1,557,263	\$3,349,840	\$42,028,901
Paratransit Replacement Vehicles	\$870,000	\$2,588,733	\$-	\$-	\$1,740,787	\$1,456,821	\$1,500,526	\$-	\$-	\$2,763,797	\$10,920,664
Paratransit Expansion Vehicles	\$580,000	\$-	\$-	\$-	\$326,398	\$-	\$346,275	\$-	\$-	\$-	\$1,252,673
Bus Stop Improvements SGR	\$519,395	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,419,395
Downtown Novato-Design	\$50,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Downtown Novato- Construction	\$-	\$3,255,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$3,255,000
Muir Woods Infrastructure Improvements	\$500,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$500,000
Automated Vehicles Location Equipment	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Fareboxes	\$30,000	\$240,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$510,000
Demand Response Fareboxes	\$121,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$121,000
Mobility Management Technology Backbone	\$360,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$360,000
Mobile Data Terminals for Paratransit Vehicles	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$125,000
Radio Communications	\$374,000	\$25,979	\$25,979	\$25,979	\$25,979	\$25,979	\$25,980	\$25,981	\$25,982	\$25,983	\$607,818
Golden Gate Capital Costs	\$117,127	\$113,613	\$110,205	\$106,899	\$103,691	\$100,581	\$147,125	\$142,712	\$138,430	\$134,277	\$1,214,661
Bus Stop Maintenance	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000
Major Vehicle Repairs	\$300,000	\$303,000	\$306,030	\$309,090	\$312,181	\$315,303	\$318,456	\$321,641	\$324,857	\$328,106	\$3,138,664
Infrastructure Support	\$241,496	\$250,484	\$259,799	\$269,433	\$279,398	\$289,705	\$300,366	\$311,393	\$322,797	\$334,594	\$2,859,466
TOTAL	\$12,991,208	\$6,989,309	\$11,082,872	\$12,295,798	\$4,132,403	\$2,430,889	\$8,288,143	\$1,311,693	\$2,611,829	\$7,179,096	\$69,313,241
Funding Plan	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	TOTAL
LOCAL											
Golden Gate Transit	\$21,580	\$8,503	\$8,503	\$8,503	\$8,503	\$8,503	\$8,503	\$8,503	\$8,503	\$8,504	\$98,107
Measure A	\$1,307,655	\$1,747,530	\$1,439,169	\$3,198,232	\$1,793,251	\$1,227,793	\$2,615,539	\$1,083,866	\$1,326,370	\$2,458,648	\$18,198,053
Subtotal Local	\$1,329,234	\$1,756,033	\$1,447,672	\$3,206,735	\$1,801,753	\$1,236,296	\$2,624,042	\$1,092,370	\$1,334,874	\$2,467,152	\$18,296,160
STATE											
PTMISEA (State Infrastructure Bond)	\$2,280,414	\$1,772,196	\$761,745	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$4,814,355
Cap and Trade	\$45,699	\$0	\$560,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$605,699
Subtotal State	\$2,326,113	\$1,772,196	\$1,321,745	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$5,420,054
FEDERAL											
Section 5307	\$7,988,059	\$2,294,961	\$8,313,455	\$9,089,063	\$2,330,650	\$1,194,593	\$5,664,101	\$219,324	\$1,276,956	\$4,711,944	\$43,083,107
Paul Sarbanes	\$500,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$500,000
JARC	\$300,000	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$300,000
Section 5339	\$597,802	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$597,802
Subtotal Federal	\$9,385,861	\$2,294,961	\$8,313,455	\$9,089,063	\$2,330,650	\$1,194,593	\$5,664,101	\$219,324	\$1,276,956	\$4,711,944	\$44,480,908
TOTAL	\$13,041,208	\$5,823,190	\$11,082,872	\$12,295,798	\$4,132,403	\$2,430,889	\$8,288,143	\$1,311,693	\$2,611,829	\$7,179,096	\$68,197,122
Annual Surplus (Shortfall)	\$-	(\$1,166,119)	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-	(\$1,166,119)

Vehicles

Marin Transit uses a mixed fleet of 115 vehicles to operate local fixed route and demand response services in Marin County (Table 4-2). Service and maintenance for these vehicles is provided by the associated contract operators. Marin Transit is responsible for major repairs including engine and transmission replacements. Marin Transit’s vehicles include vehicles owned directly by the District (53), vehicles owned by a Contractor or other public agency (45), and vehicles Marin Transit has ownership rights to (17 vehicles).

Replacing fixed route and paratransit vehicles and purchasing expansion vehicles needed for the growing mandated paratransit, account for 78% of the expenditures in the Capital Plan. As vehicles are replaced, Marin Transit will take direct ownership of all required vehicles. By FY2018/19, Marin Transit is expected to have direct ownership 100% of the vehicles needed for local service. One exception may be vehicles GGBHTD uses in shared service. Vehicle replacements are the first priority in the Marin Transit capital plan and essential for maintaining the State of Good Repair for the local transit system. Traditional transit vehicles (30ft – 60ft) cost between \$500,000 and \$900,000 each and are replaced every 12 years. Shuttle vehicles cost significantly less (\$140,000), but need to be replaced every seven (7) years. Lighter duty demand response vehicles cost around \$100,000 each and are replaced every five (5) years.

Table 4-2: Vehicle Summary by Type and Service

Primary Service	60ft Articulated	40ft	35ft	30ft	Shuttles	Demand Response Shuttle	Total Vehicles
Community Shuttles	-	-	-	-	11	1	12
Stagecoach	-	-	-	-	7	-	7
Muir Woods	-	-	10	-	2 ⁽¹⁾	-	12
School	-	3	-	-	-	-	3
General Local	10 ⁽²⁾	20 ⁽⁴⁾	7 ⁽²⁾	4 ⁽⁴⁾	-	-	41
Local Paratransit	-	-	-	-	-	40 ⁽³⁾	40
Total	10	23	17	4	20	41	115
<i>Regional Paratransit</i>	-	-	-	-	-	14 ⁽⁴⁾	14

Notes:

- (1) Vehicles owned by National Park Service
- (2) Vehicle titles held by GGBHTD, Local match paid by Marin Transit
- (3) Vehicles partially owned by Whistlestop Wheels
- (4) Vehicles owned by GGBHTD

Alternative Fuels

Reducing emissions and using alternative fuels is a priority for the District. Marin Transit purchased seven 35ft hybrid buses in 2010 and is in contract to purchase 13 additional hybrid vehicles in FY2015/16. Additionally, a purchase of 13-40ft hybrid vehicles is programmed for F2017/18. Marin Transit will continue to strive to purchase hybrid and alternative fuel vehicles when additional funds are available. For the purposes

of this plan, all replacement vehicles beyond FY2017/18 are assumed to be clean diesel and costs estimates were developed based on MTC’s regional bus/van price list.



Peter Oppenheimer

(7) – 35ft Hybrids



(10) – 60ft Articulated



(23) – 40ft Vehicles

(4) – 30ft Vehicles



Peter Oppenheimer

(10) – XHF 35ft

(2) – Shuttle



(12) – Shuttles



(7) – Stage Vehicles



(40) – Paratransit Vehicles

Table 4-3: Vehicle Service Life Guidance

Asset Class ⁽¹⁾	Service Life
35'-40' heavy duty and articulated transit bus	12 years or 500,000 miles
30' heavy duty transit bus	10 years or 350,000 miles
30' medium-duty transit bus	7 years or 200,000 miles
25'-35' light-duty transit bus	5 years or 150,000 miles
Other vehicles (e.g., small buses, regular and specialized vans)	4 years or 100,000 miles

Notes:

(1) A heavy duty transit bus is manufactured as a bus for urban and/or high passenger volume utilization. A medium-duty bus is manufactured for a lighter duty cycle.

Local Fixed Route Vehicles

The local fixed route program requires an estimated 68 vehicles to operate service and maintain an adequate spare ratio. These vehicles are currently deployed for different services under multiple service contracts as shown in Table 4-2. Additional shared vehicles are also used for the services provided by GGBHTD however this number has decreased over the years and is expected to drop further in FY 2015/16 as the District shifts supplemental school routes to yellow bus. The Capital Plan assumes a replacement schedule in accordance with the service lives set in Marin Transit’s Fixed Asset Management policy (FA-01) and that corresponds to federal and regional guidelines and policies (Table 4-3).

Table 4-4 and Table 4-5 provide a summary of the local transit buses replacement schedule. A full vehicle inventory is included in Appendix D.

Table 4-4: Fixed Route Vehicle Summary

	Marin Transit Owned	Contractor Owned/Leased	Total
FY 2014/15 Vehicles	38	37	75
<i>Replacement (FY 2015/16 – FY 2024/25)</i>	75	-	75
<i>Expansion (FY 2015/16 – FY 2024/25)</i>	-	-	-
FY 2024/25 Vehicles	75	-	75

Table 4-5: Local Transit Bus Replacement Schedule

Fiscal Year	Replacements	Total Cost	Local Share	Vehicle Type	Seating Capacity	Service
FY 2015/16	7	\$5,080,372	\$1,014,293	40ft hybrid	38	BB
	4	\$2,832,000	\$595,928	30ft hybrid	26	BB
	3	\$720,190	\$182,870	29ft	22	SG
	2	\$244,000	\$43,920	24ft	20	SH
FY 2016/17	0	\$-	\$-	-	-	-
FY 2017/18	13	\$10,023,000	\$2,555,366	40ft hybrid	39	BB
	1	\$115,360	\$20,765	24ft	20	SH
FY 2018/19	10	\$10,564,617	\$2,112,923	60ft	63	BB
	4	\$777,280	\$139,910	29ft	22	SG
FY 2019/20	8	\$979,083	\$176,234	24ft	20	SH
FY 2020/21	0	\$-	\$-	-	-	-
FY 2021/22	7	\$4,003,657	\$720,658	35ft	32	BB
	2	\$424,678	\$76,442	29ft	22	SG
	2	\$978,580	\$176,144	35ft XHF	37	MW
FY 2022/23	2	\$267,468	\$48,144	24ft	20	SH
FY 2023/24	3	\$1,557,263	\$280,307	35ft XHF	37	MW
FY 2024/25	1	\$141,878	\$25,538	24ft	20	SH
	6	\$3,207,962	\$577,433	35ft XHF	37	MW/SG

Notes:

Service Types: BB – Big Bus, SH- Shuttle, SG- Rural Stagecoach, MW- Seasonal Muir Woods and School

Expansion Needs

When considering service expansions, vehicles are often a constraint on the amount of service that can be added. Expansion vehicles are a lower priority in the regional capital plan and typically do not receive federal funds. Local, state or discretionary grants are required for vehicle expansions. Based on the current service plan, Marin Transit will not need any expansion vehicles for the local fixed route program.

Demand Response Vehicles

Marin Transit currently has 54 vehicles available for local and regional paratransit service. Accounting for adequate vehicle spares this allows for a maximum service of about 46 vehicles. GGBHTD currently owns a share of the vehicles (14 vehicles) based on the percent of regional service provided. Under the new GGBHTD contract, GGBHTD will share costs for local paratransit and this may include vehicle replacements. While the paratransit contractor owns additional vehicles used on the paratransit service, over time these will be replaced with publicly-owned vehicles.

To accommodate the growing paratransit service levels, vehicle expansions are needed. Historically, Marin Transit has also relied on keeping vehicles in service after their replacement due date to ensure adequate vehicles are available.

Table 4-6: Paratransit Vehicle Summary

	Marin Transit Owned	Contractor Owned/Leased	GGBHTD (Regional Paratransit)	Total
FY 2014/15 Vehicles	24	16	14	54
<i>Replacement (FY 2015/16 – FY 2024/25)</i>	85	-	14	99
<i>Expansion (FY 2015/16 – FY 2024/25)</i>	15	-	-	-
FY 2024/25 Vehicles	53	0	14	67

Table 4-7: Paratransit Vehicle Replacement and Expansions Schedule

Fiscal Year	Qty. Replacements (R) / Expansion (E)	Total Cost	Local Share	Vehicle Type	Seating Capacity	Wheelchair Capacity
FY 2015/16	9 (R)	\$870,000	\$465,972	Cutaways	8	2
	6 (E)	\$580,000	\$580,000	Cutaways	8	2
FY 2016/17	13 (R)	\$2,588,733	\$465,972	Cutaways	8	2
FY 2017/18	0	-	-	-	-	-
FY 2018/19	0	-	-	-	-	-
FY 2019/20	16 (R)	\$1,740,787	\$313,342	Cutaways	8	2
	3 (E)	\$326,398	\$326,398	Cutaways	8	2
FY 2020/21	15 (R)	\$3,922,211	\$1,073,565	Cutaways	8	2
FY 2021/22	13 (R)	\$1,500,526	\$270,095	Cutaways	8	2
	3 (E)	\$345,275	\$345,532	Cutaways	8	2
FY 2022/23	0	\$2,615,532	\$958,238	Cutaways	8	2
FY 2023/24	0	-	-	-	-	-
FY 2024/25	19 (R)	\$2,396,433	\$431,358	Cutaways	8	2
	3 (E)	\$367,363	\$367,363	Cutaways	8	2

Expansion Needs

To keep pace with the anticipated growth in ADA mandated paratransit, the Capital Plan includes the purchase of three additional paratransit vehicles every other year. These vehicle purchases are funded with 100% Measure A capital funds.

Electric Vehicle Pilot (unfunded)

Marin Transit, in partnership with other local organizations (Marin Clean Energy, Golden Gate Transit, and the Transportation Authority of Marin), is interested in investing in clean air technology. The goal of the project is to test the technology in transit operations and help Marin Transit and Golden Gate transit with long-term fleet planning and vehicle replacement needs related to electric buses. Investment in zero emission technology may also be requirement of new California Air Resource board regulations. This project may be a good candidate for competitive grant funding or Cap and Trade funding.

Accessible Taxis (unfunded)

The availability of taxis, and in particular wheelchair accessible taxis, is a challenge in Marin County. General public taxi rides, as well as trips provided through the District's non-ADA-mandated taxi subsidy program, Marin Catch-A-Ride, rely on taxis and accommodation for wheelchairs on these vehicles is needed. The District purchased four accessible minivans in 2008 and leased them to the On-the-Move until they reached the end of their useful life. At that time they were sold to the taxi company who recently closed business in Marin County. This closure has left Marin residents without a wheelchair accessible taxi option.

The District is exploring options to make wheelchair accessible vehicles available to the general public. The District also continues to pursue options for wheelchair accessible taxis and incentives for the taxi industry to operate these vehicles.

Stop and Facility Improvements

Bus Stop Improvements

Marin Transit has made a commitment to improve local bus stops in Marin County. Marin Transit is working on formal relationships with the local jurisdictions and Golden Gate Transit to establish roles and responsibilities for bus stop improvements. Improvements will be focused on shelters, signage (both eye level and bus stop flags), and other stop amenities that improve the rider environment. These improvements are part of an ongoing project to work with local jurisdictions to ensure that all bus stops are accessible according to the Americans with Disabilities Act (ADA).

Over the last five years, Marin Transit has successfully made improvements to local bus stops including new shelters, benches, signage, roadway repair and accessibility improvements. Marin Transit received a Federal State of Good Repair grant for \$1.6 million that has been the source for an ongoing project that has replaced all bus stop signs throughout the County, added new bus stop amenities and accessibility improvements at 12 locations and funded other minor upgrades to stops in West Marin and San Rafael. While completing these

projects, staff has gained valuable experience and has found they are resource intensive projects due to the unique nature of each bus stop and multiple jurisdictions.

To plan for a next phase of bus stop improvements, Marin Transit plans to initiate an update to the 2005 bus stop inventory in 2016 to ensure it reflects recent improvements and to help better quantify the needs and prioritize stop improvements throughout the County. The bus stop at College of Marin (Sir Francis Drake and Elm) has been identified a location that needs significant work to relocate closer to the College.

Major Improvements at Transfer Locations

In addition to general bus stop improvements and maintenance, Marin Transit has a vested interest in improving major transfer locations within the County to facilitate transfers between services, improve operations and attract riders. Active projects include the Downtown Novato Bus Facility, Pohono Park and Ride, the San Rafael Transit Center and SMART stations. Other locations that have been identified for future projects include the San Anselmo Hub, and the transfer location in Fairfax.

Downtown Novato Bus Facility - In partnership with the City of Novato and GGBHTD, Marin Transit is completing a design for the downtown Novato Transit Facility to improve operations and passenger access and replace the aging facility. Construction of the facility is estimated to be \$3.2 million and PTMISEA funding is programmed to the project through the regional Lifeline program. An additional estimated \$1.2 million is needed to fully fund the project.

Pohono Park and Ride – Marin Transit has grant funding to add a more permanent shelter and seating at the Pohono Park and Ride for the Muir Woods Shuttle service. The highly successful Muir Woods shuttle provides congestion relief and access to the Muir Woods National Monument by operating frequent, high capacity service out of the Pohono Park and Ride. While increasing bus frequency has reduced passenger waits and lines, the boarding location can still experience up to 50 people waiting at one time. Marin Transit has been actively working on scoping the project in coordination with the adjacent office complex, the County of Marin, and Caltrans.

San Rafael Transit Center (unfunded) – With the extension of SMART to Larkspur, the San Rafael Transit Center will be bifurcated and need to be significantly redesigned. This multi-agency project is currently being led by the City of San Rafael with participation from the District and GGBHTD. No funding is included in the Marin Transit Capital Plan for improvement or relocation of this transit center. Marin Transit's current operations rely heavily on this location for transfers and the project will be critical to the District.

SMART Stations- SMART stations are being design and constructed by SMART in partnership with the local jurisdictions. Marin Transit is supportive of ensuring all stations allow for convenient bus access to support multi-modal trips. As such, Marin Transit has provided feedback and comments on SMART's design plans. A summary of the opportunities for local bus service at each station is below:

- At the Civic Center station, the County has taken a leadership role on street bus stops to modify them so that Marin Transit services can support SMART ridership.
- (Unfunded) At the Novato Atherton Station, it is not clear from preliminary designs that 40 -60 ft. buses will be able to turn around at the station or near the station. Previous design options included a roundabout at Redwood Blvd. and Rush Landing Rd. to allow cars and buses to turnaround north of the station. Without some form of accommodation to turnaround, Marin Transit local service cannot be adjusted to connect to the station. The District will continue to work with SMART and the City of Novato to identify improvements and funding to allow local services to extend to this station.
- (Unfunded) At the Novato Hamilton Station, new on street stops along Main Gate Road would allow all local buses to serve the station without delays. Alternatively, if buses need to enter the station area to service riders, more limited service can be provided. The District will continue to work with SMART and the City of Novato to identify funding to allow all local services to serve this station using curbside turnouts along Main Gate Dr.

Transit Corridor Improvements (unfunded)

The proposed service plan includes new limited stop or express service that reduce the transit travel time through elimination of low ridership stops. These service target major travel corridors such as Highway 101, Sir Francis Drake Blvd., 4th Street/Miracle Mile, and areas of the Canal. Travel time savings for transit can also be achieved through capital infrastructure investments in these corridors including traffic signaling priority, transit queue jump lanes, and bus stop bulb outs. These features not only speed up transit operations but also make transit more competitive with automobile travel.

The District is currently participating in a number of projects that are studying the benefits of capital infrastructure investments in key transit corridors. These efforts include the Sir Francis Drake Boulevard Rehabilitation Project, US101/East Blithedale Ave-Tiburon Blvd. Interchange Pedestrian and Bicycle Access Planning Study, Fairfax-San Rafael Transit Corridor Feasibility Study, and Caltrans Ramp Metering efforts.

Administrative and Operations Facilities

Bus Operations and Maintenance Facilities

Marin Transit has been exploring the need to purchase operations facilities in an effort to improve efficiencies and reduce ongoing operations costs. This may include space for consolidation of fixed route and paratransit operations, vehicle layover, customer service functions, transfer locations and administrative staff. The District will evaluate potential opportunities and look for cost effective solutions for the District, local transit riders, and the County. Additional research and funding is needed.

Staff Offices

Marin Transit currently leases staff offices in San Rafael. The current lease extends through 2018. If a bus operations and maintenance facility was purchased, the District would look at the cost savings and operational efficiencies that could be gained from co-locating the staff offices with operations.

Technology and Other Capital Needs

Communication equipment, fare collection and major vehicles repairs make up the majority of the other capital expenditures. Staff time not charged directly to capitalize projects is also included in the infrastructure support costs.

Radio Project

Marin Transit relies on multiple radio systems for basic and emergency communication. The paratransit service is connected to the Marin Emergency Radio Authority (MERA) system. Marin County voters recently passed a bond Measure to upgrade the system. The shuttle and rural systems uses Motorola radio systems and the service operated by GGBHTD is using an in-house radio system. The District needs outside resources to help evaluate the current communication systems and may need to consolidate communication systems or invest in additional systems for the shuttle and rural programs. Limited funding is programmed for this project, and the complete project costs need to be developed as part on the initial project work.

Advance Vehicle Location (AVL)

The Marin Transit AVL system has been active for three years now on the Shuttle and Rural programs. This includes real time arrival information on mobile devices and on the internet. Limited real-time signs have also been installed at stops across the County. GGBHTD has been working on implementing a real-time information system and it is expected to be deployed soon. This system will be active on all routes operated by GGBHTD. Marin Transit and GGBHTD have been working with MTC and vendors to create a real-time sign that displays all Route information on a single sign. This technology is available for transit hubs and will be deployed at the San Rafael Transit Center.

Once an integrated stop level sign is available and real-time information is available on all services, Marin Transit would like work with GGBHTD to deploy real-time signs at all transfer points, freeway bus pads and some high use bus stops. This would be about 50 stops throughout the County. For projects that do not require significant design review or engineering the installation cost is estimated to be \$12,000 per stop for total project cost of \$600,000. Marin Transit's goal is to do this project in cooperation with GGBHTD. This project not currently included in the funded capital plan. Grant funds or other additional revenue will be needed to implement it.

Fare Collection

As discussed in the service plan section, Marin Transit maintains a fare structure that is embedded into GGBHTD regional zone based system. This embedded flat fare within a zone based system creates

complicated programming and limitation for both Marin Transit and GGBHTD. Marin Transit would like to move away from an integrated fare system to a transfer agreement similar to the new structure with SMART.

Marin Transit is supportive of the Clipper regional fare payment card and the system is now deployed on all services. To accelerate the implementation on local bus service, Marin Transit deployed the system under GGBHTD using functionality designed for the GGBHTD regional system. The current Clipper implementation cannot support Marin Transit's pass products and requires a tag on and tag off to get the correct fare. If a passenger fails to tag off the rider is charged the maximum regional fare (up to \$7.00). The potential for incurring this maximum fare (instead of the \$2.00 flat fare) has been shown to be too high of a risk for a low income rider and thus is a deterrent to using Clipper. Marin Transit would like to separate the District's Clipper implementation from GGBHTD and implement a simple flat fare system with passes. This will allow for much higher usages on local routes.

Marin Transit uses a highly sophisticated Genfare (GFI) validating farebox to collect cash fares and magnetic cards on the fixed route system. Marin Transit will continue to maintain this system until a new Clipper system is implemented that can support monthly and weekly passes. At that time, the District will also either need to re-program the GFI fareboxes or consider a simplified farebox solution.

Paratransit fares are currently paid by cash to the driver. Marin Transit would like add a pre-paid electronic option. Marin Transit also has funding to added non-validating fareboxes to all paratransit vehicles to increase security. Marin Transit will be adding a non-validating farebox to paratransit vehicles within the next two years.

Capital Contribution to Contractor

Marin Transit's annual capital contribution to GGBHTD was reduced significantly under the new operations contract effective July 1, 2015. This payment now pays for the depreciation on the local share of assets purchased prior to 2006. Payments for major vehicle repairs or significant capital expenditures for all contracts are budgeted under Major Vehicle Repairs and Infrastructure Support.

Bus Stop Maintenance

This expense, funded by Measure A is for ongoing maintenance contracts to clean and repair Marin Transit local bus stops. Currently, the majority maintenance of bus stop maintenance is done by GGBHTD or by local jurisdictions (City of Novato and San Rafael) under advertising agreements.

Major Vehicle Repairs

Service and maintenance for vehicles is provided by the associated contract operators. Marin Transit is responsible for major repairs including engine and transmission replacements. Under the previous contract with GGBHTD, Marin Transit paid for major vehicle repairs through the Capital Contribution. Marin Transit will now directly pay for these repairs and the associated budget has increased in anticipation of this.

Infrastructure Support

This includes Marin Transit staff time on capital programs that is not directly billed to projects. It also includes low value capital assets and other equipment.

Chapter 5: Financial Plan

Operating Budget

Marin Transit forecasts revenues and expenses for the 10-year period based on current contract rates, annual escalations, historical trends, and partner agencies' revenue projections. Marin Transit's 2012 SRTP identified that operation expenses were increasing faster than revenues and the District would need to evaluate alternative options for providing large bus service to sustain current service levels beyond FY2016/17.

Since Marin Transit operates service using contract operators, the majority of operation expenses are tied to large contracts (Table 5-1). Combined with fuel and equipment, contract operations make up 89% of District operations costs (Figure 5-1). The 10-year summary of operating expenditures and revenues are shown in Figure 5-2 alongside three years of retrospective expenses and revenues.

Table 5-1: Service Contract Summary

Service	Contractor	Term / (options)	End Date (including Options)	Annual Cost
Large Bus	Golden Gate Transit	5 year / (2-1 year)	June 2022	\$11,500,000
Community Shuttles	Marin Airporter	5 year / (2-1 year)	June 2018	\$3,000,000
Rural and Muir Woods Shuttle	MV Transportation	5 year / (2-1 year)	December 2017	\$1,200,000
Demand Response	Whistlestop Wheels	5 year / (2-1 year)	June 2015	\$5,800,000

Sixty percent of Marin Transit's fixed route service is operated by Golden Gate Transit through an intergovernmental agreement. This agreement is comprehensive in its scope, and includes operating and maintenance requirements, revenue apportionment, vehicle purchase terms, and a capital contribution. The remainder of Marin Transit's service is competitively procured using a request for proposal (RFP) process to ensure high quality service and competitive rates.

The contract with GGBHTD was due to expire in June 2015. Marin Transit and GGBHTD have worked over the last year to negotiate a new mutually beneficial agreement in order to retain the historic partnership. Marin Transit needed to ensure the new agreement addressed the sustainability of current service levels and ensured that Marin Transit has the ability to continue to improve local transit services.

