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FINAL Short Range Transit Plan

FY 2011-12 – FY 2020-21



September, 2012

final

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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) which 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 which receives federal funding through the TIP, prepare, adopt, and submit to MTC a Short Range Transit Plan (S RTP).



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Chapter 1: System Overview

Agency 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 agency to fund its local big bus fixed route services, expand the rural Stagecoach service, and introduce the community shuttle program.

2005 marked the inaugural year of operation for Muir Woods Shuttle program, which 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 agreement between the Agency in partnership with the National Park Service.

Internal growth within the Agency 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 2012, the Agency has 10 full-time employees and one part-time.

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, which 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 2006-15, FY 2009-18, FY 2010-11*

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 and 2010. In 2011, Marin Transit completed an updated Capital Plan and its financial model but did not do a full update of the SRTP.

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 Agency’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

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.

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 helped 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.

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, which 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 existing 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 which 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 which highlights the new service changes and presents all transit options in one consolidated brochure.

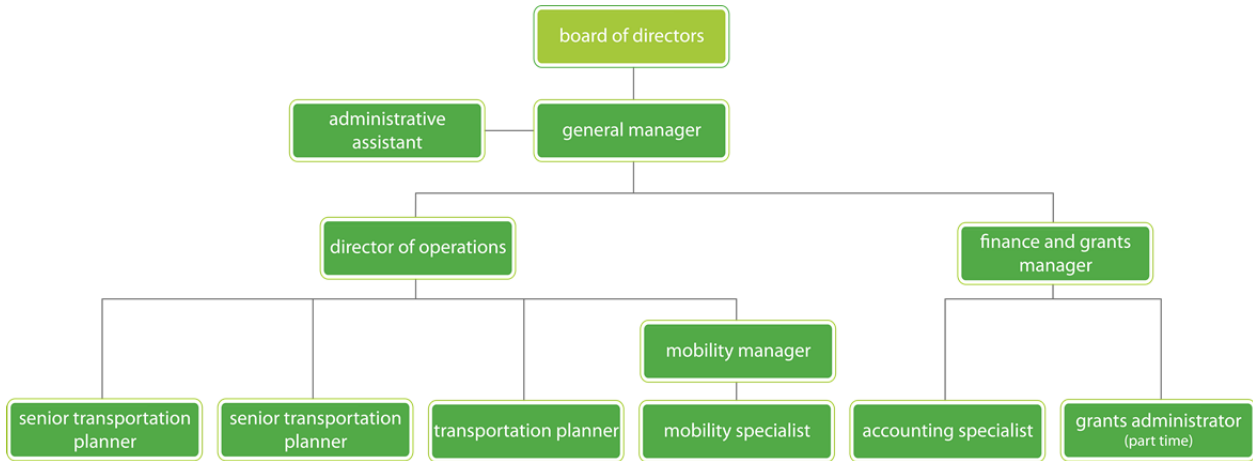
Tiburon Transit Needs Assessment 2012

Marin Transit recently initiated its third community-based transit needs assessment study in the Tiburon Peninsula. Like similar efforts, this study will conduct extensive outreach and analyze performance data to solicit and develop transit service enhancements for this area of Marin County. The study is expected to conclude in July 2012.

Agency Structure

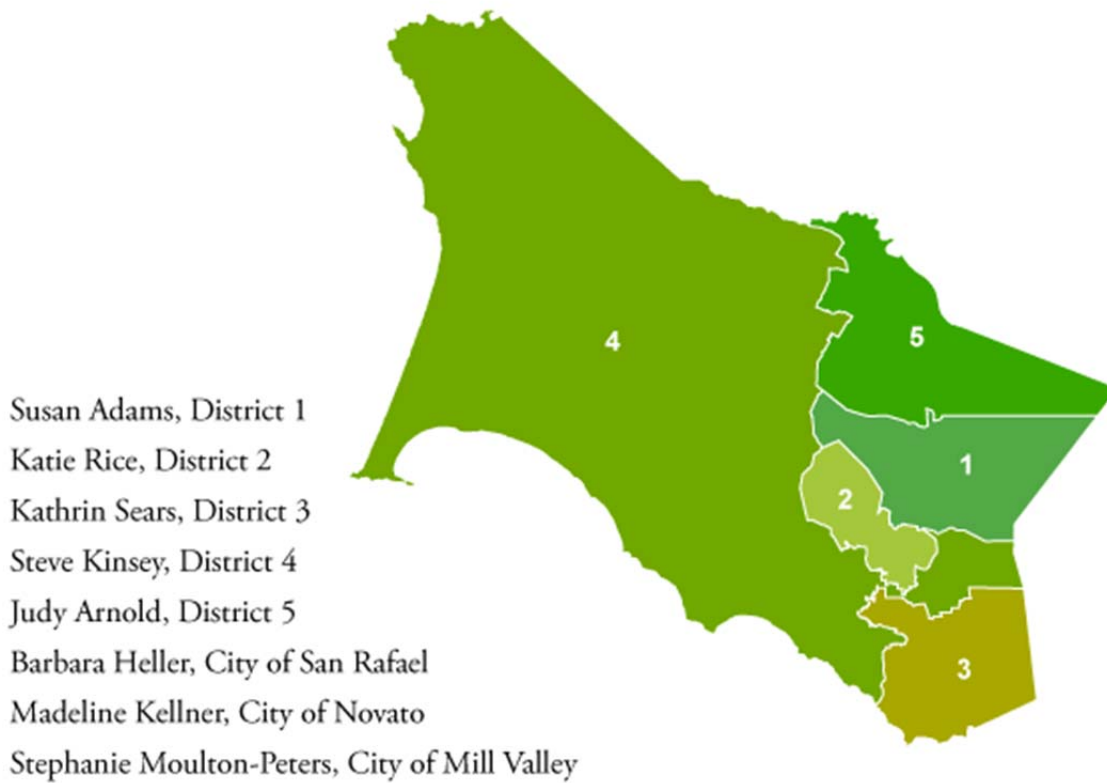
Marin Transit hired a dedicated General Manager in June 2008. An Operations Manager and Finance and Grants Manager report to the General Manager. The Operations Manager supervises two Senior Transportation Planners, a Transportation Planner and a Special Needs Mobility Manager. The Mobility Manager supervises a Mobility Specialist. An Accounting Specialist and a part-time Grants Administrator report to the Finance and Grants Manager. Marin Transit also employs an Administrative Assistant for the office. The Agency's structure is shown in Figure 1-1.

Figure 1-1: Agency Structure



Marin Transit is directed by a seven member Transit District policy board. The Transit District Board includes the five members of the Board of Supervisors and two city representatives, currently from San Rafael and Novato.

Figure 1-2: Supervisors and District Boundaries



Marin County School Coordination

Marin Transit works with many schools in Marin County to offer supplementary transit services for students. Approximately 1,500 daily trips are completed during school days on these transit services. These school service trips reduce roadway congestion during peak travel hours. The Agency offers a reduced price Youth Pass for riders 18 and under that provides unlimited rides on all local transit services within Marin County, including supplementary 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 Agency 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 help 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 discussion to determine impacts on existing or future transit services and the most efficient way to provide these services. Due to limited financial resources, the Agency cannot guarantee an increase in resources to a school or school district that makes these types of changes which make transit operations less efficient.

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 agency information including schedules, routes and fare information. Marin Transit and MTC staff are currently in discussion in order to coordinate Marin Transit's real-time transit arrival information to the regional real-time database.

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 and SamTrans. Since Marin Transit contracts a significant amount of its services with Golden Gate Transit, Marin Transit riders currently benefit from use of this system on their vehicles. Deployment of the Clipper program on the remaining Marin Transit fixed route services is anticipated for late in 2012. This future deployment will be under the Golden Gate Transit umbrella and not allow the Agency to implement any of its fare media passes on Clipper, thus Marin Transit will continue to offer the paper pass options for its riders.

Committees

Marin Transit staff actively participate in regional committees organized by MTC. Currently, these consist of the Policy Advisory Council, Transit Sustainability Project Steering and Technical Advisory Committee, 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 & Station Area Planning

Marin Transit has worked as a partner and stakeholder in two CBTP studies in the Canal and Marin City, as well as in three station area plans for SMART in downtown San Rafael, Civic Center, and Larkspur. As a result of these planning efforts, the Agency has implemented service improvements such as a Lifeline Community Shuttle route connecting residents in Marin City to medical, grocery, and shopping destinations.

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 finance staff meet regularly to discuss coordination as it relates to both current and planned transit operations.

National Parks Service

The US Department of the Interior National Park Service and Marin Transit partner to provide the Muir Woods Shuttle, a seasonal tourist-oriented transit service to the Muir Woods National Monument. 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 the Measure A is designated for transit service, Marin Transit and TAM closely coordinate on financial matters related to these funds and also 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 county congestion management authority. Discussions include sharing updates on local and regional transit and transportation programs, identifying areas for coordination, and joint procurements.

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 1-2 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 1-1: Estimated Population, Size and Densities of Marin County Cities and Unincorporated Area

| City | Population | | | Size (mi ²) | Density | | |
|---------------------------|----------------|----------------|--------------|----------------------------|------------------------|------------------------|-------------|
| | 2000 | 2010 | % Change | | (pop/mi ²) | (emp/mi ²) | (HH/acre) |
| Belvedere | 2,125 | 2,068 | -2.68% | 0.5 | 3,985 | 96 | 3.19 |
| Corte Madera | 9,100 | 9,253 | 1.68% | 4.4 | 2,103 | 844 | 1.37 |
| Fairfax | 7,319 | 7,441 | 1.67% | 2.2 | 3,382 | 452 | 2.43 |
| Larkspur | 12,014 | 11,926 | -0.73% | 3.0 | 3,940 | 1,551 | 3.31 |
| Mill Valley | 13,600 | 13,903 | 2.23% | 4.8 | 2,921 | 1,129 | 2.06 |
| Novato | 47,630 | 51,904 | 8.97% | 27.4 | 1,892 | 561 | 1.08 |
| Ross | 2,329 | 2,415 | 3.69% | 1.6 | 1,548 | 64 | 0.80 |
| San Anselmo | 12,378 | 12,336 | -0.34% | 2.7 | 4,620 | 763 | 3.16 |
| San Rafael | 56,063 | 57,713 | 2.94% | 16.5 | 3,504 | 1,629 | 2.18 |
| Sausalito | 7,330 | 7,061 | -3.67% | 1.8 | 3,989 | 2,427 | 3.98 |
| Tiburon | 8,666 | 8,962 | 3.42% | 4.4 | 2,016 | 402 | 1.37 |
| Unincorporated County | 68,735 | 67,934 | -1.17% | 450.5 | 150 | 11 | 0.10 |
| Marin County Total | 247,289 | 252,916 | 1.60% | 519.8 | 486.6 | 136 | 0.55 |

Source: U.S. Census Bureau, 2000 and 2010, Summary File 1

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 2008 passenger survey. Youth riders increased from 18% to 25% of local transit riders and senior riders increased from 4% to 5% 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 | % |
|--|-----------|-------|------------|-------|
| 2010 Total Population ⁽¹⁾ | 252,916 | | 36,756,666 | |
| 2000 Total Population ⁽²⁾ | 247,289 | | 33,871,650 | |
| Population, percent change, 2000 to 2010 | 1.60% | | 8.50% | |
| Population, percent change, 1990 to 2000 | 7.50% | | 13.60% | |
| <i>Age</i> | | | | |
| Persons under age 5 (not included in age total), 2010 ⁽¹⁾ | 13,932 | 5.5% | 2,719,993 | 7.4% |
| Persons under 18 years old, 2010 ⁽¹⁾ | 52,214 | 20.7% | 9,372,950 | 25.5% |
| Persons between 18 years old and 65 years old, 2010 ⁽¹⁾ | 158,003 | 62.6% | 20,546,976 | 55.9% |
| Persons 65 years old and older, 2010 ⁽¹⁾ | 42,192 | 16.7% | 4,116,747 | 11.2% |
| <i>Gender</i> | | | | |
| Female, 2010 ⁽¹⁾ | 128,337 | 50.8% | 18,736,126 | 50.3% |
| Male, 2010 ⁽¹⁾ | 124,072 | 49.2% | 18,517,830 | 49.7% |
| <i>Disability</i> | | | | |
| Persons with a disability, age 5+, 2010 ⁽³⁾ | 34,758 | 14.1% | 5,923,361 | 17.5% |
| <i>Journey to Work</i> | | | | |
| Mean travel time to work (minutes), workers age 16+, 2010 ⁽³⁾ | 28.3 | | 26.8 | |
| Means of transportation to work—Public Transportation, 2010 ⁽³⁾ | 4,200 | 3.4% | 845,084 | 5.2% |
| <i>Ethnicity</i> | | | | |
| White persons, 2010 ⁽¹⁾ | 183,830 | 72.8% | 14,956,253 | 40.2% |
| Black or African American persons, 2010 ⁽¹⁾ | 6,621 | 2.6% | 2,163,804 | 5.8% |
| American Indian and Alaskan Native persons, 2010 ⁽¹⁾ | 531 | 0.2% | 162,250 | 0.4% |
| Asian persons, 2010 ⁽¹⁾ | 13,577 | 5.4% | 4,775,070 | 12.8% |
| Native Hawaiian and Other Pacific Islander persons, 2010 ⁽¹⁾ | 436 | 0.2% | 128,577 | 0.4% |
| Persons reporting some other race, 2010 ⁽¹⁾ | 1,034 | 0.4% | 85,587 | 0.2% |
| Persons of Hispanic or Latino origin, 2010 ⁽¹⁾ | 39,069 | 15.5% | 14,013,719 | 37.6% |
| Persons reporting two or more races, 2010 ⁽¹⁾ | 7,311 | 2.9% | 968,696 | 2.6% |
| <i>Language and Education</i> | | | | |
| Language other than English spoken at home, age 5+, 2010 ⁽³⁾ | 55,366 | 23.4% | 14,940,924 | 43.4% |
| High school graduates, pct. of persons age 25+, 2010 ⁽³⁾ | 169,512 | 91.2% | 19,172,357 | 80.6% |
| Bachelor's degree or higher, pct. of persons age 25+, 2010 ⁽³⁾ | 101,080 | 54.8% | 7,136,113 | 30.0% |
| <i>Housing and Households</i> | | | | |
| Housing units, 2010 ⁽¹⁾ | 111,214 | | 13,680,081 | |
| Homeownership rate, 2010 ⁽¹⁾ | 62.6% | | 55.9% | |
| Housing units in multi-unit structures, percent, 2010 ⁽³⁾ | 28.4% | | 34.9% | |
| Median value of owner-occupied housing units, 2010 ⁽³⁾ | \$839,100 | | \$405,800 | |
| Persons per household, 2010 ⁽¹⁾ | 2.36 | | 2.90 | |
| Median household income, 2010 ⁽³⁾ | \$89,948 | | \$60,016 | |
| Persons below poverty, percent, 2010 ⁽³⁾ | 6.7% | | 14.5% | |
| Zero Vehicle Households, 2010 ⁽³⁾ | 4,892 | 4.7% | 952,585 | 7.7% |
| <i>Land Facts</i> | | | | |
| Land area, (square miles) | 519.8 | | 155,959 | |
| Persons per square mile, 2000 | 486.6 | | 235.7 | |

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

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

| | 2005 Local Transit Rider % | 2008 Local Transit Rider % ⁽³⁾ | 2010 Marin County % ⁽¹⁾⁽²⁾ |
|-------------------------------------|----------------------------|---|---------------------------------------|
| <i>Age</i> | | | |
| Persons under 18 years old | 18% | 25% | 21% |
| Persons between 18 and 65 years old | 78% | 70% | 63% |
| Persons 65 years old and older | 4% | 5% | 17% |
| <i>Gender</i> | | | |
| Female | 48% | 46% | 51% |
| Male | 52% | 54% | 49% |
| <i>Income</i> | | | |
| Under \$25,000 | 51% | 61% | 13% |
| \$25,000 to \$49,999 | 28% | 18% | 16% |
| \$50,000 to \$74,999 | 10% | 8% | 14% |
| \$75,000 or more | 10% | 13% | 57% |
| <i>Race</i> | | | |
| Hispanic | n/a | 49% | 15% |
| Caucasian/White | n/a | 36% | 73% |
| African American | n/a | 9% | 3% |
| Asian | n/a | 8% | 5% |
| Other | n/a | 5% | 4% |

Source:

(1) U.S. Census Bureau, 2010, Summary File 1

(2) U.S. Census Bureau, 2008-2010 American Community Survey

(3) 2008 Marin Transit Systemwide Onboard Survey

Marin County Travel Demand Assessment

An assessment of travel demand for use in transit planning allows the Agency to better understand general travel patterns within and in/out of the County and assess travel where transit is most competitive or attractive based on demographics, land use, transportation infrastructure, and policy decisions. The detailed assessment included in Appendix A relied on a number of data sources including the most recent onboard rider survey, U.S. Census information, the Marin County travel demand model (MCM), and the MTC's Transit Competitive Index (TCI) Tool and provided input on where current and future transit markets are located.

The following is a summary of the travel demand analysis as it related to local transit services:

- One-third of all current ridership occurs in Central San Rafael and another 13% occurs in the adjacent areas of the Canal district. In total, over half of all ridership activity occurs in this very concentrated area of the County.
- The most concentrated local weekday ridership activity (in terms of riders per capita) occurs in Marin City, Central San Rafael, and the Canal. The lowest concentrations of transit use are found in Mill Valley/Tam Junction, Novato and Strawberry/Tiburon/Belvedere.
- Propensity to use transit within the County, based on rider indices developed from demographic data, highlight the Canal, Marin City, Novato (Redwood Boulevard south of Rowland), and Central San Rafael as prime areas for transit use. Aside from the area identified in Novato, these locations are among the highest use areas based on actual ridership data and have the highest level of transit service to support these travel needs.
- Based on the MTC's regional Transit Competitiveness Index (TCI) tool, very few markets within Marin County have conditions that make transit competitive to other modes of travel. Transit travel patterns that are competitive today include travel within the Canal, Marin City, Mill Valley and Sausalito and travel between the Canal and Central San Rafael, the Canal and Corte-Madera/Larkspur, Marin City and Sausalito. Surprisingly, the only area within Marin County that showed a high competitiveness rating to San Francisco was Marin City.
- Although the MTC's TCI tool does not show a high competitiveness score to San Francisco, the model's transit mode split (% of trips using transit) from this tool show high percentages of transit use to San Francisco from the Canal (31%), Corte Madera/Larkspur (27%), Marin City (19%), Marinwood-Terra Linda (25%), Mill Valley (15%), Novato (32%), San Anselmo/Fairfax (27%), San Rafael (26%), and Strawberry/Tiburon/Belvedere (18%). These regional transit trips predicted by the model are using the services provided by Golden Gate Transit's regional bus and ferry services.
- As opposed to the regional travel estimates, the Marin County Model (MCM) and MTC's TCI model differ when predicting intra-county usage of transit services. The MCM predicts significantly higher use of local services when compared to the MTC's estimates. Origin/Destination pairs in the MCM showing a strong transit mode split include the Canal to Corte Madera/Larkspur (25%), Marinwood/Terra Linda to the Canal (21%), Novato to the Canal (25%), Novato to Corte Madera/Larkspur (15%), Novato to Marinwood/Terra Linda (16%), San Anselmo/Fairfax to the Canal (19%), and Central San Rafael to the Canal (15%). There were also significantly high transit modes splits between Sausalito and nearly all other zones observed in the MCM. None of these O/D pairs mentioned above showed a transit mode split greater than 15% in the MTC's TCI model.

While the travel demand assessment highlights the general areas and markets where transit services should be focused, the results are too coarse to use directly in service planning. In the fall of 2012, Marin Transit will conduct a Countywide Transit Market Assessment that will include a comprehensive onboard survey to help identify true origin-destination pairs of existing transit riders. This information will be used in conjunction with the above mentioned modeling results to determine how the Agency's services are meeting the needs of existing and future markets.

Marin Transit Services

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 23 fixed route transit services within Marin County. These services are operated through contract or interagency agreement with three different providers. Over 3.1 million trips were made on the local fixed route network in FY 2010-2011.

Services are organized within the Agency 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 programs), and the typology defines the function of that route and its intended market it serves. Four programs (Local Fixed Route, Community Shuttles, Rural Fixed Route, and the Muir Woods Shuttle) and seven typologies (Urban Trunk, Urban Core, Basic Local, Local Connectors, School Trippers, Rural, and Recreational) currently exist. Table 1-4 below shows a breakdown of each route by contractor, program, and typology.

Table 1-4: Fixed Route Service Organization

| Route | Contractor | Program | Typology |
|-------|---------------------|--------------------|-----------------------------|
| 17 | Golden Gate Transit | Local Fixed Route | Basic Local Service |
| 19 | Golden Gate Transit | Local Fixed Route | Local Connector |
| 22 | Golden Gate Transit | Local Fixed Route | Basic Local Service |
| 23 | Golden Gate Transit | Local Fixed Route | Basic Local Service |
| 29 | Golden Gate Transit | Local Fixed Route | Basic Local Service |
| 35 | Golden Gate Transit | Local Fixed Route | Urban Core Service |
| 36 | Golden Gate Transit | Local Fixed Route | Urban Trunk Service |
| 45 | Golden Gate Transit | Local Fixed Route | Urban Core Service |
| 49 | Golden Gate Transit | Local Fixed Route | Basic Local Service |
| 61 | MV Transportation | Rural Fixed Route | Rural Service |
| 66 | MV Transportation | Muir Woods Shuttle | Recreational Service |
| 68 | MV Transportation | Rural Fixed Route | Rural Service |
| 51 | Golden Gate Transit | Local Fixed Route | Local Connector |
| 71 | Golden Gate Transit | Local Fixed Route | Urban Trunk Service |
| 113 | Golden Gate Transit | Local Fixed Route | Supplemental School Service |
| 117 | Golden Gate Transit | Local Fixed Route | Supplemental School Service |
| 125 | Golden Gate Transit | Local Fixed Route | Supplemental School Service |
| 126 | Golden Gate Transit | Local Fixed Route | Supplemental School Service |
| 127 | Golden Gate Transit | Local Fixed Route | Supplemental School Service |
| 139 | Golden Gate Transit | Local Fixed Route | Supplemental School Service |
| 222 | Marin Airporter | Community Shuttle | Local Connector |
| 233 | Marin Airporter | Community Shuttle | Local Connector |
| 257 | Marin Airporter | Community Shuttle | Local Connector |
| 259 | Marin Airporter | Community Shuttle | Local Connector |

Notes:

Routes shown in the table above reflect service as of June 2012. Data presented in subsequent tables in this report reflect routes in service during the FY 2010-11. Service changes in January and March of 2012 cancelled two routes (Route 52 and 62) and introduced one route (257).

