



- /// local transit
- /// ada paratransit
- /// mobility management

# Tiburon Transit Needs Assessment



*July, 2012*

*final*

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## Executive Summary

The Tiburon Transit Needs Assessment was a community-based planning effort to evaluate existing transit services, identify travel patterns and markets for transit, assess future mobility needs, and recommend strategies to effectively meet these needs on the Tiburon Peninsula. This study focused on developing financial feasible recommendations to improve fixed-route and demand response transit options for the Tiburon Peninsula community that could be implemented within a five year time period. The study included extensive public outreach and involvement through rider and non-rider surveys, stakeholder interviews, email correspondence, and public workshops.

### Existing Conditions

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The study area is defined as the Tiburon Peninsula and includes the Town of Tiburon, the City of Belvedere, and the Census designated place (CDP) of Strawberry. State Highway 131 (Tiburon Boulevard) provides the primary access to the Tiburon Peninsula, running between Highway 101 and the easternmost point of the Peninsula by the ferry dock. Running parallel to Tiburon Boulevard is an off-street multi-use path that experiences a significant amount of pedestrian and bicycle use.

North of Tiburon Boulevard, the study area is characterized by hilly terrain and narrow, winding roadways with relatively low-density development. These features greatly influence transportation throughout the area and provide many mobility challenges including difficult walking and biking environments and limited access for traditionally-sized transit vehicles (25-40 foot). Local roadways tend to be narrow, disconnected streets that serve residential areas, and many streets lack sidewalks.

The small populations of Belvedere and Tiburon generally tend to be affluent households with a high rate of home and car ownership, as well as significantly higher than average home values. The Strawberry CDP, however, is characterized by slightly lower incomes and more multi-family housing. The combined 2010 Census population of the three areas that make up the Tiburon Peninsula study area is 16,423, about 7% of the total population of Marin County. About half of the population of these areas is less than 18 years of age or 65 years of age or older. These represent age groups that tend to be more transit-dependent.

Existing land use within the Tiburon Peninsula is predominantly low-density residential, and the City of Belvedere and Town of Tiburon are expected to reach build-out population within the next 5-10 years. Commercial and retail activity is concentrated on the eastern end of the study area in downtown Tiburon and on the western end of the study area at Strawberry Village.

Existing transit services within the Tiburon Peninsula include local fixed-route service (Marin Transit Route 19), regional fixed-route service (Golden Gate Transit Route 8), Blue and Gold Ferry, and Marin Access Paratransit service. Marin Transit Route 19 is a fixed-route service that operates between Tiburon, Strawberry, and Marin City and has limited trips in the morning and afternoon that also serve Belvedere and Redwood High School.

Average weekday ridership on Route 19 is about 345 passengers per day, and average weekend ridership is about 280 passengers per day. The majority of ridership activity during the weekday occurs at Redwood High School. Route 19 is the lowest performing local bus in the Marin Transit system in terms of both total passengers and passengers per hour. The overall 15.4 passenger per hour productivity level falls short of the agency’s current 20.0 passenger per hour standard. Golden Gate Transit Route 8 provides two southbound and one northbound trip per day with total ridership of approximately 60 riders. Blue and Gold accounts for the majority of transit use in the study area serving approximately 825 weekday riders.

**Outreach**

To ensure a thorough understanding of the current transit issues and future needs for the Peninsula communities of Tiburon, Belvedere, and Strawberry, the Needs Assessment required a complimentary blend of technical analysis with extensive public engagement of a very diverse target audience. The strategic Public Involvement Program that was developed and implemented encouraged active participation and development of community partners throughout each step of the study. Table ES–1 provides a summary of the outreach participation at various stages of the project.

Based on the public outreach efforts, several target transit markets were identified including commuters, Peninsula employees, students, seniors, and tourists. Among the biggest transportation concerns were traffic along Tiburon Blvd, particularly relating to schools and students, as well as mobility needs of seniors. The main issues identified with existing transit services included insufficient span of service, especially late at night, and low service frequency, making connections to regional services difficult and inconvenient.

**Table ES–1: Outreach and Survey Summary**

Outreach Session	Representative Group	Input Method	Total Participants
Project Technical Advisory Committee (TAC)	Technical representatives from local jurisdictions, transit agencies, etc.	In person meetings	10 ( three meetings)
Stakeholder Interviews	Representatives from local business, neighborhood associations, schools, etc.	In person and telephone meetings	77
Route 19 Rider Survey	Current local transit riders	Paper survey distributed on vehicle	99
Ferry Rider Survey	Current ferry riders	Paper survey distributed on ferry	84
General Public Survey	Tiburon Peninsula Residents and interested parties	Online survey	183
Alternatives Workshop	Tiburon Peninsula Residents and interested parties	Community workshops	35 ( two workshops)
Alternatives Survey	Tiburon Peninsula Residents and interested parties	Online survey	61
<b>Total:</b>			<b>550</b>

## Service Alternatives

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The service alternatives were developed in response to feedback received during the outreach efforts and are targeted towards meeting the unmet local transit and transportation needs of the Tiburon Peninsula community. These alternatives were vetted with the community through a variety of outreach efforts including a series of online surveys, public meetings, and stakeholder presentations.

The fifteen service alternatives presented were organized into three categories, including (1) fixed-route transit, (2) demand response and mobility management, and (3) other transportation services, with five alternatives in each category. Each of the alternatives was presented qualitatively and ranked in terms of community support, cost, and potential benefit to the overall transportation network, as well as how the alternative might meet the needs of the target markets identified through the outreach process.

## Recommendations

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The service alternatives were refined based on a combination of public and stakeholder feedback and financial feasibility. Additional attributes were assigned to the recommendations including lead agency to implement, estimated implementation timeline, and potential funding sources.

Service recommendations focus on restructuring local transit programs to better serve the community, providing additional school services, and expanding options for seniors. Capital improvements focus on enhancements to bus stop amenities for high ridership stops, and marketing recommendations include the creation of a Tiburon-specific marketing campaign and ride guide, travel training, and coordination with bike rental companies.

- ***Recommendation #1: Implement Tiburon Community Shuttle***  
Add a fixed route shuttle between Strawberry Village and the Tiburon Ferry Terminal. Cancel local Route 19.
- ***Recommendation #2: Improve Public Transit Service for Schools***  
Add a fixed route school tripper between E. Corte Madera, Strawberry and Downtown Tiburon.
- ***Recommendation #3: Increase Senior Mobility Options***  
Further market Marin Transit's volunteer driver program to residents in Tiburon. Explore application of private contract service with upcoming Catch-A-Ride program. Evaluate the ability of the local shuttle and mobility management programs to meet senior mobility needs and whether to introduce a South County Dial-A-Ride program in the Tiburon Peninsula
- ***Recommendation #4: Ferry Coordination***  
Discuss and explore opportunities for integrating the Blue and Gold ferry service into the regional transit network and for expanded service
- ***Recommendation #5: Improve Connections to Regional Services***  
Pending the implementation of *Recommendation #7*, modify Tiburon Community Shuttle alignment to serve Tiburon Wye Bus Pads. Evaluate cancellation of GGT regional Route 8.

- ***Recommendation #6: Bus Stop Improvements***  
Improve passenger amenities at high ridership stops including adding real-time bus arrival signs, shelters, and benches.
- ***Recommendation #7: Passenger Access and Transfer Improvements***  
Improve passenger access and transfer opportunities between regional and local services at the Tiburon Wye and at local bus stops
- ***Recommendation #8: Market New Transit Services within Tiburon***  
Create a consolidated ride guide for Tiburon transit services, including the new Community Shuttle, showing connections to the Blue and Gold Ferry and local/regional bus services at Strawberry and Tiburon Wye, and describing senior mobility options
- ***Recommendation #9: Travel Training Workshops***  
Conduct travel training workshops and identify transit ambassadors within Tiburon Peninsula
- ***Recommendation #10: Bike Rental Coordination***  
Work with private bike rental companies to pursue a satellite bike rental location or trailer in Downtown Tiburon

## Financial Plan

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Service cost estimates were developed based on the Agency's existing contractor rates. Table ES-2 shows cost estimate for each recommendation.

Funding for the recommended improvements could be obtained through a number of sources depending on the nature of the project. Traditional sources of funding for the agency include:

- **Measure A:** Marin County half-cent sales tax funds
- **Measure B:** Marin County vehicle registration fee funds targeted to mobility management and senior transportation
- **TDA:** Transportation Development Act
- **STA:** State Transit Assistance
- **FTA 5307:** Federal Transit Administration (FTA) Section 5307 operating funds
- **FTA 5309:** Federal Transit Administration (FTA) Section 5309 capital funds
- **PTMISEA:** Prop 1B Public Transportation Modernization, Improvement, and Service Enhancement Account Program bond funding for capital projects

Other potential sources of funding could include:

- **FTA State of Good Repair**
- **Local Businesses**

**Table ES-2: Recommendations Cost Summary**

Recommendation		Estimated Operating Cost <sup>1</sup> (Annual)	Estimated Capital Cost <sup>1</sup> (One-Time)	Type of Improvement	Lead Agency	Potential Funding Source(s)
1	Implement Tiburon Community Shuttle	--	\$200,000	Service	Marin Transit	Measure A, FTA 5307 & 5309, local contribution
	<i>Cancel Route 19 (except school trippers) and last Route 17 trip</i>	(\$629,023)	--			
	<i>Introduce Community Shuttle Program</i>	\$473,173	--			
2	Improve Public Transit Service for Schools	\$31,824	--	Service	Marin Transit	Measure A, FTA 5307
3	Increase Senior Mobility Options <sup>2</sup>	\$215,700	\$90,000	Service	Marin Transit	Measure B
4	Ferry Coordination	TBD	TBD	Service	Blue & Gold Fleet, Town of Tiburon	--
5	Improve Connections to Regional Services	Negligible <sup>3</sup>	<i>See #7</i>	Service	Marin Transit, Golden Gate Transit	Measure A, FTA 5307
6	Bus Stop Improvements	\$2,500	\$87,000	Capital	Marin Transit	FTA State of Good Repair, Measure A, FTA 5309
7	Passenger Access and Transfer Improvements			Capital	Town of Tiburon, City of Belvedere, County of Marin, Caltrans	PTMISEA
	<i>Access to local bus stops</i>	--	\$298,000			
	<i>Tiburon Wye reconfiguration</i>	--	\$3,000,000			
8	Market New Transit Services within Tiburon	--	\$5,000	Marketing	Marin Transit	Measure A
9	Travel Training Workshops	--	\$2,500	Marketing	Marin Transit	Measure B
10	Bike Rental Coordination	negligible		Marketing	Private Bike Rental Companies, Town of Tiburon	--
<b>Total</b>		<b>\$94,174</b>	<b>\$3,682,500</b>			

1. All costs are based on FY2012/13 estimates.  
 2. Costs include current mobility management programs and potential future dial-a-ride service.  
 3. Marin Transit's cost to adjust schedule and alignment is estimated to be negligible. Cost savings to Golden Gate Transit associated with cancellation of Route 8 is not included in estimate. Costs associated with capital improvements needed to operate proposed service are included in Recommendation #7.

# Chapter 1: Existing Conditions

## Service Area Profile

The study area, shown in Figure 1–1, is defined as the Tiburon Peninsula and includes the Town of Tiburon, the City of Belvedere, and the Census designated place (CDP) of Strawberry. The following sections describe the characteristics of the study area including demographic information and major activity centers.

## Transportation Network

State Highway 131 (Tiburon Boulevard) provides the primary access to the Tiburon Peninsula, running between Highway 101 and the easternmost point of the Peninsula by the ferry dock. This highway is on the south side of the peninsula and is four lanes between Highway 101 and Trestle Glen Boulevard before narrowing to two lanes into Downtown Tiburon and Belvedere. Running parallel to the two-lane portion of this roadway is an off-street multi-use path that experiences a significant amount of pedestrian and bicycle use.

North of Tiburon Boulevard, the Tiburon Peninsula is characterized by hilly terrain and narrow, winding roadways with relatively low-density development. These features greatly influence transportation throughout the area and provide many mobility challenges including challenging walking and biking environments and limited access for traditionally-sized transit vehicles (25-40 foot). Most roads within the study area are classified as local, with only a few arterials that circumscribe the peninsula. Roadway classifications are shown in Figure 1–1. Local roadways tend to be narrow, disconnected streets that serve residential areas, and many streets lack any sidewalks.

## Demographics

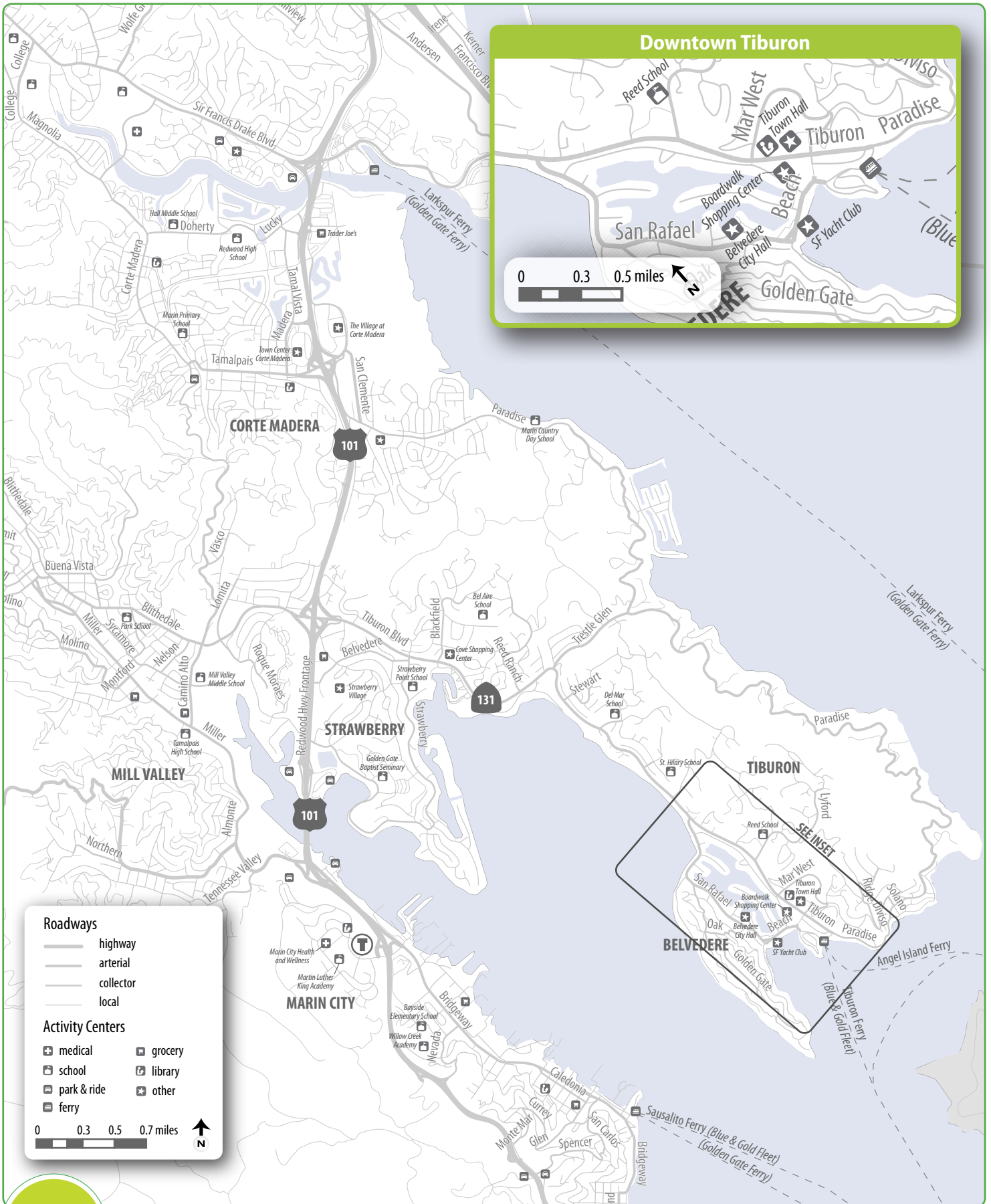
The small populations of Belvedere and Tiburon generally tend to be affluent households with a high rate of home and car ownership, as well as significantly higher than average home values. The Strawberry CDP, however, is characterized by slightly lower incomes and more multi-family housing. The following sections provide more detail on various demographics within the study area.