Figure 5-1: 10-Year Operations Expenses by Type

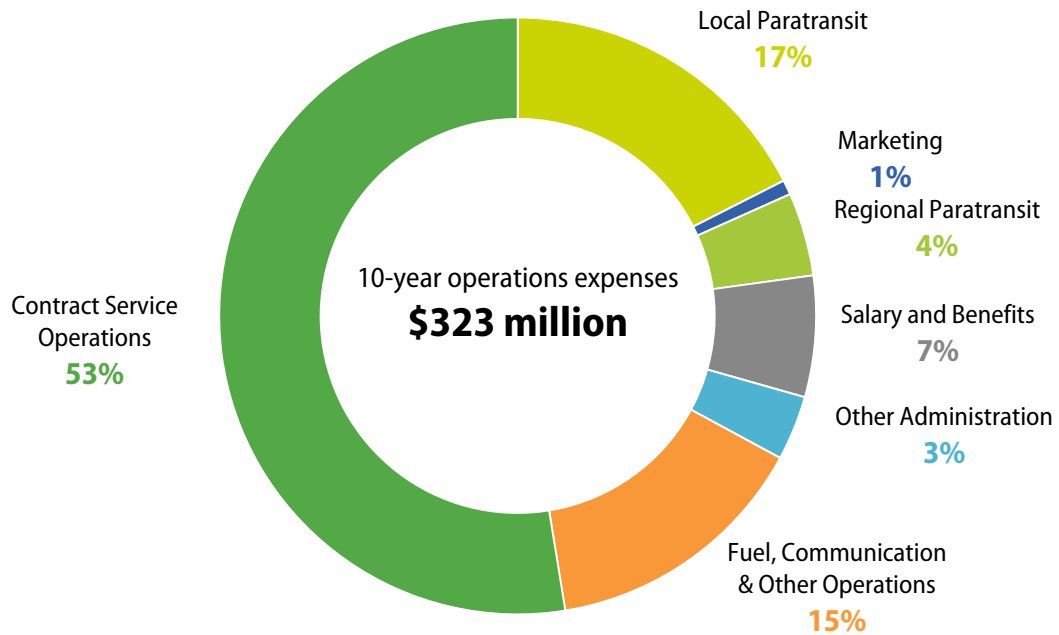
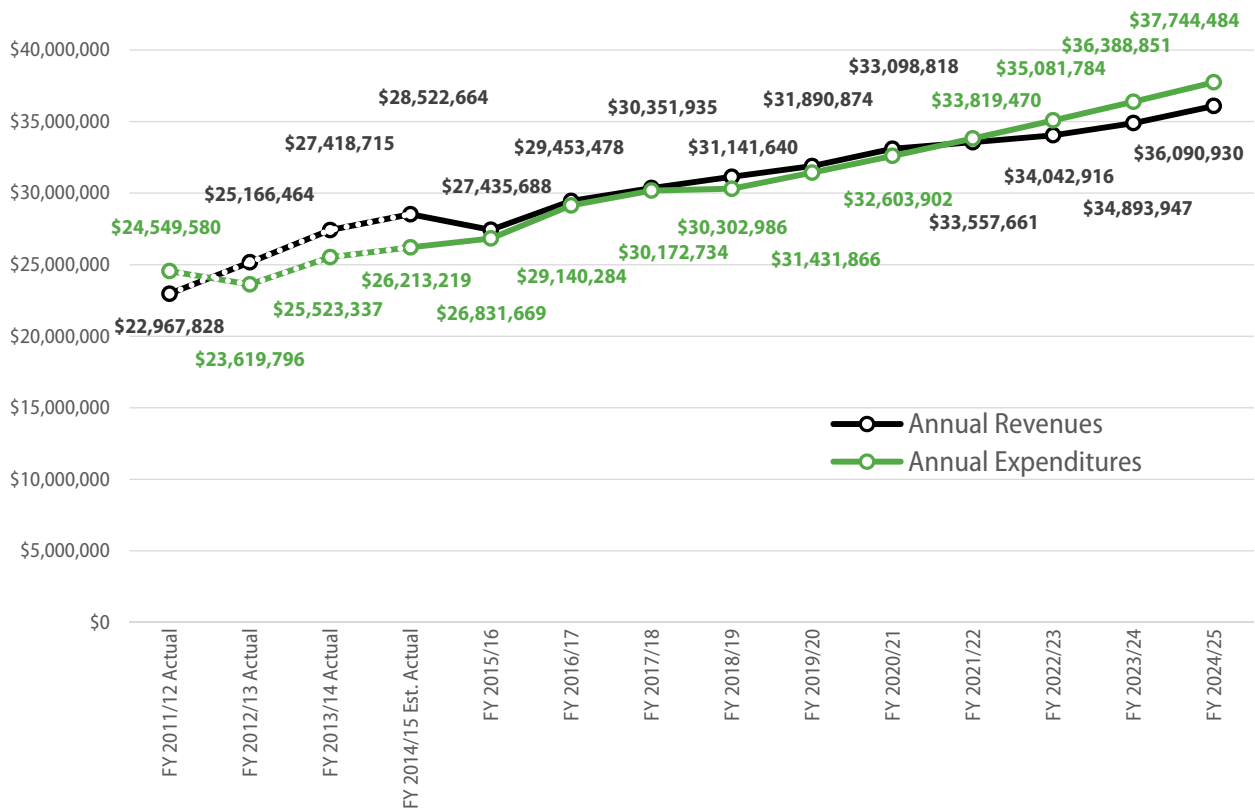


Figure 5-2: FY 2011/12-FY2024/25 Expenditures and Revenues



Marin Transit’s Board of Directors approved a renegotiated fixed route operations intergovernmental agreement with the Golden Gate Bridge & Highway Transportation District (GGBHTD) in April 2015 that will go into effect on July 1, 2015. Key features of the new contract are:

Term:	<ul style="list-style-type: none"> • Five years with 2 one-year options, commencing July 1, 2015.
Hourly Rate:	<ul style="list-style-type: none"> • \$110.00 per revenue hour. • Escalates by 2.7% annually. • Hourly rate does not include costs for fuel, capital depreciation, customer service, and San Rafael Transit Center security and utilities. Marin Transit pays for these separately.
Revenue Hours:	<ul style="list-style-type: none"> • Allows for flexibility in the number of revenue hours over the contract period. • A range of hours for each year of the period is provided. • The maximum and minimum revenue hours over the seven year period are 91,875 and 37,500, respectively.
Revenue Hour Definition:	<ul style="list-style-type: none"> • Detailed in new agreement. • Compensation issues related to definition used in FY 2012/13, FY 2013/14, and FY 2014/15 are resolved.
Intra-county Paratransit:	<ul style="list-style-type: none"> • GGBHTD will reimburse Marin Transit for the actual cost of GGBHTD’s share of intra-county ADA required paratransit trips.
Reporting and Coordination:	<ul style="list-style-type: none"> • Marin Transit will directly report required National Transit Database and State Controller’s Office data for all of its services, including those operated by GGBHTD under contract with Marin Transit. • GGBHTD regional transit services and Marin Transit’s local transit services will be coordinated. Each operator is responsible for planning, policy-making, and funding their respective services. • Details the mutual goal of cost effective transit service scheduling and outlines GGBHTD and Marin Transit staff responsibilities for scheduling.
Revenues:	<ul style="list-style-type: none"> • TDA, STA Population Share, advertising, and rental revenues are shared by a formula based 50% on hours and 50% on passengers. • Marin Transit will claim its share of TDA, STA Population Share, and STA Revenue Share directly through MTC’s annual claim process.

The new contract helps Marin Transit meet its fiscal sustainability goal of reducing the average local fixed route bus rate from \$118 per hour to \$112 per hour (including fuel) to meet financial targets over the next five years. The proposed GGBHTD contract rate including fuel is approximately \$124 per hour. When combined with the other contracted fixed route rates, the target average rate is nearly achieved with the proposed contract. When compared to an escalation of the current contract rate, the new contract provides a six percent savings in expenses and the flexibility to reduce hours if costs exceed revenues in future years.

Marin Transit’s second largest contract, the contract for Demand Response services, is also ending. Marin Transit is in the process of competitively procuring this contract that is primarily for delivery of local

paratransit operations. Paratransit services will be re-structured as a fixed and variable cost contract that will help to mitigate the increased costs associated with the projected growth for this service. Based on current market rates for these services and the potential structure of these new agreements, staff anticipates the District will achieve an estimated 10% reduction in operations costs.

The savings from the new GGBHTD contract and anticipated new Demand Response contract, along with a modest fare increase and other cost control measures allow the District to achieve near-term financial balance and allows for modest service expansion. Table 5-2 shows the 10-year financial projection for the SRTP service plan. Marin Transit’s Board-adopted reserve policy is to maintain a minimum four months of operations expenses. The financial plan relies on reserve spending in the final four years of the plan period but only dips slightly below the target reserve level in the final year of the period (Figure 5-3).

Figure 5-3: District Reserve Level

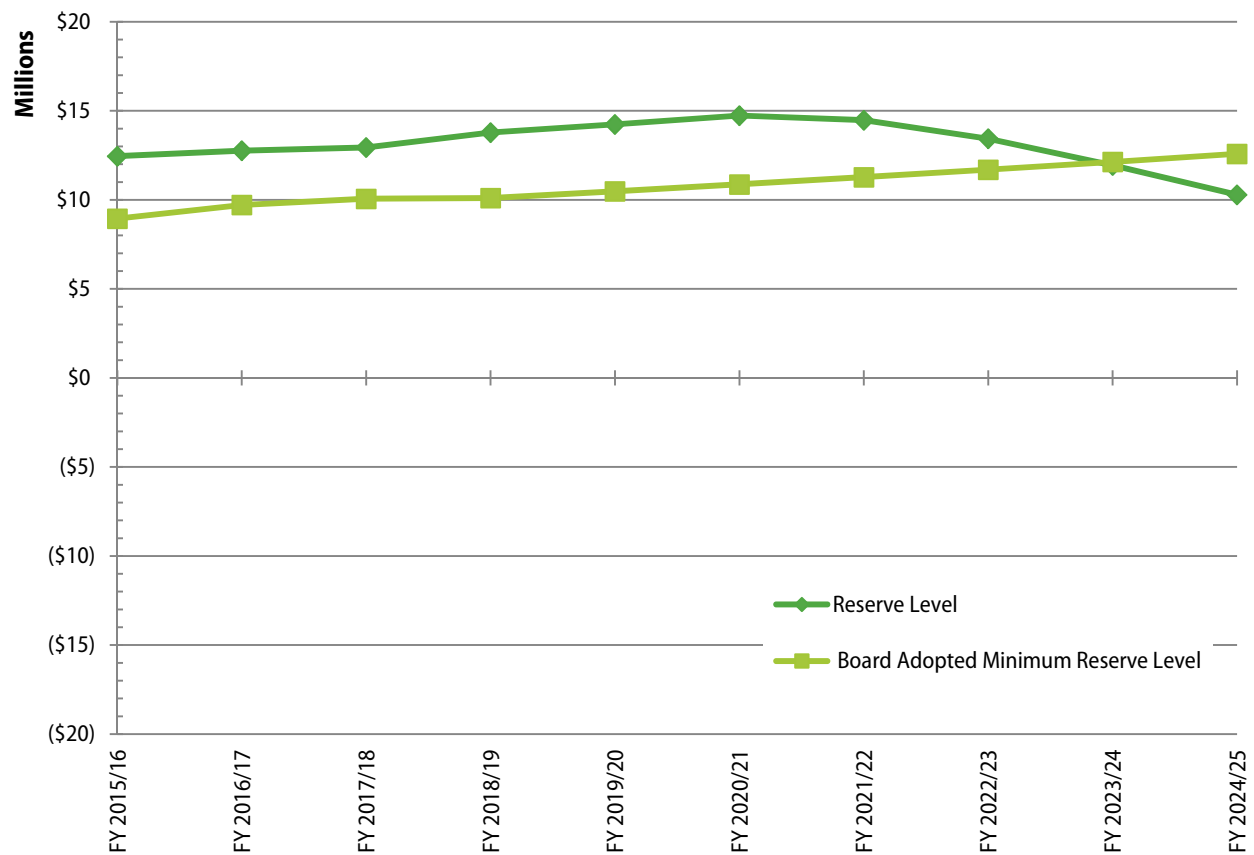


Table 5-2: 10-Year Financial Projection

Fiscal Year	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
LOCAL SERVICE										
Large Bus Service										
Planned Revenue Hours	91,467	107,227	107,227	107,226	107,226	107,226	107,226	107,226	107,226	107,226
Hourly Rate ¹	\$141.78	\$135.61	\$139.06	\$134.00	\$138.00	\$142.12	\$146.37	\$150.74	\$155.25	\$159.89
Shuttle Service										
Planned Revenue Hours	39,321	41,675	41,675	41,675	41,675	41,675	41,675	41,675	41,675	41,675
Hourly Rate	\$98.53	\$99.98	\$102.57	\$105.74	\$109.01	\$112.37	\$115.85	\$119.43	\$123.12	\$126.92
Muir Woods Shuttle Service										
Planned Revenue Hours	4,035	4,035	4,035	4,035	4,035	4,035	4,035	4,035	4,035	4,035
Hourly Rate ¹	\$132.34	\$134.50	\$137.82	\$141.72	\$145.75	\$150.31	\$154.60	\$159.47	\$164.02	\$168.72
Novato General Purpose Dial-a-Ride										
Planned Revenue Hours	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650
Hourly Rate	\$92.11	\$93.35	\$95.69	\$98.60	\$101.60	\$104.69	\$107.87	\$111.16	\$114.54	\$118.02
School Bus Service										
Buses	7	7	7	7	7	7	7	7	7	7
Hourly Rate	\$67,500.00	\$69,525.00	\$69,525.00	\$73,759.07	\$73,759.07	\$78,251.00	\$78,251.00	\$83,016.49	\$83,016.49	\$88,072.19
Total Fixed Route Operating Expenses	\$18,093,073	\$19,984,345	\$20,496,564	\$20,124,291	\$20,729,182	\$21,354,057	\$21,996,183	\$22,659,615	\$23,341,287	\$24,043,632
PARATRANSIT & SPECIAL NEEDS TRANSIT										
Local Paratransit										
Planned Revenue Hours	62,076	65,017	68,095	70,588	73,056	75,510	77,976	80,430	82,872	85,305
Hourly Cost	\$81.60	\$83.38	\$85.30	\$87.44	\$89.66	\$91.97	\$94.36	\$96.83	\$99.40	\$102.05
Intercounty Paratransit										
Planned Revenue Hours	9,846	10,141	10,446	10,759	11,082	11,414	11,757	12,109	12,473	12,847
Hourly Cost	\$126.85	\$130.64	\$134.27	\$138.01	\$141.85	\$145.81	\$149.88	\$154.08	\$158.39	\$162.83
Volunteer Driver	\$303,122	\$303,122	\$303,122	\$303,122	\$303,122	\$303,122	\$303,122	\$303,122	\$303,122	\$303,122
Catch-A-Ride	\$350,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000
Mobility Management Program Cost	\$442,909	\$436,951	\$449,215	\$461,877	\$474,951	\$488,451	\$502,390	\$516,785	\$531,650	\$547,001
Total Paratransit Operating Expense	\$7,410,386	\$7,786,180	\$8,263,546	\$8,721,859	\$9,200,247	\$9,700,371	\$10,225,218	\$10,773,973	\$11,347,662	\$11,947,614
RURAL TRANSIT SERVICE										
West Marin Stagecoach										
Planned Revenue Hours	16,405	16,405	16,405	16,405	16,405	16,405	16,405	16,406	16,407	16,408
Hourly Cost	\$80.96	\$83.50	\$86.11	\$88.80	\$91.58	\$94.45	\$97.41	\$100.46	\$103.61	\$106.85
Total Rural Transit Operating Expenses	\$1,328,209	\$1,369,760	\$1,412,623	\$1,456,835	\$1,502,437	\$1,549,474	\$1,598,069	\$1,648,196	\$1,699,902	\$1,753,237
SYSTEMWIDE SUMMARY, ALL SERVICES										
Total Expenses	\$26,831,669	\$29,140,284	\$30,172,734	\$30,302,986	\$31,431,866	\$32,603,902	\$33,819,470	\$35,081,784	\$36,388,851	\$37,744,484
Total Revenues	\$27,435,688	\$29,453,478	\$30,351,935	\$31,141,640	\$31,890,874	\$33,098,818	\$33,557,661	\$34,042,916	\$34,893,947	\$36,090,930
Annual Surplus/Deficit	\$604,019	\$313,194	\$179,202	\$838,654	\$459,007	\$494,916	(\$261,810)	(\$1,038,868)	(\$1,494,903)	(\$1,653,554)
Cumulative Surplus/Deficit	\$12,447,326	\$12,760,520	\$12,939,722	\$13,778,376	\$14,237,384	\$14,732,300	\$14,470,490	\$13,431,622	\$11,936,719	\$10,283,165

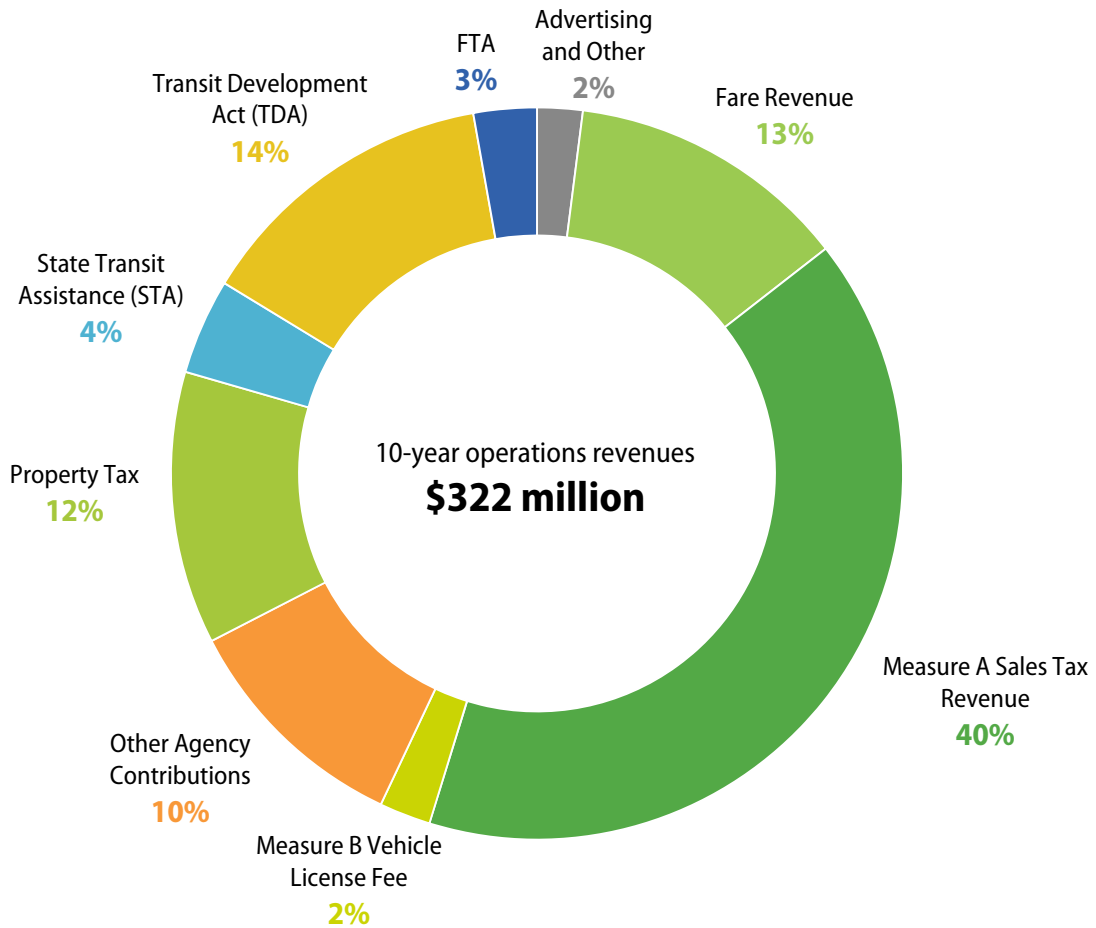
Revenue

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

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

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

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



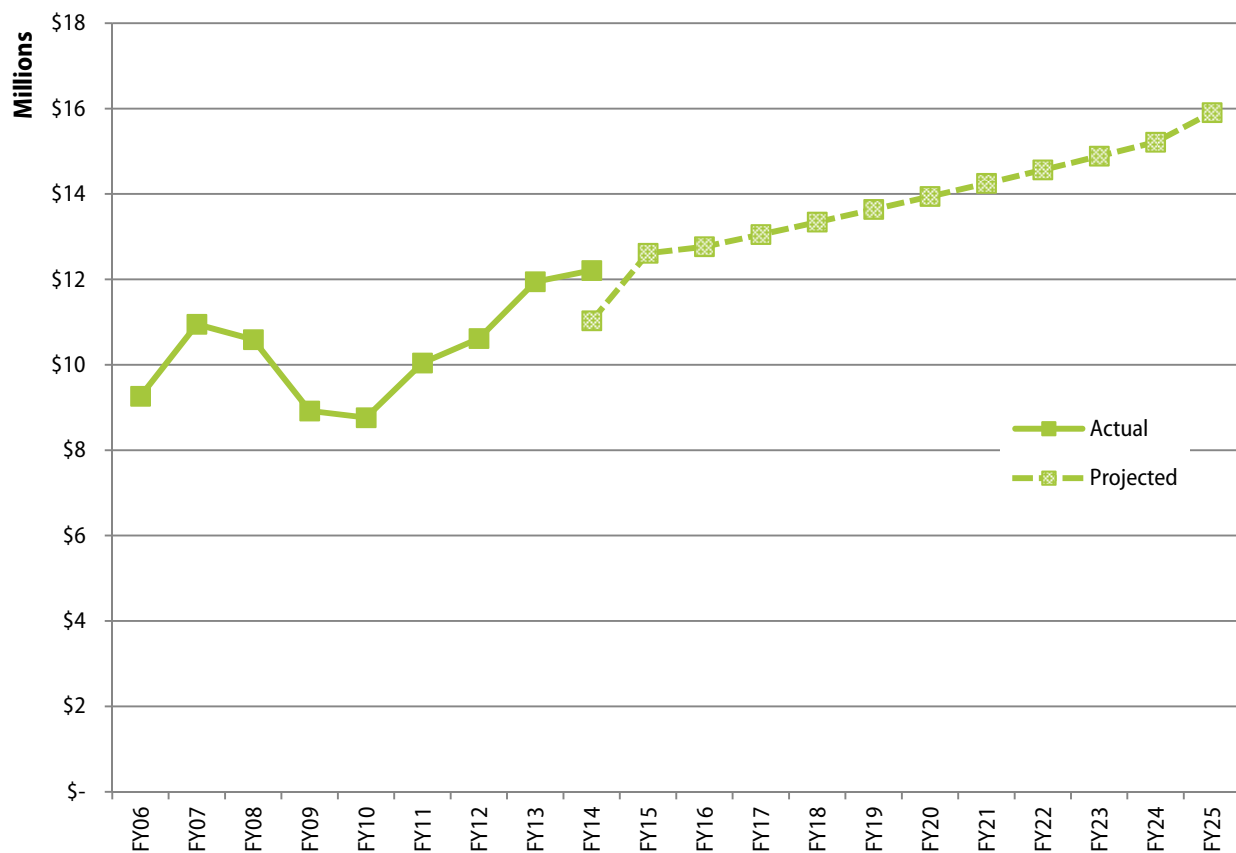
Local Sales Tax – Measure A

Marin County voters passed a half cent sales tax measure (Measure A) in 2004 to provide local funding and investment for transportation infrastructure and programs. Under the sales tax expenditure plan, fifty-five percent of Measure A is available for local transit service in the following four sub-strategies:

- Maintain and expand local bus transit service (37%);
- Maintain and expand rural bus transit system (3%);
- Maintain and expand transit services for those with special needs (9%); and
- Invest in bus transit facilities for clean and efficient transit system (6%).

Measure A historically provided approximately one-third of Marin Transit’s operating revenues. Consequently, a drop in allocations beginning in Fiscal Year 2008 significantly impacted District revenues. As the economy has recovered, sales tax receipts in Marin County have rebounded with actual receipts for FY 2012/13 coming in 13% higher than the prior year. Measure A sales tax revenue is projected according to the Transportation Authority of Marin 10-year projections (Figure 5-5) of 2.2% growth per year.

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



Vehicle Registration Fee – Measure B

In the November 2010 election, Marin’s voters approved Measure B, the Vehicle Registration Fee Initiative that collects \$10 annually for each vehicle registered in Marin for the purpose of improving transportation within the County. The Measure B Expenditure Plan designates 35% of the funds generated to be used to fund senior and disabled transportation services in Marin, Marin Transit is the designated agency to manage this funding. Beginning in calendar year 2012, Marin Transit began implementing the following programs and services with Measure B funding:

- Ongoing funding for the Volunteer Driver Programs for frail, home-bound seniors.
- Implementation of the Marin Catch-A-Ride discount taxi program.
- A scholarship program to assist ADA paratransit riders who are low-income with paying fares.
- A “Gap Grant” program to provide small competitive grants to Marin-based organizations that need seed funding to develop additional transportation programs serving seniors or persons with disabilities. In FY 2014/15 Marin Transit implemented the third round of Gap Grants, having previously approved small grants to assist with a rural senior shuttle program, transportation to an adult day health care program and management software for a volunteer driver program.
- Supplemental funding for Marin Transit to support the rapidly increasing demand for ADA paratransit services.
- The creation of a Mobility Analyst position within Marin Transit to assist the Community Mobility Manager with program development and outreach, and to expand Marin Transit’s travel training efforts.

Transportation Development Act Funds

Transportation Development Act Funds and State Transit Assistance (STA) fund are projected based on Metropolitan Transportation Commission’s (MTC’s) estimates and uses a 1.83% and a 2.5% escalation respectively. A onetime reduction in the STA Revenue derived from gasoline taxes was used to adjust near term projections for the recent decrease in fuel prices. Marin Transit receives a percentage of Marin County TDA based on the share of passengers carried and total public transit (bus and ferry) operated by both Marin Transit and Golden Gate Transit. Marin Transit’s current share is 36.5%.

Fares

Fixed route fare revenues are projected to increase by 1% annually on all services based on projected ridership increases. In FY 2020/21, Marin Transit is forecasting a fare increase of \$.25 on all services, resulting in a \$2.25 adult fare and \$1.25 reduced fare. The fare increase is projected to lead to a 10% increase in fare revenue. In FY 2022/23, Marin Transit is planning an additional fare increase of \$.25 on all services, resulting in a \$2.50 adult fare and \$1.50 reduced fare. Both fare increases are projected to create a 10% increase in cash fares. All actual fare increases would require board action and may require Title VI analysis.

Paratransit fares are projected to increase at approximately the same rate as the service level (4%). In addition, two fare increases are included one in FY2015/16 and one in FY2016/17 to bring the paratransit fare to the industry standard of two-times the adult fare (\$4.00). Marin Transit will continue to offer low income paratransit scholarships.

Appendix B of this report includes an analysis of Marin Transit’s fare structure and makes the recommendations shown in Table 5-3. With the exception of the paratransit fare increase and the Catch-A-Ride fare contribution, all of the recommendations are expected to result in nominal overall revenue enhancement or loss and are therefore not included in the revenue projections.

Table 5-3: Summary of Proposed Fare Changes

Category	Current Fare	Proposed Change	Proposed Timing of Change
Adult Monthly Pass	\$80.00	\$60.00	Next scheduled fare increase
Senior Monthly Pass	\$25.00	\$30.00	Next scheduled fare increase
Student Annual Pass	\$325.00	TBD	Based on School Transportation Study
Low Usage Passes	Various	Eliminate	Next scheduled fare increase
Discounts for Social Service Agencies	Various	Unify	FY2015/16
GGBHTD Transfers ⁽¹⁾	Free	Simplify	FY2015/16
SMART Transfers	N/A	\$1.50 Credit	FY2016/17
Group Pass Programs	N/A	TBD	FY2015/16 and beyond
Paratransit Fare ⁽²⁾	\$2.00	\$3.00/\$4.00	FY2015/16 to FY2016/17
Catch-A-Ride Fare	No fare	\$2.00	FY2015/16
Muir Woods Shuttle	\$5.00 RT	TBD	Align with implementation of NPS reservation system

Notes:

(1) Requires changes to Clipper implementation

(2) Paratransit fare increase may be postponed based on new contract award.

Property Tax

Marin Transit receives about \$3 million in dedicated local property tax revenue annually. After declines or almost no growth for four years, property tax revenue increased 4.6% in FY 2013/14 and is projected to increase 5% in FY2014/15. Based on County of Marin estimates, property tax revenue is expected to grow 4% in FY2015/16. For the rest of the plan period growth is estimated at 3% per year.

FTA Section 5311

Federal Section 5311 Rural Transit Funds are projected in accordance to MTC’s recent multiyear program through FY 2012/13 and then projected to grow by 3% per year.

Paratransit Contribution

Marin Transit and Golden Gate Bridge Highway and Transportation District have a shared responsibility for local paratransit in Marin County. Marin Transit has historically ensured both agencies meet this responsibility and GGBHTD has contributed funding to Marin Transit. This relationship is expected to continue and GGBHTD is projected to contribute funding for 23% of the local paratransit operations costs starting in FY2015/16.