Fixed Route Programs***/// Local Fixed Route***

The local fixed route program contains the majority of service within the County and consists of 18 routes. These services carry approximately 92% of the riders and account for 68% of the revenue hours within the Marin Transit system. These routes are all operated under a 10-year agreement with Golden Gate Transit that

will expire in 2017). In January of 2012, Marin Transit issued Golden Gate Transit a two-year notice of intent to terminate the current agreement in January of 2014 and requested Golden Gate Transit to enter into negotiations to develop a new agreement. Those negotiations are currently underway.

/// 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 as a five year contract that expires on 12/31/16.

The Muir Woods Shuttle route begins at the Pohono Street Park and Ride lot east of Highway 101 overlooking Richardson Bay, before continuing on to the Muir Woods National Monument. Select trips begin at the Marin City Transit Hub to provide regional and local transit connectivity to Golden Gate Transit and Marin Transit services. Additional regional connectivity is provided during the “Peak Shuttle Season” (Memorial Day weekend through Labor Day) with select trips extended and timed to meet the Golden Gate Ferry arrivals and departures in Sausalito.

/// 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. This service is operated by MV Transportation under contract to Marin Transit as part of the same five year contract that expires 12/31/2016. 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.

The Coastal Route (“Route 62”) was discontinued in January 2012 due to low ridership. Starting in August 2012, one morning and one late afternoon trip on the South Route will be extended to Olema to allow a coastal connection to the North Route. This connection will provide access for Bolinas-area student to attend schools in Ross Valley.

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.

/// Community Shuttle

This program consists of four shuttle bus routes that provide limited service in San Rafael/Santa Venetia, Terra Linda/Marinwood, and Marin City/Larkspur. The shuttle routes are operated on behalf of Marin Transit by Marin Airpporter under a five year contract that expires 6/31/14. 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.

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 existing “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 Agency 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 Agency 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 seven unique route typologies that are assigned to all Marin Transit routes:

- /// Urban Trunk Services
- /// Urban Core Services
- /// Basic Local Services
- /// Local Connectors
- /// Supplemental School Service
- /// Rural
- /// Recreational

Below is a brief summary of each typology.

/// Urban Trunk Services



Description: Services that operate primarily along the Highway 101 corridor and serve longer passenger trips within the County. Services supplement the Golden Gate Transit regional services along Highway 101 that continue to San Francisco and Sonoma Counties.

Operational Focus: Capacity, frequency, and speed.

Routes: 36, 71

Typical Vehicle and Branding: 40' heavy duty or 65' articulated

/// Urban Core Services



Description: Services that operate within the more urbanized areas of Marin County and connect the major transit activity centers in San Rafael including the Canal, the San Rafael Transit Center, the Marin County Civic Center, Northgate Mall, and Kaiser Hospital.

Operational Focus: Capacity and frequency.

Routes: 35, 45

Typical Vehicle and Branding: 40' heavy duty or 65' articulated

/// Basic Local 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 and Branding: 35' or 40' heavy duty

/// Local Connectors



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 Urban Trunk and Regular Local Services for travel outside the community.

Operational Focus: Accessibility and connectivity.

Routes: 19, 51, 222, 233, 257, 259

Program: Community Shuttles

Typical Vehicle and Branding: 24-28' cutaways

/// Supplemental School 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, 117, 125, 126, 127, 139

Program: Local Bus

Typical Vehicle and Branding: 35' or 40' heavy duty

/// Rural



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

Operational Focus: Accessibility

Routes: 61, 68

Program: Rural and Recreational

Typical Vehicle and Branding: 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

Program: Rural and Recreational

Typical Vehicle and Branding: 35' heavy duty

Figure 1-3 and Table 1-5 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.

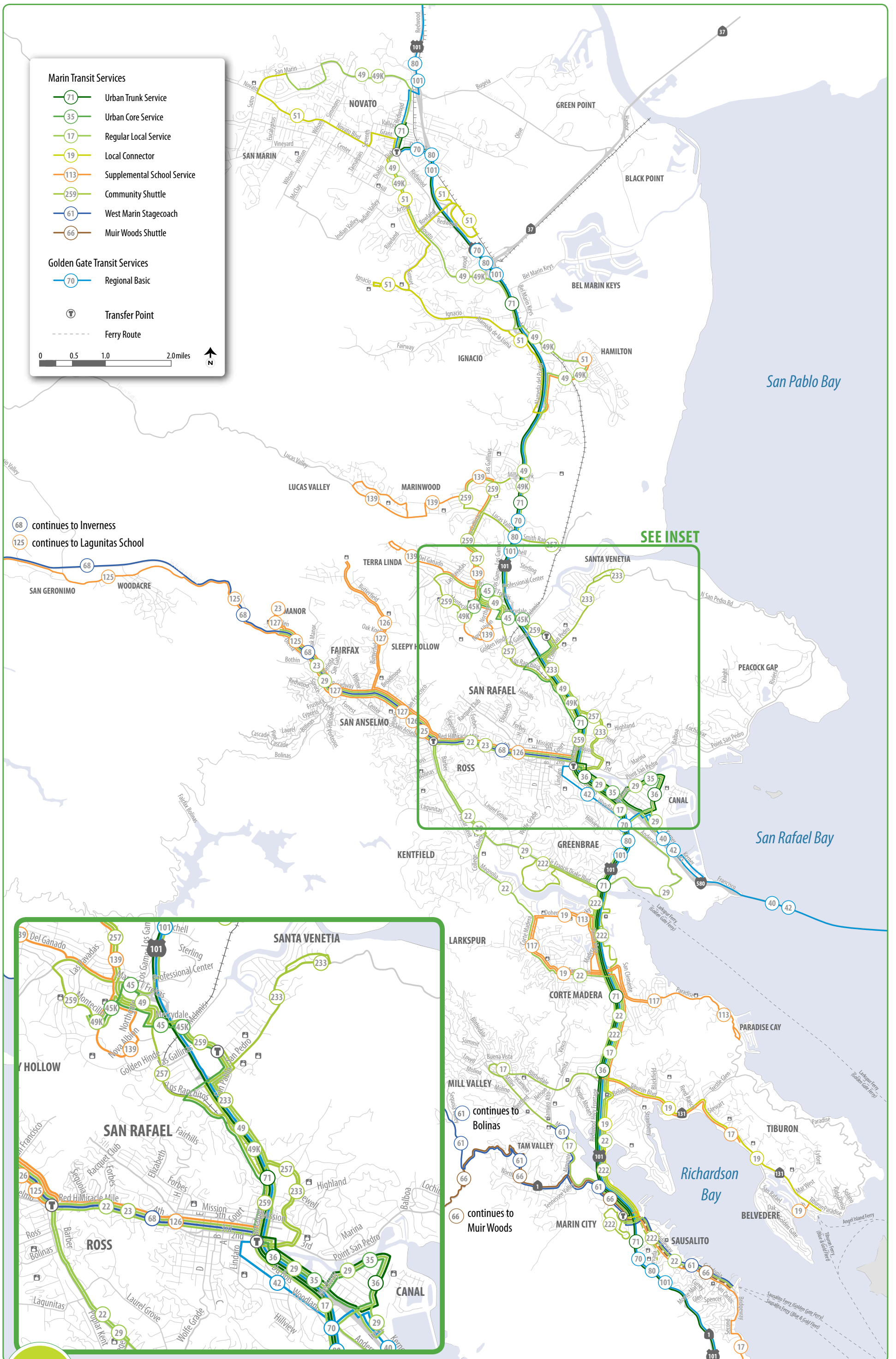


Figure 1-3: Route Structure

Table 1-5: 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 | Mill Valley-San Rafael | MTuWThFSatSun | 5:30am-10:12pm | 7:30am-10:12pm | 30/60 min | 60 min | 281,526 | 12,416 |
| 19 | Tiburon-Marin City | MTuWThFSatSun | 6:53am-9:18pm | 6:57am-9:21pm | 60 min | 60 min | 72,989 | 4,746 |
| 22 | San Rafael-Sausalito | MTuWThFSatSun | 5:32am-11:55pm | 6:50am-9:55pm | 30/60 min | 60 min | 393,870 | 18,163 |
| 23 | Fairfax-San Rafael | MTuWThFSatSun | 6:15am-10:45pm | 6:45am-11:55pm | 30 min | 60 min | 217,989 | 8,766 |
| 29 | Fairfax-San Anselmo-San Rafael | MTuWThFSat | 6:30am-9:10pm | 7:30am-7:25pm | 60 min | 60 min | 248,514 | 12,423 |
| 35 | Canal-SRTC | MTuWThFSatSun | 5:07am-12:55am | 5:09am-12:55am | 15/30 min | 30 min | 675,335 | 9,495 |
| 36 | Canal-SRTC - Marin City | MTuWThFSat | 6:53am-5:54pm | - | 30/60 min | - | 132,600 | 3,994 |
| 45 | SRTC-Terra Linda | MTuWThFSatSun | 6:02am-8:52pm | 7:30am-7:50pm | 30/60 min | 60 min | 260,334 | 8,599 |
| 49 | SRTC-Ignacio | MTuWThFSatSun | 6:14am-8:10pm | 7:00am-7:55pm | 60 min | 60 min | 159,065 | 9,014 |
| 51 | Novato | MTuWThF | 7:12am-7:59pm | - | 60 min | - | 95,260 | 7,164 |
| 52 ⁽⁴⁾ | Novato-San Rafael | MTuWThFSatSun | 6:34am-7:10pm | 8:36am-8:02pm | 60 min | 60 min | 120,454 | 7,623 |
| 71 | Highway 101 Corridor | MTuWThFSatSun | 6:03am-8:29pm | 7:56am-7:23pm | 30 min/3 hours | 1-6 hours | 326,815 | 11,015 |
| 113 | Corte Madera/RHS | MTuWThF | 7:26am-3:56pm | - | 4 trips | - | 11,889 | 219 |
| 114 | Corte Madera/RHS (Summer School) | MTuWThF | 6:58am- 2:11pm | - | 2 trips | - | 3,603 | 67 |
| 117 | Neil Cummins/Hall | MTuWThF | 7:47am-3:41pm | - | 5 trips | - | 36,923 | 281 |
| 125 | Drake/Lagunitas | MTuWThF | 2:48pm-4:01pm | - | 1 trip | - | 5,752 | 102 |
| 126 | San Anselmo/Brookside | MTuWThF | 8:08am-3:51pm | - | 5 trips | - | 25,794 | 323 |
| 127 | Sleepy Hollow/White Hill | MTuWThF | 6:57am-3:51pm | - | 5 trips | - | 38,195 | 622 |
| 139 | Lucas Valley/TLHS | MTuWThF | 7:12am-4:20pm | - | 2 trips | - | 4,139 | 203 |
| <i>Muir Woods Shuttle</i> | | | | | | | | |
| 66 | Marin City-Sausalito-Muir Woods | SatSunHolidays | - | 9:30am-7:24pm | - | 20/30 min | 43,525 | |
| <i>Community Shuttle</i> | | | | | | | | |
| 221 | Twin Cities | MTuWThF | 7:05am- 7:04pm | - | 60 min | - | 3,804 | 1,778 |
| 233 | Santa Venetia | MTuWThF | 7:28am-6:49pm | - | 60 min | - | 29,984 | 3,048 |
| 259 | Terra Linda/Marinwood | MTuWThF | 7:41am-5:41pm | - | 1-2 hours | - | 7,665 | 2,286 |
| <i>Stagecoach</i> | | | | | | | | |
| 61 | South Route | MTuWThFSatSun | 6:55am-8:00pm | 8:40am-7:59pm | 3-5 hours | 3 hours | 25,889 | 5,174 |
| 62 ⁽⁴⁾ | Coastal Route | TuThSat | 8:17am-5:01pm | 8:17am-5:01pm | 3-5 hours | 3-5 hours | 1,377 | 878 |
| 68 | North Route | MTuWThFSatSun | 6:30am-7:53pm | 6:30am-7:53pm | 3-4 hours | 3-4 hours | 36,260 | 4,984 |

Notes:

(1) Service span for local and school routes based on December 2010 sign-up.

(2) Annual figures from FY 2010-11 data

(3) Annual hours of service for school routes are shown, although annual number of trips provided are used to complete productivity calculations.

(4) Service discontinued in FY 2011-12.

Demand Response Services

Marin Transit provides two types of demand response transit services within Marin County. Below is a brief summary of these services.

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. Senior Coordinating Council (Whistlestop Wheels), under contract to Marin Transit, provides local and regional (on behalf of Golden Gate Transit) Marin Access Paratransit by offering door-to-door service to individuals that meet the eligibility requirements for service under the Americans with Disabilities Act (ADA). Whistlestop 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 Americans with Disabilities Act, which bases eligibility on whether an applicant has a disability that makes it impossible to use an accessible fixed route. 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 three-quarters of a mile radius from transit service required under the ADA. Areas served by paratransit following the adoption of the 2006 Short Range Transit Plan have also 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 2010-2011, Marin Transit served 3,502 trips (85% of total requested) beyond the ADA mandate as stand-by trips. These non-mandated trips are 3.1% of the total trips provided. For trips in the extended service area, reservations are taken on a stand-by basis.

Taxi Overflow Service: In 2007, Marin Transit worked with Whistlestop to start using taxi service to help meet the demand for non-mandated paratransit trips. Taxis are also used for some mandated trips. Incorporating taxis into the program supports more efficient schedule of service.

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, Whistlestop takes reservations up to seven days in advance and also accepts a very limited quantity of subscriptions (also known as standing orders) for life-sustaining trips (mainly for dialysis patients). 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.

The demand for paratransit within Marin County has been increasing. As shown in Table 1-6, the number of paratransit passenger trips provided has increased a total of 18.7% in the past five years.

Table 1-6: Paratransit Trips and Vehicle Hours (Excludes EZ Rider)

| | Passenger Trips ⁽¹⁾ | Revenue Hours | Passengers per Hour |
|------------|--------------------------------|---------------|---------------------|
| FY 2000-01 | 70,293 | 37,930 | 1.85 |
| FY 2001-02 | 76,122 | 37,769 | 2.02 |
| FY 2002-03 | 76,609 | 37,812 | 2.03 |
| FY 2003-04 | 83,764 | 38,820 | 2.16 |
| FY 2004-05 | 83,961 | 39,197 | 2.14 |
| FY 2005-06 | 86,465 | 39,458 | 2.19 |
| FY 2006-07 | 91,628 | 41,966 | 2.18 |
| FY 2007-08 | 94,813 | 43,292 | 2.19 |
| FY 2008-09 | 99,690 | 47,460 | 2.10 |
| FY 2009-10 | 105,669 | 48,321 | 2.19 |
| FY 2010-11 | 111,250 | 51,087 | 2.18 |

Notes:

(1) Excluding attendants and companions of ADA-eligible rides.

Demand for paratransit is generally dispersed throughout the County. Figure 1-4 shows one year’s worth of paratransit origin points.

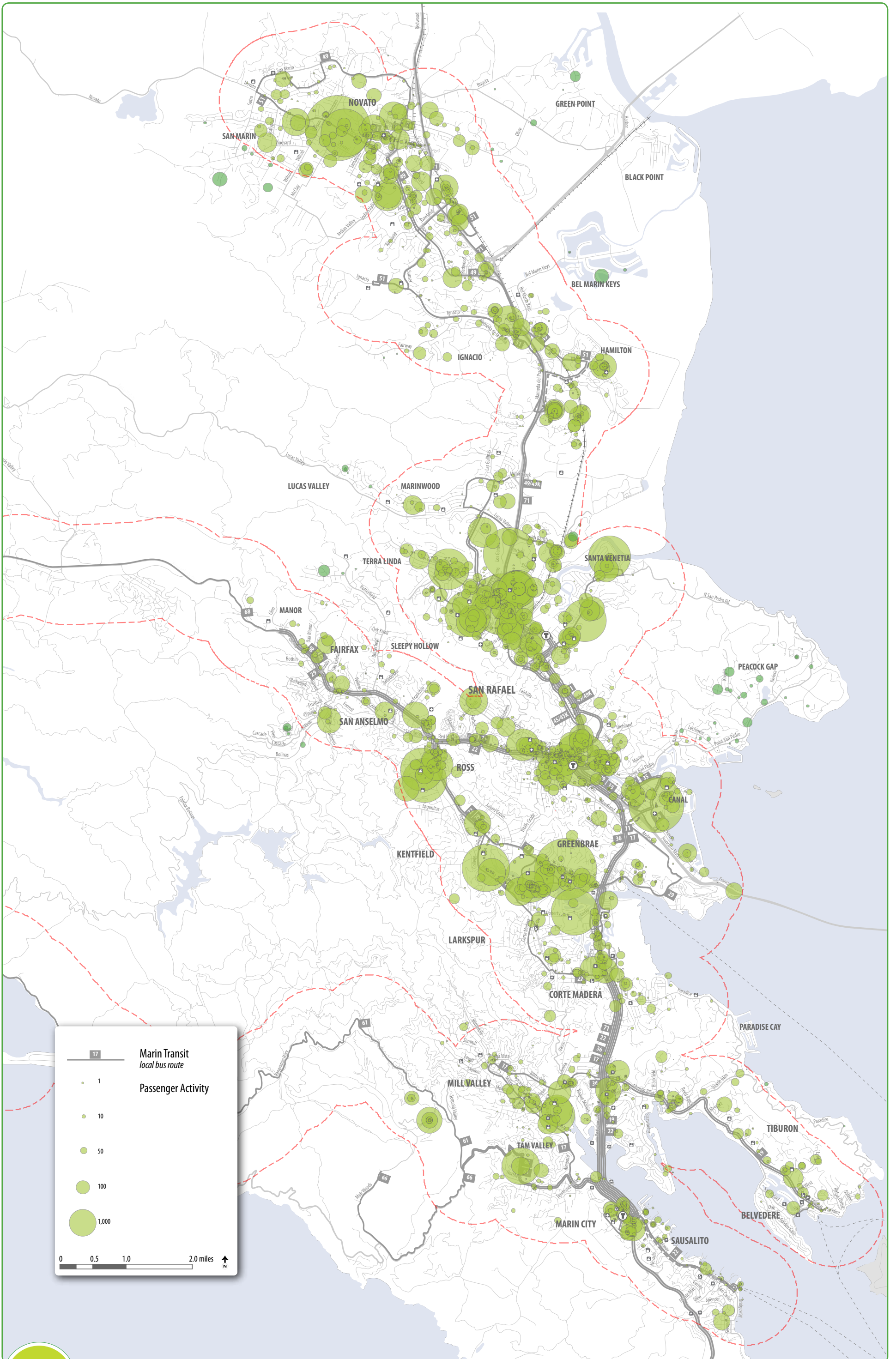


Figure 1-4: Paratransit Trip Origins

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. 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. Weekday rides are scheduled by calling the reservation number up to seven days in advance. On weekends and holidays, reservations must be made on the day of travel. The Novato Dial-a-Ride vehicle can carry two bicycles. This service is operated under the same three-year contract awarded by Marin Transit to Whistlestop Wheels for paratransit and mobility management services that expires June 30, 2013.

Mobility Management Programs

Volunteer Driver

Using one-year funding from a federal New Freedom Grant, Marin Transit began providing volunteer driver programs for frail, home-bound seniors in early 2011. These programs provide free, escorted volunteer rides to seniors whose health conditions may 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 provide mileage reimbursement to the drivers.

Table 1-7: Volunteer Driver Program Data, January-August 2011

| | West Marin Senior Services | Whistlestop ¹ | Totals |
|--------------------------|----------------------------|--------------------------|--------|
| Individual Riders | 100 | 78 | 178 |
| Rides Given (1-way) | 601 | 731 | 1,332 |
| Volunteer Drivers | 35 | 86 | 121 |
| Volunteer Hours | 1,417 | 1,105 | 2,522 |
| Miles | 15,092 | 6,155 | 21,247 |
| Average Miles/1-way ride | 25.11 | 8.42 | |

Note:

(1) Whistlestop's program started providing rides in March, 2011.

Marin Transit has continued to provide both volunteer driver programs after the one-year New Freedom Grant through contracts with two agencies, West Marin Senior Services and Whistlestop. The grand funding has been replaced with a portion of vehicle registration fees known as Measure B. Whistlestop has added a new component to their volunteer driver program to serve disabled, non-seniors, and West Marin Senior Services has requested funds for this purpose as well. Marin Transit views this new component as part of the solution to help manage the increasing demand for the Marin Access ADA Paratransit Service while supporting increased mobility.