### *Population and Age*

The combined 2010 Census population of the three areas that make up the Tiburon Peninsula study area is 16,423, about 7% of the total population of Marin County. A breakdown of population for each of the three areas is shown in Table 1–1.

Over the past ten years, the populations of both Strawberry and Tiburon have grown somewhat, while Belvedere has experienced a decreasing population. In the last twenty years, Strawberry and Tiburon have also experienced significant population growths of about 20%. About half of the population of these areas is less than 18 years of age or 65 years of age or older. These represent age groups that tend to be more transit-dependent.





**Downtown Tiburon**

0 0.3 0.5 miles

**Roadways**

- highway
- arterial
- collector
- local

**Activity Centers**

- ⊕ medical
- ⊕ school
- ⊕ park & ride
- ⊕ ferry
- ⊕ grocery
- ⊕ library
- ⊕ other

0 0.3 0.5 0.7 miles



**Figure 1-1: Tiburon Peninsula Study Area**



**Table 1–1: Population by Age**

	Belvedere	Strawberry	Tiburon	Total
Under 18 years old	443 (21.4%)	1,071 (19.9%)	2,150 (24.0%)	<b>3,664 (22.3%)</b>
Between 18 and 65 years old	972 (47.0%)	3,378 (62.6%)	4,914 (54.8%)	<b>9,264 (56.4%)</b>
65 years and older	653 (31.6%)	944 (17.5%)	1,898 (21.2%)	<b>3,495 (21.3%)</b>

Source: 2010 US Census

### *Housing*

In 2010, there were an estimated 7,799 housing units within the combined study area. Only 12% of the housing units in Belvedere are multi-family units, compared to 27% in Tiburon and over 50% in Strawberry, similar to the rest of the county. Housing values are high in all three areas, and home ownership is slightly greater than the rest of the county in both Belvedere and Tiburon. Strawberry has a much lower home ownership rate of about 40% and generally smaller household size.

### *Employment*

In 2010, the employment rate of the Tiburon Peninsula area was about 55%. Belvedere had a slightly higher rate of unemployment, as well as a higher percentage of population not in the labor force that includes those who are retired or considered unable to work. Of all employed residents in the study area, less than a fifth work within their city or place of residence and more than half work outside of Marin County.

### *Income*

Median household incomes in Tiburon and Belvedere were significantly higher (67% and 34%, respectively) than the countywide average of \$87,728 while median income in Strawberry was about 12.8% lower than the countywide average but still higher than the statewide average of \$60,016. All three areas have poverty rates below the statewide average, with Belvedere having a very low rate of less than 1%.

### *Commute to Work*

The majority of work trips from the Tiburon Peninsula are made by driving, either alone or in a carpool. About 10% of commuters in Belvedere and Tiburon use public transportation to get to work, while only 3% of residents in Strawberry use transit for their commute. Of public transportation users residing in Belvedere and Tiburon, the majority ride the ferry. In Strawberry, only 16% of transit commuters ride the ferry, while the rest are taking a bus. The distribution of modes used by commuters is shown in Table 1–2.

**Table 1–2: Journey to Work Mode Share**

	Belvedere	Strawberry	Tiburon
Drive Alone	419 (65.3%)	2,069 (77.2%)	2,254 (65.4%)
Carpool	55 (8.6%)	224 (8.4%)	333 (9.7%)
Public Transportation	69 (10.7%)	87 (3.2%)	333 (9.7%)
<i>Bus</i>	0 (0.0%)	73 (83.9%)	97 (29.1%)
<i>Subway/elevated</i>	6 (8.7%)	0 (0.0%)	16 (4.8%)
<i>Ferryboat</i>	63 (91.3%)	14 (16.1%)	220 (66.1%)
Bicycle	0 (0.0%)	9 (0.3%)	0 (0.0%)
Walk	29 (4.5%)	56 (2.1%)	86 (2.5%)
Other	11 (1.7%)	22 (0.8%)	22 (0.6%)
Worked at home	59 (9.2%)	213 (7.9%)	417 (12.1%)

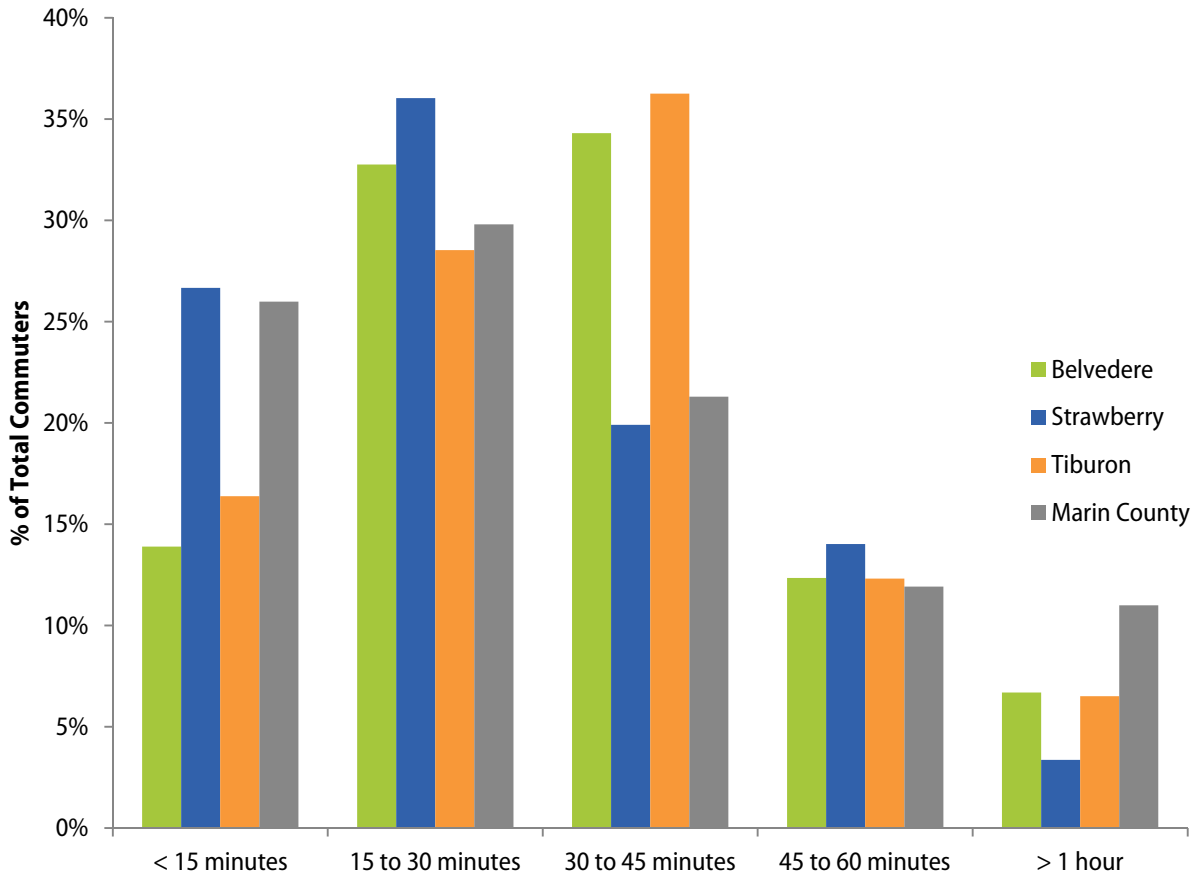
Source: 2010 American Community Survey

Average travel time to work for residents of the study area is about 25 to 30 minutes. The distribution of travel time to work is shown for the three areas, as well as for the county in Figure 1–2. Average commutes are shorter for residents of Strawberry, and the majority have travel times less than 30 minutes. Residents of Belvedere and Tiburon tend to have higher travel times to work, with about a third with commute times between 30 and 45 minutes. These longer commute times are consistent with the higher percentage of residents in Belvedere and Tiburon that work outside of Marin County and thus travel longer distances.

### ***Vehicle Ownership***

Rates of vehicle ownership are quite high in the study area. In 2010, about 98% of households owned one or more vehicles, higher than the countywide average. In Belvedere, less than 1% of households do not own a vehicle and the majority of households own at least two vehicles.

**Figure 1–2: Travel Time to Work**



**Land Use**

Existing land use within the Tiburon Peninsula is predominantly low-density residential, and both the City of Belvedere and Town of Tiburon are expecting to reach build-out population within the next 5-10 years. The Town of Tiburon Housing Element identifies sites for approximately 150 additional housing units, and the City of Belvedere identifies about 30 potential new units, about a 3% growth from the existing amount of housing in each jurisdiction.

The Town of Tiburon also recently completed the Downtown Vibrancy Project, aimed at identifying ways to revitalize the downtown commercial area. The report outlines both short- and long-term improvements to help address issues of parking and circulation, barriers to pedestrian access, and a sprawling development pattern that hinder economic activity.

**Activity Centers**

Figure 1–1 on page 1-2 provides a map of the Tiburon Peninsula study area including major activity centers and other points of significance. The activity centers identified as important to the transit planning process include major employment sites, schools, community facilities, and shopping and retail centers. Descriptions of these places are provided below.

### *Employment*

There are a limited number of major employers and employment centers in the Tiburon Peninsula. The majority of employment establishments in Tiburon are professional, scientific, and technical services. While there are an average number of employers within the town, most of these establishments have very few employees. The larger employers tend to be within the accommodation and food services industry. Employment locations are generally concentrated around downtown Tiburon and Strawberry Village, the main areas zoned for office and commercial uses.

### *Schools*

Both Belvedere and Tiburon are part of the Reed Union School District (RUSD), whereas Strawberry is within the Mill Valley School District (MVSD). The Reed Union School District service area also includes a portion of east Corte Madera. All three areas are also part of the Tamalpais Union High School District (TUHSD) and the Marin Community College District. In addition to the public schools serving the area, St. Hilary School is a private elementary and middle school located in Tiburon. Table 1–3 below lists the various schools that serve the communities within the Tiburon Peninsula.

**Table 1–3: School Enrollments**

School	Grades	Location	District	Study Area(s) Served	2011-12 Enrollment
Reed Elementary School	K–2	Tiburon	RUSD	Tiburon, Belvedere	507
Bel Aire Elementary School	3–5	Tiburon	RUSD	Tiburon, Belvedere	471
Strawberry Point School	K–5	Strawberry	MVSD	Strawberry	378
Del Mar Middle School	6–8	Tiburon	RUSD	Tiburon, Belvedere	425
Mill Valley Middle School	6–8	Mill Valley	MVSD	Strawberry	738
Saint Hilary School	K–8	Tiburon	--	--	250
Tamalpais High School	9–12	Mill Valley	TUHSD	Strawberry, Tiburon (limited)	1,110
Redwood High School	9–12	Larkspur	TUHSD	Tiburon, Belvedere	1,442
Tamiscal Alternative High School	9–12	Larkspur	TUHSD	Tiburon, Belvedere	98

San Andreas Alternative High School	9–12	Larkspur	TUHSD	Tiburon, Belvedere	98
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*Reed Union School District, 2011-12; National Center of Education Statistics, 2009-10*

Reed Union School District (K-8) has experienced an average of 7% growth over the past three years and is projected to continue on this upward trend. The next five years of growth estimates at the K-8 level estimate 5% annual growth or approximately another 350 students. As these students move onto high school, increased demand for transportation services to Redwood High, Tamalpais High or other private schools in Marin County will be experienced. Home origin locations for current Reed Union School District students are shown in Appendix B.

***Other Activity Centers***

Many community buildings are concentrated in downtown Tiburon and include city recreational facilities, Town Hall, the Belvedere-Tiburon Library, and US Post Office as well as numerous shopping centers, banks, and restaurants. Woodlands Market provides grocery services and is located in the downtown area. Larger grocery stores, including Safeway and Whole Foods, are located in Strawberry and Mill Valley. CVS and Fresh & Easy will soon open in downtown Tiburon and Paradise Cove, respectively, and provide additional pharmacy and grocery services.

Major parks in the study area include Paradise Beach County Park and the Richardson Bay Lineal Park that connects Blackie’s Pasture to Cypress Grove Garden Park through a multi-use path. There are limited activity centers within Belvedere aside from City Hall located in Belvedere Park.

**Existing Transit Services and Facilities**

Existing transit services within the Tiburon Peninsula include local fixed-route service (Marin Transit Route 19), regional fixed-route service (Golden Gate Transit Route 8), the Blue and Gold Ferry, and Marin Access Paratransit service. In addition, the Angel Island Ferry provides recreational ferry service to Angel Island State Park. The fixed-route services along with designated stops and transfer locations are shown in Figure 1–3.

Transfer opportunities are also available to other Marin Transit Local routes at Strawberry Village (Reed Boulevard & Belvedere Drive). Passengers can connect to Route 17, which runs between San Rafael, Strawberry, Mill Valley, and Marin City, or Route 22, which runs between San Rafael, San Anselmo, Strawberry, Marin City, and Sausalito with connections to College of Marin and the San Anselmo Hub. Golden Gate Transit regional Route 8 and Route 10 also serve this stop in Strawberry and provide service to San Francisco.

Residents can also connect from Route 19 to the Marin Airporter at the Seminary Drive Bus Pad. Both the Seminary Bus Pad and the Tiburon Bus Pad, which are located along US-101 at Tiburon Boulevard, are served by Marin Transit Routes 22, 36, and 71 and regional Golden Gate Transit Routes 10, 18, 24, 70 and 80.