Table 5-4: Operations Revenue Detail

Fiscal Year	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25
FIXED-ROUTE										
Fare Revenue	\$2,985,649	\$3,011,715	\$3,038,042	\$3,064,633	\$3,091,489	\$3,362,171	\$3,392,003	\$3,692,726	\$3,725,863	\$3,759,331
Advertising and Other	\$477,582	\$591,928	\$609,235	\$627,117	\$645,548	\$664,528	\$684,074	\$704,202	\$724,930	\$746,276
Measure A Sales Tax Revenue	\$8,585,737	\$10,105,452	\$10,495,615	\$10,767,403	\$10,984,208	\$11,406,001	\$11,293,668	\$10,926,340	\$11,164,644	\$11,669,333
Measure B Vehicle License Fee	\$2,749,188	\$2,786,529	\$2,864,555	\$2,945,628	\$3,029,274	\$3,115,387	\$3,204,038	\$3,295,303	\$3,389,255	\$3,485,974
Property Tax	\$144,080	\$149,600	\$155,336	\$161,264	\$167,391	\$166,275	\$172,744	\$171,155	\$177,983	\$185,043
Other District Contributions(1)	\$1,121,885	\$1,164,324	\$1,193,432	\$1,223,268	\$1,253,850	\$1,285,196	\$1,317,326	\$1,350,259	\$1,384,016	\$1,418,616
State Transit Assistance (STA)	\$4,001,819	\$4,075,052	\$4,149,625	\$4,225,564	\$4,302,891	\$4,381,634	\$4,461,818	\$4,543,470	\$4,626,615	\$4,711,282
Transit Development Act (TDA)	\$217,117	\$223,630	\$230,339	\$237,249	\$244,367	\$251,698	\$259,249	\$267,026	\$275,037	\$283,288
FTA Section 5311	\$2,985,649	\$3,011,715	\$3,038,042	\$3,064,633	\$3,091,489	\$3,362,171	\$3,392,003	\$3,692,726	\$3,725,863	\$3,759,331
Fixed-Route Totals	\$20,283,056	\$22,108,231	\$22,736,180	\$23,252,127	\$23,719,018	\$24,632,890	\$24,784,921	\$24,950,480	\$25,468,344	\$26,259,144
PARATRANSIT										
Fare Revenue	\$470,670	\$620,059	\$643,924	\$668,715	\$694,469	\$721,223	\$749,016	\$777,890	\$807,886	\$839,048
Measure A Sales Tax Revenue	\$2,103,590	\$2,035,585	\$2,083,197	\$2,131,761	\$2,181,297	\$2,231,823	\$2,283,361	\$2,335,929	\$2,389,549	\$2,503,105
Measure B Vehicle License Fee	\$730,800	\$730,800	\$730,800	\$730,800	\$730,800	\$730,800	\$730,801	\$730,802	\$730,803	\$730,804
Property Tax	\$910,764	\$696,939	\$715,919	\$735,639	\$755,985	\$776,932	\$798,496	\$820,695	\$843,548	\$867,075
Other District Contributions	\$66,294	\$71,210	\$74,066	\$77,038	\$80,130	\$83,345	\$86,691	\$90,171	\$93,791	\$97,557
GGBHTD – Regional Paratransit	\$1,164,437	\$1,237,525	\$1,312,330	\$1,391,657	\$1,475,780	\$1,564,988	\$1,659,590	\$1,759,910	\$1,866,296	\$1,979,112
GGBHTD – Local Paratransit	\$1,165,030	\$1,246,885	\$1,335,996	\$1,419,574	\$1,506,550	\$1,597,237	\$1,692,246	\$1,791,313	\$1,894,587	\$2,002,288
State Transit Assistance (STA)	\$79,102	\$81,080	\$83,107	\$85,184	\$87,314	\$89,497	\$91,734	\$94,027	\$96,378	\$98,788
FTA - Section 5307 ADA Set Aside	\$461,944	\$625,164	\$636,417	\$649,145	\$659,532	\$670,084	\$680,806	\$691,698	\$702,766	\$714,010
Paratransit Totals	\$7,152,631	\$7,345,247	\$7,615,755	\$7,889,513	\$8,171,855	\$8,465,928	\$8,772,740	\$9,092,436	\$9,425,604	\$9,831,786
TOTALS										
Fare Revenue	\$3,456,319	\$3,631,775	\$3,681,966	\$3,733,348	\$3,785,958	\$4,083,394	\$4,141,019	\$4,470,615	\$4,533,748	\$4,598,379
Advertising and Other	\$477,582	\$591,928	\$609,235	\$627,117	\$645,548	\$664,528	\$684,074	\$704,202	\$724,930	\$746,276
Measure A Sales Tax Revenue	\$10,689,327	\$12,141,037	\$12,578,812	\$12,899,164	\$13,165,505	\$13,637,824	\$13,577,029	\$13,262,269	\$13,554,193	\$14,172,438
Measure B Vehicle License Fee	\$730,800	\$730,800	\$730,800	\$730,800	\$730,800	\$730,800	\$730,801	\$730,802	\$730,803	\$730,804
Property Tax	\$3,659,951	\$3,483,469	\$3,580,473	\$3,681,268	\$3,785,259	\$3,892,318	\$4,002,534	\$4,115,998	\$4,232,804	\$4,353,049
Other District Contributions ⁽¹⁾	\$2,539,841	\$2,705,220	\$2,877,728	\$3,049,533	\$3,229,850	\$3,411,845	\$3,611,271	\$3,812,549	\$4,032,658	\$4,263,999
State Transit Assistance (STA)	\$1,200,987	\$1,245,404	\$1,276,539	\$1,308,452	\$1,341,164	\$1,374,693	\$1,409,060	\$1,444,286	\$1,480,394	\$1,517,403
Transit Development Act (TDA)	\$4,001,819	\$4,075,052	\$4,149,625	\$4,225,564	\$4,302,891	\$4,381,634	\$4,461,818	\$4,543,470	\$4,626,615	\$4,711,282
FTA Section 5311	\$217,117	\$223,630	\$230,339	\$237,249	\$244,367	\$251,698	\$259,249	\$267,026	\$275,037	\$283,288
FTA - Section 5307 ADA Set Aside	\$461,944	\$625,164	\$636,417	\$649,145	\$659,532	\$670,084	\$680,806	\$691,698	\$702,766	\$714,010
Operations Revenue Totals	\$27,435,687	\$29,453,478	\$30,351,935	\$31,141,640	\$31,890,874	\$33,098,818	\$33,557,661	\$34,042,916	\$34,893,947	\$36,090,930

Notes:

(1) National Park Service payments for 50% of Muir Woods Shuttle Agreements and Contracts Overview

Appendix A: Transit Demand Analysis Details

To compare the various travel demand tools and their findings, Marin Transit created a series of geographic zones that represent current transit markets. Eleven internal Marin zones and three external zones were identified and include:

Internal Zones

- Novato
- Marinwood / Terra Linda
- Central San Rafael / Santa Venetia
- Canal
- Fairfax / San Anselmo
- Corte Madera / Larkspur
- Mill Valley / Tam Junction
- Strawberry / Tiburon/Belvedere
- Marin City
- West Marin (North)
- West Marin (South)

External Zones

- Sonoma County
- East Bay (Contra Costa and Alameda Counties)
- San Francisco (City and County of San Francisco)

Boundaries for these zones are consistent with boundaries from various sources including the U.S. Census, the MTC’s Travel Model and Marin County’s Travel Demand Model. Naming of these zones is for reference purposes only and does not align directly with jurisdictional boundaries. Figure A-1 shows the coverage areas of these zones.

Transit Ridership

Marin Transit conducted a series of ridechecks between 2009 and 2011 that provided a comprehensive survey of all local bus routes, trips, and stops. A “ridecheck” consists of counting all patrons getting on (boardings) and patrons getting off (alighting) at every stop on every trip along that route. This survey provides the District with a detailed picture of local transit ridership and is the most fine grain assessment of actual system usage.

Ridership by geography is shown in Table A-1 below and includes average weekday and weekend activity as well as bike and wheelchair use. Activity is defined as a sum of boarding (on) or alighting (off) at any given stop. Transfer activity occurring on the route network is also included in the activity totals as locations with timed transfers between routes tend to have the higher passenger activity levels. Stops that are identified as timed transfer locations include the San Rafael Transit Center (Third and Hetherton), the San Anselmo Hub (Center and Bridge), Downtown Novato (Redwood and Grant), and Marin City (Donahue and Terners).

One-third of all ridership activity occurs in Central San Rafael and another 13% occurs in the adjacent geography of the Canal district. This indicates that nearly half of all passenger activity occurs in a very concentrated area within the central part of the County. In terms of per capita passenger activity levels, Marin City has the highest ratio of any of the geographies, followed by Central San Rafael and the Canal.

Weekday Ridership

Table A-2 shows weekday ridership activity of the top 20 bus stops served by local routes in Marin County. Not surprisingly, four of the top six locations are designated transfer locations. The number one stop is the San Rafael Transit Center where one in every four trips occurs. Cumulatively, nearly 57% of all ridership activity in the County occurs at the top 10 stops. Countywide approximately 90% of all ridership activity occurs at only 25% of local bus stops. Total weekday ridership activity is shown in Figure A-2.

Weekend Ridership

Weekend service has lower overall ridership, but activity is more concentrated. The top 20 stops shown in Table A-3 represent 64% of total weekend activity. Ninety-percent of all weekend ridership activity occurs at just 17% of the local bus stops. Total weekend ridership activity is shown in Figure A-3.

Compared to the weekday stop activity, stop locations serving retail centers such as Northgate Mall (Las Gallinas at Northgate) and the Village/Town Center in Corte Madera (Hwy 101/Tamalpais and Paradise Bus Pads) rated much higher and made the top 20 list. The high ridership at the San Anselmo Hub observed on weekends is a function of the weekend service to Fairfax as it requires a transfer to access destinations east of the Hub.

Figure A-1: Transit Planning Areas

Table A-1: Ridership Activity by Geography

Planning Area ⁽¹⁾	Population	Weekday			Weekend			Bikes	Wheelchairs
		Activity (ons + offs)	% of total	Activity per Capita	Activity (ons+ offs)	% of total	Activity per Capita		
Canal	11,679	2,808	13%	0.24	363	7%	0.03	15	3
Corte Madera-Larkspur	34,016	1,959	9%	0.06	510	9%	0.01	37	4
Marin City	2,500	822	4%	0.33	288	5%	0.12	11	3
Marinwood-Terra Linda-Santa Venetia	28,615	1,579	7%	0.06	534	10%	0.02	26	11
Mill Valley-Tam Junction	24,991	1,191	6%	0.05	396	7%	0.02	6	3
Novato	49,620	2,709	13%	0.05	337	6%	0.01	51	11
San Anselmo-Fairfax-Ross	25,297	1,910	9%	0.08	925	17%	0.04	17	6
San Rafael (Central)	28,399	7,192	33%	0.25	1,661	31%	0.06	82	22
Sausalito	7,758	485	2%	0.06	206	4%	0.03	15	1
Strawberry-Tiburon-Belvedere	16,845	870	4%	0.05	223	4%	0.01	18	0
Total	229,720	21,525	100%		5,443	100%		278	64

Notes:

(1) Planning areas are defined by Marin Transit based on coverage of current routes and transit markets.

Source: 2011 Marin Transit Ridecheck

Table A-2: Top 20 Weekday Stops – Total Ridership Activity (Ons + Offs)

Rank	Stop	Planning Area	Total Activity	% of Systemwide Total
1	Third and Hetherton (San Rafael Transit Center)	Central San Rafael	5,622	25.7%
2	Donahue and Terners	Marin City	740	3.4%
3	Kerner and Larkspur	Canal	561	2.6%
4	Center and Bridge (San Anselmo Hub)	San Anselmo-Fairfax-Ross	557	2.6%
5	Medway and Mill	Canal	519	2.4%
6	Redwood and Grant	Novato	427	2.0%
7	Canal and Novato	Canal	426	2.0%
8	Sunnyside and Miller	Mill Valley-Tam Junction	410	1.9%
9	Canal and Sonoma	Canal	341	1.6%
10	White Hill School and Glen	San Anselmo-Fairfax-Ross	325	1.5%
11	Second and Grand	Central San Rafael	312	1.4%
12	Kerner and Canal	Canal	293	1.3%
13	Third and Grand	Central San Rafael	288	1.3%
14	College @ College of Marin	Larkspur-Corte Madera	282	1.3%
15	Kerner and Bahia	Canal	251	1.1%
16	Bay and Bridgeway	Sausalito	237	1.1%
17	Enfrente and Salvatore	Novato	206	0.9%
18	Reed and Belvedere	Strawberry-Tiburon-Belvedere	201	0.9%
19	Miller and Camino Alto	Mill Valley-Tam Junction	200	0.9%
20	Las Gallinas and Northgate	Terra Linda-Marinwood-Santa Venetia	193	0.9%
Total			12,391	56.7%

Source: 2011 Marin Transit Ridecheck

Figure A-2: Weekday Passenger Ridership

Table A-3: Top 20 Weekend Stops – Total Ridership Activity (Ons + Offs)

Rank	Stop	Planning Area	Total Activity	% of System wide Total
1	Third and Hetherton (San Rafael Transit Center)	Central San Rafael	1,267	22.2%
2	Center and Bridge (San Anselmo Hub)	San Anselmo-Fairfax-Ross	543	9.5%
3	Kerner and Larkspur	Canal	363	6.3%
4	Donahue and Terners	Marin City	288	5.0%
5	Las Gallinas @ Northgate (NB)	Terra Linda-Marinwood- Santa Venetia	190	3.3%
6	Sunnyside and Miller	Mill Valley-Tam Junction	120	2.1%
7	Magnolia and Ward	Larkspur-Corte Madera	84	1.5%
8	Reed and Belvedere	Strawberry-Tiburon-Belvedere	82	1.4%
9	Bay and Bridgeway	Sausalito	76	1.3%
10	Fourth and Court	Central San Rafael	75	1.3%
11	Las Gallinas @ Northgate (SB)	Terra Linda-Marinwood- Santa Venetia	74	1.3%
12	Sir Francis Drake and Claus	San Anselmo-Fairfax-Ross	73	1.3%
13	Redwood and Grant	Novato	72	1.3%
14	US 101 and Tamalpais Bus Pad	Larkspur-Corte Madera	66	1.2%
15	Broadway and Bolinas	San Anselmo-Fairfax-Ross	57	1.0%
16	College @ College of Marin	Larkspur-Corte Madera	55	1.0%
17	Fourth and "C"	Central San Rafael	50	0.9%
18	Miller and Camino Alto	Mill Valley-Tam Junction	49	0.9%
19	Civic Center and N. San Pedro	Terra Linda-Marinwood- Santa Venetia	46	0.8%
20	US 101 and Paradise Bus Pad	Larkspur-Corte Madera	44	0.8%
Total			3,674	64.3%

Source: 2011 Marin Transit Ridecheck

Figure A-3: Weekend Passenger Ridership

Transit Competitive Index (Regional Transit Markets)

The MTC has recently developed the Transit Competitive Index (TCI) tool that is designed to predict how competitive transit is for a given area and explain why it is competitive compared to other options for travel. The tool used the Bay Area Travel Demand model and specific market conditions to estimate origin-destination travel and transit use. User-defined geographies can be created and specific travel corridors can be evaluated.

Marin Transit used this tool to evaluate transit competitiveness within Marin County and to adjacent destinations outside Marin County. While this tool is calibrated on a regional level, results for Marin County are useful in determining the attractiveness of transit service for inter- and intra-county mobility. *As with all travel prediction tools, the results of this analysis are useful as a planning tool to better understand estimated demand, but results are not perfect and do not predict actual travel.*

Using the planning zones discussed above, competitiveness indices were developed between each origin/destination (O/D) and reported. The following O/D pairs showed a high or medium level of competitiveness when compared to the automobile.

Table A-4: Transit Competitive Origin-Destination Pairs

Origin Zone	Destination Zone	Competitiveness Rating ⁽¹⁾
Canal	Canal, Central San Rafael	High
Central San Rafael	Canal	High
Corte Madera-Larkspur	Canal, Central San Rafael	Medium
Marin City	Marin City	High
Marin City	San Francisco, Sausalito	Medium
Mill Valley-Tam Junction	Mill Valley-Tam Junction	Medium
Sausalito	Sausalito	Medium

Notes:

(1) High rating indicates a TCI score > 100, medium rating indicates a TCI score between 50 and 100

Source: MTC Transit Competitiveness Model (2011)

Travel Demand (Local and Regional Travel)

The strength of the Marin County travel demand model is in showing total travel within the County. Since this model was originally developed using travel survey data, it tends to be the best source of looking at travel and mobility as a whole, but not necessarily in showing transit demand or competitiveness that is better assessed using the techniques described previously.

Table A-5: Marin County Travel Demand

	Total Travel (Daily Trips / % of Marin Total)			
	Trips Attracted		Trips Produced	
<i>Internal Zones</i>				
Canal	52,597	6%	27,408	3%
Central San Rafael / Santa Venetia	109,275	12%	88,478	10%
Corte Madera/Larkspur	106,249	12%	91,173	10%
Marin City	9,882	1%	7,687	1%
Marinwood / Terra Linda	100,313	11%	88,021	10%
Mill Valley/Tam Junction	65,869	7%	92,710	11%
Novato	154,891	17%	169,159	19%
San Anselmo / Fairfax	65,309	7%	76,805	9%
Sausalito	32,118	4%	21,819	2%
Strawberry/Tiburon/Belvedere	48,237	5%	57,558	7%
West Marin (North)	40,088	5%	38,362	4%
West Marin (South)	6,713	1%	8,963	1%
<i>External Zones</i>				
East Bay	15,549	2%	30,960	4%
San Francisco	60,532	7%	37,815	4%
Sonoma County	18,242	2%	45,700	5%
Total	885,864	100%	882,618	100%

Source: Marin County Travel Demand Model (2009)

Transit Demand (Model Mode Share)

Both the Marin County travel demand model and the MTC's transit competitiveness tool provide estimates for transit mode share for travel between origin destination pairs. Again, while these model predictions may not be 100% reliable, they are useful for planning purposes to show where mobility patterns favor transit over driving or other modes.

Results from the model’s trip tables were compiled and the transit mode split percentages were analyzed to determine where greater than 15% of trips selected to use transit. Table A-6 shows these results.

Table A-6: Marin County Travel Demand – Transit Mode Share

Origin Zone	Destination Zone	Marin Model ⁽¹⁾	MTC Model ⁽²⁾
<i>Local</i>			
Canal	San Francisco	30%	31%
	Sausalito	31%	< 15%
	Corte Madera – Larkspur	25%	< 15%
Corte Madera – Larkspur	San Francisco	20%	27%
	Sausalito	20%	< 15%
Marin City	San Francisco	24%	19%
	Sausalito	32%	< 15%
Marinwood – Terra Linda	San Francisco	31%	25%
	Sausalito	30%	< 15%
	Canal	21%	< 15%
Mill Valley	San Francisco	20%	15%
	Sausalito	25%	< 15%
Novato	San Francisco	40%	32%
	Sausalito	36%	< 15%
	Canal	25%	< 15%
	Corte Madera-Larkspur	15%	< 15%
	Marinwood – Terra Linda	16%	< 15%
San Anselmo – Fairfax	San Francisco	27%	27%
	Sausalito	25%	< 15%
	Canal	19%	< 15%
Central San Rafael	San Francisco	23%	26%
	Sausalito	17%	< 15%
	Canal	15%	< 15%
Strawberry – Tiburon – Belvedere	San Francisco	22%	18%
	Sausalito	25%	< 15%
West Marin South	Sausalito	16%	< 15%
<i>Regional</i>			
San Francisco	Marin City	17%	17%
	Sausalito	27%	< 15%

Source: (1) Marin County-2009, (2) MTC – 2010

Appendix B: Fare Analysis

Fare policy affects all aspects of transit, including ridership levels, service reliability, and operational revenues. This chapter looks at Marin Transit’s current fare structure and proposes changes to the structure in response to the following:

- Implementation of Clipper on all Marin Transit fixed route services
- The desire to simplify transfer policies between GGBHTD and Marin Transit;
- Consideration of regional proposed fare policies;
- Consideration of neighboring peer fare policies and actions;
- Anticipation of SMART service start-up and needed fare coordination;
- Rider response to new and emerging mobility management programs; and
- Funding shortfalls in the Marin Access paratransit program

Much of the analysis below draws on the *2012 Marin Transit Fare Policy Evaluation* prepared under a Caltrans 5304 Planning Internship Grant.

Current Fare Products and Policies

A summary of current fare products and policies can be found in Chapter 1 of this report.

Peer Agency Comparison

For Marin Transit riders traveling outside of Marin County having a fare structure that is compatible with neighboring agencies can ease the transfer between operators. Additionally, there is value in looking at neighboring transit agencies fare policies to set benchmarks and generate ideas for fare structure changes. The following transit agencies were chosen to for this peer comparison based on the likelihood that a Marin Transit rider would make a connecting trip on the other agencies’ system.

- Sonoma County Transit
- Santa Rosa City Bus
- Petaluma Transit
- VINE (Napa County)
- AC Transit
- Muni

The final column of Tables B-1, B-2, and B-3 shows the average of cash fare and monthly pass cost for all Bay Area bus systems that use a flat fare structure. Note that Golden Gate Transit is not included in this matrix because their local fares match those charged by Marin Transit and transfers are free between the two agencies.

Table B-1: Adult Fare Comparison (October 2014)

Category	Marin Transit	Sonoma County Transit ⁽¹⁾	Santa Rosa City Bus	Petaluma Transit	VINE (Napa County)	AC Transit	Muni ⁽²⁾	Avg All Bay Area Operators ⁽³⁾
Cash	\$2.00	\$1.25-3.65	\$1.50	\$1.50	\$1.50	\$2.10	\$2.25	\$1.83
1-Day Pass	\$5.00	-	\$4.00	-	\$5.00	\$5.00	\$15.00	
7-Day Pass	\$20.00	-	-	-	-	-	\$29.00	
31-Day or Monthly Pass	\$80.00	\$62.50	\$50.00	\$30.00	\$48.00	\$75.00	\$68.00	\$54.00
Value Card / Pass or Ticket Book ⁽⁴⁾	\$1.80	\$1.25-3.65	\$1.45	\$1.50	\$1.38	-	-	
Clipper (single ride)	\$1.80	-	-	-	\$1.50	\$2.00	\$2.00	

Notes:

- (1) Sonoma County Transit has a zone based fare structure
- (2) Muni also offers a 3-day pass
- (3) Avg All Bay Area Operators with "flat fare" structure
- (4) Stored Value Cards were eliminated on July 1, 2015 due to low usage and duplication with Clipper Card discount

Table B-2: Senior and Disabled Fixed Route Fare Comparison

Category	Marin Transit	Sonoma County Transit ⁽¹⁾	Santa Rosa City Bus	Petaluma Transit	VINE (Napa County)	AC Transit	Muni ⁽²⁾	Avg All Bay Area Operators ⁽³⁾
Cash	\$1.00	\$0.60-1.80	\$0.75	\$0.75	\$0.75	\$1.05	\$0.75	\$0.87
1-Day Pass	\$2.50	-	\$2.00	-	\$2.50	\$2.50	\$15.00	
7-Day Pass	\$10.00	-	-	-	-	-	\$29.00	
31-Day or Monthly Pass	\$25.00	\$31.25	\$25.00	\$15.00	\$24.00	\$20.00	\$23.00	\$23.00
Value Card / Pass or Ticket Book	\$1.00	\$0.60-1.80	\$0.70	\$0.75	\$0.65	-	-	
Clipper (single ride)	\$1.00	-	-	-	\$0.75	\$1.00	\$0.75	

Notes:

- (1) Sonoma County Transit has a zone based fare structure
- (2) Muni also offers a 3-day pass
- (3) Avg All Bay Area Operators with "flat fare" structure
- (4) 20 ride passes are sold at reduced price

Table B-3: Youth Fare Comparison

Category	Marin Transit	Sonoma County Transit ⁽¹⁾	Santa Rosa City Bus	Petaluma Transit	VINE (Napa County)	AC Transit	Muni ⁽²⁾	Avg All Bay Area Operators ⁽³⁾
Cash	\$1.00	\$1.05-3.25	\$1.25	\$1.00	\$1.00	\$1.05	\$0.75	\$1.39
1-Day Pass	\$2.50	-	\$3.00	-	\$3.00	\$2.50	\$23.00	
7-Day Pass	\$10.00	-	-	-	-	-	\$29.00	
31-Day or Monthly Pass	\$40.00	\$47.00	\$35.00	\$20.00	\$33.00	\$20.00	\$23.00	\$39.00
Value Card / Pass or Ticket Book	\$1.00	\$1.05-3.25	\$1.20	\$1.00	\$1.00	-	-	
Clipper (single ride)	\$1.00	-	-	-	\$1.00	\$1.00	\$0.75	

Notes:

(1) Sonoma County Transit has a zone based fare structure

(2) Muni also offers a 3-day pass

(3) Avg All Bay Area Operators with "flat fare" structure

With the exception of Sonoma County Transit, all of the peer transit agencies charge a flat fare regardless of the distance travelled. AC Transit has a separate fare structure for its Transbay service and VINE has premium charges for its routes that operate outside the County that are not included in this analysis.

There is a wide range of pricing among Marin Transit's peer agencies, and among Bay Area Transit operators in general. The most frequently seen adult cash fare in the Bay Area is \$2.00 so that the Marin Transit fare is comparable to other agencies, if not to the peer agencies. Marin Transit's youth fare is in line with its peers and the average of all Bay Area operators, however, it is worth noting that many suburban operators in the Bay Area have chosen not to discount youth fares, or to provide only minimal discounts. This decision is based on the fact that most youth ridership is on school tripper routes that tend to be expensive to operate. Senior/disabled cash fares are consistently set at 50% of the adult fare.

Of the peer transit agencies, Marin Transit offers the most diverse fare options. Marin Transit and Muni are the only agencies to offer weekly passes; Muni's weekly and three day pass are aimed at the tourist market. All transit agencies offer some type of month-long period pass.

A comparison of the six agencies' fare policies reveals that Marin Transit has the most expensive monthly passes for adults at \$80, which is considerably higher than the Bay Area average of \$56. Marin Transit's Monthly Youth Pass is generally higher than that of neighboring operators but consistent with the Bay Area average. Marin Transit's senior month pass is generally priced consistent with the peer agencies and the Bay Area.

Some transit agencies offer some type of discount for prepaid fares through either a value card or multi-ride ticket book. Marin Transit previously had stored value cards. These have been replaced by the Regional Clipper Card that offers a ten percent discount on fares. Santa Rosa City Bus offers ticket books that never

expire. Tickets are available in 40 ticket and 10 ticket packs and provide a three percent discount off regular fare. Napa VINE offers a 20 ride pass with an eight percent discount. Petaluma Transit offers a 10-Ride Transit Pass with no pre-paid discount. AC Transit offers a five percent discount with Clipper.

Table B-4: Transfers between Agencies

Transit Agency	Within Agency	Between Agencies
Marin Transit	Free transfers on all services within Marin County (see restriction above)	Accept transfers from Golden Gate and Petaluma as full fare
Sonoma County Transit	Free transfers for one-way trips. Transfers good for two hours	Accept transfers from Santa Rosa City Bus, Petaluma Transit and Golden Gate Transit for a first boarding zone fare credit. Additional fees beyond first boarding zones (Sonoma County has a zone based fare system). Transfers from other systems worth \$0.25 toward Sonoma County fare.
Santa Rosa City Bus	Free transfers valid for 90 minutes and/or two transfers after the time of issue	Accept free transfers from Sonoma County Transit and Golden Gate Transit
Petaluma Transit	Free transfers for one-way bus trip. Valid for one hour after issuance	Accept free transfers from Sonoma County Transit, Marin Transit (route 65) and Golden Gate Transit
Napa VINE	One free transfer valid for 60 minutes after time of issue. Transfers between Express or Intercity routes and Routes 10/11 (countywide routes) require additional payment	
AC Transit	No free transfers. Encourage transferring riders to purchase a day pass for unlimited rides	Accept free transfers from all connecting agencies with a reciprocal agreement.
Muni	Free transfers valid for 90 minutes of travel	Provides \$0.50 discount off single ride when using clipper card form Alameda/Oakland Ferry, Harbor Bay Ferry, Golden Gate Transit, BART
SolTrans	No free transfers. Encourage transferring riders to purchase a day pass for unlimited rides	

Aside from Sonoma County’s youth summer pass, Marin Transit is the only agency among the peer agencies to offer a youth flash pass. In addition to its day, weekly, and monthly passes, Marin Transit works with local schools to provide a six month or one year youth flash pass. One other agency in the Bay Area, VTA, provides an annual youth pass. The pass is priced at \$495 (compared to Marin Transit’s annual price of \$360) and is valid for 11 months.