Marin Access Mobility Management Center & Related Programs

With the release of the Paratransit and Mobility Management Center RFP in late 2009, Marin Transit presented the plan for leveraging the District’s investment in the paratransit call center software and operations by adding a mobility management center one-stop transportation information and referral service. The Marin Access Mobility Management Center was implemented by Whistlestop in October 2010. The first component was the call center, which provides information and referral on all transportation services available in Marin for seniors, persons with disabilities and low-income residents. This was followed by the interactive website, www.marinaccess.org, launched in the spring 2011. The Marin Access “Ride Credit Bank” enables riders, their families, and social service agencies to create pre-paid accounts to pay for rides on a variety of services including transit, paratransit, taxis, and volunteer-based programs. The Ride Credit Bank manages a ride scholarship fund to help low-income residents pay for rides as funds are available. A Donated Vehicle Program has also been developed to enable those who are no longer driving to donate their car and receive credits for rides through the Ride Credit Bank.

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

Measure B Funded Transportation Programs for Seniors and Persons with Disabilities

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, and Marin Transit is the designated agency to manage this component. Beginning in calendar year 2012, Marin Transit will implement the following programs and services with Measure B funding:

- Ongoing funding for the Volunteer Driver Programs for frail, home-bound seniors as described above.
- Implementation of “Paratransit Plus”, a partially subsidized ride program for Marin’s older seniors, age 80 and above, and for non-driving seniors who are age 60 and older. “Paratransit Plus” will be operated by the Marin Access Mobility Management Center through subcontracts with participating taxi companies, P.U.C. licensees and/or non-profit transportation providers. Eligible riders that demonstrate low-income status will be provided a higher level of subsidy for their rides.
- A ride 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 help develop additional transportation programs serving seniors or persons with disabilities.

- Supplemental funding for Marin Transit to support the rapidly increasing demand for ADA paratransit services.
- The creation of a Mobility Management Specialist position within Marin Transit to assist the Community Mobility Manager with program development and outreach, and to expand Marin Transit’s travel training efforts beyond the current group presentations to one-on-one training.

New Freedom Grant Funded Programs

Marin Transit received two federal New Freedom Grant applications through the Metropolitan Transportation Commission in 2011. These grants will provide:

- Funding for the production of a comprehensive transportation guide publication that will include all known transportation options for Marin’s senior, disabled, and low-income residents. This guide will be printed in both English and Spanish and will also be available on-line.
- A “Premium ADA Paratransit Service” pilot program, that utilizes the infrastructure developed for the Measure B-funded “Paratransit Plus” partially-subsidized program for seniors and to serve non-senior, ADA eligible riders. This pilot will test the ability of a partially-subsidized ride program with same day service to provide a desirable and effective transportation alternative for Marin’s persons with disabilities that will also assist Marin Transit in managing the rapidly growing demand for ADA paratransit services.

Marin Mobility Consortium

Formed following the Marin Mobility Coordination Summit in April, 2010, the Marin Mobility Consortium is an ongoing stakeholder advisory group whose purpose is “To plan and take action together as a consortium of agencies and advocates to improve and expand transportation options for Marin’s senior, disabled and low-income residents.” The Consortium has more than 60 active members representing a wide range of government, non-profit and for-profit agencies and advocates, and advises Marin Transit on the development of the Marin Access Mobility Management Center and on planning for Measure B Programs. The Consortium meets quarterly and is chaired by Marin Transit’s Community Mobility Manager. In addition, the Consortium has a steering committee, and five active workgroups focused on different aspects of mobility: medical transportation, vehicle coordination, pedestrian access, volunteer driver programs, and overall coordination of transportation resources.

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.

A significant amount of local travel is done on Golden Gate Transit’s basic regional services. Approximately 600,000, or 20 percent, 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 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)
- Three routes along the entire length of the Highway 101 corridor within Marin County and extending beyond the county line (Routes 70/80/101). 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 70/80/101 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.
 - Route 80 provides service between Santa Rosa and San Francisco during early morning hours and late evening and also services all major transfer centers and freeway bus pads.
 - 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.

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 in 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.

Sonoma Marin Area Rail Transit (SMART)

Voters in Sonoma and Marin counties passed a regional sales tax measure in November 2008 to provide funding for a 70 mile passenger train from Cloverdale in Sonoma County to Larkspur. Phase one of the project is currently underway and includes the segment between Santa Rosa and downtown San Rafael with nine stations. Build out of the project will extend the system as far north as Cloverdale and south to the Larkspur Ferry terminal and add six more stations. Passenger service on phase one of the project is expected to begin in late 2015. The SMART system also includes a system of connecting shuttles serving each station. Marin Transit will be working with SMART staff to ensure that the planned shuttle routes and schedules in Marin County interconnect without compromising existing local bus 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 encourage 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 eight years.

With the installation of a new fare collection system in March 2009, Marin Transit has been able to introduce new fare media to simplify the fare structure and provide more flexible options for passengers, while maintaining a consistent fare policy across the rural, community shuttle, and local large bus services. Passengers can use a variety of mechanisms to pay Marin Transit fares as described below and summarized in Table 1-8.

- **Cash:** Coin and bills are accepted in the fare boxes. Change Cards are issued to passengers overpaying by more than \$1.00.
- **Stored Value Cards:** Marin Transit Stored Value Cards replaced the local ticket booklets. Value Cards are available in denominations of \$18 and \$36 and are accepted on all Marin Transit and

Golden Gate Routes for travel within Marin County only. Adults receive a ten percent discount fare when using a Stored Value Card. Stored Value Cards cannot be used on the Novato Dial-a-Ride.

- **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. Daily passes are purchased on-board transit vehicles and are valid for the day of travel. Weekly and Monthly passes are available through Golden Gate Transit and other local commercial outlets. They are activated at first use and good for 7 or 31 days. Unlimited-Ride Passes are currently not available to be used on the Novato Dial-a-Ride.
- **Clipper®:** The region’s universal fare card. It is currently only accepted on Marin Transit services operated by Golden Gate Transit and provides a ten percent discount on adult fares. Further deployment of this program on the other fixed route services is anticipated for the fall of 2012.
- **Marin Transit Youth Pass:** The Marin Transit Youth Pass started in FY 2006-07 and has been highly successful in providing free transit to income-qualifying youth as well as a convenient way for students to pay bus fares. The flash pass stickers are vended through local schools and attached to a student’s picture ID card. Figure 1-9 shows the number of youth passes distributed over the last two years.

Table 1-8: 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 (6-18) | \$1.00 | \$1.00 | \$175 ⁽¹⁾ | \$2.50 | \$10 | \$40 |
| Children Under 6 | 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 between all Marin Transit and Golden Gate Transit routes are free and can be obtained from a driver when boarding a vehicle. This includes transfers between shuttle, rural, and large bus service. As of July 1, 2009, passengers can pay regional fares (including Ferry service) to San Francisco, Sonoma, or Contra Costa on Marin Transit services. With the installation of a new fare collection system in March 2009, Marin Transit redesigned transfers with the following restrictions:

- Travel must be in the same direction within two hours from time of issuance or otherwise indicated on the transfer

- Transfers are issued by bus operator or ferry ticket agent only at time fare is paid
- Transfers cannot be used to make a round trip
- A transfer can be used only by the person to whom it is issued

Fare Media Usage

Information on fare media products and usage is shown in Table 1-9. The most utilized product in circulation is the senior/disabled monthly pass followed by the adult weekly pass and adult month pass. Both of these programs have seen significant growth since their release in 2008. Sales of the \$18 and \$36 value cards declined between FY 2009-10 and FY 2010-11. This drop is likely due to a growth in the use of the regional Clipper program. The Clipper card provides the same savings on local travel as the stored value cards.

Table 1-9: Fare Media Usage

| Pass Type | Cost (2011 \$) | 2008-09 | 2009-10 | 2010-11 |
|--|----------------|---------|---------|---------|
| Adult Media | | | | |
| Day Pass | \$5.00 | 27 | 1,138 | 3,168 |
| Month Pass | \$80.00 | 3 | 6,694 | 19,361 |
| Week Pass | \$20.00 | 31 | 14,516 | 33,573 |
| Senior (age 65+) / Disabled Media | | | | |
| Day Pass | \$2.50 | 20 | 313 | 2,594 |
| Month Pass | \$25.00 | 2 | 29,292 | 76,488 |
| Week Pass | \$10.00 | - | 1,334 | 708 |
| Youth (6-18 yrs.) Media | | | | |
| Day Pass | \$2.50 | 6 | 44 | 624 |
| Month Pass | \$10.00 | 1 | 5,145 | 3,160 |
| Week Pass | \$40.00 | 6 | 1,686 | 2,270 |
| Muir Woods Day Pass | \$3.00 | 4,703 | 12,271 | 18,128 |
| \$18 Marin Local Value Card ¹ | \$18.00 | 8,501 | 22,463 | 18,898 |
| \$36 Marin Local Value Card ¹ | \$36.00 | 9,576 | 29,931 | 14,073 |

Notes:

(1) Value cards provide 10% savings. \$18 value card provides \$20 worth of travel and \$36 value cards provide \$40 worth of travel.

Marin Transit coordinates with K-12 schools in Marin County to offer a youth pass to reduce the cost of travel for students. Students that qualify for the reduced or free lunch program are eligible for a free youth pass. Youth passes are good only on Marin Transit services and not on regional commute or regional basic services within Marin County provided by Golden Gate Transit. The Youth Passes are good for all travel on Marin Transit local services throughout the year. Table 1-10 shows participation in the youth pass program over the last five years.

Table 1-10: Youth Pass Distribution

| Fiscal Year | Free Passes to Income- Qualified Youth | Paid Passes | Total Passes ⁽¹⁾ |
|-------------|---|--------------------|-----------------------------|
| FY 2006-07 | 1,678 | 645 | 2,323 |
| FY 2007-08 | 2,122 | 558 ⁽²⁾ | 2,680 |
| FY 2008-09 | 2,658 | 618 | 3,276 |
| FY 2009-10 | 2,610 | 498 | 3,108 |
| FY 2010-11 | 2,632 | 359 | 2,991 |

Notes:

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

(2) Decline in paid passes due to school district substituting youth passes for a subsidy program.

Table 1-11 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.

Table 1-11: Clipper Usage Trends (% of Riders Using Clipper for Fare Payment)

| | 2008-2009 | 2009-2010 | 2010-2011 |
|-----------------------------------|-----------|-----------|-----------|
| <i>Local Routes</i> | | | |
| Route 17 | 5.0% | 7.3% | 9.8% |
| Route 19 | 4.0% | 4.8% | 6.3% |
| Route 22 | 5.5% | 8.0% | 11.2% |
| Route 23 | 4.7% | 8.7% | 12.6% |
| Route 29 | 3.1% | 4.3% | 6.1% |
| Route 35 | 0.7% | 1.0% | 2.5% |
| Route 36 | 2.0% | 3.3% | 4.5% |
| Route 45 | 3.8% | 4.2% | 7.0% |
| Route 49 | 3.9% | 4.7% | 6.9% |
| Route 51 | 2.5% | 2.7% | 4.0% |
| Route 52 | 3.3% | 4.5% | 6.7% |
| Route 71 | 3.7% | 5.6% | 8.7% |
| <i>Supplemental School Routes</i> | | | |
| Route 113 | 0.1% | 0.1% | 3.0% |
| Route 117 | 0.0% | 0.0% | 0.7% |
| Route 125 | 0.4% | 1.6% | 3.6% |
| Route 126 | 4.7% | 12.3% | 18.8% |
| Route 127 | 2.8% | 13.1% | 19.1% |
| Route 139 | 6.6% | 6.5% | 0.9% |

Fleet Inventory

Marin Transit currently owns 50 vehicles used on its services. Service and maintenance for these vehicles is provided by the contractor. These vehicles include:

- 3 Community Shuttles;
- 7 Stagecoach Vehicles;
- 25 Paratransit Vehicles;
- 5 Muir Woods Shuttle Vehicles; and
- 4 Accessible Taxis.

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:

- 2 Community shuttles owned by Marin Airporter;
- 47 buses and paratransit vehicles owned by Golden Gate Transit; and
- 19 Paratransit vehicles owned by Whistlestop Wheels.

Facilities Overview

Bus Stops

There are 679 bus stops in Marin County that serve both regional and local bus routes. 230 of these stops are served by local routes only, 57 stops are served by regional services only, and the remaining 392 stops are served by both regional and local routes. Marin Transit and Golden Gate Transit 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 CBS Outdoors.

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. High ridership locations typically 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. Community Shuttle and Stagecoach stops also include rider panels with schedule information and route maps. Marin Transit is preparing to install new signage at local and shared stops that will provide additional route information.

Chapter 2: Goals, Targets, and Performance

This chapter outlines goals, identifies targets, and evaluates Marin Transit's performance at three different levels: systemwide operations, route-level performance, and as an agency. This performance monitoring program is intended to measure the success of the local transit system using readily available data collected and analyzed by the Agency. 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. The most current are presented below:

- 1) Systemwide Performance:
 - a. Relieves congestion and provides mobility as measured in total ridership;
 - b. Ensures high levels of customer satisfaction with services;
 - c. Provides transit services to Marin County;
 - d. Provides service levels to prevent overcrowding;
 - e. Promotes environmental justice based on demographic analysis; and
 - f. Meets cost efficiency standards based on cost per revenue hour.
- 2) Route Level Performance:
 - a. Meets productivity standards based on passengers per hour and service type;
 - b. Meets cost effectiveness standards based on subsidy per passenger trip and service type;
 - 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) Agency 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.

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 2010-11.

Systemwide Performance

Table 2-1 and Table 2-2 show an overview of historic performance trends over the last three fiscal years for Marin Transit's various programs, including local fixed-route, shuttle, rural, demand response, 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 2008-09 | 121,841 | 1,646,107 | 3,189,643 | \$3,340,855 | \$117.83 | \$14,356,785 |
| FY 2009-10 | 121,630 | 1,399,437 | 3,085,494 | \$3,005,724 | \$124.95 | \$15,197,932 |
| FY 2010-11 | 115,236 | 1,422,337 | 3,111,046 | \$3,589,725 | \$142.90 | \$16,467,586 |
| Community Shuttle | | | | | | |
| FY 2008-09 | 6,956 | 100,392 | 43,756 | \$39,530 | \$64.60 | \$449,329 |
| FY 2009-10 | 7,112 | 101,932 | 43,638 | \$41,596 | \$66.32 | \$471,637 |
| FY 2010-11 | 7,112 | 100,076 | 41,453 | \$41,069 | \$69.84 | \$496,734 |
| Stagecoach Rural | | | | | | |
| FY 2008-09 ⁽¹⁾ | 11,401 | 202,746 | 58,830 | \$74,166 | \$60.03 | \$687,293 |
| FY 2009-10 | 11,189 | 191,311 | 59,159 | \$72,476 | \$56.76 | \$635,056 |
| FY 2010-11 | 11,037 | 199,325 | 63,526 | \$78,603 | \$71.81 | \$792,477 |
| Muir Woods Shuttle | | | | | | |
| FY 2008-09 ⁽²⁾ | 734 | 18,810 | 10,029 | \$17,157 | \$121.36 | \$89,078 |
| FY 2009-10 | 2,086 | 53,361 | 28,320 | \$53,700 | \$130.82 | \$272,931 |
| FY 2010-11 | 1,775 | 28,135 | 43,525 | \$53,322 | \$147.26 | \$261,330 |
| Fixed-Route Total | | | | | | |
| FY 2008-09 | 140,932 | 1,968,055 | 3,302,258 | \$3,471,708 | \$110.57 | \$15,582,485 |
| FY 2009-10 | 142,017 | 1,746,041 | 3,216,611 | \$3,173,496 | \$116.73 | \$16,577,556 |
| FY 2010-11 | 135,160 | 1,749,873 | 3,259,550 | \$3,762,719 | \$133.31 | \$18,018,127 |

Notes:

(1) Muir Beach Dial-A-Ride ended June 2009.

(2) Marin Transit began operating the Muir Woods Shuttle in May 2009, although the service was provided previously by Golden Gate Transit in partnership with Marin County's Department of Public Works.

Table 2-2: Demand Response Program Historic Performance

| Fiscal Year | Revenue Hours | Revenue Miles | Passenger Trips | Fare Revenue | Cost Per Revenue Hour | Total Cost |
|------------------------------|---------------|---------------|-----------------|--------------|--------------------------------|----------------------------|
| Local Paratransit | | | | | | |
| FY 2008-09 ⁽¹⁾ | 48,989 | 770,007 | 103,857 | \$190,466 | \$60.79/\$57.29 ⁽²⁾ | \$2,971,136 |
| FY 2009-10 | 48,321 | 782,298 | 105,669 | \$192,801 | \$67.80 ⁽³⁾ | \$3,276,229 ⁽³⁾ |
| FY 2010-11 | 51,087 | 802,572 | 111,250 | \$216,905 | \$77.24 | \$3,945,732 |
| Novato Dial-A-Ride | | | | | | |
| FY 2008-09 | - | - | - | - | - | - |
| FY 2009-10 ⁽¹⁾ | 1,980 | 24,160 | 5,341 | \$6,298 | \$57.97 | \$114,787 |
| FY 2010-11 | 2,040 | 26,380 | 5,720 | \$6,761 | \$71.70 | \$146,294 |
| Demand Response Total | | | | | | |
| FY 2008-09 | 48,989 | 770,007 | 103,857 | \$190,466 | \$60.65 | \$2,971,136 |
| FY 2009-10 | 50,301 | 806,458 | 111,010 | \$199,099 | \$67.41 | \$3,391,016 |
| FY 2010-11 | 53,127 | 828,952 | 116,970 | \$223,666 | \$77.02 | \$4,092,026 |

Notes:

- (1) EZ Rider shuttle service converted to Novato Dial-A-Ride in August 2009.
- (2) Cost per revenue hour for paratransit and EZ Rider, respectively
- (3) Costs starting in FY 2009-10 include directly purchased fuel costs.

Local fixed-route service carries the majority of Marin Transit riders and provides transfers to regional service operated by Golden Gate Transit. While ridership dropped somewhat from FY 2008-09 to FY 2009-10, passenger trips increased in FY 2010-11 despite a significant reduction in service hours.

Community shuttle service started in September 2006, serving areas with lower transit demand and specialized markets. Ridership in FY 2010-11 decreased slightly from the prior year, but performance has otherwise remained relatively steady over the past three years.

Marin Transit’s rural program includes the West Marin Stagecoach service. Ridership continues to increase on the West Marin Stagecoach. The Muir Beach Dial-A-Ride service, which began in March 2008, was discontinued in June 2009 due to low ridership. Marin Transit worked with the Transportation Authority of Marin (TAM) to identify ride-share program options for Dial-A-Ride passengers that may have been impacted by the service elimination.

Marin Transit’s Demand Response program includes both traditional local paratransit and dial-a-ride service. In August 2009, the EZ Rider shuttle service was converted into the Novato Dial-A-Ride. This service was intended to fill the transit service gaps in Novato due to limited fixed route coverage. Over the past three years, ridership on Marin Transit demand response services has been increasing steadily by about 5% annually.

Marin Transit operates the Muir Woods Shuttle in partnership with the National Park Service. Before May 2009, this service was provided by Golden Gate Transit and the County of Marin. From 2009 through

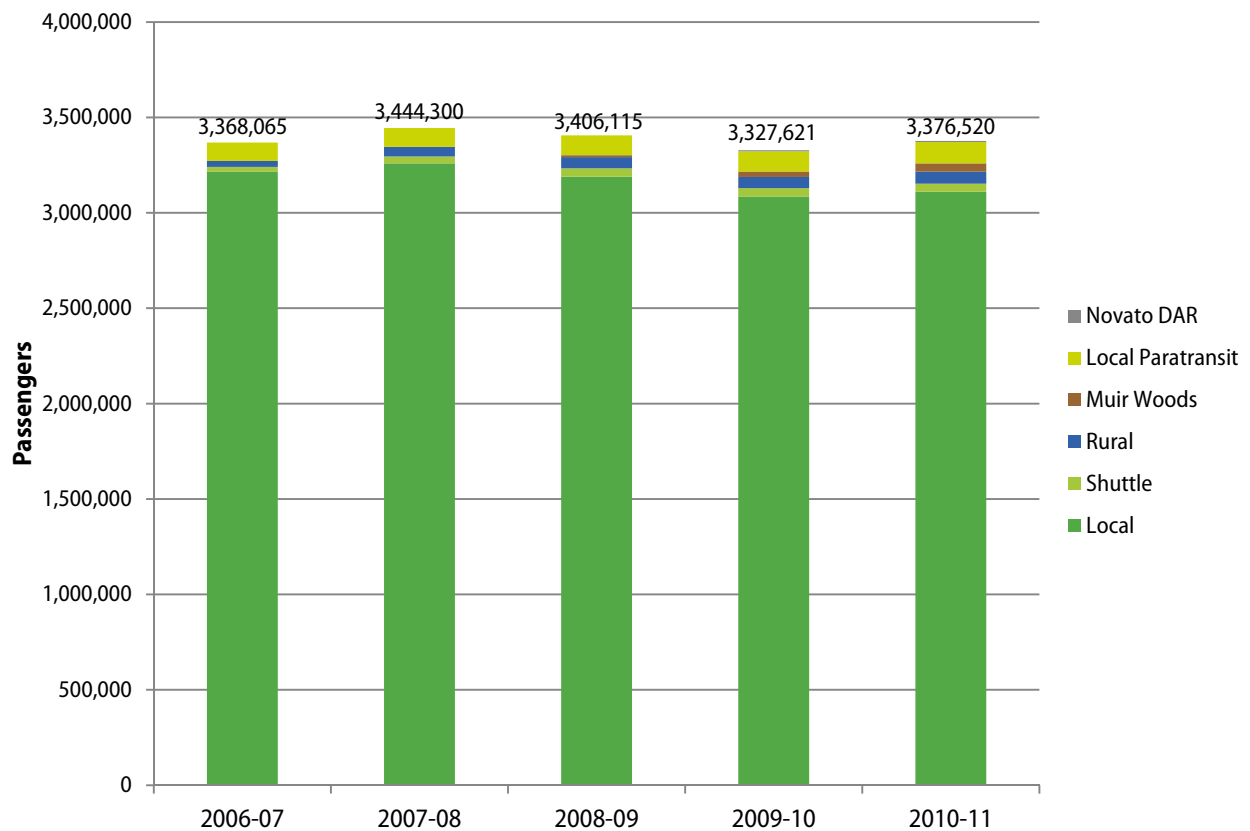
September 2011, Golden Gate Transit operated the service under contract with Marin Transit. This route provides service between Sausalito/Marin City and the Muir Woods National Monument. Demand for the shuttle service has grown considerably over the past three years of operation, resulting in significant increases in both service hours and ridership.