## Marin Transit Fixed Route (Local)

Marin Transit Route 19 is a fixed-route service that operates between Tiburon, Strawberry, and Marin City. The route serves downtown Tiburon and Strawberry Village and has limited trips in the morning and afternoon that also serve Belvedere and Redwood High School. Route 19 operates on both weekdays and weekends from about 7:00 a.m. to 11:00 a.m. and 2:00 p.m. to 7:30 p.m., with 60 minute headways. A final trip is made from Strawberry to Marin City at 9:00 p.m., which originates as Route 17.

### *Fares*

One-way fixed-route fares are \$2.00 for adults (ages 19–64), and \$1.00 for youth (ages 6–18), seniors (ages 65+), and disabled passengers. Up to two children age 5 and younger can ride free when accompanied by an adult. Free transfers are available between all Marin Transit and Golden Gate Transit routes within Marin County and are issued upon boarding.

Stored value cards in \$18 and \$36 denominations can be purchased and are valid trip within Marin County. These cards also provide a 10% discount off the regular adult cash fare. Daily, weekly, and monthly passes are available and allow for unlimited rides within Marin County during the valid time period. The Bay Area’s regional transit fare media card, Clipper, is also available on all fixed route services. Pricing information for these passes is shown in Table 1–4.

**Table 1–4: Marin Transit Local Fares**

	Cash Fare	Stored Value Card	1-Day Pass	7-Day Pass	31-Day Pass
Adult	\$2.00	\$1.80	\$5.00	\$20.00	\$80.00
Youth (ages 6–18)	\$1.00	\$1.00	\$2.50	\$10.00	\$40.00
Seniors (ages 65+)	\$1.00	\$1.00	\$2.50	\$10.00	\$25.00
Persons with disabilities	\$1.00	\$1.00	\$2.50	\$10.00	\$25.00
Children under 6 (must be accompanied by an adult)	Free	Free	Free	Free	Free

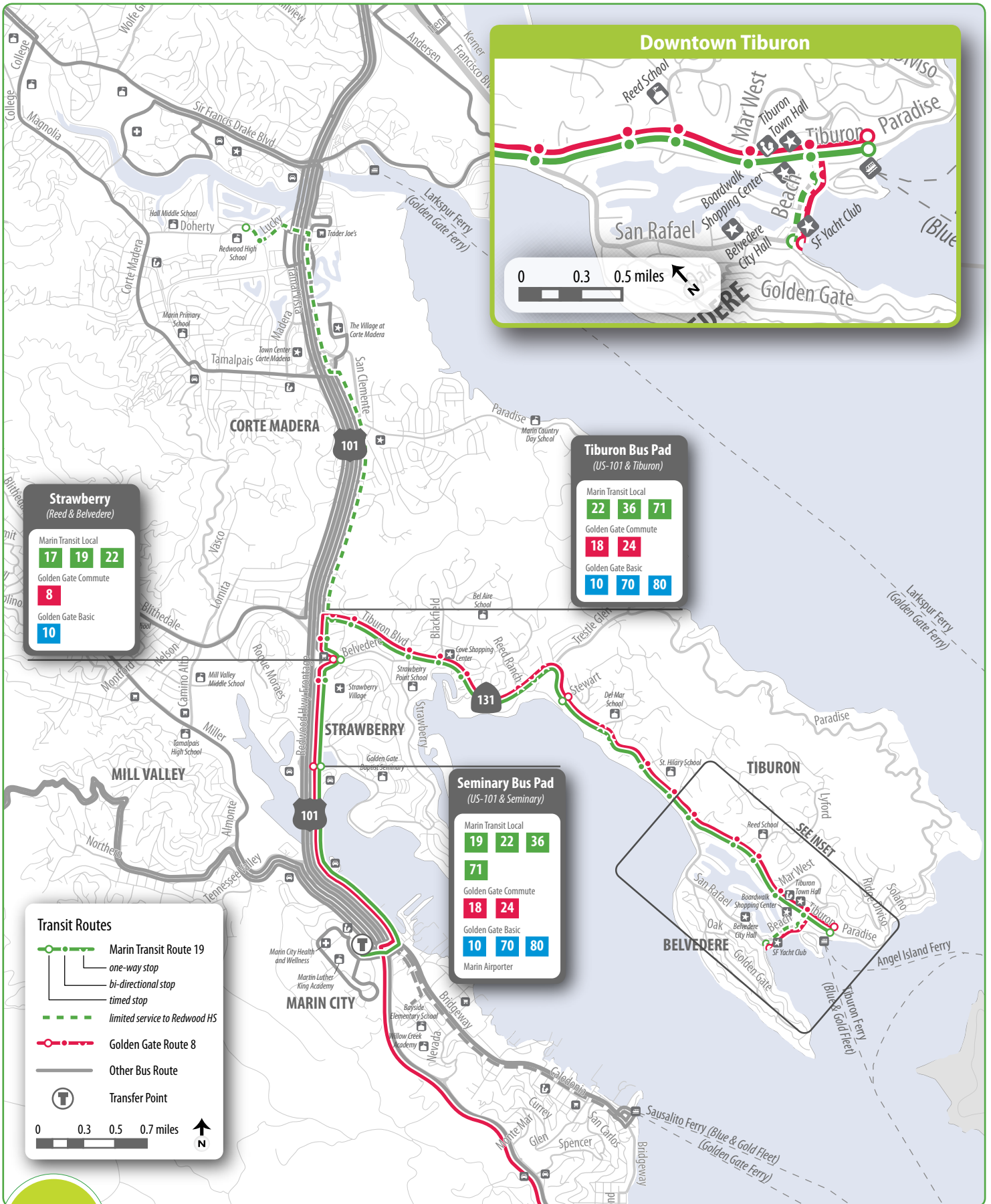


Figure 1-3: Existing Transit Services

## Golden Gate Fixed Route (Commute)

Golden Gate Transit Route 8 is a regional commute bus route that operates between Belvedere, Tiburon, Strawberry, and San Francisco. Within the study area, the route serves the same stops as Route 19 through Tiburon and Strawberry followed by the Spencer Ave bus pad and continuing along US-101 to San Francisco. The service operates Monday through Friday except on holidays, with two southbound trips in the morning between 6:30 a.m. and 8:30 a.m. and one northbound trip in the evening from 5:00 p.m. to 6:30 p.m.

### *Fares*

Fares on Golden Gate Transit services depend on the distance traveled, as shown in Table 1–5. The Tiburon Peninsula study area is located within Zone 2.

Youth (ages 6–18), seniors (ages 65 and over), disabled passengers, and Medicare card holders receive a 50% discount off the adult cash fares. Up to two children ages 5 and under ride free when accompanied by an adult. Passengers can also receive a 20% discount when using a Clipper card. Marin Transit Value Cards can also be used for travel within Marin County.

**Table 1–5: Golden Gate Transit Adult Cash Fares**

Zone	To/From Tiburon Peninsula	
San Francisco	1	\$4.25
	2	\$2.00
Marin County	3	\$2.00
	4	\$2.00
	5	\$6.50
Sonoma County	6	\$7.50

*Source: Golden Gate Transit Guide, Spring 2012*

## Blue and Gold Ferry

The Blue & Gold Fleet offers service between the Tiburon Ferry Terminal, located at Main Street and Tiburon Boulevard, and San Francisco, including both the Ferry Building and Pier 41. During the winter season, from November to April, there are seven commute service trips between Tiburon and the Ferry Building in each direction during the weekdays, and four to five regular service trips in each direction between Tiburon and Pier 41 daily. From May through October, some regular service trips also serve the Ferry Building, in addition to Pier 41. Commute services to the Ferry Building generally run from 5:30 a.m. to 8:00 p.m. and regular services to Pier 41 run from about 9:30 a.m. to 8:30 p.m. During the summer season, an additional late evening trip is provided on Fridays, which runs until 10:00 p.m.



*Fares*

One-way fares are \$10.50 for adults (ages 13–64), and \$6.25 for children (ages 5 – 12) and seniors (ages 65 and over). Children under 5 can ride free when accompanied by a paying adult. Tiburon 20-ticket commute books are also available for \$140.

**Marin Access Paratransit**

Marin Access provides door-to-door ADA paratransit services within Marin County and is operated under contract by Whistlestop Wheels. All passengers must be ADA-certified and meet certain eligibility criteria. In accordance with ADA, mandated paratransit services operate during the same hours and days of the week as comparable local bus service. Service is provided within  $\frac{3}{4}$ -mile of existing non-commute bus routes during the hours that they are in operation. Service beyond the  $\frac{3}{4}$ -mile buffer or beyond the hours of operation for the route is also available for an additional fare. Trip reservations must be made at least one day in advance, and can be made up to a week ahead of time. All ADA mandated trips are scheduled within one hour before or after the requested time.

*Fares*

One-way fares for a local ADA paratransit trip that begins and ends within the regular service area is \$2.00, either in cash or with a ticket that can be purchased in books of 10. One-way fares for a trip that begins or ends outside of the regular service area is \$2.50. Regional paratransit fares for service outside of Marin are higher (and based on the zone fare system of the regional transit provider Golden Gate Transit).

**Existing Transit Use**

The following sections summarize ridership and performance of the existing transit services described above. Current transit user profiles are also presented, which includes the results of onboard surveys conducted for Route 19 and the Blue & Gold ferry, as well as other passenger information,

**Marin Transit Route 19***Existing Ridership*

Route 19 is the lowest producing local bus in the Marin Transit system in terms of both total passengers and passengers per hour. The overall 15.4 passenger per hour productivity level falls short of the agency's current 20.0 passenger per hour performance standard. Isolating the two morning and two afternoon trips that serve Redwood High School, productivity on these four trips is approximately 45 passengers per hour, well above the productivity standard. The remaining weekday service (non-school trips) averages 14 passengers per hour and weekend services averages 9.5 passengers per hour.

Ridecheck data includes daily boarding and alighting activity at each stop and was collected along Route 19 during October 2011. Maps indicating average daily boardings and alightings at each of the stops are shown in Figure 1–4 and Figure 1–5, for weekday and weekend respectively. A table of average daily boardings and alightings is provided in Appendix A.

Average weekday ridership on Route 19 is about 345 passengers per day, and average weekend ridership is about 280 passengers per day. The majority of boarding activity as well as total activity during the weekday was observed at Redwood High School, and this stop is served by only four trips per day. The high ridership at this stop is attributed to significant service demand among high school students. The average amount of daily boardings at this stop is also significantly higher than alightings, indicating that more students are taking only the afternoon service at the end of the school day. The final stop at Tiburon Boulevard and Main Street has the highest proportion of alightings, probably due to a combination of transferring passengers and passengers with final destinations within downtown Tiburon.

During the weekend, ridership activity, particularly the amount of boardings, increases significantly at Marin City Transit Hub and the intersection of Reed Boulevard and Belvedere Drive near Strawberry Village. The majority of total boarding and alighting activity, as well as the highest percentage of alightings, occurs at Tiburon Boulevard and Main Street during the weekend.