All agencies are part of a larger transportation network, with differing transfer policies. Marin Transit offers free transfers on all services within Marin County. Sonoma County Transit offers free transfers for one-way trips when transferring within the Sonoma County system. Sonoma County also accepts transfers from Santa Rosa City Bus, Petaluma Transit and Golden Gate Transit for a first boarding zone fare credit and then charges an additional amount for boarding zones beyond the first zone (Sonoma County has a zone based fare system).

Table B-5: Paratransit Fare Comparison

Category	Marin Transit	Sonoma County Transit	Santa Rosa City Bus	Petaluma Transit	VINE (Napa County)	AC Transit/ BART	Muni	SolTrans
Paratransit Fare	\$2.00 ¹	\$2.50-7.10	\$3.00	\$3.00	\$3.00	\$4.00-7.00 ²	\$2.25	\$3.00
Adult Fare	\$2.00	\$1.25-3.65	\$1.50	\$1.50	\$1.50	\$2.10	\$2.25	\$1.75

Notes:

(1) Fare for non-ADA mandated service is \$2.50

(2) AC Transit and BART jointly fund East Bay Paratransit

Clipper Assessment

Due to its longstanding relationship with Golden Gate Transit (GGT), Marin Transit is a unique situation within MTC’s regional electronic fare payment system, Clipper. In 2007, TransLink (now Clipper) was launched on Golden Gate Transit bus and ferry services, including the local bus service operated by Golden Gate Transit on behalf of Marin Transit. The implementation was done based on the Golden Gate regional fare structure and included a zone-based, tag-on/tag-off operation whereby passengers are required to “tag” their card on the Clipper unit at the front of the bus both when they are boarding and when they are alighting. The tag-off requirement allows Clipper to calculate the appropriate zone fare for the ride. Failure to tag-off results in the rider being charged the highest zone fare. Since local routes operated by GGT for Marin Transit were included as part of the initial implementation, Clipper was available to local passengers using Marin Transit services operated by GGT, but not the local service operated by Marin Transit’s other contractors. This arrangement was confusing and inefficient for local passengers and resulted in frequent requests from riders for Marin Transit to implement Clipper on all the local Marin County services.

To respond to rider concerns, Marin Transit worked with the MTC to identify resources needed to implement Clipper on all of its services. In February of 2012, Marin Transit and MTC agreed to an implementation plan that would prioritize the Transit District in the schedule for implementing Clipper at new transit agencies. To receive priority implementation, Marin Transit agreed to contribute \$100,000 toward the project and to continue to operate under the GGT umbrella that included the zonal fare structure and the tag-on/tag-off operation. Recognizing that Marin Transit’s pass products are not part of the GGT fare structure, MTC agreed to allow the District to continue to offer paper passes for monthly, weekly, and day-passes.

On May 10, 2013, after over a year of discussions between MTC, Cubic, and Marin Transit, the MTC Operations Committee approved funding for Clipper expansion to Marin Transit and installation of the Clipper equipment on the remaining Marin Transit services concluded in August of 2014.

The District has monitored Clipper use on Marin Transit routes since 2007 and has observed a very low rate of participation by riders. As opposed to the regional services, where usage rates are nearly 90% by bus riders and 100% by ferry riders, usage on Marin Transit routes averages 12%. Understanding differences in rider demographics is important when discussing differences in fare payment preferences and Clipper usage rates. Local Marin Transit passengers differ significantly from the regional bus or ferry passenger and the “typical” Marin County resident. Over 40% of local riders are Hispanic/Latino and a similar percentage identify Spanish as the language spoken at home. Over 75% of riders earn less than \$50,000 annually. Language and income levels are likely factors that impact fare media selection.

A number of reasons have been identified by riders and operators for the low usage rates of Clipper on local services, including:

- Tag-on/tag-off operation creates an unnecessary risk for local riders that they will be charged a significantly higher fare if they forget to tag-off or if the system fails. Local riders should never be charged more than \$1.80 (adult) or \$1.00 (youth/senior/ADA) for a single trip but failure to complete a tag-off can result in a charge of up to \$7.00 (adults) and \$4.25 (youth/senior/ADA). Although potential refunds are available, it requires a call to customer service and a lengthy wait period before funds are restored. Cash fares do not have this embedded risk.
- Tag-on/tag-off operation presents a “black-box” charge to the rider that is challenging to understand, especially for non-English speaking riders. Devices onboard local vehicles show the maximum regional fare before the user tags off, not the actual local fare. When tagged, the system deducts this maximum fare and then generates a refund back to the local fare at the time of exit (tag-off). This is not-intuitive to the local rider who is only expecting to be charged the local fare.
- Transfer restrictions in the regional fare structure do not allow a free transfer to occur if a rider wants to travel in the opposite direction. While this may make sense for directional regional travel, many local passengers have to travel one direction to get to a transfer hub, and then travel the opposite direction on another route to get to their final destination. Riders are double charged in the Clipper system. The District’s ability to move to a non-directional transfer policy is not possible under the regional business rules within Clipper.
- Due to the tag-on/tag-off operation and the fear of fare evasion on the regional services, Clipper patrons are forced to use the front door for entry and exit. This operational limitation increases dwell times for the District and ultimately increases costs. Clipper patrons are penalized by waiting to exit the front door at high ridership stops such as the San Rafael Transit Center. Often time passengers want to quickly exit (back door) to catch a transfer bus. A passenger who is seated at the rear of an articulated bus has to bypass two open doors at the rear to wait for an opening at the front door, significantly increasing the alighting time.

- Aside from the ferry terminals and main bus depot in San Rafael, there are only 12 retail outlets in all of Marin County for passengers to purchase or load value on Clipper cards. Further, there are no outlets in the Canal area of San Rafael or Marin City, and only one outlet north of San Rafael. These areas represent the highest transit ridership and highest concentration of minorities in the County.
- Language and income barriers further complicate the legibility of the system and a customer's willingness to pre-load large amounts of money to the card or set-up an auto load service. (Auto load requires a credit card and vending machines only allow value to be added in \$20 increments.) Consequently, routes that serve minority communities such as Routes 35 and 36 have the lowest usage Clipper rates at around 5%, below half the system-wide average.

In addition to the bullets listed above, the District is also unable to expand Clipper use to current pass holders and partner agencies using “flash-pass” products. Approximately 25% of all current local riders use some type of pass product including the Month/Week/Day pass, the Countywide Youth Pass, and the Homeward Bound social service pass. Further, deployment of Clipper on new partnerships with College of Marin or employers is also not available under the current Clipper deployment.

Areas for Consideration in Making Fare Changes

Historically Marin Transit has determined fare policy to achieve the following objectives:

- Maintain cost effectiveness targets (subsidy per passenger) by service typology
- Offer fare media that encourages ridership and simplifies fare payment
- Keep Marin Transit's fares in line with peer systems in the Bay Area

Although not a stated objective, Marin Transit also seeks to maximize social equity by providing mobility for all within the county. To do so, the District provides a variety of options for free or discounted fares to low income populations.

Other considerations that are relevant to determining a fare structure are:

Operational Efficiency

Cash is the most used form of payment and is often preferred by riders because it is viewed as the most convenient option. However, cash payments slow boarding and are consequently the most operationally inefficient form of fare payment. Consequently, from an operational standpoint, it is to Marin Transit's advantage for riders to switch to the many non-cash options available. Clipper and flash pass media has the least impact on operations since the rider does not have to interact with the farebox or the driver. Other non-cash media such as period passes or transfers require interaction with the driver.

Marin Transit offers the most fare options compared to its peer agencies. The fact that Marin Transit offers so many fare products may make it difficult to effectively communicate all the options to its users. Additionally,

some products have overlapping functions and benefits. Any change to the fare structure should include a reevaluation and streamlining of the current pass programs.

Seamless Regional Travel

Clipper provides the District with a universal fare media product that can be used across nearly all transit operators in the Bay Area. This media provides local transit users transferring to and from the regional transit systems to “seamless” transfer and reduces the friction of transferring and obtaining multiple forms of transit media. Continued support and participation in the Clipper program by local riders will benefit both the user and District.

Balancing Competing Goals

In setting fares transit agencies need to find the balance between encouraging ridership and generating revenue. If fares are set too high then they become a barrier to ridership. This is particularly true for Marin Transit where 57% of riders earn less than \$25,000 per year. However, setting fares too low can promote ridership increases beyond the District’s capacity to accommodate future growth.

Encouraging Targeted Ridership

Marin Transit, like most transit agencies, provides discounts to specific segments of the population. These discounts are sometimes mandated, as in the case of the federal requirement that transit agencies provide Senior and Disabled fares equal to no more than half the standard adult fare during off-peak periods. In other cases reduced fares are set to encourage ridership in a population that might not otherwise ride. Marin Transit currently favors youth with additional programs for low-income youth, seniors and the disabled with additional programs for low-income seniors and disabled, and clients of Homeward Bound.

Marin Transit’s current fare structure was evaluated against these objectives and considerations. The section below provides recommended fare structure changes that better align the structure with the above objectives and considerations.

Recommended Changes to Clipper Operations

Increasing use of Clipper is a shared goal of the MTC and Marin Transit. The District has outlined a number of actions to increase the use of Clipper in Marin County and simplify the system maintenance for MTC and its vendor, Cubic. The District must achieve these changes before any changes can be considered related to the structure (zonal vs flat fare, directional transfer, time duration of transfers, etc.) of the fare policies. These actions will give the Marin Transit rider more confidence in the system and provide the rider clarity when transferring to the regional GGT system and future SMART system.

1. Transition the current transfer rules for Marin Transit service away from a time and direction rule to a simple time-based rule. Current rules double charge trips that require transfer on routes traveling in opposite direction. This change will not only simplify the transfer process and avoid double payment but it also simplify the round-trip transfer matrix within Clipper that takes significant time and resources to update.

2. Establish Marin Transit as its own operator or add Marin Transit as one of the operators in the North Bay operator group. Under this strategy, all Marin Transit riders would be charged a flat fare and only a single tag would be required. Single tag operation would allow the local riders to use the rear doors for alighting, increasing operational performance and allowing the District to pursue further policy to reduce vehicle dwell times such as all door boarding.
3. Establish a \$2.00 transfer credit to Golden Gate routes (free local transfer) and a \$1.50 transfer credit to SMART rail service.
4. Provide the District with a similar number of pass products (month and week) as the other small operators on Clipper or allow the District to take advantage of the accumulator functionality.
5. Increase the network of Clipper retail outlets and ticket vending machines with particular focus on increasing the availability of locations to load value in the Canal, Marin City, and Novato. To further encourage Clipper use among low income riders value should be allowed to be added in an amount less than \$20.

The MTC is currently scoping out the future of the Clipper program through the C2 steering committee. Marin Transit's General Manager is a member of this committee and the District needs will be considered as part of this future planning effort. However, it is uncertain how long the C2 process will take and opportunities to prioritize these needs though the North Bay Operators implementation of SMART should be considered.

Recommended Fare Structure Changes

Decrease Price of Adult Monthly Passes

Marin Transit's adult monthly pass is the highest compared to monthly passes of peer agencies. Additionally, the price gap among Marin Transit's adult, youth, and senior monthly passes is quite significant; adult passes are twice as expensive as youth passes, and more than three times as expensive as senior passes.

Marin Transit should consider decreasing the price of the monthly pass to \$60 to better align it with peer agencies and the regional average. This price decrease may also incentivize certain adults to buy a monthly pass over a weekly pass, since the monthly pass would offer more value per trip. At this time, the weekly and monthly passes offer similar value per trip; both passes benefit adults who ride more than 10 times per week.

Increase Price of Senior Monthly Passes

The senior monthly pass is one of the most popular fare payment options on Marin Transit services. The senior monthly pass has been priced low to encourage as many seniors to take the fixed-route services or shuttles, as opposed to using dial-a-ride or paratransit services. Unfortunately, the low price point of the senior monthly pass has been reported by drivers and customer service staff to encourage fraudulent behavior among other users.

The Senior Monthly Pass should be raised from \$25 to \$30, which would be half the price of the Adult Monthly pass and consistent with the discount offered on single ride cash fares. The slight increase still offers

a good value for seniors. Additionally, the decreased gap among the monthly passes may decrease fraudulent behavior.

Reevaluate Price of Youth Transit Pass

Marin Transit currently offers an annual and six-month Youth Transit Pass as well as day, week and monthly youth passes, and with the advent of Clipper a discounted single ride price. Even with this variety of fare options, an estimated 40% of students still pay for their rides in cash. The Youth Transit Pass enjoys high usage primarily because it is distributed free to low-income students. Only 10% of Youth Pass usage is from paid purchases. Marin Transit is currently undertaking a Countywide Student Transportation Study that will consider, among other recommendations, increasing access to Yellow Bus services, shifting some Public Transit student ridership to these services as appropriate based on the students age and location, and the optimum pricing for both Yellow Bus and Youth public transit service. One possible outcome of this study could be a Youth Pass good on all public transit services and also accepting yellow bus passes as valid payment on Marin Transit's local routes.

Consider Phasing Out Low Usage Pass Types

The senior 7-day pass and the student 7-day and 31-day passes all have low sales volumes. Senior 7-day passes account for only 2% of all senior passes sold; student 7-day passes and 31-day passes together account for less than 1% of all student passes sold. This is probably the result of more cost effective alternatives and limited locations to purchase this media. If these passes continue to have low sales volumes after implementation of the pricing changes described above, all 7-day (adult, senior, and youth) and the youth 31-day passes should be phased out to avoid unnecessary printing and handling costs.

Formalize Partnerships With Social Service Agencies

To maximize social equity and ensure mobility for all, Marin Transit has worked with social service agencies to provide discounted or free rides to communities of concern. Specifically, Marin Transit has long partnered with Homeward Bound to offer free tickets and more recently provided discounted passes to the Department of Health and Human Services. In FY2013/14 Marin Transit provided 53,587 free rides valued at \$96,457 to Homeward Bound clients. The Department of Health and Human Services current purchases 50 adult monthly passes each month with a face value of \$4,000 for the discounted price of \$3,000.

These partnerships have risen on a case-by-case basis, typically with the social service agency approaching the District. Alongside these discounted programs, many non-profit organizations purchase \$2.00 tickets with no discount to distribute to their clients. Marin Transit should consider adopting one consistent program that could be accessed by all social service agencies that allows for a consistent discount and requires some contribution from the agency receiving the tickets.

Simplify Fare Payment Structure and Transfer Rules with Golden Gate

Currently, Marin Transit supports Golden Gate Transit's zone based fare structure by allowing passengers who are transferring to or from a regional route to pay their fare on the first vehicle they board and receive a

transfer to continue their trip. This requires Marin Transit fareboxes and Clipper units to be programmed to support zone based fares. While zone payment makes sense for a regional provider, the local services are based on a flat fare and the zone designations add confusion and uncertainty to the local rider. The zone structure also presents operational delays as drivers need to make adjustments to the farebox to ensure passenger are charged the correct fare and their transfer functions as expected.

As outlined earlier in this Appendix, the zonal fare structure is also a barrier to expanding use of the Clipper system and operational issues associated with Clipper. Clipper patrons riding locally currently have to tag-on when boarding and tag-off when exiting the bus. This is necessary to appropriately calculate the zone-based fare. If patrons forget to tag-off, the Clipper system assumes the patron will ride to the furthest zone in the system. Since the furthest zone is either San Francisco or Santa Rosa, the normal \$1.80 charge to the adult increases to \$7.00. The tag-off process also forces patrons to use the front door when exiting, which increases dwell time at stops and adds to operational costs.

To remedy many of the issues related to operating a flat fare payment in a zone structure, the District should continue to pursue a new organizational arrangement with the Clipper program that provides users with a single tag, flat fare payment option. This would give local riders more transparency and confidence in the electronic media and allow Clipper patrons to use the rear door during exiting.³ It would also eliminate the need for drivers to manually assign origin and destination fare zones in the farebox and take away the potential for invalid transfers.

SMART

SMART and the connecting bus operators in the North Bay recently agreed to a unified transfer policy between the rail and bus. A transfer credit of \$1.50 for passengers transferring between the two modes was the agreed upon amount. Effectively, this means that riders transferring to a Marin Transit bus from the SMART train would pay \$0.50 for their bus trip. Since SMART is only intending to accept payment through Clipper Cards, the additional Marin Transit fare would be deducted from the rider's card allowing the rider to make the transfer without having a cash transaction.

Group Pass Programs

Marin Transit should continue to explore partnerships with other agencies and local employers; universal pass programs with certain local employers may be an option. Marin Transit is currently in discussions with College of Marin regarding a student pass program that would require contributions from all students as part of the semester fees and would in turn allow unlimited rides with the student ID as a flash pass. Group pass programs offer opportunities for attracting new transit riders and improving operational efficiency of the service. If Marin Transit was successful in obtaining the single tag operation and the stand alone operator status in Clipper, the District could use the Clipper card for future group pass programs.

³ Marin Transit would need to be added to the Clipper program as a separate operator instead of part of the Golden Gate System. This change to the Clipper system would need to be approved by MTC, the program manager for the regional fare collection program.

Increase in Paratransit Fare

The Americans with Disabilities Act allows transit agencies to charge up to twice the base fare for rides on paratransit services. Marin Transit has historically charged the same base fare for both fixed route and paratransit (with a premium of \$0.50 for non-mandated trips). However, paratransit services are significantly more expensive to provide than fixed route services and Marin Transit is currently facing financial challenges aligning the provision of service with the growing demand. To help support the added costs of paratransit Marin Transit should gradually increase paratransit fares to achieve the maximum fare allowed under the ADA of twice the local fare. To ease the impact of increasing the paratransit fare the increase could come in two annual \$1 increases. To ensure that low income riders are not unduly disadvantaged by this increase Marin Transit should consider an increase to the low income paratransit scholarship program.

Increase in Novato Dial-A-Ride Fare

The Novato Dial-A-Ride provides a more personalized curb-to-curb service for Novato residents and the program regularly falls below the subsidy per passenger target. Fares on this service are the same as fixed route, offering riders little incentive to use these services. As Catch-A-Ride and paratransit fares are proposed to increase, the Dial-A-Ride should follow. A one-time fare increase on the regular adult rate from \$2.00 to \$4.00 and an increase on the senior/ADA rate from \$1.00 to \$2.00 is proposed for FY2016/17. The change would also eliminate the free transfer from the fixed route service and require riders to pay the difference in fares between the fixed route and Dial-A-Ride.

Impose a Minimum Fare for Catch-A-Ride

Currently the Catch-A-Ride program is structured such that there is no minimum fare and consequently customers pay only if the cost of the taxi ride is greater than the subsidy provided by Marin Transit. As with many of Marin Transit's Mobility Management programs, Catch-A-Ride use is beginning to exceed available funding. By having riders pay a portion of the cab fare the funding can be extended. As Catch-A-Ride is a less expensive method for providing service to senior and disabled clients than paratransit, the minimum should be set less than the paratransit fare to encourage ridership on this mode.

Increase Marketing and Distribution of Clipper

Increasing the use of Clipper on local routes has great potential to improve operational efficiency and add convenience for passengers. The District must first work with MTC and Golden Gate Transit to overcome some barriers related to the current system (mentioned above). Investing in marketing and distribution of Clipper is one way to increase usage and awareness.

Evaluate Muir Wood Shuttle Pricing

Marin Transit partners with the National Park Service to provide a seasonal shuttle to Muir Woods from several off-site locations. Each partner agency pays 50% of the net cost of the service. In advance of the 2013 season the fare for this service was increased from \$3.00 per adult round trip to \$5.00 per adult round trip with other fare discounts applied to youth and seniors. The National Park Service is currently evaluating the implementation of a reservation system to manage parking and congestion at Muir Woods National Park.

That implementation will likely include the imposition of parking fees for those travelling to Muir Woods in private vehicles. As the Muir Woods Shuttle is an integral part congestion management in and around the Muir Woods National Park shuttle pricing should be evaluated in concert with the upcoming implementation of a reservation system and the imposition of parking fees.

Table B-6: Summary of Proposed Fare Changes

Category	Current Fare	Proposed Change	Proposed Timing of Change
Adult Monthly Pass	\$80.00	\$60.00	Next scheduled fare increase
Senior Monthly Pass	\$25.00	\$30.00	Next scheduled fare increase
Student Annual Pass	\$325.00	TBD	Based on School Transportation Study
Low usage passes	Various	Eliminate	Next scheduled fare increase
Discounts for Social Service Agencies	Various	Unify	FY2015/16
GGBHTD Transfers	Free	Simplify	FY2015/16
SMART Transfers	N/A	\$1.50 Credit	FY2016/17
Group Pass Programs	N/A	TBD	FY2015/16 and beyond
Paratransit Fare	\$2.00	\$3.00/\$4.00	FY2015/16 to FY2016/17
Novato Dial-A-Ride	\$2.00 (\$1.00 Senior/Youth/ ADA)	\$4.00 (\$2.00 Senior/Youth/ADA)	FY2016/17
Catch-A-Ride Fare	No base fare	\$2.00 base fare	FY2015/16
Muir Woods Shuttle	\$5.00 RT	TBD	Align with implementation of NPS reservation system

Adoption of any fare recommendations that result from this fare analysis will not be implemented until the public has been notified and given an opportunity to comment on the proposals and staff has prepared a Title VI fare equity analysis.

Appendix C: Unfunded Service Needs Assessment

Appendix C captures a number of local transit expansion service needs that the planning and operations department has identified through a variety of sources. These include:

- Input from riders (Bus Passenger Advisory Committee, comment cards, driver feedback, etc.)
- Input from Stakeholders (Partner agencies, local cities and towns, etc.)
- Current and previous planning studies
- Changes in transportation market conditions
- Changes in demographics

The expansion services described in this appendix are illustrative of the expansion opportunities the District would pursue if financial resources were available. These services are additive to the improvements and modest expansion assumed in the District's Service Plan (see Chapter 5). Together, these improvements can further the objective outlined in Strategy #1 of the Measure A Expenditure Plan:

Develop a seamless local bus transit system that improves mobility and serves community needs, including special transit for seniors and the disabled




Table C-12 attached at end of this Appendix provides a summary of these Measure A sub-strategies and their current status, and notes if they are included in either the funded or unfunded SRTP plan. If they are included in the SRTP as unfunded, the specific expansion project number is listed. This number corresponds to the expansion list shown in Table C-11.

The expansion projects are evaluated based on an estimate of their ability to score well in an assessment using the performance criteria outlined in the Measure A Expenditure Plan for transit investment. These criteria include:

- Fills a gap in the bus transit network
- Meets productivity standards (passengers per hour)
- Meets cost effectiveness standards (subsidy per passenger)
- Relieves congestion (total ridership)
- Provides seamless connections (to regional service)
- Eliminates "pass ups" (overcrowding on routes)
- Promotes environmental justice (demographic analysis)
- Attracts outside funding (federal, state, toll, other local)

To estimate performance under these criteria, District staff did a qualitative assessment. Scores were given based on three tiers: **High** (⊕⊕⊕) - likely supports goal, **Medium** (⊕⊕) - potentially supports goal, and **Low** (⊕) – questionable whether the service would support goal. These ratings are estimates of the project's ability to achieve the goal.

Table C-1: Measure A Bus Transit Investments Evaluation Criteria Ratings Summary

Measure A Goal	High Rating 	Medium Rating 	Low Rating 
Fill gap in the bus transit network	Provides service to an area currently not served by any public transit service	Provides service to an area with limited public transit service	Provides additional service to an area already served well by public transit
Meets productivity standards (passengers per hour)	Productivity expected to greatly exceed standard	Productivity expected to regularly meet standard	Ability to meet productivity standard is questioned
Meets cost effectiveness standards (subsidy per passenger)	Cost effectiveness expected to greatly exceed standard	Cost effectiveness expected to regularly meet standard	Ability to meet cost effectiveness standard is questioned
Relieves congestion (total ridership)	Ridership potential is great and has potential to significantly reduce vehicle trips	Ridership potential is strong and may reduce select vehicle trips	Ridership potential is questionable and may not impact congestion relief
Provides seamless connections (to regional service)	Service is available and timed to meet regional services including bus, rail, and ferry	Service is available but not timed specifically to meet regional services including bus, rail, and ferry	Service is not available nor timed to meet regional services including bus, rail and ferry
Eliminates "pass ups" (overcrowding on routes)	Service is offered on the same route/corridor, during the same times when current overcrowding conditions regularly occurs	Service is offered on similar routes/corridors and during the same times when potential overcrowding conditions could occurs	Service does not address any potential overcrowding conditions on services
Promotes environmental justice (demographic analysis)	The service is offered to serve populations that demonstrate the greatest need for the service	The service is offered equitably based on who it serves and its cost	The service is offered to a specific population that does not demonstrate strong need based on their demographics
Attracts outside funding (federal, state, toll, other local)	Service relies on less than 25% of Measure A to implement and operate	Service relies on 25-50% of Measure A to implement and operate	Service requires at least 50% of Measure A to implement and operate

Prioritizing and implementing expansion projects will not occur in a sequential order simply based on these qualitative ratings. Rather, this assessment shows the trade-offs between projects, highlighting strengths and weaknesses of each. Implementation of these services will require consideration of cost and other factors.

Staff identified a total of 22 expansion services in the unfunded needs assessment and assigned them to seven categories. These include (in no particular order):

- Expand and Enhance Shuttle Services
- Expand and Enhance Service to the College of Marin
- Expand and Enhance K-12 School Bus Services
- Provide Limited Stop or Express Services
- Restore Ferry Feeder Services (WAVE)
- Expand Rural and Recreational Services
- Provide and Support Flexible First and Last Mile Services

Table C-10 and Table C-11 the end of this appendix provide a summary of each expansion service rating, cost, ability to implement, and relative priority within the unfunded list. Since many of these expansion projects require additional study and analysis, some of these ratings are speculative.

The following is a brief narrative of each expansion category that outlines the expansion need, summarizes how the service is expected to perform under the evaluation criteria, estimates costs, and identifies opportunities for funding or partnerships.

Expand and Enhance Shuttle Services

Overview

Marin Transit has continued to expand shuttle services since the passage of Measure A. Shuttles provide a cost-effective fixed route transit option for the areas of the County with lower ridership demands. The initial three shuttle routes launched in 2006 operated just under 5,000 annual revenue hours. Currently, the District operates over 35,000 annual hours of shuttle service on six routes. Ridership during this time has grown from approximately 25,000 annual passenger trips to nearly 400,000 annual passenger trips.

Communities identified in the Measure A Expenditure Plan for shuttle service that currently do not have shuttle service include Mill Valley and Sausalito. The Expenditure Plan envisioned locally designed shuttle services termed the “Millie” and the “Sally” for these communities. Although shuttle services have not developed in these communities, local and regional services provide some of the County’s highest transit service levels in these areas. Implementation of shuttle services in these communities would likely be coupled with a decrease in local big bus or regional transit services.

The Peacock Gap area of East San Rafael is one of the few residential areas of the urbanized County without any fixed route service. The last fixed route service to this area was operated by Golden Gate Transit and

discontinued in 2007 due to low ridership and productivity. Resident requests for service and the lack of any other transit options result in the need for a future service to serve these residents.

Night service was also a goal of the shuttle program under the Expenditure Plan, and there are opportunities for further expansion. This need continues to arise in the communities of Novato and Tiburon where regular fixed route services concludes by 8:00pm.

The outreach conducted during the Novato Transit Needs Assessment Study and the Novato Community Based Transportation Study identified a lack of service to the Bolling Circle area of Novato (Hamilton). Further discussion with this community is required to determine the specific need. Potential deviation of the Routes 251 or 257 shuttle services may be the best option, based on anticipated ridership demand.

Table C-2 provides a summary of the Shuttle Expansion services, how the need was identified, and next steps for implementation.