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 2010-11 when ridership increased 1.34% over the previous year compared to the County’s population increase of 0.9% between 2010 and 2011.

Figure 2-1: Total Marin Transit Passenger Trips



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

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

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

In 2005, 55% of survey respondents rated transit services as "good" or "excellent." An updated systemwide onboard survey will be conducted in the fall of 2012.

Goal C: *Provides accessible and reliable transit services to 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.

The Agency also aims to have less than 1% of fixed-route trips missed or removed from the daily schedule, and for at least 90% of all paratransit trips arriving within the pick-up window.

Performance: Based on 2010 Census data, about 79% of Marin County residents are within ¼ mile of existing transit. Of all major employers (defined as having more than 250 employees) 80% are within a ¼ mile of transit. About 90% of large multifamily housing units (defined as having 40 units or more) are served by transit. Of schools serving grades 8 and higher, including public and private schools, 77% are within ¼ mile of existing transit services, and 95% are within ½ mile.

The analysis does not include service provided by other transit service providers, such as Golden Gate Transit, that does serve areas beyond the ¼ and ½ mile distance from Marin Transit bus routes.

In the last year, about 0.02% of local fixed-route services were missed or canceled, and about 88% of paratransit pick-ups were made on time.

Goal D: *Provides service levels to prevent overcrowding*

Marin Transit aims to minimize the number of overloaded trips and overcrowding.

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.

Marin Transit started tracking trips with overloads in December 2007. In FY 2010-11, local fixed-route services averaged 2.58 overloads per month.

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

Acknowledging 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 block groups exceeding the median of zero car households, and 90% of all census block groups below the County median income level.

Performance: Based on 2010 US Census data, 94.0% of all census block groups with a percentage of zero car households greater than the county median are served by transit and 94.2% of census block groups with a median income level below the county median are within ¼ mile of transit. This analysis does not include other transit service providers, which may serve some of the block groups 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 existing fixed-route transit service. 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 F: *Meets cost efficiency standards based on cost per revenue hour*

The Agency monitors cost efficiency in terms of operating cost per revenue hour. Currently, performance targets are \$110 per hour for fixed-route and \$80 per hour for demand response

programs. *These targets are based on a peer review conducted in 2011 and will increase annually based on three percent escalation.*

Performance Operating costs per revenue hour continued to increase steadily over the past three years, particularly for fixed-route services. While demand response operating costs are rising, the Agency's performance goal of \$80 per hour is still being met at an average of \$78.48 average per hour.

For fixed-route services, however, the goal of \$110 per hour is a systemwide target merging all fixed-route programs. In FY 2010-11, the fixed route hourly rate average was \$132.94. The majority of fixed route hours and the highest cost for services are associated with those contracted services operated by Golden Gate Transit. As a result, this contract has the most significant impact on the hourly average. Individually, two of the four Marin Transit fixed route programs met the fixed-route target.

Beginning in 2008, the agency restructured its contract provisions through a new Request for Proposal (RFP) to improve cost efficiencies on three of its contracted services; the Community Shuttle program, Stagecoach Rural program, and the paratransit program. Currently, Marin Transit is in discussion with Golden Gate Transit to reduce local fixed route costs.

Route Level Performance

Table 2-7 shows route-level performance for all Marin Transit services for FY 2010-11 with routes grouped by service typology.

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

The Agency 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 | Target (minimum) |
|-----------------|-----------------------------------|-----------------------------|
| Urban Trunk | 36, 71 | 25 passengers/ REVENUE HOUR |
| Urban Core | 35, 45 | 25 passengers/ REVENUE HOUR |
| Regular Local | 17, 22, 23, 29, 49, 52 | 20 passengers/ REVENUE HOUR |
| Local Connector | 19, 51, 221, 233, 259 | 8 passengers/ REVENUE HOUR |
| Supplemental | 113, 114, 117, 125, 126, 127, 139 | 20 passengers/TRIP |
| Rural | 61, 62, 68 | 4 passengers/ REVENUE HOUR |
| Recreational | 66 | 20 passengers/TRIP |
| Demand Response | Local DAR, Novato DAR | 2 passengers/ REVENUE HOUR |

Performance: Figure 2-2 shows the productivity of each route for the last fiscal year compared to the service standard. Productivity goals for all urban trunk, urban core, and demand response services were met. More than half of the regular local, local connector, rural, and supplemental services met their respective targets.

Productivity levels in FY 2010-11 were significantly below targets for both Route 221 and Route 62, and both were discontinued in FY 2011-12. The productivity level for Route 259 was also quite low but restructuring of this service in FY 2011-12 has significantly improved performance.

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

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

Table 2-4: Cost Effectiveness Goals by Typology

| Typology | Routes | Target (maximum) |
|-----------------|-----------------------------------|-------------------|
| Urban Trunk | 36, 71 | \$5.00/passenger |
| Urban Core | 35, 45 | \$3.00/passenger |
| Regular Local | 17, 22, 23, 29, 49, 52 | \$5.00/passenger |
| Local Connector | 19, 51, 221, 233, 259 | \$8.00/passenger |
| Supplemental | 113, 114, 117, 125, 126, 127, 139 | \$5.00/passenger |
| Rural | 61, 62, 68 | \$12.00/passenger |
| Recreational | 66 | \$3.00/passenger |
| Demand Response | 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. Maximum subsidy goals were met for all or most urban trunk and supplemental routes, while about half of the urban core and demand response service met their respective targets.

Passenger subsidy levels were especially higher than targets on the Route 221 and Route 62, both of which were discontinued in FY 2011-12. The subsidy level for Route 259 was also quite high, and the route has since been restructured to increase productivity.

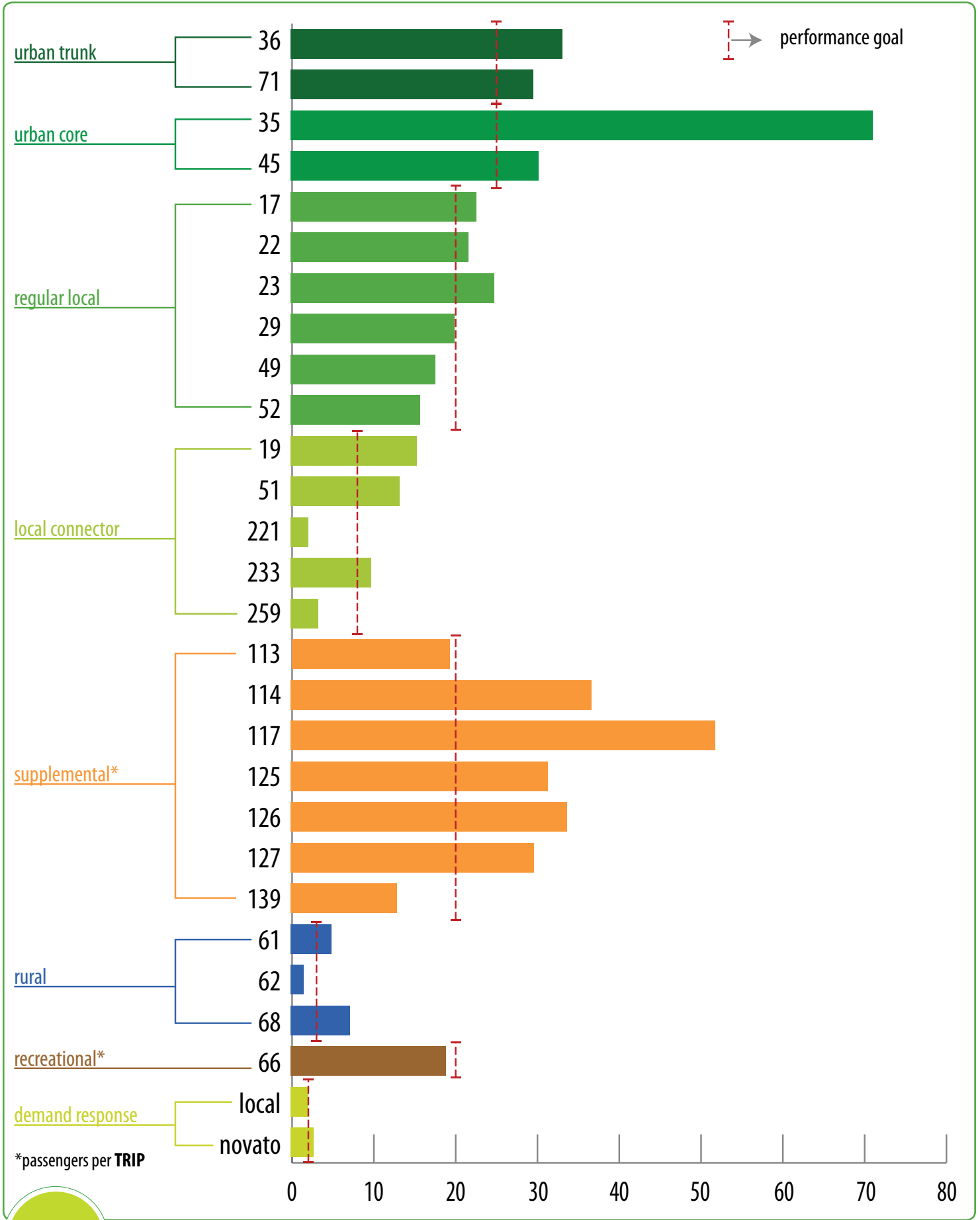


Figure 2-2: FY2010-11 Productivity by Route and Typology

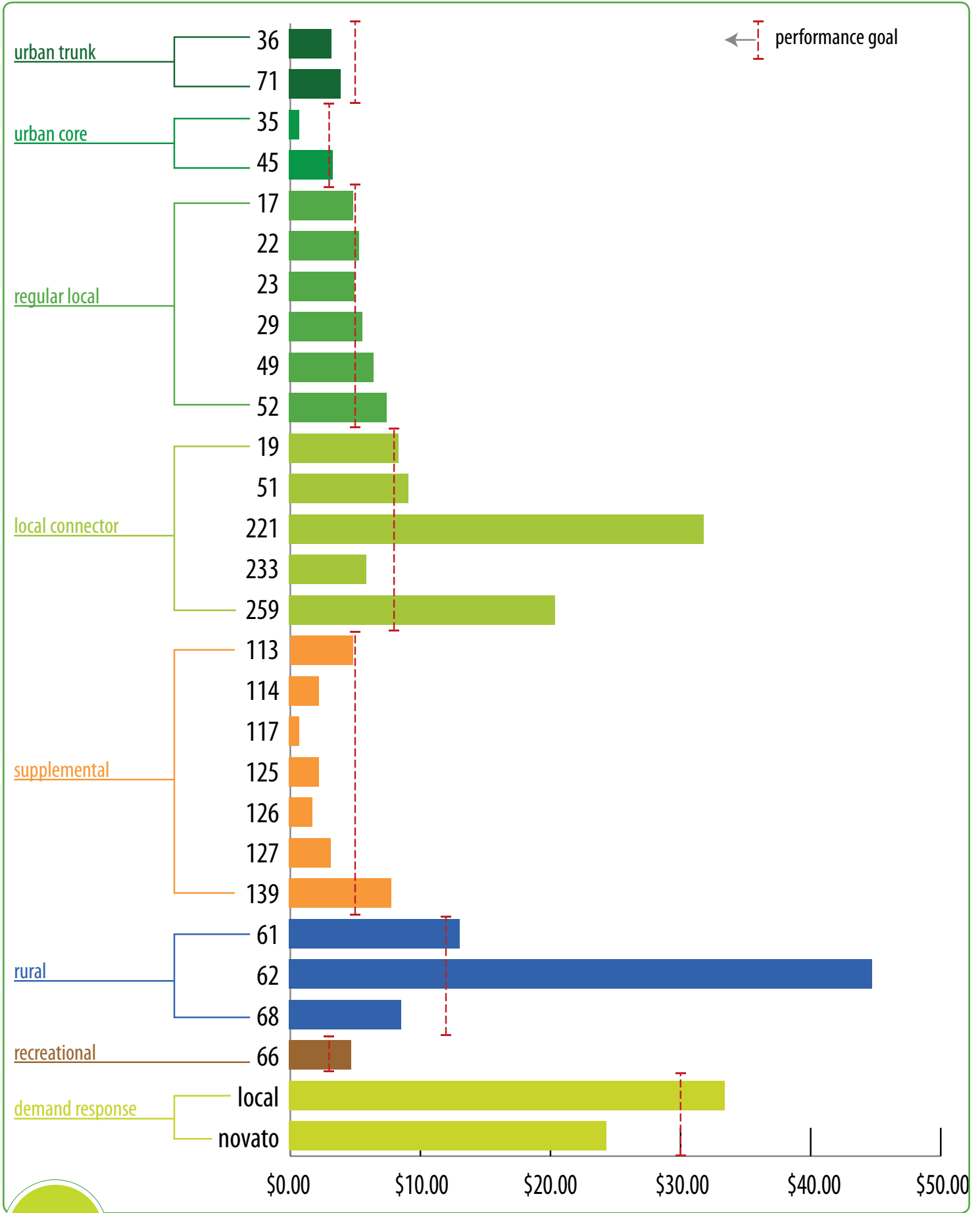


Figure 2-3: FY2010-11 Passenger Subsidy by Route and Typology

Goal C: *Provides adequate service frequency based on service typology*

The Agency 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 (minimum) | |
|-----------------|------------------------|-------------------|-------------------|
| | | Peak (min) | Off-Peak (min) |
| Urban Trunk | 36, 71 | 30 ⁽¹⁾ | 30 ⁽¹⁾ |
| Urban Core | 35, 45 | 15 | 30 |
| Regular Local | 17, 22, 23, 29, 49, 52 | 30 | 60 |
| Local Connector | 19, 51, 221, 233, 259 | | 60 |
| Rural | 61, 62, 68 | | 120 |
| Recreational | 66 | | 60 |

Notes:

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

Performance: Service frequency goals were met for all local connector and almost all rural routes, as well as the recreational route. About half of the urban core and regular local 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 Agency in meeting service targets for the Urban Trunk services.

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

The Agency 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 (minimum) | |
|-----------------|------------------------|------------------|---------------|
| | | Weekday (hrs) | Weekend (hrs) |
| Urban Trunk | 36, 71 | 14 | 14 |
| Urban Core | 35, 45 | 14 | 12 |
| Regular Local | 17, 22, 23, 29, 49, 52 | 12 | 8 |
| Local Connector | 19, 51, 221, 233, 259 | 8 | - |
| Rural | 61, 62, 68 | 8 | 8 |
| Recreational | 66 | - | 8 |

Performance: Span of service goals were met for all urban core, regular local, and recreational routes. Most of the local connector and rural routes met their respective targets, while none of the urban trunk routes met the 14 hour span of service target. However, regional 101 Golden Gate Transit “corridor” services provide spans that combine to meet this performance goal.

Goal E: *Provides competitive travel times to promote transit usage*

To promote the use of transit, the Agency 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 11 local fixed-route services, four routes met the travel time target in both directions and one met the target in a single direction. Route 35 in the eastbound direction and Route 23 in the westbound direction have the longest transit travel times compared to auto travel, taking more than twice as long to complete a trip.

Table 2-7: FY 2010-11 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⁾ |
|------------------------|---------------|---------------|----------------|-----------------|--------------|-----------------------|-----------------------|-----------------------|------------------------|--|
| Urban Trunk | | | | | | | | | | |
| 36 | 3,994 | 52,177 | \$583,138 | 132,600 | \$152,937 | \$11.18 | \$146.00 | \$3.24 | 26.2% | 33.2 |
| 71 | 11,015 | 179,228 | \$1,674,485 | 326,815 | \$377,822 | \$9.34 | \$152.02 | \$3.97 | 22.6% | 29.7 |
| Urban Core | | | | | | | | | | |
| 35 | 9,495 | 66,744 | \$1,300,876 | 675,335 | \$779,448 | \$19.49 | \$137.00 | \$0.77 | 59.9% | 71.1 |
| 45 | 8,599 | 79,297 | \$1,181,029 | 260,334 | \$300,652 | \$14.89 | \$137.34 | \$3.38 | 25.5% | 30.3 |
| Regular Local | | | | | | | | | | |
| 17 | 12,416 | 175,295 | \$1,717,546 | 281,526 | \$325,096 | \$9.80 | \$138.34 | \$4.95 | 18.9% | 22.7 |
| 22 | 18,163 | 218,947 | \$2,576,268 | 393,870 | \$454,893 | \$11.77 | \$141.84 | \$5.39 | 17.7% | 21.7 |
| 23 | 8,766 | 67,441 | \$1,348,220 | 217,989 | \$250,855 | \$19.99 | \$153.81 | \$5.03 | 18.6% | 24.9 |
| 29 | 12,423 | 139,108 | \$1,684,818 | 248,514 | \$286,868 | \$12.11 | \$135.62 | \$5.63 | 17.0% | 20.0 |
| 49 | 9,014 | 143,832 | \$1,216,286 | 159,065 | \$183,793 | \$8.46 | \$134.94 | \$6.49 | 15.1% | 17.6 |
| 52 ⁽²⁾ | 7,623 | 110,054 | \$1,043,620 | 120,454 | \$139,041 | \$9.48 | \$136.90 | \$7.51 | 13.3% | 15.8 |
| Local Connector | | | | | | | | | | |
| 19 | 4,746 | 65,731 | \$700,541 | 72,989 | \$84,288 | \$10.66 | \$147.61 | \$8.44 | 12.0% | 15.4 |
| 51 | 7,164 | 98,948 | \$986,399 | 95,260 | \$109,709 | \$9.97 | \$137.68 | \$9.20 | 11.1% | 16.8 |
| 221 ⁽³⁾ | 1,778 | 26,670 | \$125,064 | 3,804 | \$3,883 | \$4.69 | \$70.34 | \$31.86 | 3.1% | 2.1 |
| 222 ⁽⁴⁾ | - | - | - | - | - | - | - | - | - | - |
| 233 | 3,048 | 32,258 | \$207,217 | 29,984 | \$29,638 | \$6.42 | \$67.98 | \$5.92 | 14.3% | 9.8 |
| 257 ⁽⁵⁾ | - | - | - | - | - | - | - | - | - | - |
| 259 | 2,286 | 41,148 | \$164,453 | 7,665 | \$7,548 | \$4.00 | \$71.94 | \$20.47 | 4.6% | 3.4 |

Table 2-7: FY 2010-11 Performance by Route (con't)

| 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 | 219 | 2,324 | \$71,112 | 11,889 | \$13,575 | \$30.60 | \$325.16 | \$4.84 | 19.1% | 19.3 |
| 114 ⁽⁶⁾ | 67 | 1,515 | \$12,592 | 3,603 | \$4,392 | \$8.31 | \$187.10 | \$2.28 | 34.9% | 36.8 |
| 117 | 281 | 3,079 | \$70,349 | 36,923 | \$42,059 | \$22.85 | \$250.00 | \$0.77 | 59.8% | 51.9 |
| 125 | 102 | 1,928 | \$19,819 | 5,752 | \$6,566 | \$10.28 | \$194.49 | \$2.30 | 33.1% | 31.4 |
| 126 | 323 | 4,295 | \$76,200 | 25,794 | \$29,435 | \$17.74 | \$235.77 | \$1.81 | 38.6% | 33.8 |
| 127 | 622 | 9,650 | \$167,029 | 38,195 | \$43,564 | \$17.31 | \$268.71 | \$3.23 | 26.1% | 29.7 |
| 139 | 203 | 2,226 | \$37,259 | 4,139 | \$4,732 | \$16.74 | \$183.27 | \$7.86 | 12.7% | 13.0 |
| Rural | | | | | | | | | | |
| 61 | 5,174 | 87,636 | \$371,005 | 25,889 | \$31,899 | \$4.23 | \$71.70 | \$13.10 | 8.6% | 5.0 |
| 62 ⁽⁷⁾ | 878 | 20,473 | \$63,436 | 1,377 | \$1,724 | \$3.10 | \$72.25 | \$44.82 | 2.7% | 1.6 |
| 68 | 4,984 | 91,216 | \$358,036 | 36,260 | \$44,980 | \$3.93 | \$71.84 | \$8.63 | 12.6% | 7.3 |
| Recreational | | | | | | | | | | |
| 66 | 1,775 | 28,136 | \$261,330 | 43,525 | \$53,322 | \$9.29 | \$147.26 | \$4.78 | 20.4% | 24.5 |
| Paratransit | | | | | | | | | | |
| Local | 51,087 | 730,569 | \$3,945,732 | 111,250 | \$216,905 | \$5.40 | \$77.24 | \$33.52 | 5.5% | 2.2 |
| Novato DAR | 2,040 | 28,914 | \$146,294 | 5,720 | \$6,761 | \$5.06 | \$71.70 | \$24.39 | 4.6% | 2.8 |
| Total | 188,286 | 2,578,308 | \$22,110,153 | 3,376,520 | \$3,986,385 | \$8.81 | \$117.43 | \$5.37 | 18.0% | 17.9 |

Notes:

- (1) Passengers per revenue hour shown for all services except Supplemental services, where passengers per trip is used
(2) Route 52 service ended March 10, 2012
(3) Route 221 service ended in July 29, 2011
(4) Route 222 service began August 1, 2011
(5) Route 257 service began March 11, 2012
(6) Route 114 is a seasonal route that operates in June and July only.
(7) Route 62 service ended January 29, 2012

Agency Level Performance

Agency 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 Agency has been able to implement more programs and secure additional grant funding. It is Marin Transit's goal to maintain 2% of its budget as grant funded.