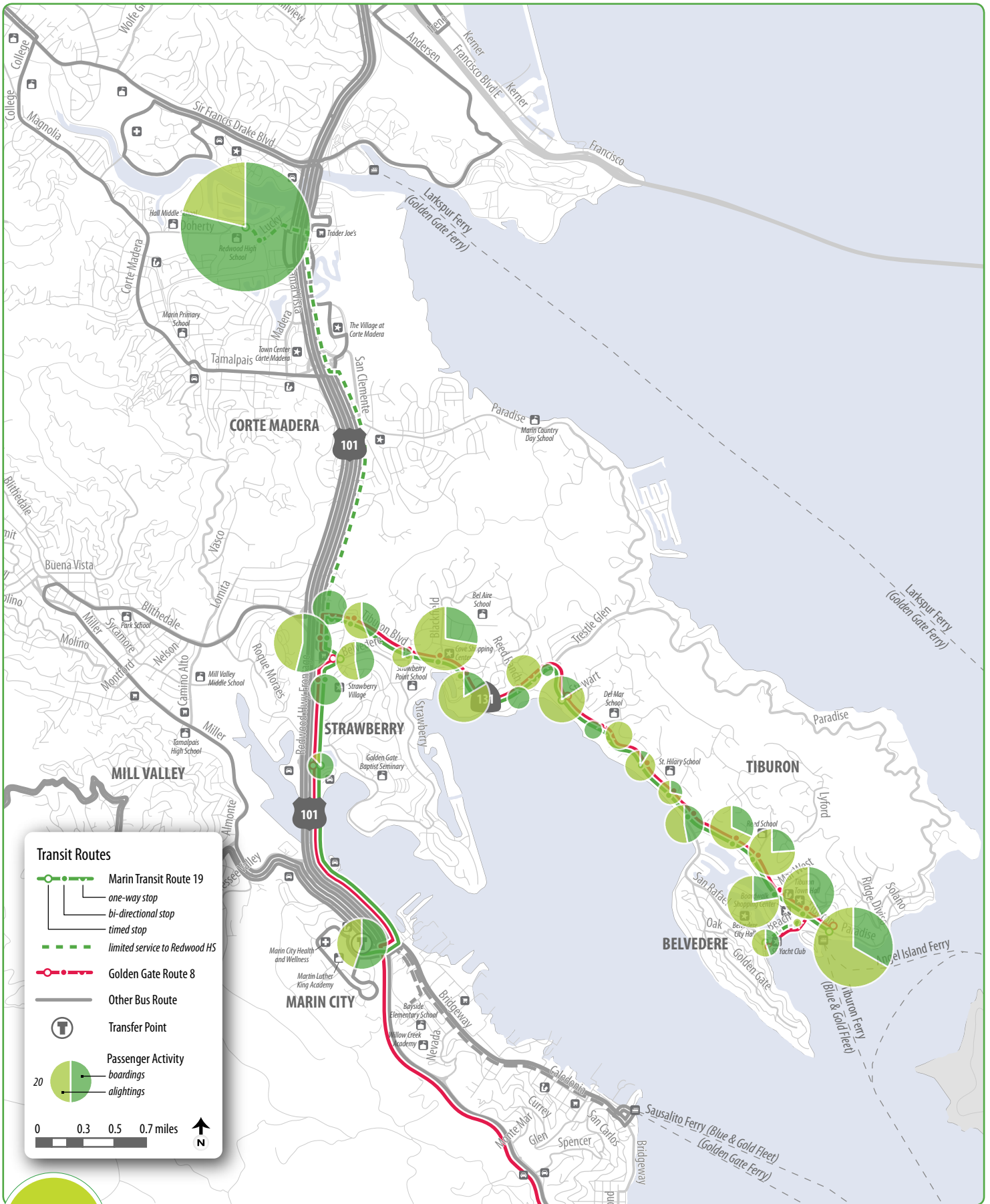


Figure 1-4: Marin Transit Route 19 – Weekday Boardings and Alightings

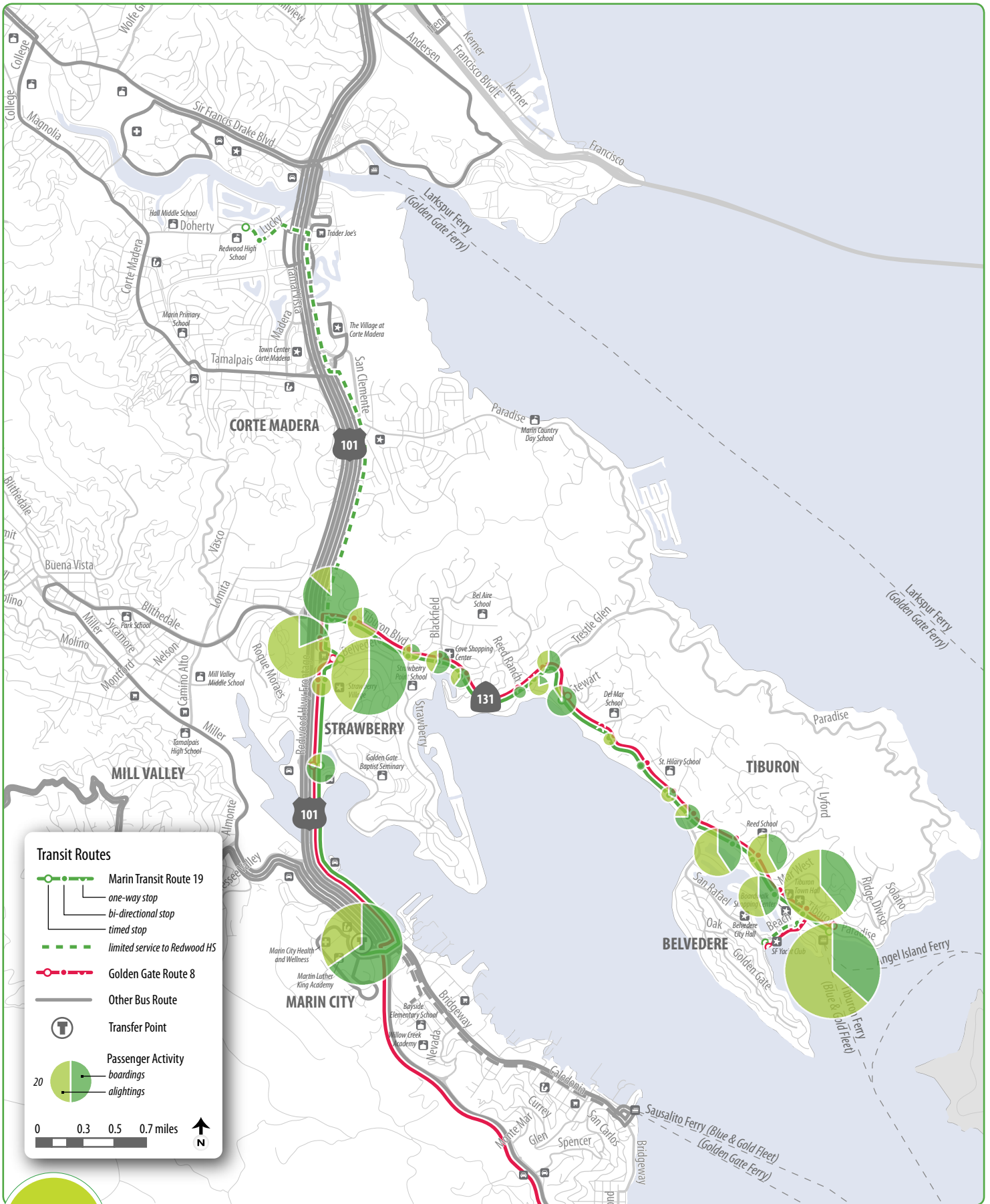


Figure 1-5: Marin Transit Route 19 – Weekend Boardings and Alightings

### *Performance Measures*

Table 1–6 below shows a summary of various performance measures for Route 19 over the past three years. These measures give an indication of the productivity and cost effectiveness of the service. Revenue hours were reduced significantly between FY2009-10 and FY2010-11. This reduction corresponds to a similar decrease in operating cost and passengers, as well as passenger revenues. Passengers per revenue hour, an indicator of service efficiency, has increased steadily over the past three years but still remains below the agency’s target of 20 passengers per hour. The average cost per revenue hour, an indicator of the cost effectiveness of the service, has also increased due to increasing costs to operate the service. Over the last year, average subsidy per passenger and farebox recovery have remained relatively constant and fall short of the agency’s \$5.00 per passenger subsidy target.

**Table 1–6: Marin Transit Route 19 Performance Measures**

	FY2008-09	FY2009-10	FY2010-11
Passengers	78,770	84,828	72,989
% Change		7.7%	-14.0%
Revenue Hours	6,458	6,190	4,746
% Change		-4.1%	-23.3%
Operating Costs	\$751,408	\$809,720	\$698,604
% Change		7.8%	-13.7%
Passenger Revenue	\$78,182	\$99,661	\$84,649
% Change		27.5%	-15.1%
Operating Subsidy	\$673,226	\$710,059	\$613,955
% Change		5.5%	-13.5%
Passengers per Revenue Hour	12.2	13.7	15.4
% Change		12.3%	12.2%
Subsidy per Passenger	\$8.55	\$8.37	\$8.41
% Change		-2.1%	0.5%
Cost per Revenue Hour	\$116.36	\$130.81	\$147.20
% Change		12.4%	12.5%
Farebox Recovery	10.4%	12.3%	12.1%
% Change		18.3%	-1.6%

## Golden Gate Route 8

### *Existing Ridership*

Boarding and alighting information on Route 8 was obtained from Golden Gate Transit to further understand the commute market use the bus in Tiburon. Over the past year, average daily ridership was about 13 passengers per trip (only one trip) in the northbound direction and 45 passengers, or 22 passengers per trip, in the southbound direction.

In the southbound direction, the majority of boarding activity occurs in Strawberry, at Reed Boulevard & Belvedere Drive, followed by the Spencer Avenue Bus Pad. In the northbound direction, the majority of alighting activity occurs at Tiburon Boulevard & Greenwood Cove Road and at Reed Boulevard & Belvedere Drive. These observations indicate that many using the commute bus provided for the study area are getting on and off at locations outside Tiburon.

### *Performance Measures*

A summary of performance measures over the past three years is shown for Route 8 in Table 1–7 below. Revenue hours were reduced significantly from FY2008-09 to FY2009-10 and then restored the following year. Fluctuations in operating costs and passenger revenues were consistent with this change. However, total ridership has been steadily decreasing over the past three years, resulting in drops in passengers per revenue hour and farebox recovery as well as increases in cost per hour and passenger subsidy.

**Table 1–7: Golden Gate Route 8 Performance Measures**

	FY2008-09	FY2009-10	FY2010-11
Passengers	21,639	17,153	14,533
<i>% Change</i>		-20.7%	-15.3%
Revenue Hours	1,314	1,025	1,068
<i>% Change</i>		-22.0%	4.2%
Operating Costs	\$394,601	\$289,814	\$371,313
<i>% Change</i>		-26.6%	28.1%
Passenger Revenue	\$60,818	\$45,278	\$45,545
<i>% Change</i>		-25.6%	0.6%
Operating Subsidy	\$333,783	\$244,536	\$325,768
<i>% Change</i>		-26.7%	33.2%
Passengers per Revenue Hour	16.5	16.7	13.6
<i>% Change</i>		1.6%	-18.7%
Subsidy per Passenger	\$15.43	\$14.26	\$22.42
<i>% Change</i>		-7.6%	57.2%

Cost per Revenue Hour	\$300.32	\$282.75	\$347.67
% Change		-5.9%	23.0%
Farebox Recovery	15.4%	15.6%	12.3%
% Change		1.4%	-21.5%

Source: Golden Gate Transit

## Blue and Gold Ferry

### *Ridership*

Total annual ridership in 2011 on the Blue & Gold Fleet regular and commuter services between Tiburon and San Francisco is summarized in Table 1–8. Ridership on commute services makes up about 60% of total ridership, and annual ridership on regular services is split fairly evenly between weekdays and weekends. Commute services average about 625 riders per day, while regular services average 200 riders per weekday and 480 riders per weekend.

**Table 1–8: Blue & Gold Tiburon Ferry Ridership**

Service	Average Weekday	Average Weekend	Annual Weekday	Annual Weekend
Commute	625	-	162,232	-
Regular	200	480	55,468	50,664
Total	825	480	217,700	50,664

Source: Blue and Gold Fleet, February 2012

Overall ridership also varies significantly depending on the season, mostly due to added frequency of service and to changes in weather. While commute service ridership experiences slight increases during the summer, ridership on the regular Tiburon–San Francisco service peaks around July with over three times the amount of riders monthly than in the winter months. Figure 1–6 shows the variation in monthly ridership in 2011 for the ferry services.



**Figure 1–6: Blue & Gold Tiburon Ferry Monthly Ridership**

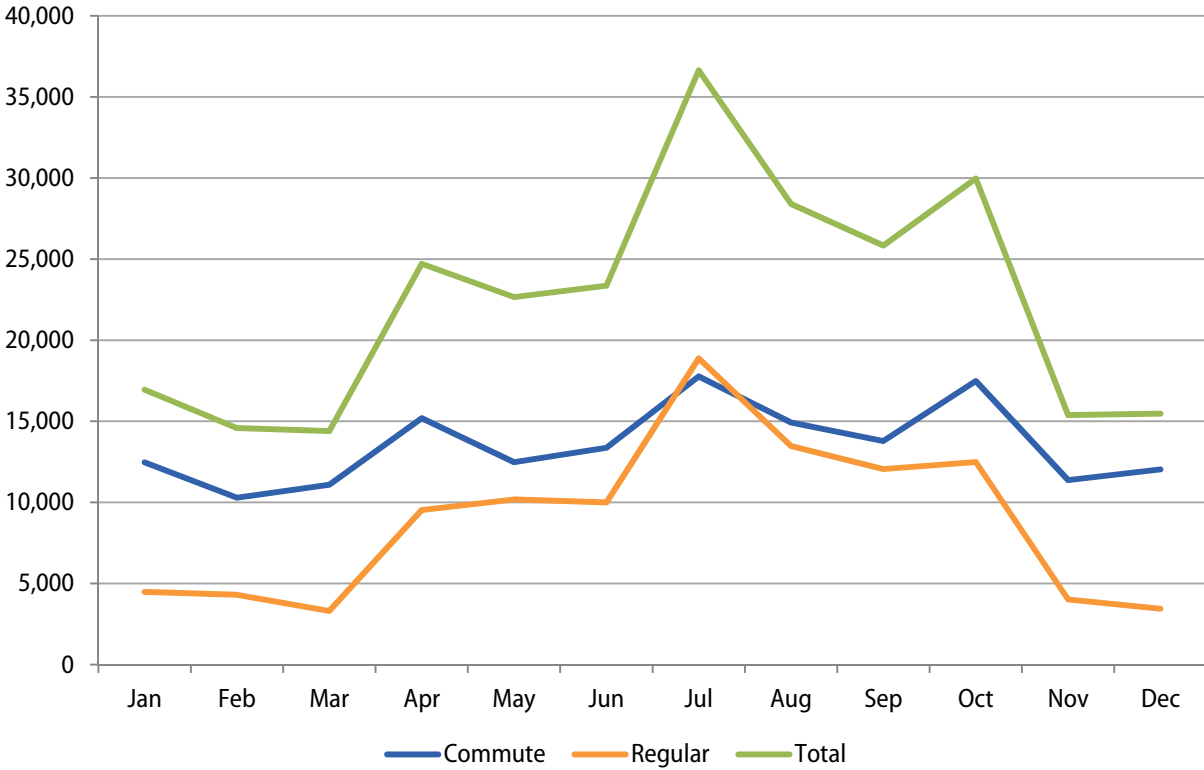


Table 1–9 below shows average monthly ridership by sailing time on the Tiburon ferry commute services for morning trips to San Francisco and evening trips to Tiburon. Peaks in ridership occur during the morning commute around 7:50 a.m. and during the evening commute around 5:25 p.m.

**Table 1–9: Blue & Gold Tiburon Commute Ridership by Trip Time**

Sailing Time <sup>(1)</sup>	Average Monthly Passengers
Tiburon to San Francisco	
6:00 a.m.	444
6:50 a.m.	1,038
7:50 a.m.	2,338
8:45 a.m.	1,480



San Francisco to Tiburon	
4:25 p.m.	1,602
5:25 p.m.	2,232
6:15 p.m.	1,399
7:15 p.m.	607

Notes:

1. Sailing Times vary slightly between Summer/Fall and Winter/Spring seasons

Source: Blue & Gold Fleet, 2011

### Marin Access Paratransit

#### Ridership

In FY2010-11 4,023 trips were made on paratransit with origins or destinations in the Tiburon Peninsula, comprising about 4% of all paratransit trips in Marin County. This amounts to an average of about 11 trips per day.

### Transit User Profiles

Onboard surveys were conducted on Marin Transit Route 19, as well as the Blue and Gold Fleet ferry service to and from Tiburon. These surveys were used to collect information on passenger travel patterns, including origin and destination, as well as opinions regarding existing transit service options and demographic information. Table 1–10 below summarizes some of the results of these surveys, as well as the results of an onboard survey conducted in 2008 for Golden Gate Route 8, for comparison.