Table C-2: Shuttle Expansion Services

Route / Service Area	Description	Need Identified	Next Steps	Priority Level
Mill Valley	New circulator shuttle in Mill Valley	Measure A Expenditure Plan, Public/Customer Requests	Planning: Review ridership on current local and regional services. Evaluate feasibility of extending Route 219	Low
East San Rafael (Peacock Gap)	New shuttle to support residents in East San Rafael	Public/Customer Requests	Outreach: Community feedback on specific transit needs	Low
Sausalito	New circulator shuttle in Sausalito	Measure A Expenditure Plan	Planning: Review ridership on current local and regional services. Monitor Volunteer Driver Gap Grant project issued to Sausalito	Low
219 (Tiburon)	Expanded evening service for employees and patrons	Tiburon Transit Needs Assessment Study, Job Access Mobility Institute Study	Implement: Identify funding	Medium
251 (Novato)	Expanded evening service for residents	Novato Needs Assessment, Novato CBTP, Public/Customer Requests, Job Access Mobility Institute Study	Implement: Identify funding	Medium
251 or 257 (Novato)	Deviate Route 251 or 257 to serve Bolling Circle areas of Hamilton	Novato Needs Assessment, Novato CBTP, Public/Customer Requests	Outreach: Community feedback on specific transit needs. Planning: Assess trade-offs for added revenue service. Coordinate with City of Novato on bus stop siting and costs	Medium

Performance Criteria Ratings

Shuttle expansion projects tend to rate highest in filling a gap in the transit network that occurs due to low ridership demands. They also tend to score favorably in meeting productivity and cost effectiveness standards due to the low operating costs. Shuttle projects in Mill Valley and Sausalito would overlap or duplicate current local and regional fixed route services. It is assumed some reduction in service levels on these routes will be necessary to achieve productivity and cost effectiveness targets. Based on the current riders of evening trips on local fixed route services, added service would most benefit low-income riders who rely heavily on the transit service for mobility.

Cost Estimates or Considerations

The District's current shuttle operating cost for revenue service is approximately \$80 per revenue hour (including fuel). This equates to approximately \$350,000 per year for a short 30 minute runtime for a route that operates every 60 minutes weekdays only and to \$850,000 for a 60 minute runtime for a route that operates every 60 minutes daily. Although operating costs of the shuttle program are lower than most other fixed route services, average farebox recovery on shuttle routes is only 12% and average passenger subsidy is \$7.50 per trip. Assuming Measure A accounts for 40% of all operating costs, each shuttle passenger trip is supported by \$3.00 of Measure A sales tax funding.

Opportunities for Funding / Partnerships

Shuttle routes tend to serve a localized population. There are opportunities to partner with local cities/towns, major employers, or Downtown Business Districts to subsidize the costs of shuttle services. Night service in Tiburon would directly support the employees and patrons of local business. Shuttles in Sausalito and Mill Valley could play similar roles. Novato service expansion projects could be eligible for MTC Lifeline or similar funding.

Marin Transit's original 2006 SRTP included a fixed route shuttle service type titled "Local Initiative Service." The service was envisioned as relying on partnerships between local jurisdictions, agencies, or private employers and Marin Transit, with each providing half the cost of operation. It was recognized that these services would serve a localized need and not be able to meet the District's performance targets. Under the program, the District would set subsidy levels based on the actual performance of the service. To date, there are no examples where these services were developed. However, implementation of the identified unfunded shuttle needs may look to this model.

Expand and Enhance Service to College of Marin

Overview

Students and employees at the College of Marin rely on local Marin Transit services to access the two campuses at Kentfield and Novato (Indian Valley Campus). Two routes (Route 22 and 29) currently serve Kentfield weekdays and two routes (Route 251 and 257) serve the Indian Valley Campus. The District has

made incremental improvements in recent years to expand services and increase night service to these locations to better serve student needs. However, transit travel times are not competitive with other options. Annual student surveys administered by the College continue to identify transportation and access as one of the top challenges.

Recently, Marin Transit has worked closely with the College of Marin to identify opportunities to improve transit access and affordability for its students and faculty. These discussions included surveying and data analysis of students’ home origins to determine specific transportation needs. The initial findings suggest that an improved connection between the San Rafael Transit Center in Downtown San Rafael and the Kentfield campus would be the most beneficial improvement. The transit center provides direct connections to nearly all other local and regional services, and will eventually provide a connection to the SMART commuter rail service. Based on student home origins and the current fixed route network, additional connections between Novato (serving other areas of northern Marin County) and Mill Valley (serving other areas of southern Marin County) are the next desirable areas for expansion services.

Table C-3 provides a summary of the Shuttle Expansion services, how the need was identified, and next steps for implementation.

Table C-3: College of Marin Expansion Services

Route / Service Area	Description	Need Identified	Next Steps	Priority Level
SRTC - Kentfield COM Campus	New direct shuttle between College of Marin’s Kentfield Campus and the San Rafael Transit Center	Countywide Transit Market Assessment Study, Stakeholder Discussions, COM Student Surveys	Planning: Identify routing and service plan Implement: Identify funding	High
Novato – Indian Valley COM Campus - Kentfield COM Campus	New shuttle between Downtown Novato and College of Marin’s Indian Valley and Kentfield Campuses	Novato Transit Needs Assessment Study, Novato CBTP, Stakeholder Discussions, COM Student Surveys	Planning: Identify routing and service plan Implement: Identify funding	Medium
Mill Valley – Kentfield COM Campus	New shuttle between Mill Valley, Strawberry and College of Marin’s Kentfield Campus	Stakeholder Discussions, COM Student Surveys	Planning: Identify routing and service plan Implement: Identify funding	Medium

Performance Criteria Ratings

Expansion services for the College of Marin rate well in many categories based on the identified ridership demand and relatively modest costs for added services. It is estimated that only 10% of all College of Marin students currently use transit, and this creates a big opportunity for market expansion if services are more attractive. Nearly 50% of students responding to a recent College of Marin survey indicated that a shuttle between the San Rafael Transit Center and the Kentfield Campus would improve the transit network and access to campus. Although Mill Valley and Novato currently have some form of transit connection to

College of Marin Kentfield, the trip does require at least one transfer. These new services would score well in filling gaps in the current bus network.

Demographics of transit riders using the current routes to College of Marin suggest that improvements to this service will positively impact those without other mobility options. As discussed below, a potential partnership with the College could also create an opportunity to attract outside funding and reduce Measure A subsidy.

Cost Estimates or Considerations

Based on current Marin Transit operations, expansion to the College of Marin will likely occur through the supplemental school portion of the seasonal contract that provides the K-12 supplemental services on school days only. Based on 30 minute service frequencies for each of these expansion routes, it is estimated the service could be provided with the current fleet and drivers and offer opportunities to convert non-revenue paid time to revenue time.

Current supplemental school operating costs are approximately \$110 per revenue hour (including fuel). The relatively high hourly cost is due to the significant amount of non-revenue time associated with running a service that only operates during the school peak hours. Costs to expand College of Marin services using only current supplemental drivers and vehicles are estimated to be marginal.

Opportunities for Funding / Partnerships

Included in recent discussions with the College of Marin is the idea of a financial contribution to offset operating costs for the service. Revenues generated through such mechanisms as a student transportation fee (“Class Pass”) or parking fees could directly offset operating costs and/or lead to enhanced services or allow students and faculty to ride at no charge. Such a partnership offers opportunities for outside funding, thus reducing Measure A contributions, and allows the District to achieve high ratings in cost effectiveness.

Expand and Enhance K-12 School Services

Overview

The delivery of school transportation in Marin County, as in much of the rest of California, has evolved significantly since the adoption of Proposition 13 and ongoing demographic trends away from bus ridership. The substantial financial commitment required to operate and manage a full service school transportation program has resulted in many districts seeking a full range of alternatives to provide student access to school. These have included expanded use of the supplemental school service offered by Marin Transit, shared use of contractual mechanisms such as that used by Marin Pupil Transportation Authority, fee for service offerings, and active promotion of alternatives such as Safe Routes to School (SR2S).

Marin Transit operates 27 routes, including 11 supplemental school routes that are designed to add capacity to the transit network on school days. These supplemental services are generally stand-alone services aligned

with school bell times, and operate Monday to Friday during the school year. In FY 2013/14, Marin Transit provided over 300,000 individual school-based rides on the supplemental services at an average of 33 passengers per trip.

The Countywide Coordinated School Transportation Study is currently underway. Marin Transit is in a partnership with the Transportation Authority of Marin (TAM) and the Marin County Office of Education to better coordinate and improve the home to school transportation offerings in the county. The key output from the study for the District is a better understanding of future needs for bus transportation to serve student markets.

Results and recommendations are forthcoming, but early analysis indicates the future of school-related transportation in Marin County should consist of a mix of yellow bus service and supplemental public transit services. Yellow bus services appear to be the best match for younger students and also allow for a more cost effective expansion opportunities for current services. Supplemental services are more appropriate for older students and offer the District a certain level of operating efficiency when paired with the District’s seasonal services, such as the Muir Woods Shuttle.

To allow the District to introduce, or in some cases expand, yellow bus services, Marin Transit entered into a partnership to procure yellow bus services in early 2015. This partnership includes three school districts in Marin County, San Rafael City Schools, Reed Union School District, and Ross Valley School District. The arrangement would provide the District a mechanism for using Measure A funding to contract for yellow bus operations in Marin County.

Table C-4 provides a summary of the K-12 School Bus Expansion services, how the need was identified, and next steps for implementation.

Table C-4: K-12 School Bus Expansion Services

Route / Service Area	Description	Need Identified	Next Steps	Priority Level
Countywide	Introduce and expand yellow bus services to younger students in Marin County	Measure A Expenditure Plan, Tiburon/Novato Needs Assessments, 2015 Coordinated School Transportation Study	Planning: Complete Coordinated School Transportation Study. Quantify the yellow bus need Implement: Identify funding	Medium
Countywide	Expand and improve supplemental school services to older students in Marin County	Measure A Expenditure Plan, Tiburon/Novato Needs Assessments, 2015 Coordinated School Transportation Study	Planning: Complete Coordinated School Transportation Study. Quantify supplemental school need Implement: Identify funding	Medium

Performance Criteria Ratings

K-12 school services score high in a number of Measure A evaluation criteria categories. These include filling a gap in the bus transit network, meeting productivity standards, meeting cost effectiveness standards, and relieving congestion. Yellow bus is relatively untested in Marin County by the District. Experience from other organizations operating similar services and experience on the supplemental routes suggest high ridership levels are achievable on a per trip basis and a high farebox recovery (low subsidy) could be achieved. It is also assumed a heavily discounted or free pass would be issued to students who qualify for the free or reduced lunch program, resulting in a high rating for promoting environmental justice. All other criteria get a medium rating except providing seamless connections to the regional services, which is rated low.

Cost Estimates or Considerations

Current supplemental school operating costs are approximately \$110 per revenue hour (including fuel). The relatively high cost is due to the significant amount of non-revenue time associated with running a service that only operates during the school peak hours. Pricing for yellow bus is typically done by the day, and the rates account for the significant amount of midday down time for the drivers.

It is estimated that each yellow bus will cost around \$400 per day to operate. Assuming a 175 day school year, the annual cost per bus is approximately \$70,000. Since the operation of a yellow bus is purchased per day, the cost per student is a function of how efficiently the bus is used and how many different students can be served during the day. School district decisions on bell time and staggering of schedules play a large role in the cost efficiency of these services and the ability to expand them.

Opportunities for Funding / Partnerships

As mentioned above, the current Coordinated School Transportation Study will offer insight on how partnerships could be leveraged to make transportation services, including bus, more efficient and to allow for expansion. The current supplemental school program gains operational efficiencies in equipment and drivers through merging with the District's seasonal programs. Future expansion services to College of Marin could offer additional efficiencies by using supplemental equipment and drivers for school day only services.

Yellow bus services are priced and operate differently than the supplemental services. As referenced above, coordination with the school districts on bell times and scheduling between schools will greatly impact the cost efficiency of providing these services. Since yellow bus could offer another tool for local communities to reduce roadway congestion, partnerships with local cities and towns will offset costs for expanded yellow bus services.

Provide Limited Stop or Express Services

Overview

Local transit services are focused on increasing mobility for Marin County residents. Trips are shorter in length than regional trips or ferry trips. Operating characteristics tend to balance speed of service with accessibility, creating significant travel times for some trips.

Goal E under the SRTP Route Level performance measures calls for providing competitive travel times to promote transit use. Perhaps the most sensitive market to travel times are commuters who rely on the service daily and oftentimes transfer to another local or regional service to complete their trip. This market may increase as SMART comes online in the coming years.

The analysis of auto-to-transit travel times on current services highlights Routes 23 and 71 as having the highest discrepancy in travel time between modes. An express alignment of Route 71 is included as part of the funded plan and includes an 18% travel time savings over the current alignment by simply removing the bus pad stops in San Rafael, Larkspur, and Corte Madera that have duplicative local and regional services. An express option to Route 23 is also included in the funded plan and has significant potential to decrease end-to-end travel times especially in the Fairfax to San Rafael segment. The Fairfax-San Rafael Transit Corridor Study is evaluating opportunities for transit service enhancements in this corridor, including areas of travel time savings. Marin Transit will use the results of this effort to finalize the service plan for the express service that would operate in the Ross Valley-San Rafael corridor and serve the future Downtown San Rafael SMART station.

One other expansion project to achieve travel time savings has been identified in the Mill Valley to San Rafael corridor. An express service along Route 17 can achieve travel time savings for current riders and attract new riders to this route. In addition, Route 17 could be designed to provide a convenient link to future SMART services for South County residents traveling north.

The current deviation of Route 17 to Strawberry Village increases travel times for many riders traveling to Mill Valley. The ongoing study of the East Blithedale / Tiburon Blvd interchange is assessing improvements to pedestrian and bicycle circulation, with a focus on how these users connect to transit services. Results of this study will be evaluated in concert with express bus options for Mill Valley and other areas of southern Marin County.

Table C-5 provides a summary of the Limited Stop or Express Expansion services, how the need was identified, and next steps for implementation.

Table C-5: Limited Stop or Express Expansion Services

Route / Service Area	Description	Need Identified	Next Steps	Priority Level
San Rafael – Mill Valley	New weekday peak only express service connecting Downtown San Rafael to Mill Valley	2012 Onboard Survey, On-Time performance Assessment	Planning: Identify exact alignment and stops. Implement: Identify funding	Medium

Performance Criteria Ratings

Express services are anticipated to perform well in productivity and cost effectiveness standards since they focus on areas of high ridership and operate with higher speeds, making more efficient use of the revenue time. Since these services would operate in high ridership corridors where other routes currently operate, they would to some degree duplicate existing services. However, they will create a new service type that may attract a new market and, as a result, fill a gap in the network for these users. Highest ratings for express services are in the areas of seamless connections, as they would direct link to the San Rafael Transit Center and future SMART station.

Cost Estimates or Considerations

Limited or express services would likely need the capacity offered through our big bus program and thus cost approximately \$135 per revenue hour. Initially, express services would be focused on peak travel hours and target commute needs. This would require relatively few revenue hours of service, however the peak nature would require additional fleet beyond the current baseline service. Annual operating cost estimates for an express route that operates peak hours only would range from approximately \$250,000 to \$500,000 per year, depending on service frequency and length of route.

Opportunities for Funding / Partnerships

Funding for these services would likely directly compete with resources allocated for the fixed route program. Opportunities to reduce regular fixed route service levels as a result of expanded express services may be used to fund these service.

Restore Ferry Feeder Service (Wave)

Overview

Until 2003, Golden Gate Transit offered ferry feeder service for regional customers in a number of corridors Countywide. As ridership and revenues declined, Golden Gate cancelled all “ferry feeder” services. The Measure A Expenditure Plan includes the desire to restore these services if resources become available.

“Ferry feeder” service is defined as a transit route that is timed to meet ferry services connecting to San Francisco. In the AM, the route is timed to arrive slightly before boat departure, and in the PM, the route is

waiting for arriving passengers. Since the ridership and success of the service is so dependent on the ferry operation, the fleet and drivers are typically dedicated to the service. Since 2003, there has been limited funding to reintroduce this dedicated service. GGBHTD, in support of its Larkspur Ferry Strategic Plan, has reintroduced the service in select corridors in Marin County and dedicated a fleet and pool of drivers to operate it. Due to the integrated operational needs of this type of service, GGBHTD is uniquely positioned as the best provider and for ensuring high satisfaction from both its ferry and “feeder” passengers.

In 2013 Marin Transit was successful in re-instating a variation of “ferry feeder” service to the Tiburon Peninsula, a service previous provided by GGT Route 9. The service was provided as a deviation of the Shuttle Route 219 (219f) rather than as a stand-alone service with a dedicated fleet and driver. A total of three AM and three PM trips were original provided and timed to the Blue and Gold ferry schedules. Based on ridership and passenger requests, this was adjusted to meet two AM and four PM ferries in 2014. Although these trips are timed specifically to the meet the ferries, the trips serve multiple markets (not just ferry passengers) and provide revenue service in both directions during both AM and PM hours (rather than revenue in one direction and deadhead back to the start of the route). Marin Transit does not offer a free transfer, as in the case of GGT’s Route 25, and instead offers a discounted transfer credit coordinated with Blue and Gold for connecting ferry passengers.

Expanded “ferry feeder” service was identified in the GGBHTD’s Larkspur Ferry Strategic Vision as a landside access improvement strategy to support continued growth of the Larkspur Ferry service and improve rider satisfaction. In July 2013, the Golden Gate Bridge Highway & Transportation District (GGBHTD) Board of Directors elected to restore the Sir Francis Drake corridor ferry feeder service (WAVE Route 25), nearly ten years following cancellation. The route was approved as a pilot project alongside added morning ferry service and implementing paid parking at Larkspur. The “ferry feeder” pilot project operated for nearly a year before the GGBHTD Board took official action in June of 2014 to make the service permanent. In July 2014, the GGBHTD Board elected to pilot a second ferry feeder route from the Smith Ranch Road Park and Ride Lot in Terra Linda. That service started in December 2014.

Following GGBHTD Board adoption of the Route 25 pilot service, GGBHTD staff requested \$85,000 in Measure A interest funding from TAM to support it operations. The TAM Board authorized this amount in July 2013. In July 2014, GGBHTD requested two additional allocations of Measure A: 1) \$165,000 for continued service on Route 25, and 2) \$94,000 for a new “ferry feeder” pilot project from Smith Ranch Road (Route 37). The TAM Board approved a secondary allocation of \$85,000 in October 2014 and authorized additional spending pending the results of an analysis of lost opportunities for local transit when investing Measure A funds to support ferry feeder service.

GGBHTD provided the District with FY 2013/14 operating data for Route 25 to conduct a performance assessment using the criteria in the Measure A Expenditure Plan. During the first year of service, just over 25,000 passengers rode the service at a total cost of \$258,808. GGBHTD operated the route using a

dedicated fleet of ferry division-branded (WAVE) 30’ and 40’ vehicles. Six AM and six PM trips were offered between Fairfax Manor and the Larkspur Ferry Terminal via Sir Francis Drake.

Aside from the deviation to Marin General Hospital and not pulling into the ferry parking lot, Route 25 mimics the alignment of Marin Transit local Route 29. While these services share a common alignment, their function and markets differ. Route 29 is timed to the “pulse” in Downtown San Rafael and is focused on making bus connections while Route 25 is timed to the Larkspur Ferry and designed to make ferry connections.

Table C-6 provides a summary of the Ferry Feeder Expansion services, how the need was identified, and next steps for implementation.

Table C-6: Ferry Feeder Expansion Services

Route / Service Area	Description	Need Identified	Next Steps	Priority Level
Ross Valley Ferry Feeder	Ferry feeder service between Fairfax Manor and Larkspur Ferry Terminal	Measure A Expenditure Plan, Golden Gate Ferry Larkspur Service Strategic Plan	Planning: Complete Implement: Complete	Medium
Smith Ranch Road Ferry Feeder	Ferry feeder service between Smith Ranch Park and Ride Lot and Larkspur Ferry Terminal	Measure A Expenditure Plan, Golden Gate Ferry Larkspur Service Strategic Plan	Planning: Complete Implement: Complete	Medium

Performance Criteria Ratings

As opposed to other expansion projects, the District has over one year’s worth of operating data available for use in evaluating performance and the service’s ability to achieve the Measure A criteria. Thus, this section provides additional detail on these ratings. The following assumes that GGBHTD continues to operate the “ferry feeder” service, and ongoing Measure A funding is requested and considered as a funding source.

It should be noted that Marin Transit does not have a SRTP Board adopted route-level performance target for a stand-alone “ferry feeder” service. While it may appear logical to use the District’s community shuttle targets due to the name of the service, a more appropriate target may be the Supplemental School or Muir Woods program targets. As with the “ferry feeder”, these services are designed to serve one destination and to only operate during the times when peak demands warrant it. The capital investment, or type of vehicle (30’-40’ heavy duty), is also a closer match than the 24’ cutaway shuttle used for the District’s Community Shuttle program. GGBHTD has a target of 10 passengers per trip for ferry feeder services. This target does not directly correspond to any Marin Transit SRTP adopted target and creates challenges in comparing this service against other services receiving Measure A funds. The Marin Transit Board could decide to adopt a new target specific to this type of service to be incorporated into future SRTP updates.

Ferry feeder services score highest in providing seamless connections to regional services. Since service levels are focused on peak hours, and the services operate in congested corridors, they also score well in relieving congestion. Although they provide a new “type” of service that was not currently offered (timed service to the Larkspur ferry), they duplicate service along corridors served by local and regional bus routes.

Analysis of actual performance and subsidy results for Route 25 is presented below, as service is already in place and data is available for the first full year of operation on the Sir Francis Drake. As stated, the District currently does not operate a dedicated “ferry feeder” type of service, and there are no route-level standards in the SRTP to use as a target in the evaluation. Ferry feeder service as operated by GGBHTD includes a significant amount of non-revenue time associated with operating in revenue service. This is due to the service carrying passengers only to the ferry in the AM and from the ferry in the PM, then “deadheading” back to the start of the route. The service also requires a dedicated fleet of vehicles branded for the Ferry Division and restricts opportunities to interline with other routes.

Due to the service characteristics, a per trip metric is the most appropriate way to assess the productivity of the service (as discussed above). Based on data received from GGBHTD covering the first full year of operation for Route 25, the service carried 25,279 passengers on 2,456 revenue trips or 10.3 passengers per trip. Absent any Marin Transit Board adopted targets for productivity for a “ferry feeder” service, staff deferred to a 20 passenger per trip target that is similar to the District’s per trip standard for supplemental school services. This target recognizes the added cost of the service associated with non-revenue time and strain on available equipment required from a peak only service. Based on its survey of ferry passenger and the pre-2003 ridership, GGBHTD estimates service in the Sir Francis Drake corridor to be the best performing route in the ferry feeder system. Using Marin Transit targets, the current passenger per trip averages and potential operation of other ferry feeder services are assigned a low score for their ability to meet productivity standards.

Information was also provided to quantify current performance of the ferry feeder relative to the service’s ability to meet the District’s cost effectiveness standards. During the first year of Route 25 operation, the service cost \$258,808 to operate with \$17,563 in associated revenues. While the feeder shuttles provide a free ride, these revenues appear to result from Clipper’s assignment of electronic passenger fares to both the feeder and the ferry. Using the 25,279 passenger trips reported, the service was subsidized at \$9.54 per passenger. Marin Transit does not receive any fare revenues associated with the investment of Measure A dollars in this service. If GGBHTD continues to operate the feeder service, their new estimate for the cost to operate the service increases the subsidy to \$10.24 per passenger. Although the District does not have a Board-adopted target for “ferry feeder” services, similar programs such as supplemental school and Muir Woods have subsidy targets at \$3.00-\$5.00 per passenger.

Based on the current capacity of local Route 29 (eastbound AM and westbound PM), there is no demonstrated need to eliminate “pass-ups” in this corridor, therefore scoring in this category is low. A low rating is also given to the “promotes environmental justice” as service is focused on the affluent areas of the

County. The rider profile mimics the ferry rider profile, where riders have high incomes and are not dependent on the service for mobility.

Based on historic funding requests by GGBHTD and the operating costs for Route 25, scoring in the “attracts outside funding” category is medium due to the fact that a third of the service (33%) during the first year was funded by Measure A. In addition, since Marin Transit does not operate the service, fare revenues and state/federal funding associated with the ridership on the route would not be recognized. Similar services operated by the District use a smaller share of Measure A.

Cost Estimates or Considerations

Data received from GGBHTD on Route 25 operations for FY2013/14 reports that the service costs an estimated \$142.00 per revenue hour to operate with an annual total cost of \$258,808. This hourly rate is comparable to the rate GGBHTD charges to Marin Transit for local fixed route service. At the same time, the rate is 44% higher than Marin Transit’s shuttle rate and 23% higher than the hourly cost to operate Muir Woods or Supplemental School service.

Opportunities for Funding / Partnerships

As discussed above, GGBHTD is currently operating and funding two “ferry feeder” services approved by their Board in July 2014. Following approval, GGBHTD staff requested \$85,000 in Measure A funds to cover a portion of the operating costs. GGBHTD identified these feeder routes as an opportunity to support sustaining current and future growth objectives for the Larkspur ferry services. Additional funds generated from the Ferry Division or new revenues generated from parking fees at Larkspur Landing offer potential funding opportunities for these services. The decision to use these funding sources, or increase the use of these funds, would need GGBHTD Board approval.

Parking. GGBHTD expected the new \$2 parking fee established in January 2014 to generate an estimated \$834,000 per year in revenues. As the “ferry feeder” service offers an alternative option for those who choose not to drive, revenues generated from parking have a strong nexus to the service and could be used to support operating costs. An additional \$1 per day added to the parking fee could fund Route 25 plus additional feeder routes with comparable service levels. With the removal of Marin Airporter from 300 Larkspur Landing Circle, GGBHTD will also be adding 330 parking spaces for its ferry patrons. GGBHTD estimates that the added revenue from parking alone, at the current \$2/day rate, will generate \$50,000 - \$60,000 per year.

Ferry Fares. Another funding source with a strong nexus to “ferry feeder” service is ferry passenger fares. Approximately 2.4 million passengers travel each year on GGT ferry services. The average fare per passenger trip is \$6.78, with a subsidy of \$7.34. A 5% increase in average fares (-\$0.34) would generate an estimated \$814,000 in additional revenue per year. This new revenue could fully support the operating costs of nearly three ferry feeder services with similar service levels to Route 25.

GGBHTD also estimates that the additional ferry revenues generated from new riders associated with the 330 new parking spaces at 300 Larkspur Landing Circle at \$300,000 to \$450,000 annually. This new revenue could support up to three new ferry feeder routes with similar service levels to Route 25.

Since nearly all “ferry feeder” passengers are ferry passengers, the total cost per trip and subsidy should also be considered. The current feeder service is free when connecting to the ferry. While the “free” fare is an incentive to use the service, the per passenger and per trip subsidies rise from the \$7.34 per ferry passenger to \$16.88 per ferry passenger for those that also uses this feeder shuttle. Charging a \$3.00 fare for this dedicated service would reduce the need for Measure A funding and provide a higher farebox recovery on these services.

Discretionary Grants. Outside discretionary grant opportunities are available for feeder shuttles, such as these “ferry feeders.” The Bay Area Air Quality Management District (BAAQMD) has up to \$4 million available annually from a regional surcharge on motor vehicles for shuttle/feeder bus services and regional ridesharing. Each service can request up to \$125,000 annually to support current service or up to \$200,000 per year for new or pilot services. Since the program only requires a 10% match, a significant share of operating costs for “ferry feeder” services would be covered.

It should be noted that the current ferry feeder service as provided by GGBHTD would likely not qualify for this funding since the vehicles used to provide this service are diesel-powered. An investment in alternative fuel buses, such as hybrid or electric vehicles, for purchase or lease will be required to meet the goals of this particular funding source. BAAQMD scores projects score higher if they provide service using the best available and cleanest technology vehicle(s) (e.g., 2010 or later engine, zero or partial zero emission).

Expand Rural and Recreational Services

Overview

The District provides fixed route services to rural West Marin on the West Marin Stagecoach and Muir Woods Shuttle. The rural services serve both residential mobility needs and provide access to the recreational areas in West Marin. The Muir Woods Shuttle provides a direct public transit connection to one of the Bay Area’s top tourist destinations. Together, these services offer congestion relief for many Marin County roadways and highways during weekend and holiday travel.

Supported by the National Park Service (NPS) and Marin Transit, the Muir Woods Shuttle provides peak season service on weekends and holidays to Muir Woods National Monument. Now in its eleventh season, the Shuttle carries nearly 25% of all Muir Woods visitors on the busiest visitation days and recorded over 100,000 passenger trips in 2014. The shuttle is a valuable resource to reduce roadway congestion in Sausalito, Tam Junction, and West Marin on peak weekends and holidays.