Performance: In FY 2010-11, the Agency was able to secure 5% of its budget from outside funding sources, as shown in Table 2-8.

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 implemented its second passenger survey in 2008, collecting over 3,000 passenger surveys and surveying every route in the system. A third systemwide passenger survey will be conducted in Fall 2012 and Marin Transit will continue to conduct passenger surveys every four years. In addition to the comprehensive systemwide onboard surveys, Marin Transit conducted surveys on Routes 19, 49, 51, 52, and 71 in FY 2010-11 and FY 2011-12 for use in the Novato and Tiburon Transit Needs Assessment Studies.

Marin Transit holds various public meetings in local communities to gather feedback on the system and communicate directly with bus passengers. The Novato and Tiburon Transit Needs Assessment Studies are recent examples of Marin Transit's planning approach based on 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 2-8: Outside Grant Funding by Fiscal Year

| Fund Source | FY 2010-11 Actual | FY 2011-12 Est Actual | FY 2012-13 Budget |
|---|----------------------|--------------------------|----------------------|
| FTA 5311 (rural funding) | \$105,337 | \$213,007 | \$166,144 |
| FTA 5311f (rural vehicles) | \$288,518 | - | - |
| Caltrans Planning Grants- FTA 5304 (West Marin Needs Assessment 08/09, Novato Needs Assessment 10/11, Tiburon Needs Assessment) | \$79,954 | \$63,753 | \$145,000 |
| Lifeline –State Transit Assistance (Marin City Shuttle, Route 35) | \$153,098 | \$146,470 | \$588,079 |
| State Transportation Improvement Program (South Novato Bus Stop Improvements) | \$27,158 | \$750,000 | \$1,823,000 |
| State Infrastructure Bond Funds (shuttle vehicles, Hybrid local match, Muir Woods vehicles) ¹ | \$100,000 | \$353,514 | \$1,168,430 |
| New Freedom Funds –FTA 5317 (Volunteer Driver, Mobility Management) | \$178,246 | \$89,984 | \$22,835 |
| American Reinvestment and Recovery Act (AVL, MDT, DMS, Stage Vehicles) | \$116,699 | \$403,631 | - |
| State of Good Repair-FTA 5309 (Bus Stop Improvements) | - | \$76,000 | \$860,000 |
| National Park Service Grant (Muir Woods Shuttle) | \$133,852 | \$130,157 | \$150,000 |
| Paul Sarbanes Transit in the Parks- FTA 5320 (Muir Woods Shuttle) | - | \$340,224 | \$1,100,000 |
| Transit Capital - FTA 5307 – Paratransit Vehicles | - | - | \$195,621 |
| Job Access Reverse Commute – FTA 5316 (Mobility Management Technology) | - | - | \$300,000 |
| Job Access Reverse Commute- FTA 5316 (Shuttle Service) | | | \$105,920 |
| Total Grant Funds | \$1,182,862 | \$2,566,740 | \$6,625,029 |
| Marin Transit Budget | \$24,048,098 | \$27,408,582 | \$33,451,792 |
| % of Total Budget | 5% | 9% | 20% |

Notes:

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

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, 0.96% Ridership growth, 1.34% |
| | B. Ensure high levels of customer satisfaction with services performed by the Agency | 75% of respondents rate the services “good” or “excellent” in survey taken at least every five years | 55% in 2005 |
| | 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 within 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 | 95% within ½ mile 77% within ¼ mile |
| | | 90% of large multifamily housing (40+ units) within ¼ mile of a transit route | 90.1% |
| | | <1% of trips missed or removed from daily schedule | 0.02% |
| | | 90% of all paratransit trips arrive within pick-up window | 88.2% |
| | | D. Provides service levels to prevent overcrowding | Minimize overloaded trips |
| | E. 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% |
| | F. Meets cost efficiency standards based on cost per revenue hour | \$110 per hour maximum for fixed-route services | \$134 |
| | | \$80 per hour maximum for demand response services | \$78 |

| | | | |
|--|--|--|--------|
| Route | A. Meets productivity standards based on passengers per hour/trip and service typology | 25 passengers per hour minimum for Urban Trunk routes | 2 of 2 |
| | | 25 passengers per hour minimum for Urban Core routes | 2 of 2 |
| | | 20 passengers per hour minimum for Regular Local routes | 4 of 6 |
| | | 8 passengers per hour minimum for Local Connector routes | 3 of 5 |
| | | 20 passengers per trip minimum for Supplemental routes | 5 of 7 |
| | | 4 passengers per hour minimum for Rural routes | 2 of 2 |
| | | 20 passengers per trip minimum for Recreational routes | 0 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 | \$5.00 maximum average subsidy for Urban Trunk routes | 2 of 2 |
| | | \$3.00 maximum average subsidy for Urban Core routes | 1 of 2 |
| | | \$5.00 maximum average subsidy for Regular Local routes | 1 of 6 |
| | | \$8.00 maximum average subsidy for Local Connector routes | 1 of 5 |
| | | \$5.00 maximum average subsidy for Supplemental routes | 6 of 7 |
| | | \$12.00 maximum average subsidy for Rural routes | 1 of 3 |
| | | \$3.00 maximum average subsidy for Recreational routes | 0 of 1 |
| | | \$30.00 maximum average subsidy for Demand Response programs | 1 of 2 |
| | C. Provides adequate service frequency based on service typology | 30 min peak/30 min off-peak minimum headway for Urban Trunk routes | 2 of 2 |
| | | 15 min peak/30 min off-peak minimum headway for Urban Core routes | 1 of 2 |
| | | 30 min peak/60 min off-peak minimum headway for Regular Local routes | 3 of 6 |
| | | 60 min minimum headway for Local Connector routes | 5 of 5 |
| | | 120 min minimum headway for Rural routes | 2 of 3 |
| 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 Urban Trunk routes | 0 of 2 |
| | | 14 hr weekday/12 hr weekend minimum span of service for Urban Core routes | 2 of 2 |
| | | 12 hr weekday/8 hr weekend minimum span of service for Regular Local routes | 6 of 6 |
| | | 8 hr weekday minimum span of service for Local Connector routes | 4 of 5 |
| | | 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 | 9 of 22 |
| Agency | A. Attracts outside funding sources, including federal, state and toll revenue, as well as other local funds | Grants account for 2% of the Marin Transit Budget (excludes STA and TDA) | 3.3% |
| | 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, Hamilton Community Center, 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 Board January 31, 2011 |

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. Recognizing that limited financial resources are available for transit services within the life of this study, recommendations for needed service improvements beyond the Agency's financial means are included in this chapter. 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 helping to reduce roadway congestion within the County.

This service plan was developed recognizing a number of challenges. These include declining revenues, increasing service costs, an aging population, and the need to address the mandates of local funding measures. In response to these challenges, Marin Transit has continued to diversify its planning and operations practices to better match service levels to demand, control costs, and better 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: Declining Revenue

Like all transit agencies, Marin Transit faces very serious fiscal challenges due to decreasing revenue and increasing operational costs. Current economic conditions have slowed property tax growth and sales tax revenue, which reduce Transportation Development Act (TDA) and Measure A sales tax funds. Impacts to these revenue streams have a direct bearing on Marin Transit's ability to deliver transit services. Passenger fares account for less than 25% of operating costs, and this proportion declines as operating costs increase.

Challenge: Increasing Costs

The majority of Marin Transit costs are associated with the delivery of the local services provided by Golden Gate Transit. This challenge is compounded by current contract provisions that include annual rate increases of 5%. In the current fiscal climate, this makes it difficult to maintain service levels. Efforts are currently underway to negotiate a new agreement with Golden Gate Transit to introduce measures to stabilize costs and provide the Agency additional financial sustainability.

Prior to initiating negotiations with Golden Gate Transit and in recognition of the financial realities of decreasing revenues and increasing costs, Marin Transit evaluated all of its expenses to determine potential cost savings measures. The Agency took measures over the last several years to help sustain its resources which included:

- A review and reduction of administrative costs and agency initiatives, including marketing, special service funds and planning funds;
- Launch of Marin Access 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;
- Competitive procurement of the Community Shuttle services in 2009;
- Competitive procurement of all paratransit services in 2010;
- A re-bid of Rural and Recreational services in the fall of 2011 which resulted in a reduced hourly rate and an overall cost savings for the agency; and
- Notice of termination to Golden Gate Transit to initiate a renegotiation effort of the interagency agreement. Terms of a renegotiated contract or agreement would be effective January 2014.

To reflect these recent measures by the Agency, operating budget figures and assumptions were updated in the financial model. These included a drop in the hourly rate for Rural and Recreational (Muir Woods Shuttle) services starting in February 2012 and a reduction in the local fixed route hourly cost assumption starting in January 2014.

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 61% of riders earn less than \$25,000 per year and future population trends show 40% of the County's population over 62 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 and 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 Self Sufficiency

Marin Transit identified challenges in previous Short Range Transit Plans that remain relevant, including aspects of becoming a mid-size "full service" transit operator and the ability to receive federal funds. As an agency, 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.

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

Beginning in 2011, Marin Transit staff requested consideration of the Federal Transit Administration (FTA) and the MTC to become a direct recipient of federal funds, rather than having these funds continued to be programmed through Golden Gate Transit, on our behalf. Receiving funds directly will not increase the amount of funding available to the region, but will provide Marin Transit increased access to allocations for the County and allow the Agency to compete for discretionary funding such as the recently awarded Paul S. Sarbanes Transit in Parks and State of Good Repair Federal grants. These discussions will continue in parallel with contract discussions with Golden Gate Bridge District and recommendations of the MTC's Transit Sustainability Project.

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 Agency'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 Agency. 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 Agency 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 service is scheduled to open in 2015 and will offer a new fixed-rail 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. Recent regional bus improvements include the Route 101 express service.

The Transportation Authority of Marin (TAM), the county's Congestion Management Agency, 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

Previous Marin Transit Short Range Transit Plans prepared for service level reductions as a result of declines in Measure A sales tax revenue, State and Federal revenues, and contractually fixed increases of fixed route costs of 5%. As a result, major service cuts occurred including a 5.5% reduction (6,690 revenue hours) of fixed route local service in March of 2010. These reductions eliminated the least productive trips and were vetted through a public outreach effort. The result was an increase in efficiency but an overall drop in service levels.

Marin Transit originally anticipated that by making these initial reductions, relying on agency reserves, raising fares, and cutting many agency costs, future reductions could be delayed or averted. However, in early 2011 the Agency realized that these initiatives could not compensate for the fact that forecast revenue growth would not keep pace with cost increases. Consequently the Agency has initiated negotiations with Golden Gate Transit with a desired outcome of contracting for service at a rate more consistent with the Agency's resources. Revenues available for future service improvements are dependent on the outcome of these negotiations.

Marin Transit also continues to pursue opportunities for grant funded and 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 existing 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 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 |
|------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Fixed-Route | | | | | | | | | | |
| Urban Trunk | 19,302 | 13,800 | 13,800 | 13,800 | 13,800 | 13,800 | 13,800 | 13,800 | 13,800 | 13,800 |
| Urban Core | 18,408 | 18,095 | 18,095 | 18,095 | 18,095 | 18,095 | 18,095 | 18,095 | 18,095 | 18,095 |
| Regular | 61,428 | 62,253 | 62,253 | 62,253 | 62,253 | 62,253 | 62,253 | 62,253 | 62,253 | 62,253 |
| Supplemental School | 1,821 | 1,713 | 1,713 | 1,713 | 1,713 | 1,713 | 1,713 | 1,713 | 1,713 | 1,713 |
| Local Connectors | 22,240 | 28,291 | 28,457 | 30,523 | 30,523 | 30,523 | 30,523 | 30,523 | 30,523 | 30,523 |
| Rural | 11,486 | 12,800 | 12,800 | 12,800 | 12,800 | 12,800 | 12,800 | 12,800 | 12,800 | 12,800 |
| Recreational | 2,075 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Fixed-Route Bus Total | 136,756 | 140,680 | 140,846 | 142,912 | 142,912 | 142,912 | 142,912 | 142,912 | 142,912 | 142,912 |
| Demand Response | | | | | | | | | | |
| Paratransit | 52,470 | 54,067 | 56,116 | 57,949 | 59,746 | 61,309 | 62,789 | 64,159 | 65,382 | 66,416 |
| Novato Dial-A-Ride | 2,123 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 |
| Demand Response Total | 54,593 | 56,267 | 58,316 | 60,149 | 61,946 | 63,509 | 64,989 | 66,359 | 67,582 | 68,616 |

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

| Fiscal Year | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Fixed-Route | | | | | | | | | | |
| Urban Trunk | 285,459 | 210,035 | 210,035 | 210,035 | 210,035 | 210,035 | 210,035 | 210,035 | 210,035 | 210,035 |
| Urban Core | 153,054 | 150,680 | 150,680 | 150,680 | 150,680 | 150,680 | 150,680 | 150,680 | 150,680 | 150,680 |
| Regular | 757,086 | 771,114 | 771,114 | 771,114 | 771,114 | 771,114 | 771,114 | 771,114 | 771,114 | 771,114 |
| Supplemental School | 24,508 | 24,508 | 24,508 | 24,508 | 24,508 | 24,508 | 24,508 | 24,508 | 24,508 | 24,508 |
| Local Connectors | 347,157 | 435,141 | 446,318 | 483,521 | 483,521 | 483,521 | 483,521 | 483,521 | 483,521 | 483,521 |
| Rural | 204,569 | 232,783 | 232,783 | 232,783 | 232,783 | 232,783 | 232,783 | 232,783 | 232,783 | 232,783 |
| Recreational | 20,861 | 25,571 | 25,571 | 25,571 | 25,571 | 25,571 | 25,571 | 25,571 | 25,571 | 25,571 |
| Fixed Route Bus Totals | 1,792,694 | 1,849,832 | 1,861,009 | 1,898,212 | 1,898,212 | 1,898,212 | 1,898,212 | 1,898,212 | 1,898,212 | 1,898,212 |
| Demand Response | | | | | | | | | | |
| Paratransit | 808,977 | 833,588 | 865,179 | 893,450 | 921,159 | 945,250 | 968,076 | 989,192 | 1,008,051 | 1,023,984 |
| Novato Dial-A-Ride | 26,292 | 27,195 | 27,195 | 27,195 | 27,195 | 27,195 | 27,195 | 27,195 | 27,195 | 27,195 |
| Demand Response Total | 835,269 | 860,783 | 892,374 | 920,645 | 948,354 | 972,445 | 995,271 | 1,016,387 | 1,035,246 | 1,051,179 |

Fixed Route

Local Fixed Route

The Local Fixed Route program contains routes within four of Marin Transit's service typologies including the Urban Trunk, Urban Core, Regular Local, and Supplemental Services. In the past two years, Marin Transit underwent two sizable service changes that impacted these routes - a significant reduction in service in March 2010 and a service restructuring in Northern Marin County in March 2012. 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.

The March 2012 service changes resulted from the Novato Transit Needs Assessment Study, concluded in August 2011. Recommendations from the Study were identified in two phases and called for more local service within Novato and shifting Route 51 to a shuttle operation and assigning as a local connector under the Marin Transit service typologies. Phase 1 recommendations focused on the local fixed routes that serve Novato (Routes 49, 51 and 52) eliminating duplications in regional and local services and reallocating these resources. As a result, these changes increased local service levels within Novato while reducing the overall fixed route service levels by 2,147 revenue hours. These changes are reflected as a decrease in urban trunk service and an increase in regular local and local connector services. The specific service changes included:

Route 51/52

- Consolidation of Routes 51 and 52 (as Route 51). The new route expands coverage within Novato from north to south and serves San Marin, Downtown Novato, Ignacio, and Alameda del Prado (with a Hamilton extension added for select school trips)
- Expanded weekend service within Novato to include service to San Marin and Alameda del Prado;
- Increased service during peak hours from 60 minute to 30 minute frequencies; and
- Retiming of service to meet High School and Middle School schedules

Route 49

- Extended from Ignacio to Downtown Novato and San Marin offering more direct one-seat rides within Novato and south to Terra Linda, Marin Civic Center, and Downtown San Rafael.
- Created express service south of Novato by eliminating unproductive segments in Terra Linda and Central San Rafael (see community shuttle section below for discussion of new service to these areas) and decreasing travel time to the San Rafael Transit Center.

The Phase 2 shift of Route 51 to a shuttle operation with improved service levels is reflected as an increase in the local connector service hours as of mid-FY 2013-14.

The Tiburon Transit Needs Assessment was conducted by Marin Transit in early 2012 with recommendations released in the summer of 2012. Fixed route service recommendations call for replacing Route 19 local fixed route service with a higher-frequency shuttle operation that connects the Tiburon Ferry to the Strawberry Transfer point at Strawberry Village. Due to current contract terms, the earliest these changes are expected to occur is in the 2014 calendar year. This change is reflected with an increase in local connector revenue hours and miles starting mid-FY 2013-14.

Unfunded Service Needs

Current conditions do not allow for service expansion or to achieve many of the priority projects set forth in the Measure A Expenditure Plan. If resources become available, these are areas Marin Transit has identified for service improvements:

- **Additional Direct Service from the Canal.** Routes 35 and 36 serve the Canal and are the most productive services in the County. However, most of this service is focused on the short connection to San Rafael and requires patrons to wait through a layover at the Transit Center or to transfer to reach their final destination. Through-routing of service within the Canal will create more one-seat rides and improved connectivity for the largest and most concentrated segment of Marin Transit riders. A new San Rafael Target store is expected to open in 2013 east of the Canal. Transit service expansion to this area will be done in concert with the improvements to Canal service.
- **South County Service Improvements.** Service improvements related to routes serving local markets in the South County (Route 17, 22, 29, 36) are focused on increased frequency, increased span of service, and more direct connections. Frequency and span improvements are needed to fulfill many of Measure A transit goals including 30-minute frequency service along Miller Avenue and East Blithedale in Mill Valley, along Tamalpais/Magnolia in Corte Madera/Larkspur, and along Sir Francis Drake in Larkspur. While 30-minute service exists in these corridors during the AM/PM peaks, midday frequencies revert to a 60-minute frequency. Span of service improvements should focus on adding earlier northbound service from Mill Valley, later southbound service from Mill Valley, and later southbound service to Corte Madera/Larkspur.

Transit connections within Southern Marin will be further studied in the upcoming Countywide Transit Market Assessment Study that will include an onboard survey and extensive analysis of transit travel patterns within the County. Current issues for Southern Marin riders are focused on connections in Strawberry between Routes 17, 19, and 22 and connections in Marin City between local and regional routes. A more direct connection between Sausalito, the Canal, and the San Rafael Transit Center will also be considered in this effort. The Agency will also assess needs related to any Golden Gate Transit changes to its regional Route 10, which provides local connections between Strawberry and Sausalito.

- **Highway 101 Corridor Service.** The Highway 101 corridor is the backbone of transportation within the County and the greater North Bay. Marin Transit Routes 17, 49, and 71 provide local circulation within the Marin County portion of this corridor while Golden Gate Basic Regional Routes 70, 80,

and 101 connect this corridor to Sonoma County and San Francisco. As Golden Gate Transit continues to refine their services to meet regional travel needs, Marin Transit will seek to preserve the frequent service levels within the County at all major stops and transfer locations.

- **San Rafael – San Anselmo Corridor Service Improvements.** The Downtown San Rafael to Downtown San Anselmo corridor offers some of the most transit-supportive land use patterns and transit destinations within the County. It also experiences significant roadway congestion and will benefit from increased transit services. Current weekday service levels offer 20 minute peak/30 minute off peak frequencies. Measure A priorities call for 15 minute frequencies in this corridor. Additional service between these two anchors, and on to College of Marin, should be pursued as funds become available.
- **Supplemental School Service.** Many schools within Marin County are experiencing a growing student population and shrinking budgets. Schools provide limited “yellow bus” services to Marin County students that leaves limited options for students with significant commutes. Marin Transit will continue to work with schools that actively participate in Marin Transit’s school transit program to identify opportunities to increase public transit services to these locations.

The unique nature of school service challenges fixed route operations and significantly increases equipment and driver needs. As prescribed in the Measure A Expenditure Plan, Marin Transit will continue to pursue innovative options to fund school transportation that provide improved cost efficiency and additional flexibility using local funds.

Recreational Services

Marin Transit’s Recreational typology of services currently consists of one Route which is 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 Agency to both expand service and save money under the new contract.

Marin Transit increased 2012 seasonal service hours to increase reliability and meet high ridership demands experienced on busy weekends during the peak of the summer months. This added service is reflected in the FY 2012-13 and FY 2013-14 years and continues through the duration of the plan.

Unfunded Service Needs

Recreational transit services support access to West Marin and other popular tourist destinations within Marin County. These services work together with the rural services to help alleviate roadway congestion and impacts on TAM Junction and West Marin. Additional expansion of the Recreational Services program will need to be done in a partnership, similar to the Muir Woods Shuttle. Marin Transit will continue to explore additional partnership opportunities with the Point Reyes National Seashore, Golden Gate National

Recreation Area, and the California State Parks. Parking charges could be considered as a potential source of funds for new transit service to these parks.

Rural Services

The Rural program consists of the West Marin Stagecoach services. The Stage continues to gain in popularity and Marin Transit has expanded Stage service hours and miles. 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 service was increased from four to seven roundtrips (Monday-Saturday) on the most heavily used Route 68 – North Route. At the same time, Route 62 – Coastal Route was cancelled due to low ridership and high passenger subsidy. These changes are reflected as increases in the FY 2011-12 year and continue through the duration of the plan.