**Table 1–10: Passenger Profile by Service**

	Marin Transit Route 19	Golden Gate Route 8	Blue & Gold Fleet Tiburon Ferry
<b>Access Mode</b>			
Walk	72%	82%	63%
Drive	1%	16%	11%
Transit	18%	0%	5%
Bicycle	1%	2%	8%
Dropped Off	6%	2%	8%
Other	2%	0%	5%

	Marin Transit Route 19	Golden Gate Route 8	Blue & Gold Fleet Tiburon Ferry
<b>Trip Purpose</b>			
Work	64%	96%	90%
School	4%	2%	4%
Medical	2%	2%	0%
Shopping	9%	0%	0%
Recreational/Social	16%	0%	4%
Other	5%	0%	3%
<b>Age</b>			
17 years or younger	6%	0%	0%
18 to 24 years	16%	2%	1%
25 to 44 years	35%	43%	30%
45 to 64 years	38%	53%	45%
65 years and over	5%	2%	24%
<b>Household Income</b>			
Under \$25,000	66%	0%	1%
\$25,000 to \$49,999	23%	7%	3%
\$50,000 and over	11%	93%	96%
<b>City of Residence</b>			
Tiburon	18%	60%	83%
San Rafael	36%	0%	0%
Mill Valley	11%	31%	7%
Corte Madera	0%	2%	0%
Sausalito	2%	2%	0%
Other	33%	0%	10%

Source: Marin Transit Route 19 Onboard Survey, 2012; Golden Gate Regional Customer Study, 2008; Blue & Gold Fleet Onboard Survey, 2012

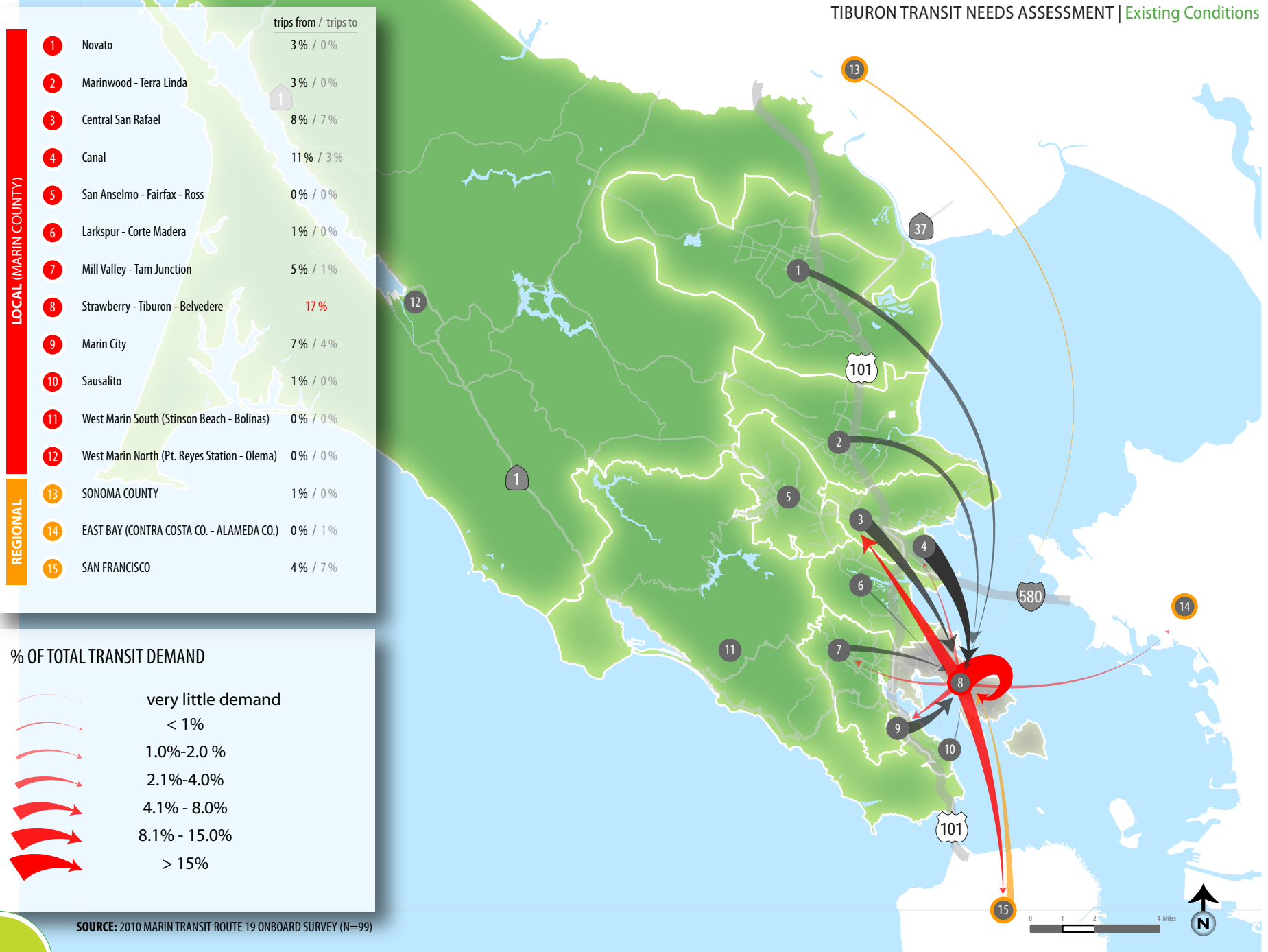
### *Route 19 Onboard Survey*

The Route 19 onboard survey was distributed in October of 2011 and a total of 99 responses were collected. Figure 1–7 shows travel patterns of the respondents based on general transit planning zones. The majority of trips made on Route 19 began and ended within the Tiburon planning area, followed by San Rafael as a major origin and destination. San Francisco was also a major destination for respondents originating in Tiburon, and Marin City and the Canal were major origins for those with destinations in Tiburon.

Figure 1–8 shows origin and destination locations indicated by survey respondents. Passengers generally start or end their trips in the Tiburon Peninsula, Mill Valley, or Marin City within a fairly close distance to the transit route. The highest concentration of origins and destinations is in downtown Tiburon.

The majority of respondents using Route 19 were traveling between home and work. Almost three-quarters of the respondents indicated that they do not have access to a personal vehicle, and about two-thirds walked to and from the bus stop. Over half of those surveyed indicated that they chose to ride the bus because of a lack of other travel options. About a quarter of respondents needed to transfer, either to get to the bus stop or to their final destination.

Two-thirds of the respondents have annual household incomes less than \$25,000, and about 90% have incomes less than \$50,000. The majority of riders surveyed are between the ages of 25 and 64, and only 5% are 65 and older.



SOURCE: 2010 MARIN TRANSIT ROUTE 19 ONBOARD SURVEY (N=99)



Figure 1-7: Marin Transit Route 19 Travel Demand Profile

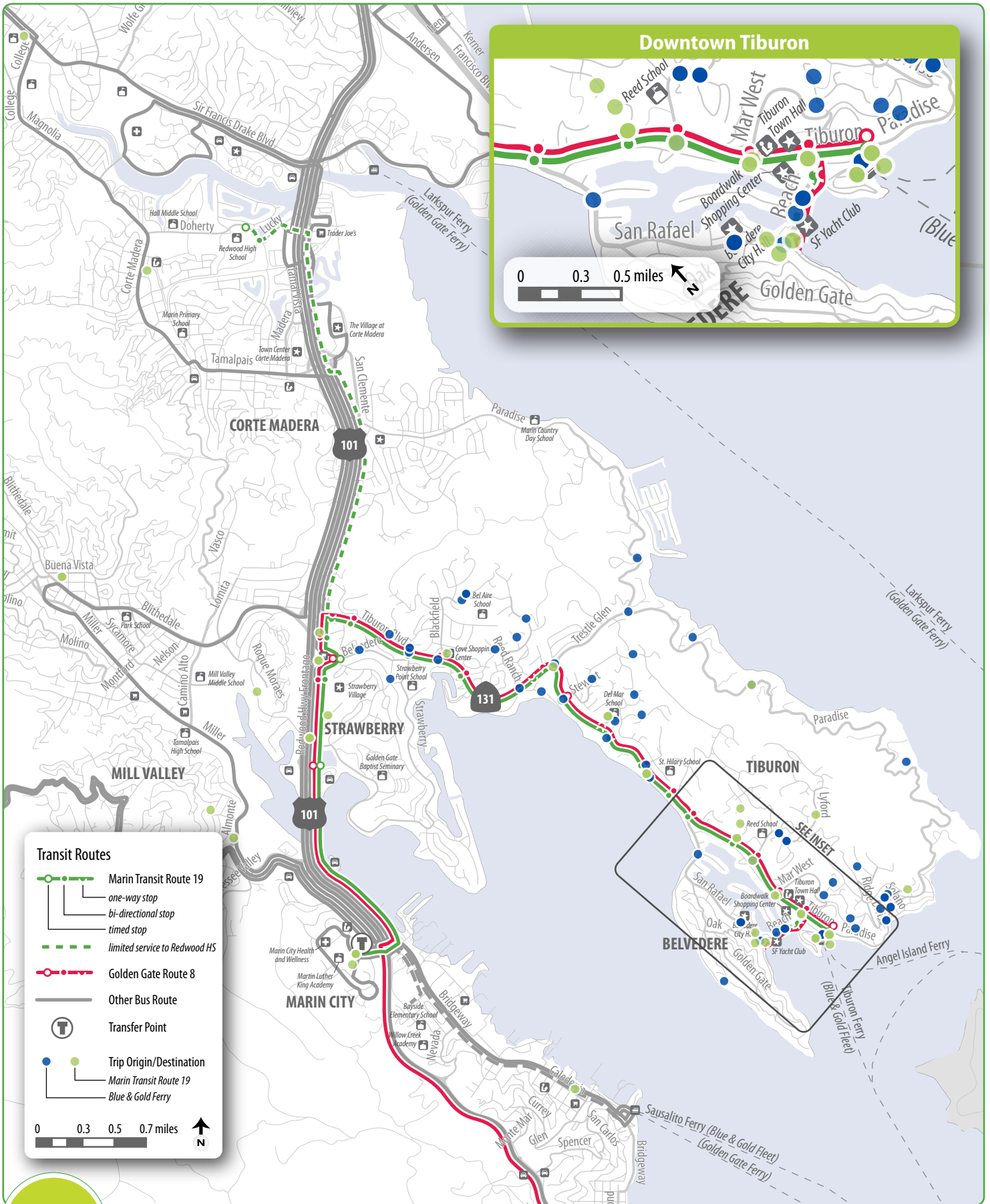


Figure 1–8: Marin Transit Route 19 and Blue & Gold Ferry – Origins and Destinations



### *Blue and Gold Ferry Survey*

The Blue & Gold Fleet onboard survey was distributed in January 2012 and a total of 84 responses were collected. The majority of trips reported were between San Francisco and the Tiburon planning area, specifically Tiburon and Belvedere. A small number of trips, about 2%, were also being made to destinations in Mill Valley. Figure 1–8 on page 1-23 shows origin and destination locations indicated by survey respondents. Overall, passengers are mostly starting or ending their trips within the Tiburon Peninsula. There is a slight concentration of origins and destinations around downtown Tiburon, but most are scattered around Tiburon Boulevard and Paradise Drive.

An overwhelming majority, about 95%, of respondents were traveling between home and work. A small 2% of trips were being made for school, specifically to Golden Gate University. About half of the passengers surveyed walked to the ferry terminal or to their final destination, and about 15% were picked up or dropped off. Only 5% took transit (primarily Muni or BART on the San Francisco side) to or from the ferry.

Convenience and avoiding traffic or parking were cited as the main reasons for choosing to take the ferry. About three-quarters of respondents indicated that driving would be their alternative had the ferry service not been available. About 80% of passengers use the ferry five or more times per week, and 60% have been using the ferry for more than three years.

Survey respondents indicated that increased service frequency, closer stop locations, quicker travel-time, and more peak-hour service were the most important improvements that would influence them to use bus transit.

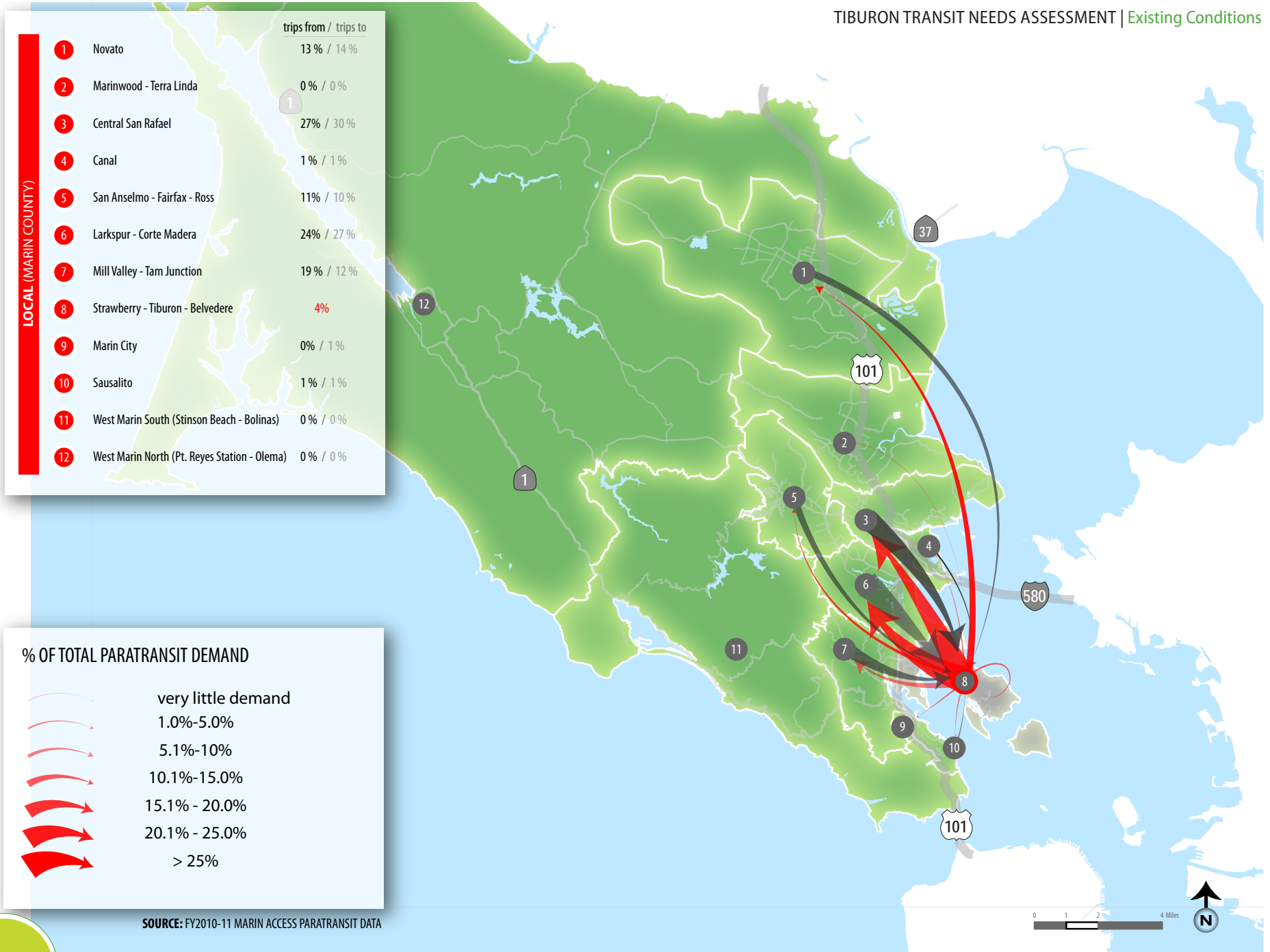
Almost all respondents have a valid driver license and access to a personal vehicle. About three-quarters are employed full-time, and none are unemployed. About 96% had annual household incomes greater than \$50,000, and almost a quarter of riders are 60 years or older.