The District works in partnership with NPS to identify future expansion and improvements for the Muir Woods program. In addition, Marin Transit conducts customer surveys of shuttle passengers to educate the planning process and for annual evaluation reports. Due to the demand for the service and increasing

congestion on Highway 1, the District has expanded the program nearly every year since taking responsibility for it. Expansion and growth activities have focused on increasing service levels on peak weekends to reduce passenger wait times for boarding the shuttle. Now that the fleet has expanded to ten vehicles that each carry 37 passengers, service is provided as often as every ten minutes during the peak. Wait times have dropped significantly over the past three years.

Near-term growth and expansion of the program will focus on providing weekday service to Muir Woods during the summer when visitation to the park is at its highest (June/July/August). Due to the limited availability of the Pohono Park and Ride lot on weekdays, this expansion would focus on providing service to riders who travel to Marin by bus, ferry, or bike and rely on the Muir Woods Shuttle's Route 66F alignment that serves Sausalito, Marin City, and the curbside stop at Pohono / Manzanita Park and Ride. The timing of this expansion continues to complement provision of the District's supplemental school services, as school is out of session during busy visitation periods at Muir Woods.

Another area of near-term growth is in a new alignment that would capture passengers who do not have access to a car, or are visiting without a car, before they enter Marin County. This alignment would focus on serving the south side of the Golden Gate Bridge at the toll plaza and connect to a number of regional transit services. These include: San Francisco SFMTA Routes 28 and 76X, Golden Gate Transit Routes 10, 70, 101, and the PresidiGO shuttle. NPS is currently studying the circulation in and around the toll plaza parking lot and will consider the future needs of the Muir Woods Shuttle as part of this evaluation. Additional planning work and coordination with all operators and property owners will be required to identify stop and layover opportunities at the Bridge, service levels to the park, and the routing of the service within Marin County.

Longer term expansion of the Muir Woods Shuttle will rely on the Park Service's future reservation system. This reservation system will provide visitors with choices for park access, including the Muir Woods Shuttle, before they travel. The system will provide additional operating efficiencies by increasing certainties of ridership levels and reducing passenger wait times. Details of the reservation service are still to be worked out, and the District will continue to partner with NS to identify inputs needed for future operations. It is assumed that a future reservations system would require year-round operation of the weekend service and weekday service to support peak visitation levels.

The District conducted a significant expansion of rural Stagecoach service in June 2014 and will recommend adoption of these improvements in 2015. This expansion greatly enhanced service on the North Route 68 and on the South Route 61 during peak weekends. Recreational travel to the Golden Gate National Recreation area causes significant congestion in Marin County. Continued expansion of the South Route will expand travel alternatives for reaching these areas by car.

Table C-7 provides a summary of the Rural and Seasonal expansion services, how the need was identified, and next steps for implementation.

Table C-7: Rural and Seasonal Expansion Services

Route / Service Area	Description	Need Identified	Next Steps	Priority Level
Sausalito - Marin City – Tam Junction – Muir Woods	Peak summer weekday service on Route 66f	Muir Woods Shuttle Annual Evaluation Report, Stakeholder Meetings	Planning: Continue coordination with City of Sausalito; Implement: Identify funding	High
Golden Gate Bridge – Muir Woods – West Marin	New route connecting the Golden Gate Bridge to Muir Woods and West Marin	Muir Woods Shuttle Annual Evaluation Report, Stakeholder Meetings	Planning: Further study circulation at Toll Plaza parking lot, identify service levels and routing Implement: Identify funding	High
Sausalito – Marin City – Pohono – Muir Woods	Adjusted service on Route 66 and 66f (schedules and routing) based on NPS reservation system	Golden Gate National Recreation Area Management Plan, Stakeholder Meetings	Planning: Continue to work with NPS on details of reservation system and the shuttles role in park access	Medium
Sausalito-Marin City – Tam Junction – Stinson Beach – Bolinas	Increase service on Route 61 to support weekend and holiday demands	2014 Rural Fixed Route Expansion Plan	Implement: Identify funding and expand fleet	Medium

Performance Criteria Ratings

Expansion of the Muir Woods Shuttle program scores well in nearly all categories including: fills a gap in the bus transit network, meeting productivity standards, meeting cost effectiveness standards, relieves congestion, and attracts outside funding. These ratings are based on anticipated performance of future services as projected from the current performance of Routes 66 and 66f. All other ratings except for “promotes environmental justice” are scored as medium.

Route 61 expansion scores well in relieving the congestion and eliminating pass-ups experienced during peak late afternoon return trips from Stinson Beach. The recent changes implemented on March 1, 2015 should assist with overcrowding, but additional service will continue to support reductions in pass ups.

Cost Estimates or Considerations

The total operating costs for the Muir Woods Shuttle are 50% funded by NPS, and the service has a farebox recovery ratio of nearly 50%. These two aspects of the service make it very cost effective for the District to operate, and consequently, it requires very low levels of local Measure A contributions. Near-term opportunities for weekday service expansion will be achievable with the existing fleet and workforce and increase the overall efficiency of the program.

Rural services currently cost the District approximately \$80 per revenue hour to operate. This figure places them alongside the community shuttle program as the lowest cost to operate of any fixed route service. Rural

expansion service would be targeted to only peak weekends and represent a relatively small number of annual hours and costs.

Opportunities for Funding / Partnerships

The current partnership with NPS is key to the success of the Muir Woods Shuttle, and the partners will continue to identify new opportunities to expand and enhance the shuttle. The District will encourage NPS to examine the total cost of the visit to the National Monument in its decision making relative to setting park entry fees. Opportunities to reduce the cost for visitors taking the shuttle compared to driving should be explored when evaluating the total cost (access plus admission) of visitation. This could be done by reducing, or not increasing, park entry fees when coupled with a bus ticket. The District will also encourage NPS to consider use of parking revenues to further subsidize shuttle service to the Park or to reduce visitation costs for shuttle users.

The potential for future parking charges at Stinson Beach and other parking areas in West Marin could offer funds to support transit expansion. The District should continue to work with the State Parks system to provide their visitors with transit access to their parks, trailheads, and beaches.

Provide and Support Flexible First/Last Mile Services

Overview

Marin Transit's fixed route services offer scheduled public transit along the County's most heavily traveled corridors. Most of these services focus on efficiently moving as many people as possible to reduce congestion and improve mobility. The Local Connector fixed route services offer a more personalized shuttle service to other areas of the County that demonstrate regular demand for transit service and can support ridership to meet the District's productivity targets. The District's paratransit and mobility management services provide another personalized layer of services for senior and special needs riders. While these offerings serve a significant number of Marin County residents, there is still a gap in services for many residents that make transit service unattractive or infeasible to use.

First/last mile services are intended to fill that gap in the transportation network and make transit service more accessible and attractive for residents. The focus is on overcoming barriers typically associated with getting to or from fixed route transit stops. These barriers can be a function of the topography or geography, characteristics of the transportation network (narrow streets, lack of sidewalks, limited bike facilities, and unsafe crossings), or a physical limitation of the user that restricts accessibility.

Due to the personalized nature of these trips, mass transportation is not the best match for this service need. Marin Transit continues to work with the community and its partners to identify other cost-effective solutions to this transportation barrier. A key question in this discussion is the level of ownership and subsidy the District should provide versus relying on the private market or users to fund and provide these services. Table C-8 summarizes the key rider markets that would benefit from improved first/last mile services and

some potential delivery models for these markets. Additional study would be the next step toward identifying the most appropriate model for addressing this unmet need.

Table C-8: Rider Markets Identified for First / Last Mile Services

Rider Market	Peak Service Needs (Time/Day)	Service Area	Potential Service Delivery Model	Alternative Delivery Models (supported and coordinated - not directly operated)
Seniors	Midday, weekdays and all day weekends	Countywide	Point to point services (on-demand), subscription shopper shuttles	Subscription taxi, TNC, or similar service
All	All	Locations with especially hilly terrain where fixed route and paratransit services cannot operate	Flex route service timed to bus operations at town center but circulates in residential areas in between	Subscription taxi, TNC, or similar service; car share
All	Night and off-peak hours	Commercial and residential areas with lower ridership demands	Flex route service timed to bus operations at town center but circulates in residential areas in between	Subscription taxi, TNC, or similar service; vanpools; car share; bike share
Ferry / Rail Passenger	AM / PM Peaks, weekdays	Residential areas with lower ridership demands or smaller employment sites	Point to point shuttles (subscription service), timed to trains or ferries	Subscription taxi, TNC, or similar service; vanpools; car share; bike share

Directly Operated Services

Direct operation of the services gives the District the ability to have greater control and oversight of the service including safety and training of drivers and vehicle type, capabilities, and cleanliness. Direct operation typically comes at a higher cost than supporting others to provide the services. Note, however, that there appear to be opportunities to make other existing services more efficient and effective with the provision of a new type of service.

Consistent with the future goals of the Marin Access programs, the first step in offering more personalized first/last services is to better coordinate and integrate current and new program offerings. This would allow riders to see all transportation options when booking a trip and allow schedulers to view availability across all programs when booking a trip. Current programs to include in this integration are: paratransit, Catch-A-Ride, Novato Dial-A-Ride, and volunteer driver programs. For example, this enhanced view for schedulers could allow a same-day Catch-A-Ride trip to be assigned to a paratransit driver if this increases service efficiency.

If there are limited opportunities for greater efficiency and economies of scale in integrating these programs, the District should evaluate a new service model that would operate more as a flex route service than a traditional fixed route service. These are a potential new offering for the family of transit services in Marin

County that can be adapted to the needs of the community and the areas served. While Marin Transit's diverse offerings of fixed route services provide riders with transit services on a set route, based on a timetable for regular service, flex routes offer flexible solutions to meet additional mobility needs. To potentially decrease costs and increase mobility of these services, a smaller vehicle type should be considered and evaluated based on ridership capacity needs of the service. Current experience on Route 65 (Tomales-Petaluma) will be used to assess effectiveness of flex route operations in rural areas in West Marin.

Supported and Coordinated Services

In Marin County the taxi industry offers one solution for partnership on supporting and coordinating with an outside provider of transportation for first and last mile services. Recent advancements in technology and smart phone access have spurred a new market for transportation. Transportation Network Companies (TNCs) such as Uber and Lyft offer new models and opportunities for first and last mile transportation. Other shared-ride (Carma, Sidecar, Lyft Line, Uberpool, etc.) or car-share companies (ZipCar, City Carshare, Getaround, etc.) can also support these mobility challenges. Availability of these services is high in the urbanized areas but still low in suburban areas such as Marin County.

The District's recent partnership with the taxi industry through the Catch-A-Ride program offers one model or partnership where trips for seniors and ADA are brokered out. Since the program is still relatively young, staff is continuously monitoring to see if it would be scalable to serve a larger market of users and if the industry is willing to take on more vehicles that can accommodate wheelchairs.

Additional opportunities to support and coordinate with private or non-profit providers should be explored that would require a lower per passenger subsidy levels than the current Catch-A-Ride program. One option would be to offer free transfers to the fixed route services from taxi, a transportation network company (TNC), or other approved providers. This would reduce the need for the District to provide these services and offer an incentive for riders to use the fixed route network. Since it is assumed the first/last mile connections are relatively short in distance, the out-of-pocket costs associated with the taxi or similar service would be minimal. The total cost of the trip would be more attractive, with the transit portion provided as free. Encouraging this behavior will also create incentives for these outside providers and strengthen the market and availability of services for Marin residents.

Continued partnership with the Transportation Authority of Marin (TAM) and their countywide transportation demand management (TDM) strategies can also offer solutions for bridging the first and last mile barrier. The pilot dynamic rideshare program (Carma) offered a shared ride service that relies on smartphone technology to match passenger and drivers. Future co-location of car share and bike share stations at key transit facilities can offer alternative travel options in areas where fixed route services are not feasible financially or physically to operate. Partnerships that identify vanpooling solutions to and from transit stops can also be a useful tool.

The District could also pursue a hybrid arrangement for service where Marin Transit provides the vehicle, vehicle maintenance, and driver training. The service is conducted with volunteers (through the Volunteer

Driver program), an organization that benefits from the service, or individuals who pool together for a shared ride. There may be additional opportunities to use that same vehicle outside service hours by offering it through a car share arrangement or program and supporting other countywide mobility goals.

Driverless Technology

Transit also needs to consider a future with driverless cars and be responsive to how this change will impact the transit industry. Many automakers currently offer autopilot functionality and there is great speculation on when a fully autonomous vehicle will be ready for public sale. Although there are still many technology and regulatory hurdles that need to be overcome, preparing for the future of transportation should be considered in the 10-year plan.

While autonomous vehicles offer many opportunities for mobility, it is unclear if they will be able offer congestion relief. There are few opportunities in Marin County for additional infrastructure enhancements that would generate new physical roadway capacity. In a future with autonomous vehicles, transit’s role could perhaps focus on moving travelers along the capacity-constrained corridors within our community. This provides an opportunity for autonomous vehicles to assist with the first and last mile connectivity issue.

Table C-9 provides a summary of the First and Last Mile expansion services, how the need was identified, and next steps for implementation.

Table C-9: First and Last Mile Expansion Services

Route / Service Area	Description	Need Identified	Next Steps	Priority Level
Countywide	Same day, curb-to-curb services for seniors as available to make current program offerings more efficient	Measure A Expenditure Plan, Tiburon/Novato Needs Assessments, Senior Mobility Action & Implementation Plan	Planning: Study current trip request and denials and understand software need to consolidate scheduling	Medium
Countywide	New directly operated flex route services for general public	Measure A Expenditure Plan, Tiburon/Novato/West Marin Needs Assessments	Planning: Further study to identify potential markets and subsidy levels	Medium
Countywide	Hybrid program where District provides vehicle, maintenance, and training and rely on outside drivers and scheduling	Measure A Expenditure Plan, Tiburon/Novato Needs Assessments	Planning: Further study to identify potential markets and subsidy levels	Medium
Countywide	Support outside providers - free transfer agreements	Measure A Expenditure Plan, Tiburon/Novato Needs Assessments	Planning: Further study to identify opportunities. Talk with outside providers and explore how the process would function	Medium

Performance Criteria Ratings

First and last mile services score highest in filling gaps in the bus transit network and providing seamless connections. Cost effective opportunities to achieve these goals are the focus of first and last mile services and will be explored as part of the upcoming planning process.

Since the exact program is still not well-defined, scoring the other criteria is a bit challenging. Since the programs will not target large populations and yet rely on heavy passenger loads, the ability to achieve high productivity or subsidy goals is questionable. These metrics may also be challenging to quantify if the service leads to more efficiency for other local services or significantly reduces reliance on outside providers.

Cost Estimates or Considerations

Due to the personalized nature of these services, the cost per passenger to directly provide a service is likely going to be high. The decision to directly contract or operate service versus relying on outside providers will determine the District's level of required investment and the subsidy levels. However, even if the District contracts directly for the operation, there may be opportunities to leverage available resources by integrating and better coordinating Marin Transit's current program offerings. This type of implementation may not have a net increase in costs to the District while increasing the number of passengers served and reducing per passenger subsidies. Relying on and creating incentives for outside service providers such as taxis to support the District's goals could also be a cost effective way to implement this type of service without directly operating.

Opportunities for Funding / Partnerships

Developing first and last mile services should focus on partnership opportunities and consider the ever changing environment of mobility. The District's current partnership on Volunteer Driving programs with the Marin Senior Coordinating Council (Whistlestop Transportation) offers a tremendous opportunity to leverage low cost resources to help fill the gaps in the transportation network. Current partnerships with the taxi industry can create future win-win opportunities that allow the District to expand mobility for seniors while strengthening the network of taxi services. Other potential partnership opportunities with TNCs could offers similar win-win arrangements.

The District will also continue to work with TAM to ensure future TDM programs are well integrated with transit and that users who choose a car-free lifestyle have a wide range of mobility options. This includes a safety net for transportation when one option fails or is infeasible for a specific trip. TDM offerings are viewed as support services to transit in Marin County and can address the first and last mile challenges consistently identified in planning work across the County.

Expansion Scoring and Priorities

Table C-10 provides a summary of all unfunded service improvements and organizes them by priority level. Priorities were assigned based on the evaluation ratings and ease of implementation. Overall service ratings

were calculated based on an equal weighting of all Measure A criteria. Funding was not a factor in the prioritization as many of these projects could be achieved with outside funding, partnerships, or discretionary grant funds. The priority assignments are based on the District’s needs and assume the Service Plan improvements are fully implemented. Staff will revisit this list, and the priority assignments, annually and update them to reflect future needs for local transit service.

Table C-11 provides a summary of the project rating in each of the evaluation criteria plus an estimate of annual operating costs, estimate of Measure A contribution, and an assessment of the ease of implementation. The cost is based on an estimate for annual operating costs to Marin Transit. Each dollar sign (\$) represents approximately \$50,000 per year of added operating cost. The darker portions of the “\$” indicate the portion of the financial support that would likely come from Measure A.

Table C-10: Expansion Services by Priority

High Priority, Ready Projects (Ratings = High, Ready to Implement)
Expand and Enhance Service to College of Marin: Downtown San Rafael Express Shuttle
Expand Rural and Recreational Services: Provide Summer Peak Weekday Service on Route 66F
High Priority, Not Ready Project (Ratings = High, Not Ready to Implement)
Expand Rural and Recreational Services: Provide New Service Between Golden Gate Bridge and West Marin
Medium Priority Projects, Ready Projects (Rating = Medium, Ready to Implement)
Expand and Enhance Shuttle Services: Tiburon Evenings (219)
Expand and Enhance Shuttle Services: Novato Evenings (251)
Expand and Enhance Shuttle Services: Novato Hamilton (251 or 257)
Restore Ferry Feeder Service: Ross Valley Wave (GGT Route 25)
Restore Ferry Feeder Service: Terra Linda Wave (GGT Route 37)
Medium Priority Projects, Not Ready Projects (Rating = Medium, Not Ready to Implement)
Expand and Enhance Service to College of Marin: IVC North / North County Express Shuttle
Expand and Enhance Service to College of Marin: Mill Valley/South County Express Shuttle
Expand and Enhance K-12 School Bus Services: Expand Yellow Bus Service Based on Results of School Study
Expand and Enhance K-12 School Bus Services: Expand Transit Service Based on Results of School Study
Provide Limited Stop or Express Services: Mill Valley Express (Route 17x)
Expand Rural and Recreational Services: Provide Year Round Service to Muir Woods to Support NPS Res. System
Expand Rural and Recreational Services: Increase service on Route 61 to Support Weekend and Holiday Demands
Provide and Support Flexible First/Last Mile Services: Expand same day curb-to-curb options for seniors
Provide and Support Flexible First/Last Mile Services: Provide flex route services for general public
Provide and Support Flexible First/Last Mile Services: Partner to provide new flexible first/last mile options
Provide and Support Flexible First/Last Mile Services: Support outside providers to strengthen first/last mile connections
Low Priority Projects, Not Ready Projects (Rating = Low, Not Ready to Implement)
Expand and Enhance Shuttle Services: Mill Valley (New Service)
Expand and Enhance Shuttle Services: Peacock Gap (New Service)
Expand and Enhance Shuttle Services: Sausalito (New Service)

Table C-11: Expansion Project Ratings

Proj. #	Expansion Services	Fill gap in the bus transit network	Meets productivity standards	Meets cost effectiveness standards	Relieves congestion	Provides seamless connections	Eliminates "pass ups"	Promotes environmental justice	Attracts outside funding	Overall Rating (equal weighting of criteria)	Estimated Operating Cost ⁴	Ease Of Implementation
1.0	Expand and Enhance Shuttle Services											
1.1	New Shuttle: Mill Valley	+	++	++	++	+	+	+	+	+	\$\$\$\$ \$\$\$\$	+
1.2	New Shuttle: Peacock Gap	+++	+	+	+	++	+	+	+	+	\$\$\$\$ \$\$\$\$	+
1.3	New Shuttle: Sausalito	+	++	++	+	+	+	+	+	+	\$\$\$\$ \$\$\$\$	+
1.4	Expand Shuttle: Tiburon Evenings (219)	+++	+	+	+	++	+	+++	+	++	\$\$\$	+++
1.5	Expand Shuttle: Novato Evenings (251)	+++	+	+	+	+	+	+++	+	++	\$\$\$	+++
1.6	Expand Shuttle: Novato Hamilton (251 or 257)	+++	+	+	+	+	+	+++	+	++	\$	+++
2.0	Expand and Enhance Service to College of Marin											
2.1	Downtown San Rafael Express Shuttle	++	+++	+++	++	+++	++	++	+++	+++	\$\$	+++
2.2	IVC Novato / North County Express Shuttle	++	++	+++	++	+	++	++	+++	++	\$\$\$\$	++
2.3	Mill Valley/South County Express Shuttle	+++	++	++	++	+	+	++	+++	++	\$\$\$\$	++
3.0	Expand and Enhance K-12 School Bus Services											
3.1	Expand Yellow Bus Service Based on Results of School Study	+++	+++	++	+++	+	++	+++	+	++	\$\$\$\$ \$\$\$\$ \$\$\$\$ \$\$\$\$	++

⁴ "\$" represents approximately \$50,000 in annual operating costs. **Black "\$"** indicates estimates for portion of costs covered by Measure A

Proj. #	Expansion Services	Fill gap in the bus transit network	Meets productivity standards	Meets cost effectiveness standards	Relieves congestion	Provides seamless connections	Eliminates "pass ups"	Promotes environmental justice	Attracts outside funding	Overall Rating (equal weighting of criteria)	Estimated Operating Cost ⁴	Ease Of Implementation
3.2	Expand Transit Service Based on Results of School Study	+	+++	++	+++	+	+++	+++	++	++	\$\$\$\$ \$\$\$\$	++
4.0	Provide Limited Stop or Express Services											
4.1	Mill Valley Express (Route 17x)	++	++	++	++	+++	+	++	+	++	\$\$\$\$ \$\$\$\$	++
5.0	Restore Ferry Feeder Service (Wave)											
5.1	Ross Valley Wave (GGT Route 25)	++	+	+	++	+++	+	+	++	++	\$\$\$\$ \$\$	+++
5.2	Terra Linda Wave (GGT Route 37)	++	+	+	++	+++	+	+	++	++	\$\$\$\$	+++
6.0	Expand Rural and Recreational Services											
6.1	Provide summer peak weekday service on Route 66F	+++	+++	+++	+++	++	++	+	+++	+++	\$	+++
6.2	Provide new service between Golden Gate Bridge and West Marin	+++	+++	+++	+++	+++	+	+	+++	+++	\$\$\$	+
6.3	Provide year-round service to Muir Woods support NPS reservation system	+++	++	+++	++	++	+	+	+++	++	\$\$\$\$	+
6.4	Increase service on Route 61 to support weekend and holiday demands	+	++	++	+++	++	+++	+	+++	++	\$	++
7.0	Provide and Support Flexible First/Last Mile Services											
7.1	Expand same day curb-to-curb options for seniors	+++	+	++	+	+++	+	++	+	++	\$	+
7.2	Provide flex route services for general public	+++	+	+	+	+++	+	++	+	++	\$\$\$\$	+
7.3	Partner to provide new flexible first/last mile options	+++	+	+	+	+++	+	++	++	++	\$\$	+
7.4	Support outside providers to strengthen first/last mile connections	+++	+	+	+	+++	+	+	++	++	\$	++

Table C-12: Measure A Implementation Strategy 1: "Develop a seamless bus transit system that improves mobility and serves community needs, including special transit for seniors and the disabled"

Measure A Strategies and Sub Strategies for Local Transit		Currently Implemented	In SRTP Service Plan As		Expansion Phase (Service)
			Funded	Unfunded	
1	Maintain and expand local bus transit service				
1.1	Provide transit service every 15 minutes in the following corridors:				
1.1.1	Highway 101 throughout Marin County connecting to San Francisco	N	P	P	Funded
1.1.2	San Rafael-College of Marin via Andersen/Sir Francis Drake	N	N	Y	Unfunded (2.1)
1.1.3	San Rafael-San Anselmo via Red Hill/4th Street	Y	Y	Y	
1.1.4	San Rafael Transit Center – Civic Center and Northgate Mall.	Y	Y	Y	
1.2	Provide transit service every 30 minutes in the following corridors:				
1.2.1	Sausalito to Marin City and the Toll Plaza via Bridgeway	N	N	Y	Unfunded (1.3 & 6.2)
1.2.2	Mill Valley on Miller Avenue and East Blithedale	P	P	Y	Unfunded (1.1, 2.3 & 4.1)
1.2.3	Corte Madera and Larkspur via Tamalpais/Magnolia and Sir Francis Drake	P	N	P	Unfunded (2.3)
1.2.4	San Anselmo to Fairfax via Sir Francis Drake and Red Hill Road	Y	Y	Y	
1.2.5	San Rafael via Lincoln to Civic Center, Merrydale, and on to Kaiser Hospital	Y	Y	Y	
1.2.6	Novato service in the Hamilton area, in the Ignacio area east of Palmer and S. Novato Boulevard	Y	Y	Y	
1.2.7	Corridor service from Novato to the San Rafael Transit Center with connection to College of Marin	Y	Y	Y	
1.3	Provide accessible neighborhood scaled shuttles using small buses in the following communities:				
1.3.1	Novato	Y	Y	Y	
1.3.2	Mill Valley	N	N	Y	Unfunded (1.1)
1.3.3	Sausalito	N	N	Y	Unfunded (1.3)
1.3.4	Belvedere and Tiburon	Y	Y	Y	
1.3.5	San Rafael	P	P	Y	Unfunded (1.2)
1.3.6	Ross Valley	P	Y	Y	
1.3.7	West Marin (maintain and expand Stagecoach service)	Y	Y	Y	
1.4	Restore night service and ferry connector shuttles as demand requires	P	P	Y	Unfunded (1.4, 1.5, 5.1 & 5.2)
1.5	Provide flexible services for hillier or less populated areas with transit demand	N	N	Y	Unfunded (7.2, 7.3 & 7.4)
1.6	Provide enhanced school bus service using creative transportation solutions	P	P	Y	Unfunded (3.1 & 3.2)
2	Maintain and improve the rural bus transit system				
2.1	Develop a seven-day a week operation	Y	Y	Y	
2.2	Develop a north and south route service	Y	Y	Y	
3	Maintain and expand transit service and program for those with special needs				
3.1	Maintain and expand transportation services for seniors and the disabled	P	P	Y	Unfunded (7.1 - 7.4)
3.2	Continue and extend paratransit service to all of Marin County	P	P	P	
3.3	Develop new shared ride, wheelchair accessible taxi services that augments paratransit services	P	P	P	Unfunded (7.1 - 7.4)
3.4	Expand group transportation and shuttle services focused on seniors	P	P	Y	Unfunded (1.1-1.6, 7.1-7.4)
3.5	Provide discounted fares for very low-income seniors and person with disabilities, as well as the lowest income members of our community	Y	Y	Y	
3.6	Provide discounted transit passes to youth	Y	Y	Y	

Legend: Y = Yes; implemented or included in Plan, N = No; not implemented or included in plan, P = Partial; implemented or included in plan