In August 2012, Marin Transit will add one morning and one late afternoon extension of South Route 61 to connect with North Route 68 in Olema Monday through Friday. These roundtrips will be timed to the Sir Francis Drake High School schedule to allow Bolinas area students to take the Stage to/from schools in the Ross Valley. These service changes are reflected by service increases in the FY 2012-13 year and continue through the duration of the plan.

Unfunded Service Needs

Based on the 2009 West Marin Needs Assessment and extensive community outreach, Marin Transit has identified the need for additional rural transit services connecting residents in the most northern part of West Marin to goods and services. These include communities north of Point Reyes Station along Highway 1 including Marshall and Tomales where there are increasing concentrations of seniors and persons with disabilities with very limited transportation options. Marin Transit provides a weekly shopper shuttle between these communities and Petaluma that is currently oversubscribed. Future expansion of the rural program should reconsider these community mobility needs.

Community Shuttle

The Community Shuttle program represents Marin Transit's local connector typology of services. The Agency implemented significant changes to the Community Shuttle program in FY 2011-12 that included the launch of Routes 222 and 257, restructuring of Route 259, added weekend service on Route 233, and the cancellation of Route 221. These changes are reflected as service increases for local connectors in FY 2011-12 and all future years of the plan.

Route 222 was introduced August 1, 2012 and connects Marin City to Marin General Hospital and provides added weekday access to health care and shopping for one of Marin County's MTC designated communities of concern. This shuttle is funded through a two year federal lifeline grant. The plan does not assume continued operation of Route 222 following the end of the pilot in August 2013.

Route 257 was introduced March 11, 2012 as part of the Northern Marin service changes. The weekday service connects the San Rafael Transit Center to the County's Health and Human Services facility on Redwood Drive just north of Smith Ranch Road. The service complements Route 233 through the

Dominican University area and connects to Northgate Mall and Contempo Marin via Los Ranchitos Road, Las Gallinas Avenue and Lucas Valley/Smith Ranch Road. The shuttle provides a much needed transit connection to Marin County Health and Human Services facilities following the cancellation of the County Connection Shuttle on June 29, 2012.

Route 259 was also restructured as part of the Northern Marin service changes on March 11, 2012. The new service eliminated unproductive segments along Lucas Valley Road and added service to Kaiser Hospital and the San Rafael Transit Center.

Route 221 was discontinued on August 1, 2012 due to poor ridership and high passenger subsidy.

Marin Transit anticipates additional shuttle services resulting from the Novato and Tiburon Transit Needs Assessment studies. Recommendations from these efforts call for shifting local fixed route bus Routes 19 and 51 to function as local connector routes, better matching demand to capacity. School trippers along these routes would remain as part of the local fixed route program. Based on current contract terms, the earliest these services could shift to a shuttle operation is January of 2014 and is thus reflected in community shuttle service increases in FY 2013-14 and future years.

Unfunded Service Needs

Continuation of Route 222 beyond the life of the grant funding is desired, and Marin Transit will likely pursue additional funding sources to maintain this needed service. Options to better serve Marin City residents will also be evaluated as part of any potential South County fixed route service changes or advancements in the demand response services.

Additional opportunities for local connector services in areas of the County that have lower ridership or dispersed origin/destinations should be explored. The start of SMART service will also present opportunities where riders can use shuttle services to access train station and major destination in Marin County. Marin Transit will continue to work with SMART to determine how this future service could be structured and funded.

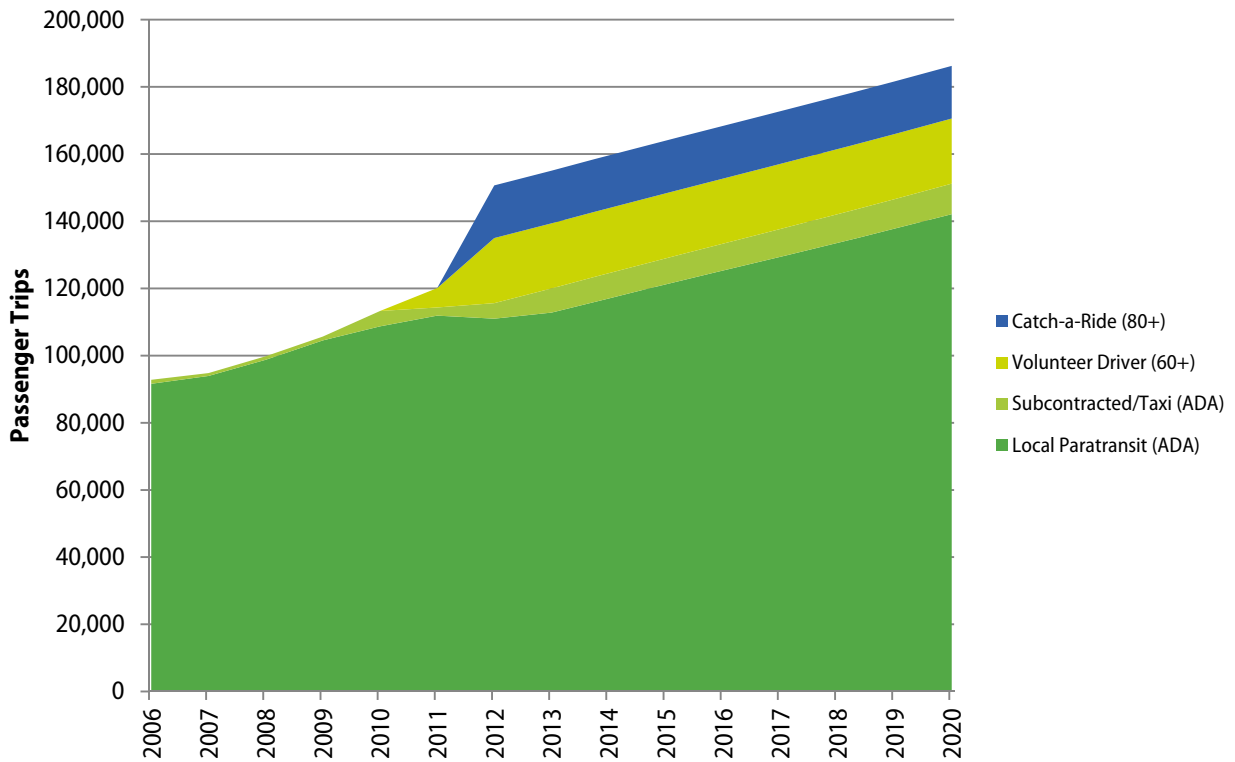
Demand Response

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. Recent developments of the Mobility Management programs continue to introduce additional options for travel outside the traditional paratransit and dial-a-ride models. 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.

To estimate future growth and shifts in usage of these programs, Marin Transit developed an internal planning model for demand response and mobility management programs. This model estimates historic and future demand levels and estimates how the introduction of new programs will increase and shift demands from current programs in the future. Figure 3-1 shows estimated growth in local paratransit with new

programs offered through the mobility management initiatives. The estimates show an initial drop in demand for the local paratransit program but then continue steady growth. The constant trip levels of the mobility management programs reflect funding constraints on these programs. Added resources to these more cost-effective programs should be considered as future demand reach budget ceilings.

Figure 3-1: Estimated Paratransit and Mobility Management Program Growth



Local Paratransit

Marin Transit is projecting service hours on local paratransit to increase due to increasing demand for the mandated service. Using internal modeling based on historic usage, Marin Transit is budgeting for a small decrease in service hours and costs following the introduction of the new mobility management programs in FY 2012-13 but then assumes an annual increase of approximately 3.5% in service hours and service costs once these programs reach their budget ceilings. If additional service is needed, this may impact Marin Transit’s ability to continue providing the majority of non-mandated trips.

To respond to community needs and the increasing demand for paratransit, Marin Transit is also pursuing various demand management solutions to expand transportation options for those individuals who do not qualify for ADA service. An additional objective is to manage the increasing demand for ADA paratransit services and the associated operating costs and capital investments. These demand management solutions include:

- **ADA Transportation Brokerage:** Marin Transit would like to combine the operation of Marin Transit's paratransit fleet with a brokerage model that will incorporate the usage of other, cost-effective transportation resources to provide ADA trips. This will include services operated by sub-contractors.
- **Mobility Management Office:** Beginning in 2009, with initial grant funding, Marin Transit began to develop initial mobility management components to increase transportation options for the county's senior, disabled, and low-income residents by establishing a mobility management division within the District. An initial result in 2010, was the use of incremental additional funding to leverage Marin Transit's capital and operating investments in paratransit services to create the Marin Access Mobility Management call center and associated interactive website. The mobility management division has also focused on coordinating a variety of transportation resources in order to meet the mobility needs of these target populations. Specific mobility management services include:
 - **Information and Referral:** Establishing, as part of the paratransit dispatch operation, the Marin Access Mobility Management Center, a single point of contact (call center) and website regarding transportation options for seniors, persons with disabilities, and low-income residents of Marin County.
 - **Development of County-wide Volunteer Driver Programs:** Beginning in 2011, Marin Transit issued a contract awards to two non-profit organizations to develop and operate volunteer driver programs serving the entire county. These programs feature volunteers driving their own vehicles to transport frail, home-bound, disabled seniors and persons with disabilities to necessary destinations.
 - **Fare Assistance for Low-Income Paratransit Riders:** In 2012, Marin Transit initiated the Low-Income Rider Scholarship Program to subsidize ADA paratransit fares for low-income riders.
 - **Gap Grant Program:** In 2012, Marin Transit introduced a competitive Gap Grant Program to enable organizations within Marin to apply for start-up or expansion funding for transportation programs that address senior or disabled mobility needs that are underserved or not currently served.
 - **In 2012, Marin Transit is launching the Marin Catch-A-Ride Program,** a partially subsidized, taxi-based ride program for Marin's older seniors. This will be followed by a grant-funded pilot program to make the same service available as an alternative for ADA paratransit riders.
 - **Expanded Travel Training Programs:** Marin Transit is expanding its programs to help educate seniors and non-drivers on their transportation choices: transit, volunteer driver programs, taxis, as well as older driver safety. The expanded trainings include group trips and one-on-one trainings.
 - **Development and Coordination of Transportation Services:** In conjunction with the ADA Transportation Brokerage component above, Marin Transit is continuing to work to develop

coordination arrangements with community-based agencies and other local providers to maximize transportation options for both individual and agency-contracted trips.

- Pre-Paid Rider Accounts: Marin Transit would like to develop the capability to process credit, debit and cash deposits into pre-paid rider accounts. This would also include the ability to manage a separate “ride scholarship fund” to fund trips for eligible low-income applicants.

Marin Transit will continue to provide regional paratransit services on behalf of Golden Gate Transit at requested levels based on demand for these services.

Mobility Management Programs

The volunteer driver program, subcontracted services, and upcoming catch-a-ride program are expected to help increase mobility and shift demands away from paratransit services. Table 3-3 shows passenger total for the subcontracted/taxi services and the volunteer driver program. While subcontracted services have shown unpredictable growth trends, the volunteer driver program has demonstrated increased usage every month since its launch following the pilot program in January, 2012. The 5,787 trip number for estimated FY 2011-12 represents only six months of the program.

Table 3-3: Mobility Management Ridership

| Program | FY 2007-08 | FY 2008-09 | FY 2009-10 | FY 2010-11 | FY 2011-12 |
|--------------------------|------------|--------------|--------------|--------------|--------------|
| Subcontracted/Taxi (ADA) | 858 | 1,063 | 1,173 | 4,581 | 2,677 |
| Volunteer Driver | | | | | 5,624 |
| Total | 858 | 1,063 | 1,173 | 4,581 | 8,301 |

Unfunded Service Needs

Demand for mobility management services is capped by budget resources. Marin Transit will continue to monitor these programs and identify if other revenue streams should be shifted to support added demand on the program or pursue grant opportunities available for these programs. Based on the current agency subsidy per trip statistics, the volunteer driver program costs the agency nearly \$14.00 less than a traditional paratransit trip. While early analysis shows new trips on the volunteer driver are not a direct replacement for paratransit, the cheaper trip making option for these populations allows for added mobility within the County.

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 2011-12 is an estimate of year end actuals and future years are based on the contracted service hour ceiling.

The Northern Marin service changes effective March 2012 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. Implementation of Phase 2 of the Novato Needs Assessment will continue to enhance the availability of local service. Marin Transit will monitor this service to identify opportunities to better utilize these resources within Novato.

Unfunded Service Needs

The Novato Dial-A-Ride currently operates with no service on weekdays between 11:00 AM and 3:00 PM. Phase 1 recommendations of the Novato Transit Needs Assessment recommended adding service to fill the midday gap. Marin Transit continues to monitor grant funding opportunities and local partnerships to identify funds to fill this midday service gap.

Chapter 4: Marin Transit Capital Plan

Marin Transit's Capital Funding and Improvement Plan (Table 4-2) has expanded as Marin Transit has taken increasing responsibility for local transit service in Marin County. The majority of vehicles used on three of the four local programs (Community Shuttle, Stagecoach, and Muir Woods Shuttle) and both demand response programs (Local Paratransit and Novato Dial-A-Ride) are owned by Marin Transit. On the Local Fixed Route program, Marin Transit is responsible for paying the local match on Golden Gate Transit buses used exclusively for local service and currently also contributes nearly \$500,000 annually to Golden Gate Transit's capital program.

Other significant ongoing capital investments by the Agency include bus stop improvements and ongoing bus stop maintenance.

Vehicle Needs

The Marin Transit vehicle replacement schedule is described below and presented by service program. Vehicle replacement schedules are based on anticipated service life of the vehicles. Table 4-1 shows guidance on vehicle life from Marin Transit's Fixed Asset Policy, which is consistent with the Federal Transit Administration's service life definitions.

Table 4-1: 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.

Reducing emissions and using alternative fuels is a priority for the Agency. Marin Transit will strive to purchase hybrid and alternative fuel vehicles when additional funding is available and the duty cycle of the vehicle in combination with service requirements would provide significant benefits.

Table 4-2: Capital Funding and Improvement Plan

| Project Costs | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | TOTAL |
|---|--------------------|--------------------|---------------------|--------------------|--------------------|---------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| Match for Replacement of Golden Gate Local Vehicles | \$0 | \$0 | \$7,677,968 | \$1,800,814 | \$0 | \$13,185,583 | \$0 | \$0 | \$5,440,777 | \$0 | \$28,105,143 |
| Shuttle Vehicle Replacement | \$0 | \$255,000 | \$0 | \$244,771 | \$0 | \$0 | \$133,734 | \$0 | \$1,276,904 | \$0 | \$1,910,409 |
| Stage Vehicle Replacement | \$435,468 | \$0 | \$0 | \$517,953 | \$0 | \$0 | \$0 | \$777,280 | \$0 | \$618,462 | \$2,349,163 |
| Paratransit Vehicle Replacement | \$0 | \$169,128 | \$1,100,410 | \$695,848 | \$0 | \$493,735 | \$925,171 | \$655,087 | \$768,272 | \$360,293 | \$5,167,944 |
| Vehicle Expansion | \$1,170,713 | \$2,508,407 | \$0 | \$0 | \$0 | \$31,718 | \$30,391 | \$0 | \$0 | \$0 | \$3,741,229 |
| Lease of Vehicles for Muir Woods | \$64,386 | \$50,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$114,386 |
| Capital Contribution to Contractor | \$431,732 | \$431,732 | \$431,732 | \$431,732 | \$431,732 | \$431,732 | \$431,732 | \$431,732 | \$431,732 | \$431,732 | \$4,317,320 |
| Bus Stop Improvements & Passenger Information | \$36,854 | \$1,075,000 | \$898,146 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$2,710,000 |
| Transit Hub Improvements | \$268,117 | \$2,123,000 | \$419,700 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,810,817 |
| Bus Stop Maintenance | \$3,954 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$0 | \$803,954 |
| Fare Collection | \$88,084 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$0 | \$328,084 |
| Operations Facility | \$0 | \$0 | \$0 | \$500,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$500,000 |
| Technology Projects | \$72,086 | \$469,070 | \$118,997 | \$25,823 | \$25,805 | \$25,802 | \$25,802 | \$25,802 | \$25,802 | \$25,802 | \$840,792 |
| Infrastructure Support | \$42,082 | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$222,082 |
| Mobile Data Terminals | \$26,550 | \$14,724 | \$15,384 | \$11,004 | \$11,004 | \$11,004 | \$11,004 | \$11,004 | \$11,004 | \$11,004 | \$133,686 |
| Administrative Costs | \$160,626 | \$292,273 | \$314,706 | \$325,720 | \$337,121 | \$348,920 | \$361,132 | \$373,772 | \$386,854 | \$400,394 | \$3,301,516 |
| Total | \$2,800,652 | \$7,538,335 | \$11,209,315 | \$4,888,596 | \$1,143,333 | \$14,868,969 | \$2,262,354 | \$2,621,069 | \$8,691,384 | \$2,070,924 | \$58,094,930 |
| Funding Plan | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | TOTAL |
| LOCAL | | | | | | | | | | | |
| Golden Gate Transit | \$11,865 | \$8,953 | \$9,106 | \$8,135 | \$8,131 | \$8,130 | \$8,130 | \$8,130 | \$8,130 | \$8,130 | \$86,841 |
| Measure A | \$954,864 | \$2,047,872 | \$1,842,035 | \$1,361,266 | \$1,135,202 | \$1,639,419 | \$1,311,671 | \$1,348,274 | \$1,385,791 | \$1,357,034 | \$14,383,427 |
| Other Local | \$9,591 | \$200,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$209,591 |
| Property Tax | \$42,657 | \$68,213 | \$82,272 | \$84,931 | \$87,671 | \$90,475 | \$93,388 | \$96,392 | \$100,038 | \$103,237 | \$849,274 |
| Subtotal Local | \$1,018,977 | \$2,325,038 | \$1,933,413 | \$1,454,332 | \$1,231,003 | \$1,738,025 | \$1,413,189 | \$1,452,797 | \$1,493,959 | \$1,468,401 | \$15,529,134 |
| STATE | | | | | | | | | | | |
| TE | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| STIP | \$668,117 | \$1,823,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,491,117 |
| PTMISEA (IBond) | \$340,123 | \$1,109,118 | \$1,346,355 | \$500,000 | \$0 | \$700,000 | \$0 | \$0 | \$0 | \$0 | \$3,995,596 |
| Other State | \$0 | \$0 | \$611,296 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$611,296 |
| Subtotal State | \$1,008,240 | \$2,932,118 | \$1,957,651 | \$500,000 | \$0 | \$700,000 | \$0 | \$0 | \$0 | \$0 | \$7,098,009 |
| FEDERAL | | | | | | | | | | | |
| Section 5307 | \$0 | \$135,302 | \$7,070,306 | \$2,212,375 | \$0 | \$11,025,205 | \$851,136 | \$524,070 | \$6,048,289 | \$0 | \$27,866,683 |
| Section 5311 | \$0 | \$0 | \$0 | \$458,543 | \$0 | \$0 | \$0 | \$688,126 | \$0 | \$547,525 | \$1,694,195 |
| State of Good Repair | \$369,707 | \$2,260,000 | \$923,417 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$3,553,124 |
| ARRA | \$403,728 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$403,728 |
| Subtotal Federal | \$773,435 | \$2,395,302 | \$7,993,723 | \$2,670,918 | \$0 | \$11,025,205 | \$851,136 | \$1,212,196 | \$6,048,289 | \$0 | \$32,970,205 |
| TOTAL | \$2,800,652 | \$7,652,458 | \$11,884,787 | \$4,625,250 | \$1,231,003 | \$13,463,230 | \$2,264,325 | \$2,664,993 | \$7,542,248 | \$1,468,401 | \$55,597,347 |
| Annual Surplus (Shortfall) | \$0 | \$114,123 | \$675,472 | (\$263,346) | \$87,671 | (\$1,405,739) | \$1,971 | \$43,923 | (\$1,149,136) | (\$602,523) | (\$2,497,583) |

Local Fixed Route Vehicles

The local fixed route program requires an estimated 64 vehicles to operate. This includes 58 revenue vehicles plus six spares. During the life of the plan, fleet needs for the local fixed route are anticipated to decrease by approximately three vehicles as service is shifted to the community shuttles program. Table 4-3 shows a summary of the fixed route vehicles.

Marin Transit introduced the first seven hybrid electric transit vehicles to Marin County in 2010. These vehicles were purchased by Golden Gate Transit for operation on Marin local routes using 5307 grant funds from the Federal Transit Administration. Marin Transit provided the local match using State Public Transportation Modernization, Improvement and Service Enhancement Account Program (PTMISEA) funding (\$871,000) and Measure A funds (\$79,000). Marin Transit also paid the local match for 10 articulated vehicles that went into operation in 2007 for local service.

Table 4-3: Fixed Route Vehicle Summary

| | Marin Transit Owned | Contractor Owned/Leased | Total |
|--|---------------------|-------------------------|-------|
| FY 2011-12 Vehicles | 17 | 47 | 64 |
| <i>Replacement (FY 2011-12 – FY 2020-21)</i> | 45 | - | 45 |
| <i>Expansion (FY 2011-12 – FY 2020-21)</i> | - | - | - |
| FY 2020-21 Vehicles | 57 | 4 | 61 |

Replacement Needs

Table 4-4 shows a summary of the local transit bus replacement schedule. In FY 2013-14, fourteen 40-ft Nova buses used on Marin Transit local service will be eligible for replacement. Based on the Metropolitan Transportation Commission (MTC) FY 2011-12 bus price list, the vehicles are budgeted at \$517,000 each, and the price is escalated by 3% per year. Marin Transit is responsible for a 19.38% match for a total of approximately \$1.5 million in FY 2013/2014.

In FY 2014-15, four 30-ft buses used on Marin Transit local service will be eligible for replacement. Based on the MTC FY 2011-12 bus price list, the vehicles are budgeted at \$488,000 each and escalated by 3% per year. Marin Transit is responsible for a 19.34% match for a total of about \$412,000 in FY 2014-15. Due to a slight surplus in State Public Transportation Modernization, Improvement and Service Enhancement Program (PTMISEA) funds, the Agency will be contributing \$500,000 toward these vehicles.