### *Local Paratransit Travel Patterns*

Local paratransit data from FY2010-11 was analyzed to determine travel patterns and major origin and destination locations. Figure 1–9 shows travel patterns based on general transit planning zones of paratransit users with origins or destinations in Tiburon, Strawberry, or Belvedere. Of the paratransit trips originating in the Tiburon study area, about a third had destinations in San Rafael. Other major destination locations include Corte Madera, Mill Valley, and Novato. For trips with destinations in the Tiburon Peninsula, San Rafael and Mill Valley are the major origins.

Figure 1–10 shows local paratransit trip origins within the Tiburon Peninsula. Origins are generally concentrated around downtown Tiburon, near the Cove Shopping Center, at Tiburon Boulevard and Blackfield Drive, and Strawberry Village along Redwood Frontage Road.





SOURCE: FY2010-11 MARIN ACCESS PARATRANSIT DATA



Figure 1-9: Local Marin Access Paratransit Travel Demand Profile

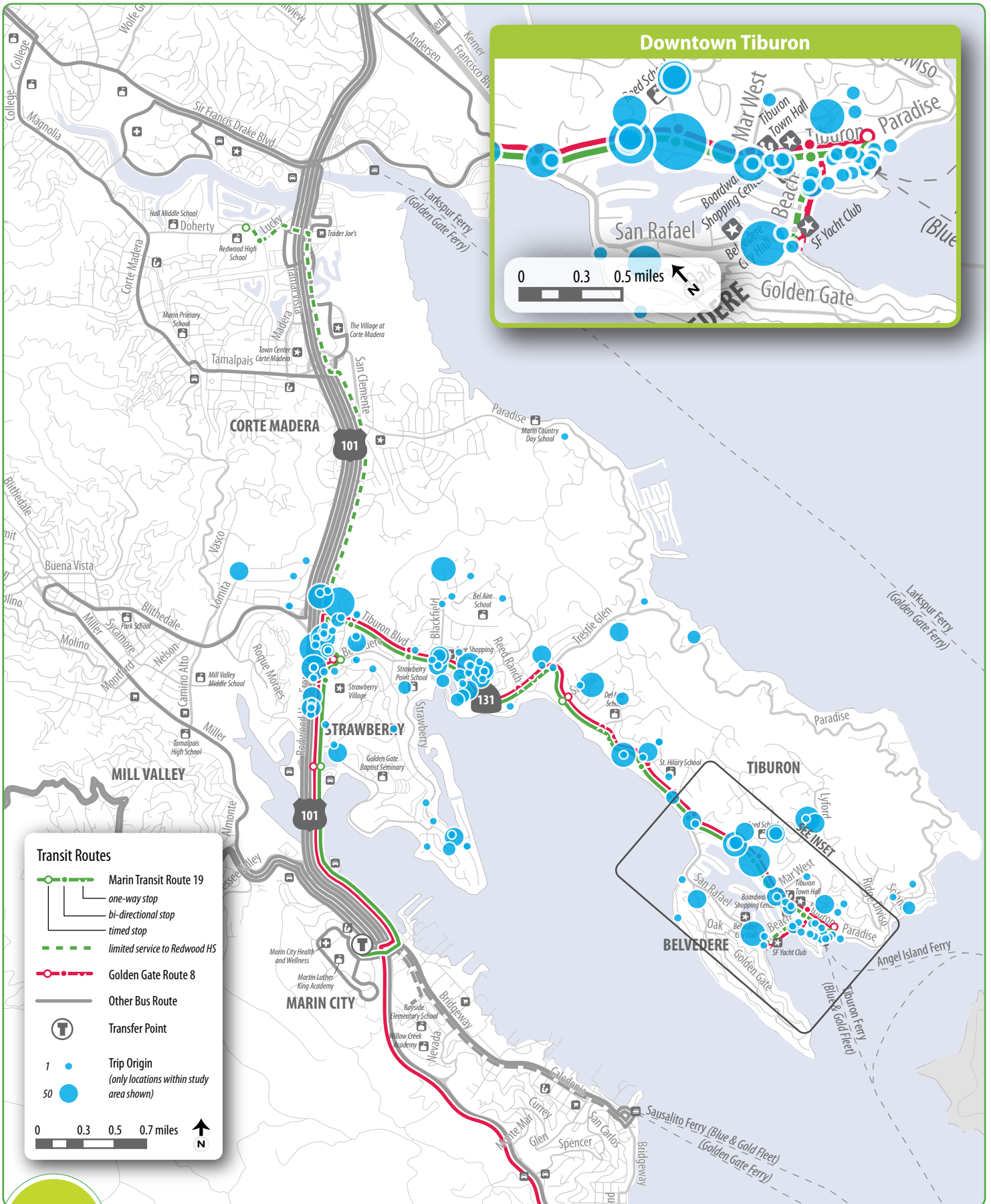


Figure 1-10: Local Marin Access Paratransit – Origins



## Chapter 2: Public Involvement Program and Support

To ensure a proper understanding of the current transit issues and future needs for the Peninsula communities of Tiburon, Belvedere, and Strawberry, the Needs Assessment required a complimentary blend of technical analysis with extensive public engagement of a very diverse target audience. The strategic Public Involvement Program that was developed and implemented encouraged active participation and development of community partners throughout each step of the study. The program was multi-faceted and designed to tap into established and trusted communication mediums (such as the Tiburon Talk Newsletter and The Ark) to promote, educate, and seek input from key stakeholders.

The consultant team (led by HDR Engineering, Inc.) worked as an extension of Marin Transit staff, acting as a liaison between the community and Project Team to ensure that all community concerns were heard, recorded, and sufficiently addressed throughout the process. Table 2–1 provides a summary of the outreach participation at various stages of the project.

**Table 2–1: Outreach Participation Summary**

Outreach Session	Representative Group	Input Method	Total Participants
Project Technical Advisory Committee (TAC)	Technical representatives from local jurisdictions, transit agencies, etc. (see Table 2–3)	In person meetings	10 ( three meetings)
Stakeholder Interviews	Representatives from local business, neighborhood associations, schools, etc.	In person and telephone meetings	77
Route 19 Rider Survey	Current local transit riders	Paper survey distributed on vehicle	99
Ferry Rider Survey	Current ferry riders	Paper survey distributed on ferry	84
General Public Survey	Tiburon Peninsula Residents and interested parties	Online survey	183
Alternatives Workshop	Tiburon Peninsula Residents and interested parties	Community workshops	35 ( two workshops)
Alternatives Survey	Tiburon Peninsula Residents and interested parties	Online survey	61
<b>Total:</b>			<b>550</b>

## Technical Advisory Committee

At the heart of the program was the creation of a Technical Advisory Committee (TAC) to provide local knowledge and expertise to the Project Team. The TAC was made up of a variety of community leaders representing transit agencies, the business and residential community, local government, emergency services, the school districts and senior population. The TAC acted as a strategic guide in understanding the technical issues, expressing the needs of the greater community or constituency they represented and worked collaboratively to address key issues. The TAC provided a direct link and conduit to the greater community to ensure that project information was disseminated and valuable input received by Marin Transit.

TAC meetings were held on December 14, 2011, March 20, and May 16, 2012.

**Table 2–2: Technical Advisory Committee Members**

Name (alphabetic by first name)	Title	Organization
Amy Van Doren	Director of Operations	Marin Transit
David Davenport	Associate Planner	Golden Gate Transit
Felicia Wheaton	Assistant City Manager	City of Belvedere
Jim Fraser	Mayor	Town of Tiburon
Leslie Alden	Aide to Supervisor Kathrin Sears	Marin County
Mike Cronin	Police Chief	Town of Tiburon
Paul Branson	Community Mobility Manager	Marin Transit
Peggy Curran	Town Manager	Town of Tiburon
Robert Betts	Senior Transit Planner	Marin Transit
Terry Scussel	General Manager of Transportation Services	Whistlestop Wheels

## Stakeholder Interviews/Meetings

Along with the TAC, a far-reaching stakeholder outreach program played a critical role in the early promotion of the needs assessment and gathering valuable input from target audiences. Communication with targeted stakeholders began immediately and continued throughout the study. Discussions were held as in-person interviews, presentations, or telephone discussions. The following meetings/interviews were held during the study. Copies of available meeting summaries can be found in Appendix C.

**Table 2–3: Summary of Stakeholder Interviews**

Category	Stakeholder	Method	Date of Completion
Businesses	Tiburon Peninsula Chamber of Commerce	Meeting	February 1, 2012
	Belvedere Land Company – Jim Allen	Meeting	February 1, 2012
	Marin Transit Mobility Manager – Paul Branson	Meeting	February 23, 2012
	Sam’s Café – Steve Sears	Meeting	February 27, 2012
	Blue & Gold Fleet – Carolyn Horgan	Meeting	February 8, 2012
	Angel Island/Tiburon Ferry – Maggie McDonogh	Meeting	March 1, 2012
	Servino’s Restaurant – Angelo Servino	Meeting	March 19, 2012
	SF Yacht Club – Steve De Petro	Phone Interview	March 20, 2012
City	Tiburon Planning and Public Works Staff – Daniel Watrous, Nicholas Nguyen, and Scott Anderson	Meeting	February 1, 2012
	Marketing & Communications Task Force – Janice Anderson-Gram	Meeting	February 28, 2012
	Belvedere City Staff	Meeting	February 29, 2012
Education	St. Hilary’s School – Charley Hayes	Meeting	February 17, 2012
	Redwood High School – LaSandra White	Meeting	March 1, 2012
Elected Officials	Tiburon City Council – Mayor Jim Fraser & Councilmember Alice Fredericks	Meeting	February 17, 2012
	Belvedere City Council – Councilmember Sia Barmand	Phone Interview	February 28, 2012
	Belvedere City Council – Vice Mayor Sandy Donnell and Councilmember John Telischak, Councilmember Tom Cromwell	Meetings	February 29, 2012
Neighborhood/HOA	Chandler’s Gate HOA	Post Info on Bulletin Board	February 16, 2012
	Del Mar Valley POA	Post Info on Next Door	February 16, 2012
	Marinero Owners Association	E-blast to Members	February 16, 2012
	Hawthorne Terrace Neighborhood Group – Sandra Smith, Stan Smith, Ken Weil, and Sara Klein	Meeting	February 21, 2012

Category	Stakeholder	Method	Date of Completion
	Mt. Tiburon HOA – Joe Shekou	Meeting	February 22, 2012
	Belveron East Neighborhood Association – Marti Andrews	Meeting	February 27, 2012
	Lyford’s Cove, Old Tiburon HOA	Meeting	March 5, 2012
Organizations	Marin County Commission on Aging – Alan Bortel, Lori Holaday and Vera Gertler	Meeting	February 10, 2012
	CART Meeting Attendance	Meeting	February 10, 2012 & March 9, 2012
	Marin Village – Ellie Bloch	Meeting	February 17, 2012
	Latino Council of Marin / Hispanic Chamber of Commerce of Marin – Cecilia Zamora	Meeting	February 28, 2012

Other critical elements of the public involvement program included: a contact database of approximately 335 contacts, project specific webpage on the Marin Transit website at [www.marintransit.org](http://www.marintransit.org), regular e-blasts, bi-lingual project materials, media coordination (press releases, ads and articles), creation and distribution of transit specific on-board surveys as well as a general online survey (over 180 submitted), extensive in-person or telephone interviews and management of two public events (a Strawberry Open House and booth at the Friday Nights on Main event) to showcase draft transit alternatives. A summary of the public events and materials can be found in Appendix D.

### Summary of Comments

Throughout the entire public involvement process, hundreds of comments were recorded and documented through a comments matrix. The comments matrix was utilized as a valuable resource in understanding the key issues and concerns expressed by the public, as well as assisting in developing possible transit scenarios to be evaluated through the screening process.

Through the public involvement program five key market sectors emerged and included:

1. Business Community
2. Residential Community
3. City Government/Staff
4. Senior Population
5. Student/Education Population

The following table demonstrates the key issues/concerns that were addressed within each market sector.

**Table 2–4: Summary of Stakeholder Comments and Themes**

Stakeholder Group	General Comment Themes	Stakeholders Met With
<b>Business Owners &amp; Agencies</b>	<p>Largest Transportation Issue:</p> <ul style="list-style-type: none"> <li>• Traffic on Tiburon Boulevard during the weekdays</li> </ul> <p>Transit Markets:</p> <ul style="list-style-type: none"> <li>• Service Workers, Students, Seniors</li> </ul> <p>Current Service Concerns:</p> <ul style="list-style-type: none"> <li>• The current service does not run late enough for staff to use</li> <li>• Most workers carpool in to work but variation in the shift schedules make it challenging to get off at the same time</li> <li>• Current shifts: (8AM-4PM day shift, 3PM-11PM night shift)</li> </ul> <p>Possible Enhancements:</p> <ul style="list-style-type: none"> <li>• More flexibility with the return trip would be the immediate need for service workers with shift variation</li> <li>• A demand response model may work better than a fixed route service</li> <li>• Something even like a flex route would be of value</li> <li>• Interested in shuttle system that feeds Downtown businesses</li> <li>• Most restaurant staff (including the Latino community) have smart phones so Real-time information would benefit this user group</li> <li>• Better promotion of real-time information in places like restaurant kitchens, at bars, or at interactive kiosks</li> <li>• Key Destination Shuttles/Connections - Would be interested in opportunities to connect to key tourist</li> </ul>	<ol style="list-style-type: none"> <li>1. Angel Island Ferry <ul style="list-style-type: none"> <li>• Maggie McDonogh</li> <li>• Richard Neil Snyder</li> </ul> </li> <li>2. Belvedere Land Co. <ul style="list-style-type: none"> <li>• Jim Allen</li> </ul> </li> <li>3. Blue &amp; Gold Fleet <ul style="list-style-type: none"> <li>• Carolyn Horgan</li> </ul> </li> <li>4. Downtown Tiburon Vibrancy and Marketing and Communication Taskforce Representative <ul style="list-style-type: none"> <li>• Janice Anderson-Gram</li> </ul> </li> <li>5. Latino Council/Marin County Hispanic Chamber <ul style="list-style-type: none"> <li>• Cecilia Zamora</li> </ul> </li> <li>6. Sam’s Café <ul style="list-style-type: none"> <li>• Steve Sears</li> <li>• Kitchen/Shift Mgrs.</li> </ul> </li> <li>7. Servinos <ul style="list-style-type: none"> <li>• Angelo Servino</li> </ul> </li> <li>8. SF Yacht Club <ul style="list-style-type: none"> <li>• Steve De Petro</li> </ul> </li> </ol>