Appendix D: Fleet Inventory

Appendix D: Fleet Inventory

Owner	MT Vehicle Number	Manufacturer	Year of Manufacture	Vehicle ID Number	Vehicle Length	Seating Capacity	Wheelchair Capacity	Vehicle Type	Service	Mode of Power	Major Rehabilitation	Year to be Retired
Golden Gate Transit	550	New Flyer	2007	5FYD4YS077C031482	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	No	2019
Golden Gate Transit	551	New Flyer	2007	5FYD4YS097C031483	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	No	2019
Golden Gate Transit	552	New Flyer	2007	5FYD4YS007C031484	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	No	2019
Golden Gate Transit	553	New Flyer	2007	5FYD4YS027C031485	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	No	2019
Golden Gate Transit	554	New Flyer	2007	5FYD4YS047C031486	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	No	2019
Golden Gate Transit	555	New Flyer	2007	5FYD4YS067C031487	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	No	2019
Golden Gate Transit	556	New Flyer	2007	5FYD4YS087C031488	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	No	2019
Golden Gate Transit	557	New Flyer	2007	5FYD4YS0X7C031489	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	No	2019
Golden Gate Transit	558	New Flyer	2007	5FYD4YS067C031490	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	No	2019
Golden Gate Transit	559	New Flyer	2007	5FYD4YS087C031491	60.7 ft	63	2	Articulated Motorbus	Fixed Route	Diesel	No	2019
Golden Gate Transit	3301	New Flyer	2010	5FYH4KV12AB036881	35.8 ft	29	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	No	2022
Golden Gate Transit	3302	New Flyer	2010	5FYH4KV14AB036882	35.8 ft	29	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	No	2022
Golden Gate Transit	3303	New Flyer	2010	5FYH4KV16AB036883	35.8 ft	29	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	No	2022
Golden Gate Transit	3304	New Flyer	2010	5FYH4KV18AB036884	35.8 ft	29	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	No	2022
Golden Gate Transit	3305	New Flyer	2010	5FYH4KV1XAB036885	35.8 ft	29	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	No	2022
Golden Gate Transit	3306	New Flyer	2010	5FYH4KV11AB036886	35.8 ft	29	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	No	2022
Golden Gate Transit	3307	New Flyer	2010	5FYH4KV13AB036887	35.8 ft	29	2	Standard Motorbus	Fixed Route	Hybrid Diesel-Electric	No	2022
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2016
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2016
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2016
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2016
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2016
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2016
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2016
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2019
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2019

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Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2019
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2019
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2019
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2019
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2019
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2019
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2019
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2019
Other GGT Shared					40 ft			Standard Motorbus	Fixed Route	Diesel		2019
Other GGT Shared					40ft			Standard Motorbus	Fixed Route	Diesel		2019
Other GGT Shared					30ft			Standard Motorbus	Fixed Route	Diesel		2016
Other GGT Shared					30ft			Standard Motorbus	Fixed Route	Diesel		2016
Other GGT Shared					30ft			Standard Motorbus	Fixed Route	Diesel		2016
Other GGT Shared					30ft			Standard Motorbus	Fixed Route	Diesel		2016
Marin Transit	1251	Nova Bus	2000	4RKMNTGA7YR835080	40 ft	40	2	Standard Motorbus	Fixed Route	Diesel	No	retired active
Marin Transit	1262	Nova Bus	2000	4RKMNTGA1YR835091	40 ft	40	2	Standard Motorbus	Fixed Route	Diesel	No	retired active
Marin Transit	1264	Nova Bus	2000	4RKMNTGA5YR835093	40 ft	40	2	Standard Motorbus	Fixed Route	Diesel	No	retired active
Marin Transit	3060	El Dorado XHF	2008	1N9HEACL48C084169	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	No	2020
Marin Transit	3061	El Dorado XHF	2008	1N9HEACL08C084170	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	No	2020
Marin Transit	3062	El Dorado XHF	2011	1N9HEACL2BC084226	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	No	2023
Marin Transit	3063	El Dorado XHF	2011	1N9HEACL4BC084227	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	No	2023
Marin Transit	3064	El Dorado XHF	2011	1N9HEACL6BC084228	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	No	2023
Marin Transit	3065	El Dorado XHF	2012	1N9HEACL2DC084066	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	No	2024
Marin Transit	3066	El Dorado XHF	2012	1N9HEACL4DC084067	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	No	2024
Marin Transit	3067	El Dorado XHF	2012	1N9HEACL6DC084068	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	No	2024

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Marin Transit	3068	El Dorado XHF	2012	1N9HEACL8DC084069	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	No	2024
Marin Transit	3069	El Dorado XHF	2012	1N9HEACL4DC084070	35 ft	37	2	Standard Motorbus	Fixed Route	Diesel	No	2024
NPS	621	International 3200	2005	2HYBTAFL64H697246	32 ft	18	2	Standard Motorbus	Fixed Route	Diesel	No	N/A
NPS	3070	International 3200	2005	1HVBTAFL44H697245	32 ft	18	2	Standard Motorbus	Fixed Route	Diesel	No	N/A
Marin Transit	92	Ford Aerotech	2008	1FD4E45S58DB59391	24 ft	20	2	Cutaway	Fixed Route	Gasoline	No	2015
Marin Transit	93	Ford Aerotech	2008	1FD4E45S78DB59392	24 ft	20	2	Cutaway	Fixed Route	Gasoline	No	2015
Marin Transit	100	Ford Aerotech	2011	1FD4E45S78DB59391	24 ft	20	2	Cutaway	Fixed Route	Gasoline	No	2018
Marin Transit	108	Ford Aerotech	2013	1FD4E45S6DDA83875	24 ft	20	2	Cutaway	Fixed Route	Gasoline	No	2020
Marin Transit	109	Ford Aerotech	2013	1FD4E45S8DDA83876	24 ft	20	2	Cutaway	Fixed Route	Gasoline	No	2020
Marin Transit	110	Ford Aerotech	2013	1FD4E45S9DDA83868	24 ft	20	2	Cutaway	Fixed Route	Gasoline	No	2020
Marin Transit	111	Ford Aerotech	2013	1FD4E45S7DDA83870	24 ft	20	2	Cutaway	Fixed Route	Gasoline	No	2020
Marin Transit	113	Ford Aerotech	2013	1FD4E45S9DDA83872	24 ft	20	2	Cutaway	Fixed Route	Gasoline	No	2020
Marin Transit	114	Ford Aerotech	2013	1FD4E45S2DDA83873	24 ft	20	2	Cutaway	Fixed Route	Gasoline	No	2020
Marin Transit	115	Ford Aerotech	2013	1FD4E45S4DDA83874	24 ft	20	2	Cutaway	Fixed Route	Gasoline	No	2020
Marin Transit	112ma	Ford Aerotech	2013	1FD4E45S9DDA83871	24 ft	20	2	Cutaway	Fixed Route	Gasoline	No	2020
Marin Transit	616	Chevy Aero Elite	2008	1GBG5V1G58F407611	29 ft	22	2	Cutaway	Fixed Route	Gasoline	No	2015
Marin Transit	617	Chevy Aero Elite	2008	1GBG5V1G68F407228	29 ft	22	2	Cutaway	Fixed Route	Gasoline	No	2015
Caltrans	618	National 550 Aero Elite	2012	1FDAF5GY1BED06704	32 ft	30	2	Cutaway	Fixed Route	Gasoline	No	2019
Caltrans	619	National 550 Aero Elite	2012	1FDAF5GY2BEC98984	32 ft	30	2	Cutaway	Fixed Route	Gasoline	No	2019
Caltrans	620	National 550 Aero Elite	2012	1FDAF5GY4BEC64917	32 ft	30	2	Cutaway	Fixed Route	Gasoline	No	2019
Marin Transit	1134	Chevy Aero Elite	2008	1GBG5V1GX8F407216	32 ft	30	2	Cutaway	Fixed Route	Gasoline	No	2015
Caltrans	1136	National 550 Aero Elite	2012	1FDAF5GY3CEA34206	32 ft	30	2	Cutaway	Fixed Route	Gasoline	No	2019
Marin Transit	105	Ford Aerotech	2013	1FD4E45S9DDA72661	35 ft	35	2	Cutaway	Demand Response	Gasoline	No	2020
Marin Transit	61	Ford E450	2005	1FDXE45S05HA93799	23	12	3	Cutaway Paratransit	Demand Response	Gasoline	No	retired active
Marin Transit	63	Ford E450	2005	1FDXE45S95HA93798	23	12	3	Cutaway Paratransit	Demand Response	Gasoline	No	retired active
Marin Transit	65	Ford E450	2005	1FDXE45S45HB19367	23	12	3	Cutaway Paratransit	Demand Response	Gasoline	No	retired active

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Owner	MT Vehicle Number	Manufacturer	Year of Manufacture	Vehicle ID Number	Vehicle Length	Seating Capacity	Wheelchair Capacity	Vehicle Type	Service	Mode of Power	Major Rehabilitation	Year to be Retired
Marin Transit	201	Ford E450	2008	1FD4E45S78DA09184	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	202	Ford E450	2008	1FD4E45S68FA09192	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	301	Starcraft	2008	1FD3E35L28DB57256	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	302	Starcraft	2008	1FD3E35L88DB57259	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	303	Starcraft	2008	1FD3E35L88DB57262	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	304	Starcraft	2008	1FD3E35L58DB57266	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	305	Starcraft	2008	1FD3E35L48DB57274	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	306	Starcraft	2008	1FD3E35L48DB57257	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	307	Starcraft	2008	1FD3E35L48DB57260	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	308	Starcraft	2008	1FD3E35L68DB57261	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	309	Starcraft	2008	1FD3E35L78DB57267	20 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	310	Starcraft	2008	1FD3E35L08DB57269	20 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	311	Starcraft	2008	1FD3E35L28DB57273	20 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	312	Starcraft	2008	1FD3E35L78DB57270	20 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	313	Starcraft	2008	1FD3E35L18DB57264	20 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	314	Starcraft	2008	1FD3E35L98DB57271	20 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	315	Starcraft	2008	1FD3E35L08DB57272	20 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Marin Transit	316	Starcraft	2008	1FD3E35L68DB57275	20 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	2013
Whistlestop	203	Ford E450	2008	1FD4E45S88DA52884	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	204	Ford E450	2008	1FD4E45S88DA52885	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	205	Ford E450	2008	1FD4E45S38DA52887	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	206	Ford E450	2008	1FD4E45S28DA52881	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	207	Ford E450	2008	1FD4E45S48DA52882	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	208	Ford E450	2008	1FD4E45S18DA52886	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	320	Ford E350	2011	1FDEE3FL2BDB22666	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	321	Ford E350	2011	1FDEE3FL0BDB22665	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	

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Owner	MT Vehicle Number	Manufacturer	Year of Manufacture	Vehicle ID Number	Vehicle Length	Seating Capacity	Wheelchair Capacity	Vehicle Type	Service	Mode of Power	Major Rehabilitation	Year to be Retired
Whistlestop	401	Ford E450	2011	1FDDE4FS5BDB21321	23 ft	12	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	402	Ford E450	2011	1FDDE4FS7BDB21322	23 ft	12	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	601	Starcraft Ford	2013	1FDEEFLODDA79240	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	602	Starcraft Ford	2013	1FDEE3FL0DDA79242	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	603	Starcraft Ford	2013	1FDEE3FL8DDA79244	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	604	Starcraft Ford	2013	1FDEE3FLXDDA79245	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	605	Starcraft Ford	2013	1FDEE3FL1DDA79246	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	610	El Dorado Ford	2013	1FDDE4FS1DDB28897	23 ft	12	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	611	El Dorado Ford	2013	1FDDE4FS3DDB28898	23 ft	12	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	612	El Dorado Ford	2013	1FDDE4FSXDDB28901	23 ft	12	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Whistlestop	613	El Dorado Ford	2013	1FDDE4FS3DDB28903	23 ft	12	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Golden Gate Transit	501	El Dorado	2013	1FDEE3FL6DDA45187	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Golden Gate Transit	502	El Dorado	2013	1FDEE3FLXDDA39960	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Golden Gate Transit	503	El Dorado	2013	1FDEE3FL1DDA39961	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Golden Gate Transit	504	El Dorado	2013	1FDEE3FL3DDA39962	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Golden Gate Transit	505	El Dorado	2013	1FDEE3FL9DDA89121	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Golden Gate Transit	506	El Dorado	2013	1FDEE3FL0DDA89122	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Golden Gate Transit	507	El Dorado	2013	1FDEE3FL2DDA89123	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Golden Gate Transit	508	El Dorado	2013	1FDEE3FL4DDA89124	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Golden Gate Transit	509	El Dorado	2013	1FDEE3FL6DDA89125	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Golden Gate Transit	510	El Dorado	2013	1FDEE3FLODDB06033	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Golden Gate Transit	511	El Dorado	2013	1FDEE3FL6DDB06036	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Golden Gate Transit	512	El Dorado	2013	1FDEE3FL8DDB06037	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Golden Gate Transit	513	El Dorado	2013	1FDEE3FLXDDB06038	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Golden Gate Transit	514	El Dorado	2013	1FDEE3FL1DDB06039	22 ft	8	3	Cutaway Paratransit	Demand Response	Gasoline	No	
Marin Transit	9	2006 Toyota Prius	2006	JTDKB20U963135549	15 ft				N/A	Gasoline	No	

Appendix E: Title VI Policy

Marin Transit’s Title VI Policy is available for download at:

<http://marintransit.org/titlevi.html>

This plan was approved by the Marin Transit Board of Directors on April 21, 2014 and will be updated every three years. Below is the Plan’s Table of Contents that shows the outline and structure of the document.

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Appendix F: Operating Revenue

	Source	% of Operations Budget	FY2014 Funding (Millions)	Projected Growth	Description	Notes
LOCAL	Fares	14%	\$3.80	1.0%	Farebox revenue	Cash fares, pass sales, clipper usage, youth pass sales
	Measure A	40%	\$10.7	2.2%	1/2 cent County Sales Tax	District receives 55% of revenues generated by this tax - 37% for local operations, 3% for rural operations, 9% for special services and 6% for capital
	Measure B	2%	\$0.74	0.0%	Marin County \$10 Vehicle License Fee	Marin Transit receives 35% for specialized senior and paratransit programs
	Property Tax	12%	\$3.4	3.0%	Marin County Property Tax	Dedicated tax allocated directly to Marin Transit
	Other	9%	\$1.9	2.7%	Fee for Service, Advertising, Interest etc.	Includes GGBHTD payments for the regional paratransit and a contribution towards local paratransit; Also includes interest and advertising revenue.
STATE	TDA	14%	\$4.0	1.83%	State Local Transportation Fund (LTF) - Transportation Development Act Funding; 1/4-cent statewide sales tax	Statewide allocated based on population; Marin County share is split under terms within GGT operations contract based on passengers and hours; Marin Transit received 37% in FY14
	STA Population	5%	\$0.43	2.50%	State Transportation Development Act Funding, from state sales tax on diesel fuel (recent drop in fuel prices will affect this funding)	Distributed to Marin County Cities based on population, Marin Transit's share is split under terms within GGT operations contract based on passengers and hours; Marin Transit received 37% in FY14
	STA Revenue		\$0.67	2.50%		Distributed by the State to Transit Agencies based on annually reported local revenue expended on transit service. This will start being directly allocated to Marin Transit in FY15. Previously Golden Gate Transit shared 14.9% of their allocation. Additional revenue will come to Marin County with the shift to direct reporting.
	STA Paratransit		\$0.80	2.50%		MTC distributes a share of STA to North Bay operators for paratransit costs, Marin Transit receives 50% of the Marin County share under terms within the GGBHTD operations contract
	STA Lifeline		<1%	\$0.19		-

	Source	% of Operations Budget	FY2014 Funding (Millions)	Projected Growth	Description	Notes
FEDERAL	FTA 5311	<1%	\$0.25	3.00%	Federal Rural Transit Funding	Regional Apportionment that is split by MTC using a formula based on rural population served and rural route miles provided
	5307 ADA Set Aside	1.6%	\$0.7	1.60%	Federal funding that MTC sets aside for paratransit expenses.	The Marin County share is split between GGBHTD and MCTD. Under the new GGBHTD contract, MCTD will receive 80% of these funds.
STATE	TPI Incentive	<1%	\$0.12	0.0%	Regional funding to promote efficient transit service	Marin Transit's operations statistics (excluding Stage and Shuttle) have been included in the regional program with GGBHTD. GGBHTD has shared 36.3% of the shared allocation. Marin Transit has used this funding to partially fund the free low income youth transit pass program.
	Cap and Trade Revenue Based	0%	\$0	-	New State funding to reduce greenhouse gas emissions	MTC's 26 year estimate for GGBHTD (with Marin Transit) is \$23 million over 26 years. Based on the prior contract split of 14.9%, MCTD's share would be about \$130,000 per year. Revenue based funds will be distributed directly to Marin Transit based on local revenue expended on transit. It is not clear how significant the effect of this change will be. MCTD was allocated \$44,000 in the first cycle. This funding is available for operations of new services or capital projects that reduce greenhouse gas emissions.
	Cap and Trade Population Based	0%		-		Allocated by MTC to balance their adopted Core Capacity distribution framework. Operators who have revenue shares that were under their framework allocation received population based funds in the first cycle. GGBHTD (with Marin Transit) did not receive these funds.

Appendix G: Public Comments

Online Survey Responses

What is the largest shortcoming of the current transit service and how would you fix it?

- Doesn't operate often enough or late enough on weekends and doesn't ever make good connections. If I do have to wait at bus stops can there at least be shelter from sun and rain. A good example is the center at Bon Air road and magnolia in front of ace hardware. Many seniors wait there and disabled persons as it's the closest stop to south Eliseo drive and lots of medical offices. No shelter from sun or wind or rain and bench is not really where the bus stop is. Another is in Fairfax at Alhambra and Sir Francis Drake. Really need shelter and a trash box.
- Bus signs are confusing, for example on Sir Francis Drake in San Anselmo in the morning, I need to go to the Transit Center and a bus comes by going I don't know were. Perhaps color coding like in the old days. 2. 100 percent improvement in the last fifteen years. One lift failure, one just passed by but it happened to a non-disabled person too so it was not me.
- Rural Northwest Marin has minimal opportunities for public transportation and what it has is severely limited.
- more frequent service to El Cerrito BART. Perhaps having service from Sir Francis Drake Blvd to El Cerrito BART in addition to San Rafael.
- Poor bus pad to surface street connections. I would ensure that the easiest way to access a bus pad did not involve crossing an on/off ramp, and ensure the pads are as close together as possible to promote two-way use.
- Service is not frequent enough near my office, so I can't take the bus to lunch and come back during one hour.
- No service provided to the hilly and more isolated areas (e.g., Southern Marin).
- They need to open at least one window. The buses smell horrible since ventilation is so limited. They allow pets and homeless to get one and the smell is horrible because there's no fresh air coming in. Bus 17 from Sausalito to San Rafael is never in time when supposed to be leaving at 3:17 p.m.
- Way too infrequent. We need smaller and more, frequently and reliable vehicles to connect our county. Maybe electric vans would be good.
- More frequency for 8 route. Operate some of the routes not just during commute hours
- Not enough drivers and subs. Ensure the sub pool is large enough to account for normal amount of sick drivers. Give surveys every year to try and predict future retirements do that hiring can be done appropriately with the best data.

- The move of the 22 away from Sausalito Ferry service. The entire Sausalito transit arrangements on weekends. Two busses running at the same time. Doh!
- Service frequencies are inadequate for choice riders. Dramatically increase operating funds for MT by swapping out capital funds.
- Not enough service in/out (especially out) of SF during non-commute hours. Specifically re: Sausalito service, after 6 service drops off, and after 8 it is so infrequent (and unpredictable) as to be unusable. (It also only runs Mission/Van Ness route.)
- Routes aren't frequent enough, especially for students within Mill Valley.
- Increasing service frequency, 15 minutes in high ridership corridors. Reducing expenditures on housing element planning in unqualified and objectionable locations and using those resources to purchase and maintain eco-friendly transportation vehicles to make the added, needed trips.
- Doesn't go where I need to go. Too slow. No place to park when taking bus from 4th & Hetherton. Transfer connections unreliable (sometimes other bus left early or never arrives.)
- NUMBER 4 BUS I'd love some "straight shot" options from Marin to the Financial District. Right now, the number 4 bus always stops at all stops between Marin and SF.....in the rush hour, it would be great if there were one or two buses per hour that were a designated "express" bus, and going pick up from Marin but, once passed the GG bridge, essentially go directly into the financial district and then start making regular stops.
- West Marin is underserved
- Doesn't go where I need to go to access medical offices and other businesses in Marin.
- Does not operate frequently enough. Too many transfers are needed to get into San Francisco. Not enough parking at the major bus stops/ferry terminals.
- Too many buses running in the same corridors with little to no riders. For example the busses running from Fairfax to San Anselmo in the morning are almost always running down the street one after another and have limited riders. Why can't one bus run from Fairfax at that time and transfer at the hub to other buses?
- Loop between Sausalito and Corte Madera Mall, Mill Valley Grocery Stores
- doesn't go where I need to go.
- Doesn't go where I need to go...
- The lack of true input from residents as exemplified by the proposed ferry terminal in Sausalito. Marin politicians pay lip service to citizen concerns but are driven not by their needs but by tourist, developers and federal funding.

- not reliable enough, trips on Whistlestop take way too long
- Not enough busses from downtown SF to Marin at peak afternoon commute hours.
- Not enough evening and weekend buses to the city and back, especially from Sir Francis Drake. Ferry is too expensive.
- The largest shortcoming is not with transit per se but with the suburban nature of the county itself which makes it impossible to provide useful transit options to a majority of the population.
- Service on the weekends is too infrequent. Hamilton only has one bus an hour. Add another.
- Schedule reliability northbound from SF; easy access throughout mid county to and from hubs (such as town centers); local transit infrequency; too many transfers to rely on transit exclusively. Increase numbers of buses;
- Those living in the isolated and hilly areas of Southern Marin are inadequately served by public transportation.
- doesn't operate frequently enough
- too infrequent service (30 minute headways on the Highway 101 corridor south of San Rafael should exist all day and well into the evening, daily) lack of timed transfers between West Marin Stagecoach and Golden Gate Transit services
- Doesn't go where I need to go. I used to be able to get right from my home to San Rafael or to larkspur easily on weekends. Now there are no trips that don't involve at least one and sometimes two transfers and the transfers never meet up with rte. 228 and I spend too much time waiting for the bus. The 23 should run weekends same schedule as weekdays and go to manor all days of the week. The way the 228 is now on return trips it's the same times as the 68. There should be more buses half hourly like there used to be on the 23 before you extended the 29 and the 23 once an hr on weekends.
- You do not count the FACT that to get anywhere Sausalito MUST go to Marin City. AND those wishing to come to Sausalito have the same issue. Doh!
- would like more frequent service from Fairfax to San Rafael
- Scheduled arrivals and departures at main transfer points do not match up with trunk line routes. End up stranded and waiting. Poor local to regional Connections. Very slow to respond to high density areas needing transit.
- On demand accessible transportation, especially from Marin City Hub to hillside high-rise apts. housing elderly and disabled riders.
- In Marin City, there is currently no readily accessible path of travel from the transit hub to the affordable housing located at the top of the hill. Due to the large number of seniors residing in said housing, a shuttle is required to close this transit gap.

- Mas frecuencia del servicio, no va donde tengo que ir, Muchas conexiones [*More frequency of service, it doesn't go where I need to go, lots of connections.*]
- Should operate every half hour in high ridership corridors instead of every hour, even in the middle of the day and on the weekends.

Where should service expansion occur?

- Weekends. The current Fairfax bus should continue to manor. Just as it does on weekdays. And it should run at least till 11 on weekends. The 228 seems to run pretty much from Fairfax at the same time as the sixty eight does, Make Wi-Fi available on the west Marin stage. Many people have rides of over an hour.
- People who don't have a driver's license should be eligible for county paratransit, perhaps on a sliding scale subscription.
- More transportation opportunities in the rural area--more often and more stops
- Route 29. Integration with counter-commuters on GGF would improve operational efficiencies for both GGT and MT.
- Have Route 29 come every 30 minutes between the Canal, Andersen Drive, and the ferry terminal. Coordinate the 29 and 35 so that there is one bus every 30 minutes the whole way, rather than just in the Canal.
- Transportation needed to transportation hubs during morning and afternoon hours. Currently, those living in Southern Marin have to drive and park in order to take advantage of public transportation.
- There should be a bus coming directly from San Rafael to Sausalito in the morning and from Sausalito to San Rafael in the afternoon because there's a lot of people going and coming in that direction
- Please connect Marinwood to the rest of the county. Also, have better service to College of Marin from the transit center. Once an hour is a bad joke.
- See above. The Marin City transit hub is well served. Do the same for Sausalito.
- Shuttles to meet SMART trains. Example: Direct connections to MGH, COM, Marin Catholic. Need to plan how to serve Larkspur Landing--Will the Wave continue to be operated by GGT?
- Wait for bus from SF to Sausalito should be no less frequent than every half hour. At minimum add more #10s or equivalent routes.
- Mill Valley - Middle School area with service provided from Strawberry, Tam Valley and downtown. Mill Valley needs more frequent service that caters to Middle School Students' schedules. The satellite busses would be great.
- in and out of Fairfax, San Rafael, Marin City and Novato, to link these areas in a more cohesive fashion.

- Hourly daytime express service between major destinations, i.e., San Rafael Corporate Center to San Anselmo hub to College of Marin to Marin General Hospital to Corte Madera Town Center and back to San Rafael Corporate Center, with no in-between stops.
- I think more buses in the morning, all the way up until 10 am. Right now, if you have a morning appointment or a special school function, you are forced to then drive into the city afterwards since the buses immediately reduce to 1/hour. I'd like to see frequent buses between 7 - 10 am each weekday morning from Marin/Tam Junction into SF/Financial District. It would be great to have weekend service for the Number 4, too. Such a shame to have nothing.
- West Marin - Stage service should expand and have additional routes
- 9-5 to 4000 Civic Center Drive (to top of hill) and on Del Ganado road.
- The system seems to only work for commuters who stick to the 9 to 5 schedule. If my husband needs to leave work early he can't rely on GG Transit to get him home. I haven't taken GG transit in 7 years when we had to take 3 buses and wait for half an hour at Marin City to get to Geary St in SF. I would love to be able to get into the city on one bus, even better, a BART train. We would take the ferry, especially from Larkspur but we always have a hard time parking, it just isn't worth it. Does the bus go to the malls? To Community Centers? Can you walk to these places from the stops without having to cross Freeway onramps? I'd take the bus with my kids, but I don't want to be running across a 101 on ramp to go to the library.
- should not expand. Too many empty shuttles and buses now.
- 10am to 4pm M-F
- tam junction to strawberry & back strawberry to downtown MV & back there should be transit linking the community centers on the weekends--TCSD/SRD/MVCC
- need more service to Kaiser
- Not enough busses from downtown SF to Marin at peak afternoon commute hours. I get the #4 bus at Richardson and frequently wait 20-30 minutes because full busses don't stop, and when I do get on it is unusual to have a seat.
- Sir Francis Drake buses to the city require connecting through San Rafael which adds too much time to the trip.
- Existing hubs?
- Hamilton on the weekend and also Fairfax. There is a half hour wait for a connection in SR to go to Fairfax.
- Each town should have spokes from numerous locales and other hubs so anyone can reach any community easily.

- Hilly areas of Mill Valley (especially Tam Valley, Almonte, Homestead), Sausalito, and Tiburon-- especially during morning, midday and afternoon hours. Inhabitants of these areas have no way to get to public bus stops other than to drive and then find a place to park. This, of course, defeats the entire purpose of public transportation.
- 15 minute interval on rt. 35; 30 minute interval on rt. 23
- Highway 101 southbound (i.e. as of San Rafael), weekend evenings as of 8 pm
- Between Fairfax and everywhere on weekends. Going anywhere other than San Anselmo is a horrible waste of time
- Run busses through communities not freeways. Doh!
- Corte Madera and Larkspur have 3 major new housing developments and local and regional transit needs! Where are the buses? Need commute time connections to 101 and neighborhoods; need flexible options to encourage ridership midday.
- Marin City
- There is a great need for accessible taxi service in Marin. While there are paratransit, ride share and volunteer driver programs, the ease of use and independence that taxi service provides remain unparalleled. I believe the last accessible taxi program has been discontinued.
- Woodacre
- The 22 route could use every half hour service all day and later in the evening.

How should the District continue to increase and enhance services for Seniors in Marin?

- Weekends extended evening service to manor. Have buses meet the 22 and 23 without any waits of more than five minutes. Have buses to manor run till 10 or 11 so we can attend plays and theatre ,movies and even book clubs and evening events at local library and our town meetings. Have the twenty two line run every half hour all day as it used to. Have the thirty day bus pass sold at every pharmacy in the county and or from vending machines at bus stops. Have an all-day transfer. Change fare boxes so they only accept the passes and cards from vending machines. The clipper card doesn't work as half the time the machines aren't working. If passes were cheaper and places to get them were everywhere like in Starbucks peets Safeway cvs Walgreens
- The bus is working great during the day but with stringent paratransit eligibility most public transit dependent either need a car or friend.
- Morning, noon and late afternoon in Northwest Marin
- Able-bodied seniors living in the isolated hills of Southern Marin need transportation to the nearest bus stop during morning and afternoon hours; though able-bodied, it is difficult to walk up and down a hilly terrain--especially when laden with groceries.