In FY 2016-17, twenty-two (22) 40-ft buses used on Marin Transit local service will be eligible for replacement. Based on the MTC FY 2011-12 bus price list, the vehicles are budgeted at \$517,000 each and escalated by 3% per year. Marin Transit is responsible for a 19.38% match, for a total of about \$1.9 million in FY 2016-17.

In FY 2019-20, 10 articulated buses used on Marin Transit local service will be eligible for replacement. Marin Transit will be reviewing whether all ten articulated buses continue to be warranted to handle peak loads experienced along Highway 101 and within the Canal neighborhood of San Rafael. Due to budget constraints, only five articulated vehicles are scheduled for replacement in FY 2019-20. The remaining five

vehicles would remain in the fleet and replacement would be deferred beyond the life of this plan. Based on the MTC FY 2011-12 bus price list, the vehicles are budgeted at \$859,000 each and escalated by 3% per year. Marin Transit is responsible for a 19.61%, for a total of approximately \$1.1 million in FY 2019/2020.

Table 4-4: Local Transit Bus Replacement Schedule

| Fiscal Year | Replacements | Total Cost | Marin Transit's Share | Vehicle Type | Seating Capacity | Wheelchair Capacity |
|-------------|--------------|--------------|-----------------------|--------------|------------------|---------------------|
| FY 2011-12 | 0 | - | - | - | - | - |
| FY 2012-13 | 0 | - | - | - | - | - |
| FY 2013-14 | 14 | \$7,677,968 | \$1,487,833 | 40 ft | 39 | 2 |
| FY 2014-15 | 4 | \$1,800,814 | \$500,000 | 30 ft | 27 | 2 |
| FY 2015-16 | 0 | - | - | - | - | - |
| FY 2016-17 | 22 | \$13,185,583 | \$2,555,366 | 40 ft | 39 | 2 |
| FY 2017-18 | 0 | - | - | - | - | - |
| FY 2018-19 | 0 | - | - | - | - | - |
| FY 2019-20 | 5 | \$5,440,777 | \$1,066,936 | 60 ft | 63 | 2 |
| FY 2020-21 | 0 | - | - | - | - | - |

Expansion Needs

Based on the current service plan, Marin Transit will not need any expansion vehicles for the local fixed route program.

Recreational Vehicles

Marin Transit requires ten vehicles to operate the current Muir Woods Shuttle service. This includes eight revenue vehicles plus two spares. These vehicles are only needed seasonally and require special operating and design characteristics due to the steep, narrow, and winding roads that access the park entrance. Table 4-5 shows a summary of the recreational vehicles.

Marin Transit purchased the initial two vehicles for the service in FY 2009-10. Additional vehicles required to operate the service during FY 2010-11 and FY 2011-12 were leased.

Table 4-5: Recreational Vehicles Summary

| | Marin Transit Owned | Contractor Owned/Leased | Total |
|--|---------------------|-------------------------|-------|
| FY 2011-12 Vehicles | 2 | 8 | 10 |
| <i>Replacement (FY 2011-12 – FY 2020-21)</i> | - | - | - |
| <i>Expansion (FY 2011-12 – FY 2020-21)</i> | 8 | - | 5 |
| FY 2020-21 Vehicles | 10 | - | 10 |

Replacement Needs

The Muir Woods 35-ft vehicles are on a 12 year replacement schedule. The first vehicles will be eligible for replacement funding in FY 2021-22 that is outside the horizon of this plan. Marin Transit will be working

with MTC to add these vehicles to the regional transit capital priority program and to ensure they are eligible for Federal 5307 replacement funding.

Expansion Needs

Table 4-6 shows a summary of the recreational vehicle expansion schedule. Marin Transit received three additional vehicles in FY 2011-12 and ordered five vehicles in the fall of 2011 that are scheduled to arrive in the fall of 2012. This will give the Agency full ownership of the fleet and reduce annual leasing costs. These vehicles were funded using a combination of State PTMISEA funds, State Transportation Improvement Project (STIP) funds and a 2011 federal Paul S. Sarbanes grant award.

Table 4-6: Recreational Vehicle Expansion Schedule

| Fiscal Year | Number Expanded | Total Cost | Marin Transit's Share | Vehicle Type | Seating Capacity | Wheelchair Capacity |
|-------------|-----------------|-------------|-----------------------|--------------|------------------|---------------------|
| FY 2011-12 | 3 | \$1,095,441 | \$1,095,441 | 35 ft | 37 | 2 |
| FY 2012-13 | 5 | \$1,895,870 | \$1,895,870 | 35 ft | 37 | 2 |
| FY 2013-14 | 0 | - | - | - | - | - |
| FY 2014-15 | 0 | - | - | - | - | - |
| FY 2015-16 | 0 | - | - | - | - | - |
| FY 2016-17 | 0 | - | - | - | - | - |
| FY 2017-18 | 0 | - | - | - | - | - |
| FY 2018-19 | 0 | - | - | - | - | - |
| FY 2019-20 | 0 | - | - | - | - | - |
| FY 2020-21 | 0 | - | - | - | - | - |

Community Shuttle Vehicles

Current shuttle service requires a total of five vehicles to operate. This includes four revenue vehicles plus one spare. Table 4-8 shows a summary of the Community Shuttle vehicles.

Marin Transit purchased two shuttle vehicles in FY 2008-09 and one additional in FY 2010-11. The other two vehicles used in service are contractor owned vehicles. Vehicles currently used in service are 24 foot cutaway vans that hold up to two wheelchairs and 20 passengers. These vehicles have a useful life of seven years.

Table 4-7: Community Shuttle Vehicle Summary

| | Marin Transit Owned | Contractor Owned/Leased | Total |
|--|---------------------|-------------------------|-------|
| FY 2011-12 Vehicles | 3 | 2 | 5 |
| <i>Replacement (FY 2011-12 – FY 2020-21)</i> | 15 | - | 15 |
| <i>Expansion (FY 2011-12 – FY 2020-21)</i> | 6 | - | 6 |
| FY 2020-21 Vehicles | 12 | - | 12 |

Replacement Needs

Table 4-8 shows a summary of the Community Shuttle vehicle replacement schedule. Marin Transit has seven vehicle replacements scheduled for shuttle vehicles. Marin Transit intends to replace the two contractor owned vehicles in FY 2012-13 with similar cutaways. The estimated cost of these two vehicles based on a recent quote is \$170,000. Marin Transit is responsible for 100% of the costs of these vehicles and intends to use State PTMISEA funds to purchase these vehicles. These vehicles have a seven year useful life and are scheduled for replacement again in FY 2019-20. Six vehicles identified in the expansion program below are also included in the FY 2019-20 replacement plan. Based on the MTC FY 2011-12 bus price list, the vehicles are budgeted at \$112,000 each and escalated by 3% per year. Marin Transit is responsible for a 17% match, for a total of approximately \$192,000 in FY 2019-20.

The current Marin Transit owned cutaway vehicles have a seven year useful life. Two are programmed for replacement in FY 2014-15 and one is programmed for replacement in FY 2017-18. These vehicles will be the first shuttle vehicles purchased with 5307 funds and Marin Transit will pay only the local match. Based on the MTC FY 2011-12 bus price list, the vehicles are budgeted at \$112,000 each and escalated by 3% per year. Marin Transit is responsible for a 17% match, for a total of approximately \$42,000 in FY 2014-15 and \$23,000 in FY 2017-18.

Marin Transit has also planned for the replacement of the Novato Dial-a-Ride cutaway vehicle in FY 2012-13. With a seven year useful life, this vehicle is programmed for replacement again in FY 2019-20. The FY 2012-13 cost is based on an actual quote for the vehicle estimated at \$85,000 and Marin Transit would be responsible for 100% of this cost. The 2019-20 cost is based on the MTC FY 2011-12 bus price list and escalated by 3% per year. At a total cost of \$112,000, Marin Transit would be responsible for a 17% match, for a total of approximately \$24,000.

Table 4-8: Community Shuttle Vehicle Replacement Schedule

| Fiscal Year | Replacements | Total Cost | Marin Transit's Share | Vehicle Type | Seating Capacity | Wheelchair Capacity |
|-------------|-----------------|------------|-----------------------|--------------|------------------|---------------------|
| FY 2011-12 | 0 | - | - | - | - | - |
| FY 2012-13 | 1 (dial-a-ride) | \$85,000 | \$85,000 | Cutaway | 20 | 2 |
| FY 2013-14 | 2 (shuttle) | \$170,000 | \$170,000 | Cutaway | 20 | 2 |
| FY 2014-15 | 0 | - | - | - | - | - |
| FY 2015-16 | 2 (shuttle) | \$244,771 | \$41,611 | Cutaways | 20 | 2 |
| FY 2016-17 | 0 | - | - | - | - | - |

| | | | | | | |
|------------|-----------------|-------------|-----------|---------|----|---|
| FY 2017-18 | 0 | - | - | - | - | - |
| FY 2018-19 | 1 (shuttle) | \$133,734 | \$22,735 | Cutaway | 20 | 2 |
| FY 2019-20 | 0 | - | - | - | - | - |
| FY 2020-21 | 1 (dial-a-ride) | \$141,878 | \$24,119 | Cutaway | 20 | 2 |
| | 8 (shuttle) | \$1,135,026 | \$192,954 | Cutaway | 20 | 2 |

Expansion Needs

Anticipated shifts in service from the fixed route to community shuttle program in FY 2013-14 require expansion of the community shuttle fleet by six vehicles in FY 2012-13. These vehicles will be purchased by Marin Transit using State PTMISEA funds Replacement of these vehicles will occur in FY 2019-20 as shown in the replacement schedule above.

Table 4-9: Community Shuttle Vehicle Expansion Schedule

| Fiscal Year | Number Expanded | Total Cost | Marin Transit's Share | Vehicle Type | Seating Capacity | Wheelchair Capacity |
|-------------|-----------------|------------|-----------------------|--------------|------------------|---------------------|
| FY 2011-12 | 0 | - | - | - | - | - |
| FY 2012-13 | 6 | \$525,300 | \$525,300 | Cutaway | 20 | 2 |
| FY 2013-14 | 0 | - | - | - | - | - |
| FY 2014-15 | 0 | - | - | - | - | - |
| FY 2015-16 | 0 | - | - | - | - | - |
| FY 2016-17 | 0 | - | - | - | - | - |
| FY 2017-18 | 0 | - | - | - | - | - |
| FY 2018-19 | 0 | - | - | - | - | - |
| FY 2019-20 | 0 | - | - | - | - | - |
| FY 2020-21 | 0 | - | - | - | - | - |

Rural Vehicles

The rural Stagecoach program requires seven vehicles to operate. This includes four vehicles plus three spares due to the challenging operations and specialized fleet needs on each route. Table 4-10 shows a summary of vehicles used in rural service.

Two vehicles are 32-foot in length and provide a seated capacity of 28 passengers. Five vehicles are 27-foot in length and provide a seated capacity of 20 passengers. The vehicles used on the Stagecoach service have a useful life of seven years or 100,000 miles.

Table 4-10: Rural Vehicle Summary

| | Marin Transit Owned | Contractor Owned/Leased | Total |
|--|---------------------|-------------------------|-------|
| FY 2011-12 Vehicles | 3 | 4 | 7 |
| <i>Replacement (FY 2011-12 – FY 2020-21)</i> | 11 | - | 11 |
| <i>Expansion (FY 2011-12 – FY 2020-21)</i> | | - | - |
| FY 2020-21 Vehicles | 7 | - | 7 |

Replacement Needs

Table 4-11 details the replacement schedule and Marin Transit's share of the required local match for Stagecoach vehicles. In FY 2011-12, Marin Transit purchased four cutaway vehicles at a total cost of \$435,468 to replace the contractor owned vehicles giving the Agency full ownership of the fleet. Marin Transit has programmed replacement of three Stagecoach vehicles in FY 2014-15 and four vehicles in FY 2017-18. These vehicles will be purchased using either 5311 or 5311f funds and matching them with local Measure A funds. Based on the MTC FY 2011-12 bus price list, replacement of these cutaways is estimated at \$158,000 per vehicle. Escalating these costs 3% per year, the FY 2014-15 total purchase would be approximately \$518,000 and the FY 2018-19 total cost would be approximately \$777,000. Marin Transit would be responsible for an 11.5% match, for a total of approximately \$60,000 in FY 2014-15 and \$90,000 in FY 2018-19.

Table 4-11: Stagecoach Vehicle Replacement Schedule

| Fiscal Year | Replacements | Total Cost | Marin Transit's Share | Vehicle Type | Seating Capacity | Wheelchair Capacity |
|-------------|--------------|------------|-----------------------|--------------|------------------|---------------------|
| FY 2011-12 | 4 | \$435,468 | \$435,468 | Cutaways | 20/28 | 2/2 |
| FY 2012-13 | 0 | - | - | - | - | - |
| FY 2013-14 | 0 | - | - | - | - | - |
| FY 2014-15 | 3 | \$517,953 | \$59,409 | Cutaways | 20/28 | 2/2 |
| FY 2015-16 | 0 | - | - | - | - | - |
| FY 2016-17 | 0 | - | - | - | - | - |
| FY 2017-18 | 0 | - | - | - | - | - |
| FY 2018-19 | 4 | \$777,280 | \$89,154 | Cutaways | 20/28 | 2/2 |
| FY 2019-20 | 0 | - | - | - | - | - |
| FY 2020-21 | 3 | \$618,462 | \$61,735 | Cutaways | 20/28 | 2/2 |

Expansion Needs

No expansion vehicles are programmed for the West Marin Stagecoach.

Paratransit Vehicles

Local paratransit operations require a total of 44 vehicles to operate. This includes 37 vehicles plus seven spare vehicles. Table 4-11 shows a summary of the paratransit vehicles.

The fleet primarily consists of cutaway vehicles that either hold eight passengers and two wheelchairs or 12 passengers and one wheelchair. The Agency owns the majority of the fleet but does rely on support from contractor owned vehicles. As demand for paratransit services increases, vehicle expansion is anticipated.

Table 4-12: Paratransit Vehicle Summary

| | Marin Transit Owned | Contractor Owned/Leased | Total |
|--|---------------------|-------------------------|-------|
| FY 2011-12 Vehicles | 25 | 19 | 44 |
| <i>Replacement (FY 2011-12 – FY 2020-21)</i> | 59 ⁽¹⁾ | 0 | 64 |
| <i>Expansion (FY 2011-12 – FY 2020-21)</i> | 4 | 0 | 8 |
| FY 2020-21 Vehicles | 54 | 0 | 54 |

Notes:

(1) Marin Transit will purchase replacements for current contractor owned vehicle to obtain full ownership of fleet

Replacement Needs

Table 4-13 details the replacement schedule and Marin Transit's share of the required local match for paratransit vehicles. Marin Transit has a continuous paratransit vehicle replacement program. Marin Transit uses FTA Section 5307 funds to pay for the vehicles and shares the cost with the District's paratransit contractor. Unless other funds are available, Marin Transit's share is paid for with Measure A transit capital funds.

Table 4-13: Paratransit Vehicle Replacement Schedule

| Fiscal Year | Replacements | Total Cost | Marin Transit's Share | Vehicle Type | Seating Capacity | Wheelchair Capacity |
|-------------|--------------|-------------|-----------------------|--------------|------------------|---------------------|
| FY 2011-12 | 0 | - | - | - | - | - |
| FY 2012-13 | 2 | \$169,128 | \$33,826 | Cutaways | 12 | 1 |
| FY 2013-14 | 13 | \$1,100,410 | \$220,082 | Cutaways | 8/12 | 2/1 |
| FY 2014-15 | 9 | \$695,848 | \$139,170 | Cutaways | 8 | 2 |
| FY 2015-16 | 0 | \$0 | \$0 | Cutaways | - | - |
| FY 2016-17 | 4 | \$493,735 | \$64,352 | Cutaways | 8 | 2 |
| FY 2017-18 | 11 | \$925,171 | \$185,034 | Cutaways | 8/12 | 2/1 |
| FY 2018-19 | 7 | \$655,087 | \$131,017 | Cutaways | 8/12 | 2/1 |
| FY 2019-20 | 9 | \$768,272 | \$153,654 | Cutaways | 8 | 2 |
| FY 2020-21 | 4 | \$360,293 | \$72,059 | Cutaways | 8/12 | 2/1 |

Expansion Needs

With the expected increase in demand, paratransit will need a steadily increasing number of paratransit vehicles, as shown in Table 4-13. The additional vehicles will consist of new vehicles purchased through the contractor's 5310 vehicle program.

Table 4-14: Paratransit Vehicle Expansion Schedule

| Fiscal Year | Number | Total | Marin Transit's | Vehicle Type | Seating | Wheelchair |
|-------------|--------|-------|-----------------|--------------|---------|------------|
|-------------|--------|-------|-----------------|--------------|---------|------------|

| | Expanded | Cost | Share | | Capacity | Capacity |
|------------|----------|-----------|-----------|---------|----------|----------|
| FY 2011-12 | 0 | - | - | - | - | - |
| FY 2012-13 | 0 | - | - | - | - | - |
| FY 2013-14 | 0 | - | - | - | - | - |
| FY 2014-15 | 0 | - | - | - | - | - |
| FY 2015-16 | 0 | - | - | - | - | - |
| FY 2016-17 | 2 | \$179,480 | \$179,480 | Cutaway | 12 | 1 |
| FY 2017-18 | 2 | \$171,975 | \$171,975 | Cutaway | 8/12 | 2/1 |
| FY 2018-19 | 0 | - | - | - | - | - |
| FY 2019-20 | 0 | - | - | - | - | - |
| FY 2020-21 | 0 | - | - | - | - | - |

Stop and Facility Improvements

Operations Facility

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 Agency will evaluate potential opportunities and look for cost effective solutions for the Agency, local transit riders, and the County. Additional research and funding is needed.

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).

Marin Transit was awarded a Federal State of Good Repair grant for \$1.6 million in FY 2010-11 and is currently in process of identifying and prioritizing stop location to apply this funding. Initial funds were spent in FY 2011-12 to implement the new Marin Transit bus stop flag and rider panels at local only stops within San Rafael around Dominican University. Additional funds will be spent in FY 2012-13 to improve high ridership stops in need of repair. Marin Transit has pledged a local match of \$400,000 to the project and continues to budget funding to this project beyond the life of the grant to help ensure that all bus stops are accessible according to the Americans with Disabilities Act (ADA).

Bus Stop Maintenance

This funding is intended to cover ongoing maintenance contracts to clean and repair Marin Transit local bus stops. Currently all maintenance is done by Golden Gate Transit through our capital contribution or by local jurisdictions (City of Novato and San Rafael) under advertising agreements.

Major Improvements at Transfer Locations

In addition to general bus stop improvements and maintenance, Marin Transit makes a focused effort to improve major transfer locations within the County to facilitate transfers between services. The South Novato Bus Stop Improvement Project is an ongoing State Transportation Improvement Program (STIP) funded project aimed at improving local to regional bus transfers at the Ignacio and Rowland freeway interchanges in the City of Novato. Construction is anticipated to begin in the spring of 2013.

Additional funding has been identified to begin to create a downtown Novato Transit Hub, which will improve transfer opportunities for passengers. Currently, the downtown Novato stop makes transferring significantly challenging for passengers and bus operations. In the winter of FY 2012, Marin Transit will issue Requests for Proposals (RFPs) for the Planning and Final Design of a newly configured passenger transfer facility at Redwood Blvd and Grant Avenue. Proposed improvements include the widening of passenger waiting aisles to 17-feet and providing a bus bypass lane to reduce congestion and allow for better on-time performance.

In coordination with the County of Marin and Golden Gate Bridge, Highway and Transit District, Marin Transit completed the Marin City Transit Hub upgrades in January 2012. Improvements included new shelters, lighting, signage, reinforced pavement, and landscaping.

Capital Contribution to Contractor

Marin Transit currently pays a \$431,732 annual capital contribution to its largest contractor Golden Gate Transit. This funding pays for general capital costs associated with the operation of the fixed route local service. The Agency assumes future capital contributions associated with contracted services, regardless of contractor.

Other Capital Projects

Other capital projects include the capital bond payments for Marin Transit's share of the Marin Emergency Radio Authority (MERA) and ongoing cost associated with fare collection equipment including maintenance, parts, and supplies for the fareboxes. New farebox purchases are included in the expansion costs of vehicles.

Marin Transit also received a \$300,000 New Freedom Grant for a coordinated Mobility Management System. This is expected to be funded in FY 2012-13.

Chapter 5: Financial Plan

Operating Budget

Marin Transit forecasts operating expenses by program based on current contract rates, annual escalations and anticipated service contract changes. The majority of Marin Transit's service is operated by Golden Gate Transit through an interagency agreement which is currently under negotiation. 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 contracted using a request for proposal (RFP) process to ensure high quality service and competitive rates. Table 5-1 shows Marin Transit's major service contracts, terms and relative sizes.