Stakeholder Group	General Comment Themes	Stakeholders Met With
	<p>destinations from Tiburon such as: Muir Woods Shuttle, GG Bridge visitor lots, and Disney museum at Presidio</p>	
<p><b>Elected Officials &amp; City Staff</b></p>	<p>Largest Transportation Issue:</p> <ul style="list-style-type: none"> <li>• Peak Hour congestion along Tiburon Blvd. especially at school bell times</li> <li>• Transportation for construction workers</li> <li>• Lack of coverage in residential areas/hills</li> <li>• Transit Options for Ferry riders (parking is expensive and limited)</li> <li>• Senior Mobility</li> </ul> <p>Transit Markets:</p> <ul style="list-style-type: none"> <li>• Service Workers, Students, Seniors, Ferry Users</li> </ul> <p>Current Service Concerns:</p> <ul style="list-style-type: none"> <li>• Lack of shuttle options for Ferry connections</li> <li>• Infrequency and inconvenience of existing service</li> <li>• Lack of reach to residential hill areas</li> <li>• Negative perception of transit within the community</li> </ul> <p>Possible Enhancements:</p> <ul style="list-style-type: none"> <li>• Transportation for workers at large residential job site in the hills</li> <li>• City requires parking and staging plan for large projects and limits the number of vehicles to three per site</li> <li>• Many jobs provide a dedicated shuttle to transport workers</li> <li>• Shuttle for Ferry riders during week and on weekends (parking is limited/expensive)</li> <li>• Shuttles for Seniors</li> <li>• Shuttles for special events</li> </ul>	<ol style="list-style-type: none"> <li>1. City of Belvedere <ul style="list-style-type: none"> <li>• City Council <ul style="list-style-type: none"> <li>▪ Vice Mayor Sandy Donnell</li> <li>▪ Councilmember John Telischak</li> <li>▪ Councilmember Tom Cromwell</li> </ul> </li> <li>• Staff <ul style="list-style-type: none"> <li>▪ Scott Derdenger</li> <li>▪ Tricia Seyler</li> <li>▪ Lylene Philips</li> <li>▪ Felicia Wheaton</li> <li>▪ George Rodericks</li> <li>▪ Charles Wayshak</li> <li>▪ Paul Sims</li> <li>▪ Gerhard Laufer</li> <li>▪ Max Sandoval</li> <li>▪ Javier Sandoval</li> <li>▪ Lorraine Weiss</li> <li>▪ Pierce Macdonald</li> <li>▪ Lorrie Duffy</li> <li>▪ Nancy Miller</li> <li>▪ Leslie Carpentiers</li> <li>▪ Rachel Lang</li> <li>▪ Mariel Steiner</li> <li>▪ Genaro Muniz</li> </ul> </li> </ul> </li> <li>2. Town of Tiburon <ul style="list-style-type: none"> <li>• City Council <ul style="list-style-type: none"> <li>▪ Mayor Jim Fraser</li> <li>▪ Councilmember Alice Fredericks</li> <li>▪ Councilmember Tom Cromwell</li> </ul> </li> <li>• Staff <ul style="list-style-type: none"> <li>▪ Nicholas Nguyen</li> </ul> </li> </ul> </li> </ol>

Stakeholder Group	General Comment Themes	Stakeholders Met With
	<ul style="list-style-type: none"> <li>• Creative Vehicle use: Town Car, Limo’s (luxury), Pedi-Cabs, smaller vans for school shuttles</li> <li>• Real-Time transit information in the Downtown area</li> <li>• Park and Ride Lot close to 101</li> </ul>	<ul style="list-style-type: none"> <li>▪ Daniel Watrous</li> <li>▪ Scott Anderson</li> </ul>
<p><b>Neighborhood/ Homeowners Associations</b></p>	<p>Largest Transportation Issue:</p> <ul style="list-style-type: none"> <li>• Traffic on Tiburon Boulevard is the single largest issue related to school traffic</li> <li>• Need to stagger bell times and reduce parent drop-off</li> <li>• Service Workers on construction side are major contributor to traffic</li> </ul> <p>Transit Markets:</p> <ul style="list-style-type: none"> <li>• Service Workers, Students, Seniors, Ferry Users</li> </ul> <p>Current Service Concerns:</p> <ul style="list-style-type: none"> <li>• Lack of frequency and accessibility</li> <li>• Accessibility to Ferry</li> <li>• Availability of variety of vehicle types</li> <li>• Lack of easy connections to other areas key destinations outside of peninsula</li> </ul> <p>Possible Enhancements:</p> <ul style="list-style-type: none"> <li>• Shuttle service that loops and extends to Corte Madera, Larkspur Landing and Mill Valley (20 minute headways)</li> <li>• Shuttle service to Ferry</li> <li>• There is a strong market from Tiburon to San Francisco. More GGT regional service would make commute bus more feasible</li> <li>• Residents will need future connectivity to SMART</li> </ul>	<ol style="list-style-type: none"> <li>1. Belveron Homeowners Association <ul style="list-style-type: none"> <li>• Marti Andrews</li> <li>• Frances Barbour</li> <li>• Daniel Amir</li> </ul> </li> <li>2. Hawthorne Terrace <ul style="list-style-type: none"> <li>• Sandra Smith</li> <li>• Stan Smith</li> <li>• Ken Weil</li> <li>• Sara Klein</li> </ul> </li> <li>3. Lyford Cove Homeowners Association <ul style="list-style-type: none"> <li>• Tom Brandon</li> <li>• Linda Tripp</li> <li>• Susan Wilkins</li> <li>• Dellie Woodring</li> <li>• Seamus Brady</li> <li>• Fran &amp; Barry Wilson</li> </ul> </li> <li>4. Mt. Tiburon HOA <ul style="list-style-type: none"> <li>• Joe Shekou</li> </ul> </li> </ol>



Stakeholder Group	General Comment Themes	Stakeholders Met With
	<ul style="list-style-type: none"> <li>• Better access to Marin Airporter</li> <li>• Shuttles for special events like Friday's on Main</li> <li>• Service for bicyclists who get stuck without a way out due to lack of ferry service late in the day</li> <li>• Personalized service with same drivers so people trust service</li> <li>• Park and Ride Lots</li> <li>• Creative Vehicle use: smaller buses for students, volunteer carpools for seniors and students</li> </ul>	
<p><b>School/ Education</b></p>	<p>Largest Transportation Issue:</p> <ul style="list-style-type: none"> <li>• Congestion at Tiburon Blvd traffic lights and left turn lane onto Rock Hill</li> </ul> <p>Transit Markets:</p> <ul style="list-style-type: none"> <li>• Students</li> </ul> <p>Current Service Concerns:</p> <ul style="list-style-type: none"> <li>• Not enough service</li> <li>• Frequency is an issue with flexible schedules (current service timed for first period but many students don't start school until 2<sup>nd</sup> period)</li> <li>• Parking is limited on campus so expanded service is desirable.</li> </ul> <p>Possible Enhancements:</p> <ul style="list-style-type: none"> <li>• Would like to add service to High School as it seems there are always people standing</li> <li>• 20 Minute headways</li> </ul>	<ol style="list-style-type: none"> <li>1. Redwood High School             <ul style="list-style-type: none"> <li>• LaSandra White</li> </ul> </li> <li>2. St. Hilary School             <ul style="list-style-type: none"> <li>• Charley Hayes</li> </ul> </li> </ol>

Stakeholder Group	General Comment Themes	Stakeholders Met With
	<ul style="list-style-type: none"> <li>Piggyback on Safe Routes to School program</li> <li>Organize student pick up points along route (similar to yellow bus service design) where parents could drop and pick up students. This could encourage more transit use for school trips</li> <li>Develop routing from Paradise side of Peninsula with pick up/drop off points. Could reduce bell congestion over Trestle Glenn Blvd.</li> </ul>	
<p><b>Seniors</b></p>	<p>Largest Transportation Issue:</p> <ul style="list-style-type: none"> <li>School traffic congestion along Tiburon Blvd at bell times</li> <li>Seniors aging in place have a negative mentality towards transit (still drive for independence, against dial-a-ride or volunteer services)</li> </ul> <p>Transit Markets:</p> <ul style="list-style-type: none"> <li>Service Workers, Students, Seniors, Ferry Users</li> </ul> <p>Current Service Concerns:</p> <ul style="list-style-type: none"> <li>Fixed route has limited coverage within corridor and low frequency</li> <li>Difficult to understand the interconnectivity</li> <li>Whistlestop requires planning and booking ahead and has long wait times and image related to “disability”</li> <li>Golden Gate Ferry is less expensive than Blue &amp; Gold</li> </ul> <p>Possible Enhancements:</p> <ul style="list-style-type: none"> <li>Carpooling amongst parents or central pick up points for escorted group walk of students to and from</li> </ul>	<ol style="list-style-type: none"> <li>Ellie Bloch</li> <li>Marin County Commission on Aging <ul style="list-style-type: none"> <li>Vera Gertler</li> <li>Allan Bortel</li> <li>Lori Haladay</li> </ul> </li> </ol>

Stakeholder Group	General Comment Themes	Stakeholders Met With
	<p>elementary school</p> <ul style="list-style-type: none"> <li>• Volunteer parents or seniors could provide the escort</li> <li>• Shuttle access to key destinations (Marin General Hospital, medical clinics, Strawberry Village, Tiburon Library)</li> <li>• Access to Ferry that goes direct to SF Ferry Terminal rather than Pier 41</li> <li>• Better promotion of service (production of community booklet with all services for peninsula in one place)</li> <li>• Increased frequency on fixed route during midday</li> <li>• Better connections with Route 222 at Strawberry</li> <li>• Shuttles for special events</li> </ul>	

## Chapter 3: Service Alternatives

The service alternatives presented in this section were developed in response to feedback received during the outreach efforts and are targeted towards meeting the unmet local transit and transportation needs of the Tiburon Peninsula community. These alternatives were vetted with the community through a variety of outreach efforts including an online survey, public meetings, and stakeholder presentations. Qualitative ratings shown below in Table 3–1 were assigned to each alternative based on public input received during these outreach efforts.

**Table 3–1: Description of Qualitative Alternative Ratings**

Level of Support	Online Survey	Public Workshops	Overall Average
3: High	>75% positive AND >60% response	>7 votes	5-6
2: Medium	65-75% positive AND >60% response	3-7 votes	4
1: Low	<65% positive OR <60% response	<3 votes	2-3

Refinements to these alternatives were done based on the feedback from these public events, and the resulting recommendations are presented in Chapter 4 of this report.

The service alternatives are organized into three categories: (1) fixed-route transit, (2) demand response and mobility management, and (3) other transportation services.

### Fixed-Route Transit Service Options

Five fixed-route transit alternatives are presented below, and a comparative summary of these services is provided in Table 3–2.

#### Community Shuttle

The first three alternatives call for the cancellation of Marin Transit Local Route 19, except for the two AM and PM supplemental school trips to Redwood High School in Larkspur, and replacing the existing route with a shuttle focused on serving local origins and destinations and a wider range of markets.

***Alternative 1a: Tiburon Community Shuttle***

This shuttle alternative would run between Strawberry Village and Downtown Tiburon, with service to Belvedere via Beach Rd and San Rafael Ave to Belvedere City Hall. Alignment options are either to operate along Tiburon Blvd or to follow the old Golden Gate Transit Route 9 alignment through more neighborhoods. This would be made possible through the use of a 24' cutaway vehicle. The reduced run time would allow for increased service frequency to every 30 minutes. This shuttle alternative would make timed connections to the Blue & Gold ferry in downtown Tiburon and to Routes 10, 17, 22, and 222 in Strawberry. This alternative is shown in Figure 3-1.

***Alternative 1b: Tiburon Community Shuttle + Mill Valley/Marin City Extension***

This alternative is similar to Alternative 1a but would continue from Strawberry to Mill Valley, Manzanita Park & Ride, and end in Marin City. This service would also have alignment options either along Tiburon Blvd or through the neighborhoods. Due to a longer run time, increased service frequency of 30 minutes could be provided during the peak periods, with 60 minute service provided during the off-peak. Timed connections would be provided to Blue & Gold Ferry as well as bus routes serving Strawberry. This alternative is shown in Figure 3-2.

***Alternative 1c: Tiburon Community Shuttle + Manzanita Connector***

This alternative is similar to Alternative 1a but would continue from Strawberry to Manzanita Park & Ride. This would allow earlier connections to San Francisco on Golden Gate Transit Route 4 and to service along Geary Boulevard on GGT Route 92, as well as to Marin Airporter. This alternative also calls for the cancellation of GGT Route 8, and timed transfers to regional services would be available at Manzanita to provide comparable travel times. This alternative is shown in Figure 3-3.