- Small van service and more frequent. Elderly cannot wait long for buses.
- Bridgeway corridor and trips to grocery hubs and medical hubs without the need to stop in dangerous Marin City
- Improved service for choice riders will be adequate for active seniors. Paratransit for the rest...
- Focus should be placed on reducing traffic backups as these put ALL of the county's citizens in danger during a natural disaster. At the moment, a Senior in need of emergency services will suffer while the EMS are fighting traffic to get to the person - it's that basic.
- Shuttle service loops that run all day on half-hour headways within specific areas, such as (1) Southern Marin, (2) Lower Ross Valley, (3) Upper Ross Valley, (4) San Rafael, (5) Terra Linda/Marinwood/Lucas Valley, and (6) Novato. Door-to-door pick-up service in taxi or van, similar to what car dealerships offer to car-service patrons.
- better stage service to actual grocery stores (will help when Good Earth comes to Tam Junction)
- Offer Whistlestop services to more people - use smaller vans to transport where they need to go.
- Marin Access and Whistle Stops provides service. there are also taxis and uber that can be utilized.
- Approved Uber drivers?
- there should be transit linking the community centers on the weekends--TCSD/SRD/MVCC
- More door to door services.
- Control bicycles so seniors can walk on the paths and sidewalks of Marin.
- Don't know.
- Extend the Dial-A-Ride service to more areas in Southern Marin.
- More weekend buses running later , make sure buses arrive at transfer points at reasonable times. Make it easier to buy the monthly senior passes. There should be a place like the city hall in each of Marin cities to be able to purchase the passes. Now you have to go to the transit center. These passes need to be sold where seniors go. Perhaps in libraries. Anywhere but just the transit center.
- Serve them. Currently we take Uber.
- Late morning trips on main routes - 23, 22, etc. fewer transfers as it is difficult and confusing for many to get on and off more than 2 times.
- Improve all existing stops to provide weather-protected accessible seating and wheelchair spaces. Remove barriers such as newsstands and trash receptacles.
- Accessible shuttles to close transit gaps between public housing, public facilities, commercial hubs and transit stops are needed. Also, accessible taxi vehicles.

- San Rafael to canal
- No, there seem to be enough options for them: Whistlestop, Volunteer Drivers, etc.

How high of a priority should the District give to hybrid and electric vehicles in the replacement cycle?

- High
- The one in service now are a dream, easy to get on and off in a wheelchair
- If it would allow for more spendable dollars for more transportation to the rural areas, as well as assist the environment, then they should increase the numbers in the fleet.
- Moderate. Service improvements are more important than vehicle improvements.
- Sounds good to me.
- These vehicles should receive the highest priority
- Very high.
- High
- High if they work. The seating I have seen is limited today. Don't especially like them
- More service is far more important than hybrid/EV fuel source, now that clean diesel is mandatory. In other words, fuel source is a much lower priority than getting a dramatic mode share for transit.
- If the finances make sense, then these should be prioritized.
- Much better analysis that the CHP in Marin did for their replacement SUVs that use more gas and defy repair. Stupid, stupid, stupid. If green vehicles save money and can be purchased reasonably, why would not the be the alternative??
- High priority if based on documentable economic savings over time.
- high!
- High priority
- Honestly, not all that high. Wouldn't there be a greater environmental benefit from more buses and more routes? I say this as a religious composter who has solar panels on her roof.
- Environment vs waste and efficiency. If the buses can be repaired then they should be kept in the fleet until the very end of their lifespan to reduce waste. Only then should they be upgraded to modern technology of the current time. Keeping in mind that electric costs are high and batteries are new batteries are much more toxic to the environment.
- At vehicle turnover points move to Natural Gas Vehicles

- Very high priority to electric vehicles
- High
- moderate
- Very
- Very high!
- Those newer Hybrid (?) buses are uncomfortable and come to a sharp, jolting stop which nearly throws you off your feet. Also at commute time, they are not big enough.
- High
- Very high
- Very high, quiet operation should also be considered.
- depends on cost, of course
- High
- Who cares? Fix the service problem first!
- High priority!
- None, batteries are recycled cheaply to Mexico where they poison children hired to break them apart with hammers.
- Minimal priority. These measures will not contribute to a reduction in carbon emissions in the long run as the carbon footprint over the life of an electric vehicle is greater than that of a traditional gas powered vehicle. Also, until more humane and environmentally friendly methods for the disposal and recycling of vehicle batteries can be identified, Hybrid and electric vehicles are not a sustainable nor "green" solution.
- Urgente [*Urgent*]
- Sounds like a good idea but there needs to be more seating on hybrid vehicles and less "open space".

What is the best investment for getting passengers transit information?

- Updated print signs. The flashing signs at bus stops are good but many are in hard to read places and in fact one in downtown San Anselmo is never used as it's at the wrong end of the bus stop. All the routes need to be listed in one place where people actually get on the bus. That's the stop where the crosswalk in the middle of the block that goes directly to Andronicus is. That's where 99 and 9/10 per cent of people are. The only ones in the other shelter near bridge street are homeless people who hang out there and don't ride the buses.
- Informed bus drivers and all the other stuff

- Newspaper printed and on line advertisements.
- REAL TIME ARRIVALS ON GGT FOR GOD'S SAKE.
- Real-time info that I can get from my smartphone.
- Online and smartphone delivery for younger passengers, print schedules for older ones. However, seniors manage best when information is directly presented them. They often are not only unaware of transit options but also don't know where to turn for information. Presentations need to be given at senior centers, senior clubs and College of Marin's Emeritus College, etc. Printed brochures should be handed out directly to each attendee.
- Online and printed
- Online smartphone. Live location of buses.
- Make an app or online app similar to muni. This allows passengers real time info of late and canceled routes so they can plan accordingly.
- Printed schedules relevant to an area or corridor. On line 511 stop numbers that actually work real time.
- For Marin, I think a mix of stop signage and smartphone apps is best. Rather than create an MT app, far better to port the schedule data in standard format to the apps out there.
- Non-bus options for picking up schedules would be helpful. Leave some at ferry terminals?
- Better publicize local routes that could be used by people who are currently driving. Make all information available in an app, and maybe real time info at the bus stops.
- Online; telephone voice messages menu, ala "511" on traffic.
- Stop signage, online, smartphone content. Use sophisticated software that can show where each bus is at any given time, so that someone waiting will know whether (and when) their bus is coming.
- Online/smartphone app that tells you when/where the next bus is coming and where it is going. Consider a partnership with Moovit, which already does some of that.
- New schedules should go in IJ, social media (Nextdoor, etc.) and Patch (which is pretty lousy) etc. are good places
- online (smartphone accessible) and stop signage
- You still need to have printed schedules, and on signs at the bus stops would be great. Not everyone has smart phones and they don't always work.
- online and smart phone content. Only the major hubs should have revised signage because it is a high cost and wasteful if routes are always changing.
- 511 type number and website

- smartphone and signage
- Smart phone apps
- smart phones
- online, stop signage
- Easy to navigate smartphone. You shouldn't need to have the # of the stop to easily get transit info.
- Social media. Website. smartphone app. signage.
- The phone call 511 does not always help. The people can be rude and it isn't available on the weekends. I use the schedules mostly.
- Printed and online
- Online or smart phone content for younger people, not so for seniors. Information for this last group must be brought to their immediate attention, e.g., by presentations at senior centers and direct distribution of printed schedules. (It is preferable to distribute schedules rather than leave them to be picked up.)
- All of the above
- newspapers, printed schedules
- next bus signboards appear to be a luxury at places with only a few buses a day (i.e. at the Stinson Beach parking lot) printed schedules should only come out once or twice a year to keep costs lower
- Signage. But put it where it's useful. The situation at the hub in San Anselmo is a good example of how not to do signage. The signs need to be in one place directly across from the main part of the stop where the buses stop.
- Your e efforts suck. Print simple schedules not books! 511 is a joke and the "you are at stop # XXXXXX is laughable.
- Improve signage, very difficult to read, too small; real time apps for phone! Real time apps for phone! Real time apps for phone!
- printed schedules distributed by U.S. mail.
- A diversified approach to the advertisement of transit information is the best approach.
- A través de escuelas, non-profits e Iglesias [*Through schools, non-profits and churches*]
- Printed schedules are necessary as they show all routes and one can plan a trip most efficiently that way.

Identify high priority stop locations for improvement.

- San Anselmo. The shelter there doesn't protect you from the rain. You should only have one improved shelter and tear down the one at bridge street. No one uses it. It's at the far end away from where the buses load and unload. That's where your electronic sign that is not being used because no one waits there is currently located. Move that sign, tear that shelter down and enlarge the other one. Also the steps there should be turned into a ramp. Hard for people with mobility issues and steps break down because skateboarders use them. Get rid of steps and that maintenance problem goes away. Don't keep changing drivers and schedules every three months. It cost a lot to replace those printed schedules. Go to electronic maps on the buses. The current signs and electric notices on the buses are great. Change the schedules every six months instead of every three months.
- I would like to see Marin do something like Seattle did and create art based bus shelters
- Bus pads between Tiburon and San Rafael.
- The stops I use have shelters, benches, and signs, so no complaints.
- More bus service to Marinwood. Stops under the freeway are unrealistic and unsafe for older people.
- Manzanita. Parking
- Bridgeway and Lombard corridors
- There was a really interesting DKS plan in 1994 (I believe) for a Tiburon Wye transit center. The freeway stops are quite lame, and transfers are inconvenient to/ from the 17.
- Mill Valley Middle School
- downtown Fairfax, San Rafael, Marin City and Novato.
- Tamalpais Drive overpass at Hwy 101 in Corte Madera. Strawberry at Hwy 101 and Seminary Drive.
- Marin/Tam Junction is always packed because it serves the entire Tam Valley area. Would love an express bus between Tam Junction/Manzanita and the Financial District, since such a huge majority of people from that neighborhood are going to the financial district.
- Civic Center Drive, Del Ganado Road
- Do you mean the physical shelter at the bus stop? Rain shelters would be great, but I'd rather have more frequent buses and multi-level parking structures.
- Safety repairs should be made at stops in which the enclosures are broken or vandalized. all other stops should be evaluated with some sort of criteria. For example safety repairs or renovations, vandalism, high traffic area, and then aesthetics
- Tiburon wye
- All stops I use are ok

- Sir Francis Drake and Bon Air
- Any that lack wind and rain protection
- All stops need some kind of shelter in case of bad weather (i.e., rain!!).
- Transit center
- civic center and Northgate hourly at least
- Downtown Fairfax. Too many hooligans there. Shelters at all bus stops. If we do have to wait forever at least give us a bench with shelter from sun and rain. Like e stops near red hill. No shelters. One has a bench. None of the others do. Many seniors from Fairfax take the bus to and from red hill shopping center
- Run busses through Sausalito to points north (NOT MARIN CITY). I Never go there. I do go to Mill Valley or Larkspur or Fairfax. Try getting there.
- Marin City! Fix connection times with trunk lines i.e. rte. 70! If local connections are missed you are stranded there. Rte. 22 is a mess.
- All of Marinwood, Lucas Valley and Santa Venetia
- Those located closest to public facilities, public housing, medical facilities, and commercial hubs.
- Woodacre
- Think the major stopping (transfer) points are fine as they are now.

How can the District increase Clipper use on transit services?

- Integrate GGT and MT fare discount programs. Allow rear-door boarding/alighting for Clipper Card holders.
- Monthly passes should be on the card. Pay \$1.80 every time a person boards and then cap it at the price of a day pass, week pass, monthly pass, etc. so people aren't obligated to choose one or the other.
- Many non-commuters are unaware of the Clipper card, so more publicity is needed. In addition, the advantages of the card need to be advertised.
- Make more accessible to purchase.
- Add a clipper main office in Marin. Not just the small limited service satellites
- Make the cards easier to get and trade in when they wear out
- Spanish language marketing campaign, with convenient distribution locations. Make it possible to add \$10 to the value on the card, rather than the \$20 minimum, as an accommodation to low-income riders.

- If service is more comprehensive, more people can ride it. Therefore more fare revenue. But right now it's only usable into city do those with regular rush hour commute schedules. Serve people with different scheduling needs so they can leave their cars at home.
- don't use it, don't know. that's how effective you have been at getting out the message of its availability.
- Better publicity, explicit Clipper use information accessible on smartphones, enable purchase of Clipper pass on smartphone, sell them at grocery stores, drugstores, gyms, etc. Run an express bus during 'shift hours' between central San Rafael and one or more pick-up locations on the Richmond side of the San Rafael-Richmond Bridge, to decrease vehicle use.
- Sell it at Costco
- Grocery Store sales
- Discounts for Clipper use
- one on one information given at major transit hubs
- Make it easier to add money on-line
- More places to reload cards. Easier to instantly reload cards online or on phone app.
- I just got my first Clipper card and its great. Maybe advertising on the bus or some stops would help.
- More locales where one can purchase and add to cards
- More publicity--many people are unaware of Clipper cards. Also, make the cards easier to purchase and to use. Last, have one card that can be used across all means of transportation and all areas.
- Clipper users go to the front of the line when boarding.
- by offering a significant discount for its use
- Personally I think you need a different system. Half the time the machines seem not to be working.
- Make them work better.
- Offer discount; attract regular users; keep marketing
- No idea
- Es en ando a comprarlos y usarlos [*It's in going to buy them and use them.*]
- Maybe more advertising. Think many, many people are using it now.

Should fares be raised in support of service improvements?

- Not for seniors of disabled or children but for others and transfers should be good on the smart train , ferries and muni and Bart.

- If you want to hurt poor people and small business and health industries. Given what is you guys are doing a great job but on Monday morning it still is an hour and a half from Fairfax to Santa Venitia. Outside of commuting, it is a last resort option.
- Yes, if the funds truly will go to increase service in underserved areas-such as North west Marin
- No. Attempting to cram down GGT contract costs would be more efficient.
- No.
- A fare increase might dissuade riders.
- No. Buses are dirty and 2\$ is enough for the service
- Maybe. Should increase services first.
- By a small amount <.50
- No. They are high enough and exceed other agencies.
- It is necessary to increase fares as year-on-year expense increases occur, within limits. I'm concerned about the contract renewal with GGT. I hadn't heard anything about it in advance, and don't feel confident MT got a good deal for its riders.
- Consider how much commuting costs for someone making minimum wage. In other words, probably not.
- No. Emphasis needs to be placed on increasing ridership.
- Yes, but offer discount fares for students, seniors, handicapped, workers whose employers 'buy' blocks of tickets for their low-wage employees.
- NO
- Honestly I don't know what the fares are now. More than \$3 within Marin would be high and more than \$5 to cross the bridge would be too high.
- Yes
- no
- Fares for non-Clipper use could be raised
- I don't how that can be avoided.
- Minimally
- Cost is not the deterrent for me except for the ferries.
- Fares should track consumer price index, rounded up to nearest dollar or half-dollar.

- A small raise if necessary. It's very reasonably priced now.
- In Reasonable ratio to other sources
- Yes, but not so much that it would be preferable to drive.
- no
- For commuters and ferries. Not for seniors or disabled.
- Hell no. High enough.
- As little as possible. When service is not satisfactory to have fare increase is bad.
- No
- Fares should be raised unilaterally and not target populations that typically have less disposable income.
- Tarifa justa [*Fair rates*]
- No, local fares are already too high and the people who depend on the buses (like the visually impaired) can't afford any more.

What are other potential sources of revenue to support transit growth and expansion?

- We had a sales tax to pay for these
- There are not anymore
- Sell advertising in and on buses
- Marin Transit should work with TAM and local Public Works departments to create signal priority systems, including at the Hub turn. Various small organizational changes - like rear-door boarding - would improve operational efficiency, lowering costs and increasing ridership. MT should communicate with SFMTA to determine which of Muni's recent service improvements could be applied cheaply to MT.
- Can't there be one transit operator for all of the Bay Area? It would be nice to ride a bus from start to finish and just pay one fare. I would ride more often if that were the case, meaning you would get more money from me.
- Ask help from the government since by using public transportation the amount of cars on the road and pollution decreases
- Improve service and ridership will increase. Decreasing service decreases ridership because no one can take all day for transportation.
- Advertising inside buses
- Better service, more ridership. Goes hand in hand. Ask BART

- See earlier comment about swapping capital funds.
- More service = more fares because it means more ridership overall.
- Tap/increase road improvement portion of Building Permit fees to increase local bus usage and reduce overall traffic.
- Require developers to pay transit fees just as they pay fees for street improvement, schools, etc., when they take out permits for development. Get employers of low-wage workers to buy blocks of tickets for their employees.
- More routes that are easy to use (i.e., not needing three different buses to get into San Francisco, going to the malls, refilling clipper cards at major stores and online) and a strong marketing campaign so that we all know about it, and probably making it easier for people to bring bikes on board would increase ridership. I would much rather take the bus than park.
- Reduce expenditures. Reduce routes if needed to balance the budget
- Private charters
- state funding
- gas tax
- bonds?
- I don't know.
- BAAQMD, ARB, EPA, Marin community foundation. Assessments on towns
- Decrease costs by using more fuel-efficient vehicles.
- taxes on parking and gasoline
- family fares (i.e.. up to two kids through age 17 travel free with two fare paying adults every weekend)
- Taxes we already raised them for this. Use them for this.
- You are paid to figure this out. Better use, higher utilization and wallah! See BART!
- That is your job to figure out.
- Advertising on and in vehicles
- Los impuestos [*Taxes*]
- The social service and public safety budgets for the county are way more than this county with its high income and low crime rate need. Negotiate in congress to fund infrastructure instead and give those budgets to counties that need them rather than bringing the social service cases from Contra Costa County here.

Additional Comments

- Big changes have happen since ten years ago when as a wheelchair using commuter you guys cost me my job by making late all the time with lift failures, has not happened and I enjoy riding more than paratransit except waiting in the cold. Big thank you to all of you new folks for a great job and look forward to improvements. Like the small shuttles too, lots of ex paratransit drivers for a better ride.
- In an ideal world, GGBHTD, MT, SMART, and the various Sonoma transit agencies would work together to create a seamless transit system. Although MT wouldn't benefit directly, the network effects of all these agencies working together would help boost ridership overall. As well, if MT is considering 15 minute service corridors, it is imperative you start to market those services now with a frequent transit map that includes GGT service.
- I see a lot of empty buses near my office in the Canal. Two buses come at once, so the second bus is always empty. I looked at the schedule and it is done on purpose! Seems like a huge waste of money. Why not have one or two routes instead of four?
- Buses that go to San Francisco seem to be and smell cleaner and we all r paying for the service.
- I work in Santa Rosa so cannot use public transportation.
- I already am on the MT contact list.
- Also more ferries needed. Later in am and pm for Sausalito, and more from Sausalito AND Larkspur on weekend. (Ferry service is useless for sf friends who want to visit me in Marin on weekends, especially if they have bikes because they can't get home.)
- Something more needs to be done to get workers from 'east of the hill' to West Marin via public transit, as well as to provide an alternative for visitors to get to West Marin tourist sites on small bus that wouldn't crowd narrow roads.
- I'm already on the contact list and it has been very helpful.
- Spent enough time on this futile exercise.
- Congestion in Marin has become awful and ridiculous. You have a captive audience in young people, students, seniors who are not able to drive. Develop a system that allows the adequate movement! To take a bus from Corte Madera to Marin Civic Center takes 2 transfers and about an hour!!!! To go 7 miles? That is ridiculous!
- The 228 shuttle drivers in the morning on the weekends are very good. The 228 shuttle evening drivers are so unsafe (speeding) that I will not take those routes. The Stagecoach needs to have shoulder harnesses and not just lap belts. Since the driver insists we use only a lap belt I will no longer use the Stagecoach.

Other Comments

Night time & weekend access between Larkspur (downtown) and Fairfax, Central San Rafael, Sausalito, & Novato

Regional connections: late night/weekend ferry to Larkspur Landing (ex. Go to a concert or show in S.F., take Muni to Ferry Bldg., take ferry home leaving SF 1:00 AM); San Rafael - Santa Rosa (want to take courses at Santa Rosa JC, trips can take 3 hours one way); Larkspur - Berkeley (revive Larkspur - E. Bay Ferry, go direct to Berkeley from Marin, avoid making a loop thru Richmond/del Norte or thru SF/Oakland)

7 days a week shuttle from central San Rafael to Marin General

College of Marin dedicated shuttle times after end of last class (if in the evening)

Flexibility in allowing bikes on buses (ex. if more than 2 or 3 bikes are already on the bus, currently one cannot board, must wait one hour for next bus, ex. Silicon Valley - bikes allowed inside the bus in the rear if needed)

Consistency & ambiguity in fare use & direction (as in S.F. Muni) pay fare, get transfer for a block of time in any direction

Improve intermodal use at key transfer points (ex. Tiburon Wye, San Anselmo Hub, North Gate Mall complex, Ignacio Blvd)

... I thought of an idea to adjust the 29 to be extended further north from San Rafael Transit Center to go all the way to Northgate Mall (via the current Line 45 alignment) to maintain some big bus service along Lincoln avenue aside from adjusting it to see shuttles only with Lines 245 (new) and 257. That way, should there be overcrowding on the shuttles, a big bus will augment those loads, and it will provide one bus service between College of Marin, Marin Civic Center, and Northgate Mall. The other idea would be to provide at least one stop on the 23X between San Rafael TC and San Anselmo Hub, possibly at either:

- 2nd/3rd and A or B Street (Preferred)
- 2nd/3rd and E or F Street (Most preferred)
- 4th & Greenfield

That way, passengers will not need to walk multiple blocks to reach the Transit Center, especially if congestion along 4th is heavy. The 2nd/3rd and A or B Street would also be useful when 4th Street between Lincoln Ave. and B Street is closed for the Farmer's Market on Thursdays during the summer.

...[O]n the 49, I like the idea of it becoming every 30 minutes during peak, but that means the service will still end at 8pm on weekdays. Is it then possible to have 1 or 2 more trips at night (since I see the 259 leaving at 7:45 and 8:45pm have around 5 to 10 passengers each when I ride it) to augment passenger demand? I like the current setup of alternating 49 and 259, with a combined frequency of every 30 minutes most of the day,

yet I have already told you about at least 1 SB 259 trip leaving at 2:50pm from Redwood & Grant that gets full once it hits S Novato & Arthur since that coincides with dismissal time for students from Novato High School. I think the consistency of the 49 and 259 running roughly half hourly has greatly increased my travel options that keeping that level of service would be great to keep travelers between Novato, Hamilton, Terra Linda, and San Rafael moving.

- Anthony Nachor



RECEIVED

APR 28 2015

MARIN TRANSIT

April 6, 2015

Nancy Whelan
General Manager
Marin Transit District
711 Grand Avenue, Suite 110
San Rafael, California 94901

Dear Ms. Whelan:

Thank you for the many ways the Marin Transit District serves the Mill Valley community. We write to urge you to establish a 2015 Summer Pilot Project to extend the West Marin Stagecoach Bus Route #61 to include a Downtown Mill Valley stop and perhaps one more stop along Miller Avenue.

As you well know, The Stage is used by residents of Stinson to get to Mill Valley and surrounding areas to shop, by students attending Tam High, and by recreational visitors from out of the area. It is also used by people in Mill Valley who take the shuttle to the beach or to hiking destinations on Mount Tam.

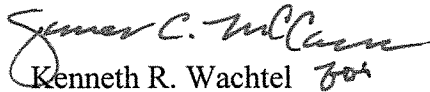
We believe a Summer Pilot Project would be a win-win for adult and student riders as well as local businesses Downtown and along the Miller Avenue corridor, at a time of year, paradoxically, when our local merchants experience a business lull, unlike some surrounding towns. Summer visitors who use either the Muir Woods Shuttle or The Stage, as well as residents of Muir and Stinson Beaches, do not get to experience many of our wonderful local restaurants, services, and stores with the current bus routes. We'd like them to have that opportunity!

In the past you have extended the bus route to other areas, such as Fort Baker, during peak season weekends and holidays. We ask that you do the same this year in Mill Valley in conjunction with the service changes and extensions currently under consideration in the update of the Short Range Transportation Plan.

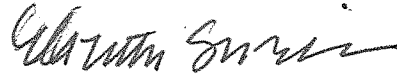
We would actively promote such a Summer Pilot Project and drive participation among local residents. We believe that the Mill Valley community will welcome and enthusiastically support the summertime Pilot Project.

Thank you for your consideration of our request.

Sincerely,



Kenneth R. Wachtel
Mayor
City of Mill Valley



Elizabeth Suzuki
Board Chair
Mill Valley Chamber of Commerce
and Visitor Center

Transportation Solutions Defense and Education Fund

P.O. Box 151439 San Rafael, CA 94915 415-331-1982

June 22, 2015
By Hand Delivery

Robert Betts, Planning Manager
Marin County Transit District
711 Grand Ave, Suite 110
San Rafael, CA 94901

Re: Short-Range Transit Plan

Dear Robert:

Congratulations on an excellent piece of work. The SRTP is creative, innovative and very current. Moving forward with 15-minute service is very much appreciated. The proposed express services seem well thought-out. In particular, we applaud the effort to expand your user pool by accommodating the needs of choice riders. That is exactly what we see as the direction the District needs to take to help an increasingly crowded Marin.

Policy Comments

1. When seen as a whole (something difficult to do without this document), the large number of different programs--with similar names--is confusing. Would it be possible to combine programs and simplify the learning curve for new users?
2. Senior mobility becomes a need when seniors live in widely dispersed suburban locations. An entirely different solution to senior mobility would be building housing in close proximity to frequent transit routes. This would enable downsizing while remaining in Marin.
3. The analysis of ferry feeder service is good as far as it goes, but it does not make a recommendation. Marin's transit providers need to have a high-level discussion on who will provide and fund feeder shuttles to the train and ferry. Your Board should lead that discussion.
4. Rather than plan for a significant fare increase in five years, it would be preferable to have smaller, more frequent fare increases. This will reduce the impact on ridership.
5. To optimize operations, HOV lanes must provide a free flow for transit vehicles. This will require a). adjusting the hours of operation to cover all routinely congested periods; b). heavy enforcement of scofflaws.

6. TRANSDEF strongly urges Marin Transit to use its capital budget to purchase the maximum possible number of vehicles and not get trapped by environmental correctness as to fuel source. We opposed the purchase of hybrid vehicles, because of their cost. More benefit to the environment will come from building a maximally convenient transit network that is able to attract choice users, than by fuel choice.

Technical Comments

1. There is an inconsistency between Figure 3-1 and Table 3-3, which shows no 15-minute service. It would be helpful for Table 3-3 to provide more detail on popular routes such as the 71.

2. We appreciate how up-to-date the consideration of the integration of Transportation Network Companies into the District's products is. Transit providers in Europe are having great success bringing together their services and TNCs for last-mile access. Joint Venture Silicon Valley is proceeding with Mobility as a Service, something very much along these lines:

http://www.jointventure.org/index.php?option=com_content&view=article&id=1273&Itemid=789

3. We hope a Class Pass can be negotiated with College of Marin for students, staff and faculty, as part of direct service to Kentfield from SRTC, IVC and Mill Valley.

4. Include a placeholder for the capital needs arising from the Fairfax-San Rafael transit study. TRANSDEF's hope is for a peak-period HOV lane on the arterial, with frequent BRT service.

5. The discussion of Clipper in the body of the Plan left the impression that it was inconsistent with recommendation on 4-14 and the extended analysis in Appendix B. The body seemed to not come to a recommendation, while the latter does. ("the District should continue to pursue a new organization arrangement with the Clipper program that provides users with a single tag, flat fare payment option.")

6. We request further analysis of the potential for Clipper tagging confusion for passengers transferring between regional and local service under a single tag local system. The fare analysis discussion of this tricky subject was inadequate. (We have never been satisfied with the business rules in Clipper, which initially charge the maximum fare for a route, ignoring the fare between the actual origin and terminal locations, which is usually much less.

7. As an editor, I noticed about four typos, all in words of 3 letters or less. Another proofread would be good.

Thank you for an excellent plan!

Sincerely,


David Schonbrunn,
President