Table 5-1: Service Contract Summary

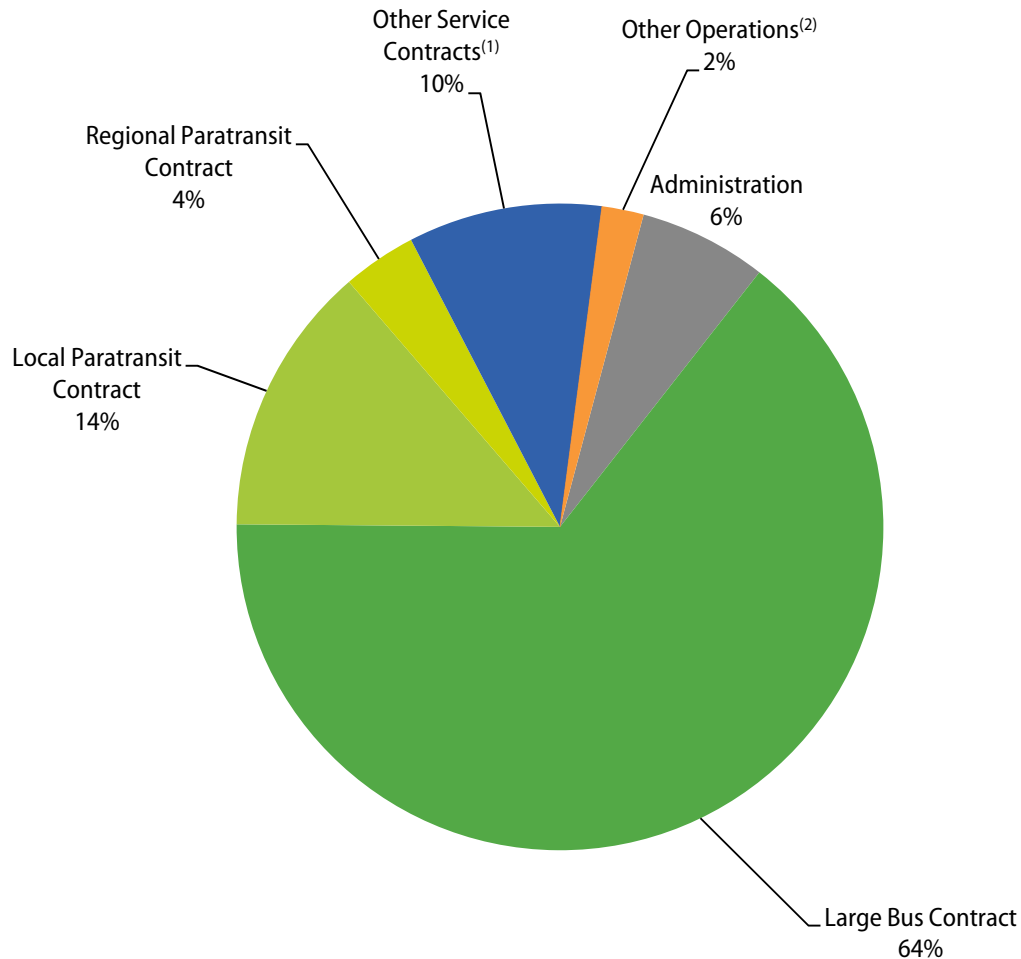
| Service | Contractor | Term | End Date (including Options) | Annual Cost |
|------------------------------|---------------------|---------|---------------------------------|--------------|
| Large Bus | Golden Gate Transit | 10 year | December 2013 | \$16,000,000 |
| Community Shuttles | Marin Airporter | 5 year | June 2014 | \$800,000 |
| Rural and Muir Woods Shuttle | MV Transportation | 5 year | December 2016 | \$900,000 |
| Demand Response | Whistlestop Wheels | 5 year | December 2015 | \$4,200,000 |

Fiscal Year FY 2012-13 is the third consecutive year that Marin Transit has adopted a budget that relies on Board adopted reserves to balance an operations deficit. The economic downturn limited growth in sales tax and property tax while Marin Transit contract costs continued to escalate. The current interagency agreement with Golden Gate Transit includes a 5% annual escalation which has outpaced any increases in revenue. Rebalancing the District's revenues and expenses has been a primary objective of the Marin Transit board over the last two years.

The District appointed a Board sub-committee at its March 14, 2011 meeting to address the ongoing deficit. Although Marin Transit had already made progress towards rebalancing the budget, including service cuts to underperforming service in March 2010, rebidding the Rural and Muir Woods service at a significantly lower cost, and launching numerous mobility management initiatives to control paratransit demand, the Committee determined that, given the comparative size of the Golden Gate Transit contract the only way to achieve a balanced budget was to renegotiate the terms of the current Golden Gate Transit contract or contract with an alternate provider. As a result, the District issued a notice of intent to terminate the interagency agreement effective December 2013 and has been actively negotiating with Golden Gate Transit to establish a new agreement that ensures a sustainable relationship and provides the most benefits to Marin

County transit riders. This financial plan assumes a new contract rate for the service starting in July 2012 based on Golden Gate Transit proposed terms and an escalation of 2.7% per year. Additionally, the plan assumes a shift of 28,500 revenue hours to lower cost contracts in 2014. Even with these adjustments expenses begin to outpace revenues in FY 2016-17. Consequently Marin Transit will again need to evaluate alternative options for providing its large bus service to sustain service current service levels beyond 2017.

Figure 5-1: Operations Expenses FY 2011-12



Notes:

- 1) Other Service Contracts – Includes Community Shuttles, Rural Operations and directly purchased fuel
- 2) Other Operations: Includes mobility management programs, radio and communications and other direct program related costs.

Table 5-2: 10 Year Financial Projection

| Fiscal Year | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 |
|---|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|---------------|
| LOCAL FIXED ROUTE | | | | | | | | | | |
| Fixed Route | | | | | | | | | | |
| Planned Total Hours | 124,931 | 120,754 | 111,699 | 102,643 | 102,643 | 102,643 | 102,643 | 102,643 | 102,643 | 102,643 |
| Revenue Hours | 114,638 | 114,286 | 106,067 | 97,849 | 97,849 | 97,849 | 97,849 | 97,849 | 97,849 | 97,849 |
| Hourly Rate ¹ | \$147.71 | \$138.51 | \$142.85 | \$130.09 | \$133.68 | \$137.37 | \$141.15 | \$145.05 | \$149.06 | \$153.17 |
| Shuttle Service | | | | | | | | | | |
| Planned Service Hours | 9,615 | 11,655 | 20,098 | 30,382 | 30,382 | 30,382 | 30,382 | 30,382 | 30,382 | 30,382 |
| Hourly Rate | \$82.52 | \$89.88 | \$96.62 | \$101.20 | \$104.31 | \$107.51 | \$110.82 | \$114.23 | \$117.75 | \$121.37 |
| Muir Woods Shuttle Service | | | | | | | | | | |
| Planned Service Hours | 2,113 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Hourly Rate ¹ | \$151.30 | \$81.71 | \$77.10 | \$79.31 | \$81.78 | \$84.33 | \$86.96 | \$89.67 | \$92.48 | \$95.36 |
| Novato Dial-a-Ride | | | | | | | | | | |
| Planned Service Hours | 2,122 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 | 2,200 |
| Hourly Rate | \$75.68 | \$80.55 | \$83.53 | \$85.87 | \$88.48 | \$91.17 | \$93.94 | \$96.80 | \$99.76 | \$102.79 |
| Total Fixed Route Operating Expenses ² | \$18,210,965 | \$17,304,951 | \$17,514,046 | \$17,540,980 | \$18,038,951 | \$18,551,107 | \$19,077,967 | \$19,619,904 | \$20,178,852 | \$20,752,260 |
| PARATRANSIT & SPECIAL NEEDS TRANSIT | | | | | | | | | | |
| Local Paratransit | | | | | | | | | | |
| Planned Service Hours | 52,750 | 54,596 | 54,570 | 56,609 | 58,691 | 60,643 | 62,632 | 64,657 | 66,720 | 68,820 |
| Hourly Cost | \$75.76 | \$79.12 | \$82.32 | \$84.25 | \$86.25 | \$88.37 | \$90.55 | \$92.81 | \$95.15 | \$97.56 |
| Intercounty Paratransit | | | | | | | | | | |
| Planned Service Hours | 10,356 | 10,500 | 10,815 | 11,139 | 11,474 | 11,818 | 12,172 | 12,538 | 12,914 | 13,301 |
| Hourly Cost | \$98.71 | \$101.53 | \$105.84 | \$108.66 | \$111.55 | \$114.54 | \$117.61 | \$120.77 | \$124.02 | \$127.38 |
| Mobility Management Program Cost ² | \$345,681 | \$883,224 | \$879,279 | \$890,346 | \$901,771 | \$913,560 | \$925,736 | \$938,309 | \$951,459 | \$964,860 |
| Total Paratransit Operating Expense ² | \$5,364,116 | \$6,268,772 | \$6,516,050 | \$6,870,011 | \$7,243,762 | \$7,625,951 | \$8,028,868 | \$8,453,553 | \$8,901,801 | \$9,373,419 |
| RURAL TRANSIT SERVICE | | | | | | | | | | |
| West Marin Stagecoach | | | | | | | | | | |
| Planned Service Hours | 11,692 | 13,528 | 13,528 | 13,528 | 13,528 | 13,528 | 13,528 | 13,528 | 13,528 | 13,528 |
| Hourly Cost | \$81.66 | \$75.03 | \$78.50 | \$81.17 | \$83.80 | \$102.47 | \$105.64 | \$108.91 | \$112.30 | \$115.79 |
| Total Rural Transit Operating Expenses ² | \$954,809 | \$1,014,953 | \$1,061,982 | \$1,098,067 | \$1,133,610 | \$1,386,159 | \$1,429,068 | \$1,473,328 | \$1,519,253 | \$1,566,342 |
| SYSTEMWIDE SUMMARY, ALL SERVICES | | | | | | | | | | |
| Total Expenses | \$24,529,890 | \$24,588,676 | \$25,092,077 | \$25,509,058 | \$26,416,323 | \$27,563,216 | \$28,535,904 | \$29,546,785 | \$30,599,907 | \$31,692,020 |
| Total Revenues | \$23,357,914 | \$26,866,375 | \$25,431,266 | \$25,909,719 | \$26,686,563 | \$27,452,689 | \$27,899,252 | \$28,636,521 | \$29,397,122 | \$30,185,701 |
| Annual Surplus/Deficit | (\$1,171,976) | \$2,277,700 | \$339,189 | \$400,661 | \$270,240 | (\$110,528) | (\$636,651) | (\$910,265) | (\$1,202,785) | (\$1,506,319) |
| Cumulative Surplus/Deficit | \$6,204,307 | \$8,482,007 | \$8,821,196 | \$9,221,857 | \$9,492,097 | \$9,381,569 | \$8,744,918 | \$7,834,654 | \$6,631,869 | \$5,125,550 |

Notes:

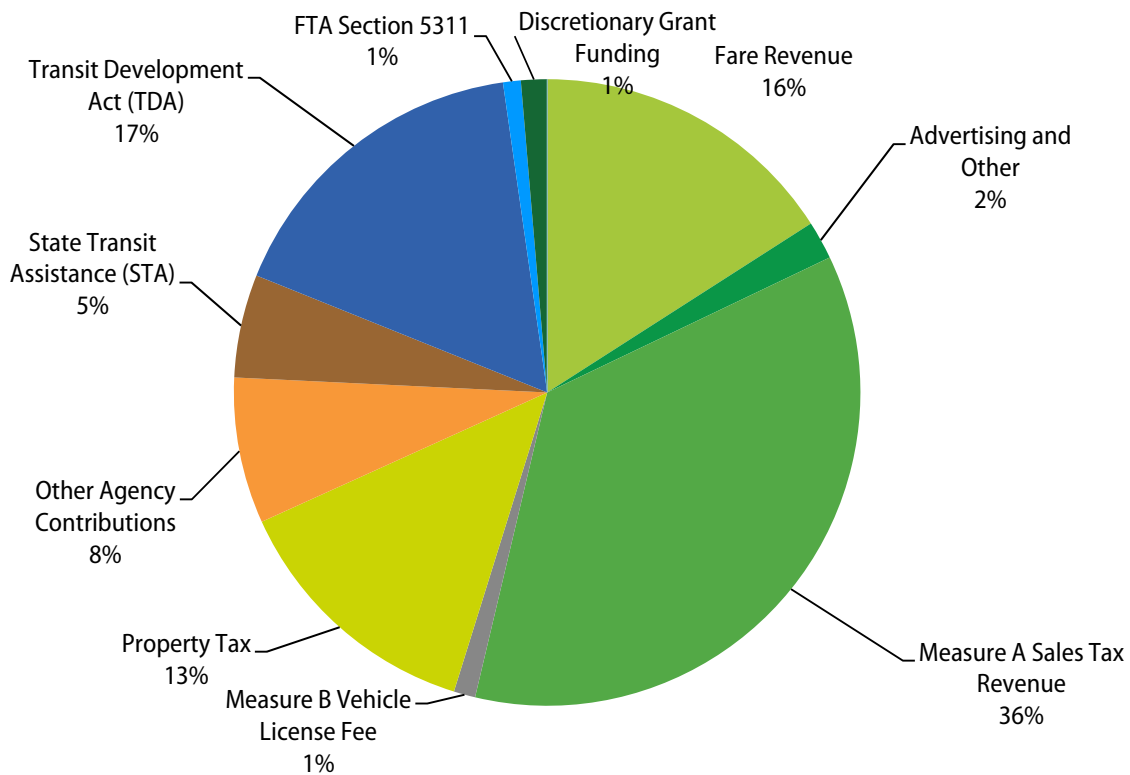
- (1) Hourly rate reflects blended contractor costs
- (2) Total operating expenses reflect all costs of operating the service including administrative costs

Revenue

Marin Transit relies on diverse revenue streams with no single revenue making up the majority of Marin Transit operating funds (Figure 5-2). The primary revenue sources for Marin Transit operations are¹:

- 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.

Figure 5-2: Revenue Sources FY 2011-12



Transportation Development Act Funds and State Transit Assistance (STA) fund are projected based on Metropolitan Transportation Commission’s (MTC’s) estimates and uses a two percent escalation. Marin Transit receives a percentage of Marin County TDA based the share of passengers carried and total public

¹ Additional details on revenue sources in 2006 Short Range Transit Plan, page 7-3

transit (bus and ferry) operated by both Marin Transit and Golden Gate Transit. Marin Transit current share is 36.5 percent.

Measure A sales tax revenue is projected according to the Transportation Authority of Marin 10 year projections which include a recent increase in funding levels and growth of just under 3% per year.

Fare revenues are projected to increase by 2% annually on all services except paratransit, where they are projected to increase 3% annually, due to increasing service levels. In FY 2015/16, Marin Transit is planning 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.

Property tax revenues have recently declined in Marin County and are now growing slowly. Marin Transit is projecting 1.5% annual growth in property tax through FY 2016-17 and an increase to 3% annual growth starting in FY 2017-18.

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.

Table 5-3: Operations Revenue Detail

| Fiscal Year | FY 2011-12 | FY 2012-13 | FY 2013-14 | FY 2014-15 | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Fixed-Route | | | | | | | | | | |
| Fare Revenue | \$3,429,595 | \$3,388,276 | \$3,492,469 | \$3,564,662 | \$3,898,389 | \$3,973,316 | \$3,773,714 | \$3,846,148 | \$3,920,031 | \$3,995,391 |
| Advertising and Other | \$453,228 | \$444,183 | \$450,219 | \$460,789 | \$471,633 | \$482,758 | \$496,928 | \$511,442 | \$526,467 | \$541,937 |
| Measure A Sales Tax Revenue | \$6,809,240 | \$8,446,099 | \$7,864,500 | \$8,081,488 | \$8,303,837 | \$8,648,727 | \$8,892,346 | \$9,142,174 | \$9,398,367 | \$9,666,207 |
| Measure B Vehicle License Fee | \$1,576,726 | \$1,546,324 | \$2,438,284 | \$2,475,216 | \$2,512,721 | \$2,550,807 | \$2,623,477 | \$2,697,329 | \$2,774,313 | \$2,853,547 |
| Property Tax | \$134,658 | \$154,876 | \$155,120 | \$87,876 | \$5,645 | \$5,927 | \$6,223 | \$6,534 | \$6,861 | \$7,204 |
| Other Agency Contributions ⁽¹⁾ | \$1,159,866 | \$1,170,892 | \$1,194,310 | \$1,218,196 | \$1,242,560 | \$1,267,411 | \$1,292,759 | \$1,318,615 | \$1,344,987 | \$1,371,887 |
| State Transit Assistance (STA) | \$3,890,921 | \$3,036,615 | \$3,567,886 | \$3,639,244 | \$3,712,029 | \$3,786,270 | \$3,861,995 | \$3,939,235 | \$4,018,020 | \$4,098,380 |
| Transit Development Act (TDA) | \$213,007 | \$166,144 | \$171,128 | \$176,262 | \$181,550 | \$186,997 | \$192,606 | \$198,385 | \$204,336 | \$210,466 |
| FTA Section 5311 | \$1,576,726 | \$1,546,324 | \$2,438,284 | \$2,475,216 | \$2,512,721 | \$2,550,807 | \$2,623,477 | \$2,697,329 | \$2,774,313 | \$2,853,547 |
| Discretionary Grant Funding | \$223,557 | \$845,665 | \$100,680 | \$32,267 | - | - | - | - | - | - |
| Fixed-Route Totals | \$17,890,798 | \$19,199,073 | \$19,434,597 | \$19,736,000 | \$20,328,363 | \$20,902,212 | \$21,140,049 | \$21,659,862 | \$22,193,381 | \$22,745,018 |
| Paratransit | | | | | | | | | | |
| Fare Revenue | \$290,919 | \$302,375 | \$324,575 | \$334,312 | \$344,342 | \$354,672 | \$365,312 | \$376,272 | \$387,560 | \$399,187 |
| Advertising and Other | \$8,160 | \$1,353,132 | \$686,731 | \$693,599 | \$700,535 | \$707,540 | \$714,615 | \$721,762 | \$728,979 | \$736,269 |
| Measure A Sales Tax Revenue | \$1,550,729 | \$1,875,095 | \$1,760,959 | \$1,810,700 | \$1,861,683 | \$1,913,942 | \$1,967,506 | \$2,022,410 | \$2,078,687 | \$2,136,370 |
| Measure B Vehicle License Fee | \$260,000 | \$707,000 | \$700,000 | \$700,000 | \$700,000 | \$700,000 | \$700,000 | \$700,000 | \$700,000 | \$700,001 |
| Property Tax | \$1,559,262 | \$1,592,257 | \$612,970 | \$621,954 | \$631,076 | \$640,341 | \$658,017 | \$675,981 | \$694,707 | \$713,980 |
| Other Agency Contributions ⁽¹⁾ | \$1,624,499 | \$1,729,041 | \$1,844,939 | \$1,946,660 | \$2,054,069 | \$2,167,488 | \$2,287,258 | \$2,413,740 | \$2,547,313 | \$2,688,382 |
| State Transit Assistance (STA) | \$83,563 | \$85,569 | \$66,495 | \$66,495 | \$66,495 | \$66,495 | \$66,495 | \$66,495 | \$66,495 | \$66,495 |
| Transit Development Act (TDA) | - | - | - | - | - | - | - | - | - | - |
| FTA Section 5311 | - | - | - | - | - | - | - | - | - | - |
| Discretionary Grant Funding | \$89,984 | \$22,835 | - | - | - | - | - | - | - | - |
| Paratransit Totals | \$5,467,116 | \$7,667,303 | \$5,996,670 | \$6,173,719 | \$6,358,200 | \$6,550,477 | \$6,759,204 | \$6,976,659 | \$7,203,741 | \$7,440,683 |
| Totals | | | | | | | | | | |
| Fare Revenue | \$3,720,514 | \$3,690,650 | \$3,817,045 | \$3,898,975 | \$4,242,731 | \$4,327,989 | \$4,139,026 | \$4,222,420 | \$4,307,591 | \$4,394,578 |
| Advertising and Other | \$461,388 | \$1,797,315 | \$1,136,950 | \$1,154,388 | \$1,172,168 | \$1,190,298 | \$1,211,543 | \$1,233,204 | \$1,255,446 | \$1,278,206 |
| Measure A Sales Tax Revenue | \$8,359,969 | \$10,321,193 | \$9,625,460 | \$9,892,187 | \$10,165,521 | \$10,562,668 | \$10,859,853 | \$11,164,584 | \$11,477,054 | \$11,802,577 |
| Measure B Vehicle License Fee | \$260,000 | \$707,000 | \$700,000 | \$700,000 | \$700,000 | \$700,000 | \$700,000 | \$700,000 | \$700,000 | \$700,001 |
| Property Tax | \$3,135,988 | \$3,138,581 | \$3,051,255 | \$3,097,169 | \$3,143,797 | \$3,191,148 | \$3,281,494 | \$3,373,311 | \$3,469,020 | \$3,567,527 |
| Other Agency Contributions ⁽¹⁾ | \$1,759,157 | \$1,883,917 | \$2,000,059 | \$2,034,536 | \$2,059,713 | \$2,173,415 | \$2,293,481 | \$2,420,274 | \$2,554,174 | \$2,695,586 |
| State Transit Assistance (STA) | \$1,243,429 | \$1,256,460 | \$1,260,804 | \$1,284,690 | \$1,309,054 | \$1,333,906 | \$1,359,254 | \$1,385,109 | \$1,411,481 | \$1,438,381 |
| Transit Development Act (TDA) | \$3,890,921 | \$3,036,615 | \$3,567,886 | \$3,639,244 | \$3,712,029 | \$3,786,270 | \$3,861,995 | \$3,939,235 | \$4,018,020 | \$4,098,380 |
| FTA Section 5311 | \$213,007 | \$166,144 | \$171,128 | \$176,262 | \$181,550 | \$186,997 | \$192,606 | \$198,385 | \$204,336 | \$210,466 |
| Discretionary Grant Funding | \$313,541 | \$868,500 | \$100,680 | \$32,267 | - | - | - | - | - | - |
| Operations Revenue Totals | \$23,357,914 | \$26,866,375 | \$25,431,266 | \$25,909,719 | \$26,686,563 | \$27,452,689 | \$27,899,252 | \$28,636,521 | \$29,397,122 | \$30,185,701 |

Notes:

(1) Other agency contributions includes Golden Gate Bridge and Highway Transportation District payments for regional paratransit and National Park Service payments for 50% of Muir Woods Shuttle Agreements and Contracts Overview