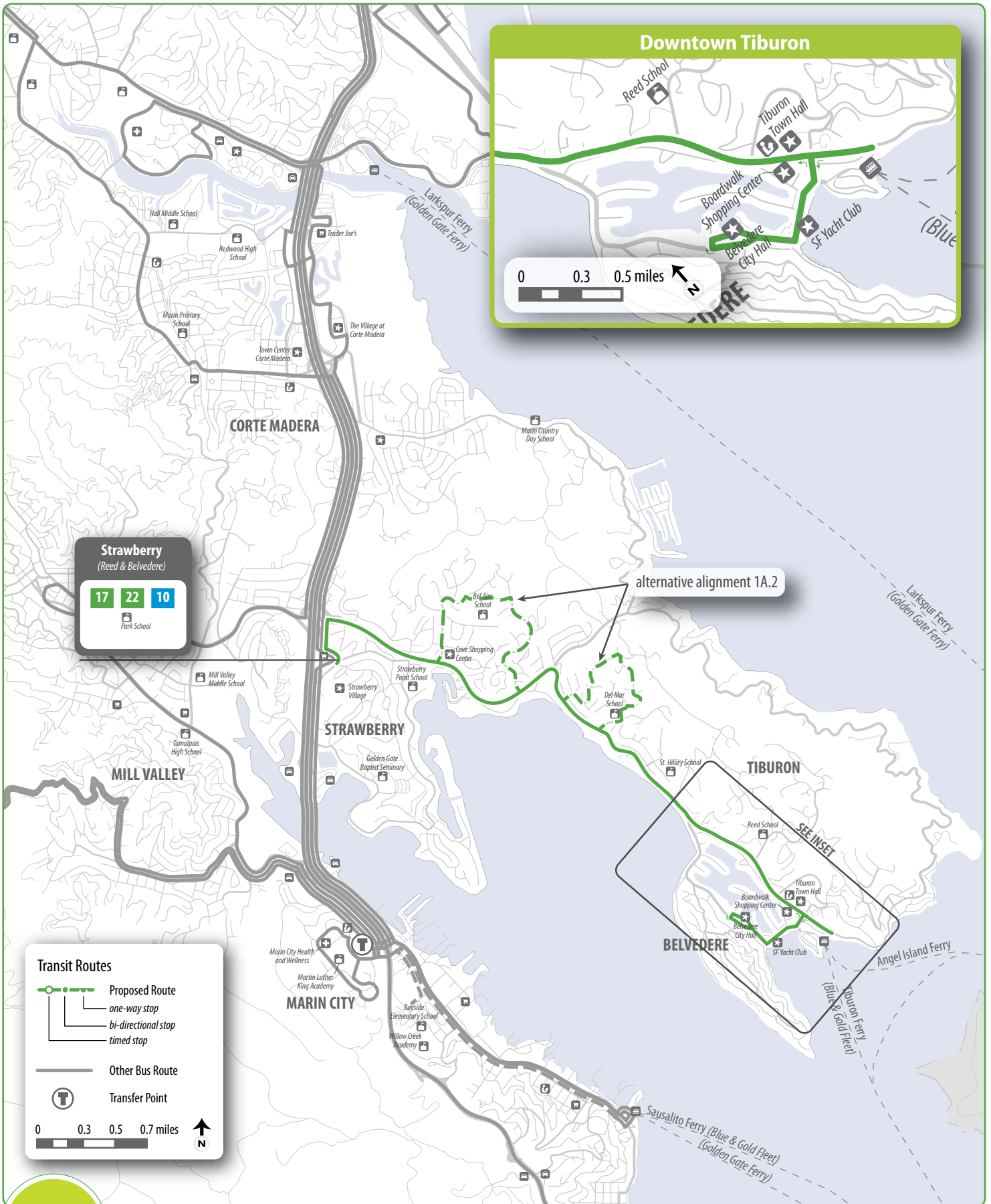


Figure 3-1: Alternative 1a – Tiburon Community Shuttle

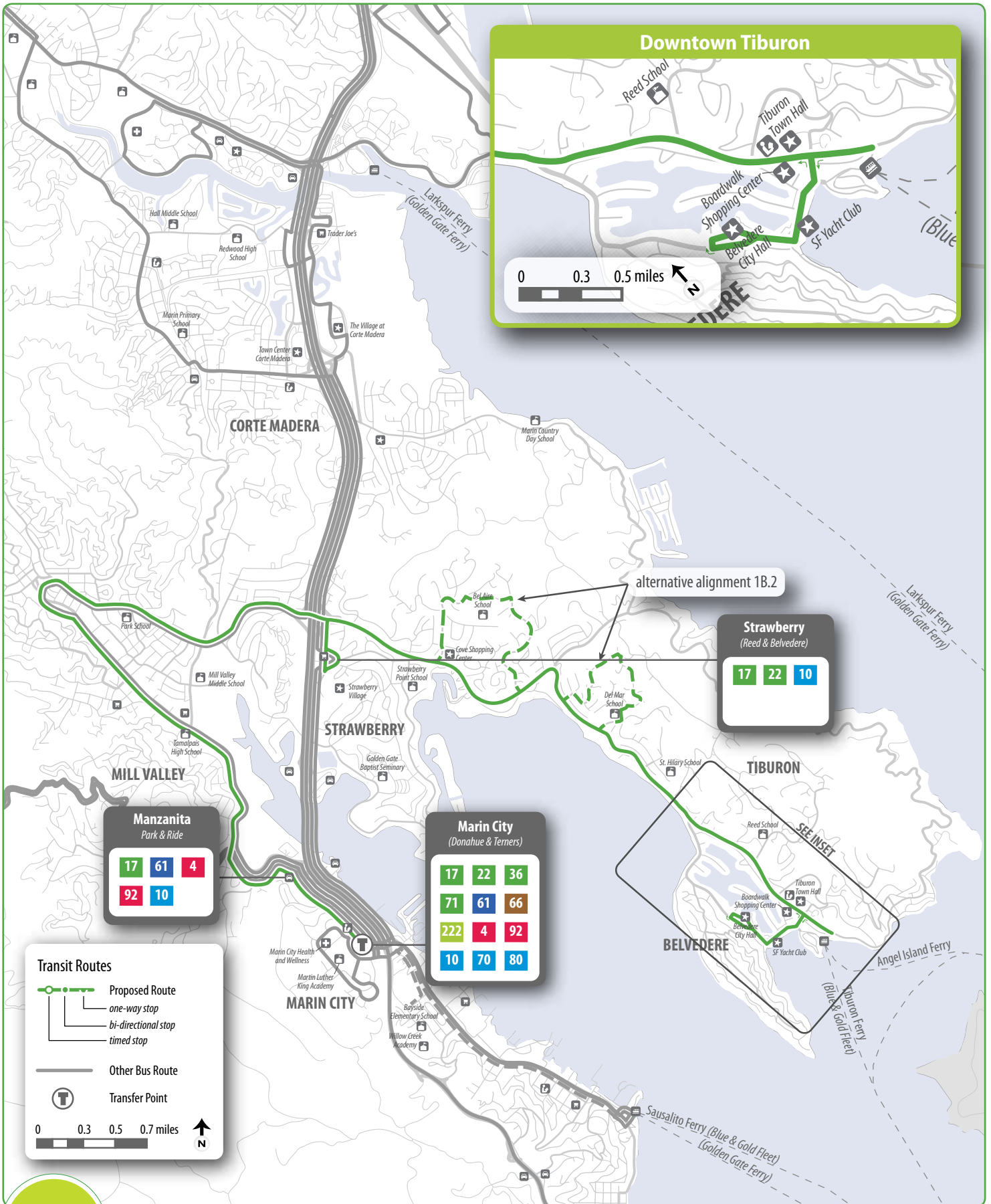


Figure 3-2: Alternative 1b – Tiburon Community Shuttle + Mill Valley/Marin City Extension



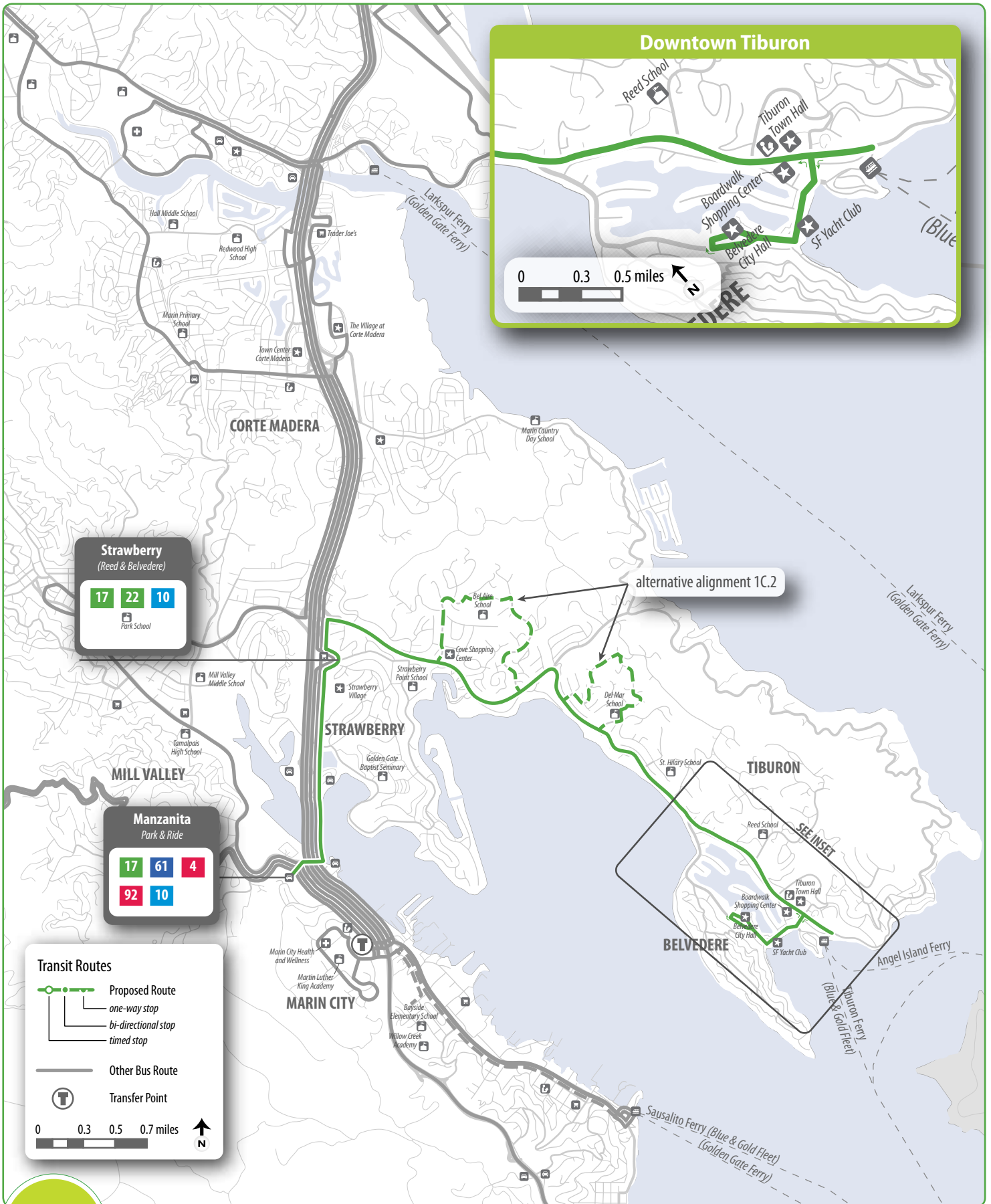


Figure 3-3: Alternative 1c – Tiburon Community Shuttle + Manzanita Connector

## Supplemental School Service

### *Alternative 1d: Tiburon School Connectors*

This alternative would be an additional school tripper route between East Corte Madera, Strawberry, and Tiburon, ending at St. Hilary's school. The shuttle would be routed through the neighborhood to serve Bel Aire School in Tiburon. This alternative calls for realigning the Route 17 school tripper through Tiburon to follow the same route of this new service. One morning and one afternoon trip would be provided on school days to meet Bel Aire, Del Mar, and St. Hilary's bell times. This alternative is shown in Figure 3-4.

### *Alternative 1e: Redwood School Tripper Extension*

This alternative extends one of the existing Route 19 school trippers between downtown Tiburon and Redwood High School to Marin Catholic. One morning and one afternoon trip would be extended and to meet Marin Catholic School's bell times. This alternative is shown in Figure 3-5.

## Demand Response/Mobility Management Service Options

Five demand response alternatives are presented below, and a comparative summary of these services is provided in Table 3-3.

### General Public

#### *Alternative 2a: General Public Dial-A-Ride*

This demand response service is a point-to-point shuttle that requires advance reservations. The service area would consist of the Tiburon Peninsula, Mill Valley, and Corte Madera including The Village and Town Center. This service could function as a supplement to peak-hour fixed-route transit service and would be available only during the midday period and on weekends. Service to areas of Tiburon and Belvedere would be delimited according to topography and the roadway network.

#### *Alternative 2b: Community Flex Route*

This alternative would provide a structured flex-route service within the Tiburon Peninsula with set time points at the Tiburon Ferry and at Strawberry Village. The service would operate much like a regular fixed-route shuttle but also allows for reservations and requested deviations. These deviations for pickups and drop-offs would be limited to one per trip and as permitted by the topography and roadway network. This service could function as a supplement to peak-hour fixed-route transit service and provide 30 minute frequency during the midday and late night periods, as well as on weekends.

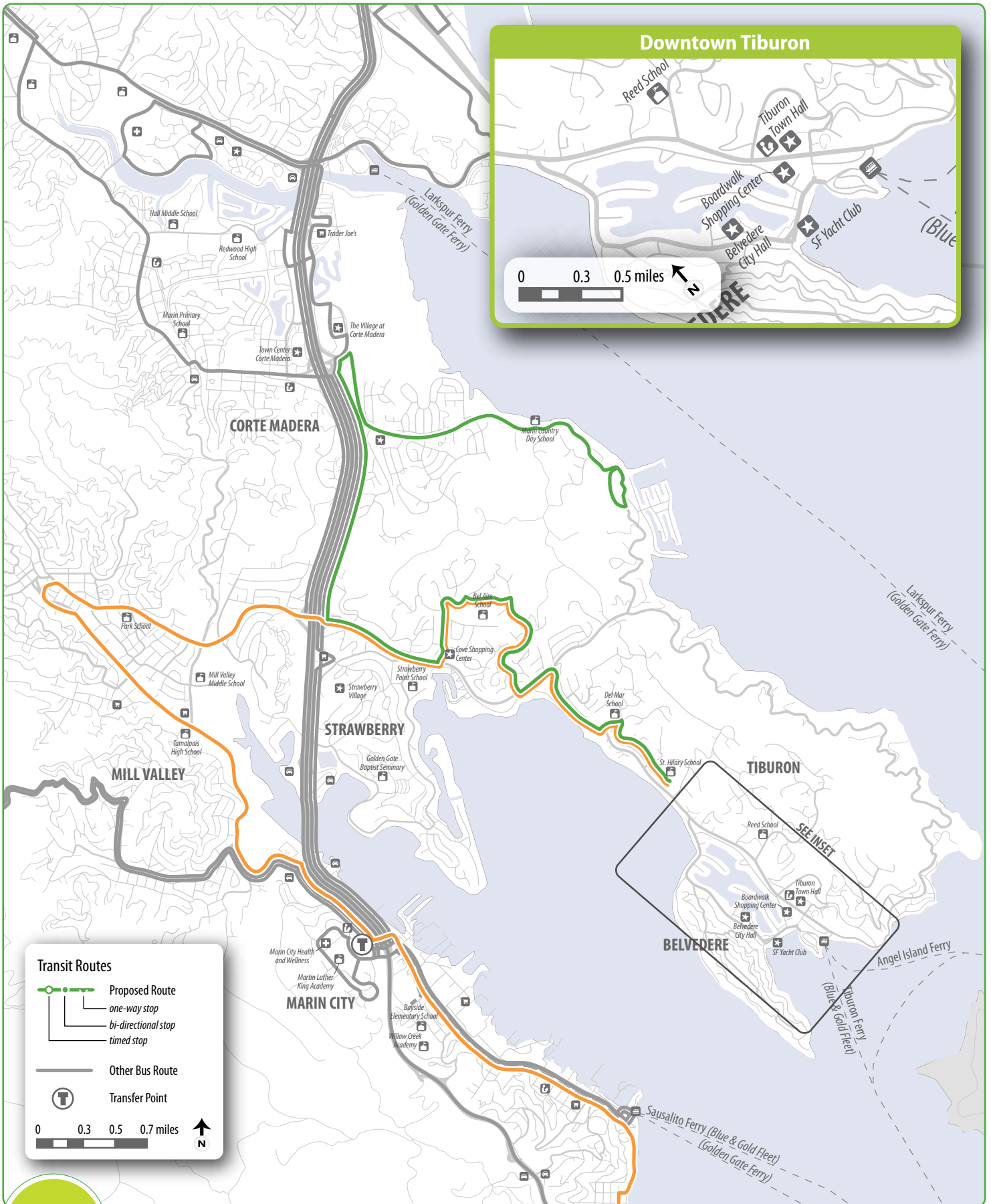


Figure 3-4: Alternative 1d – Tiburon School Connectors

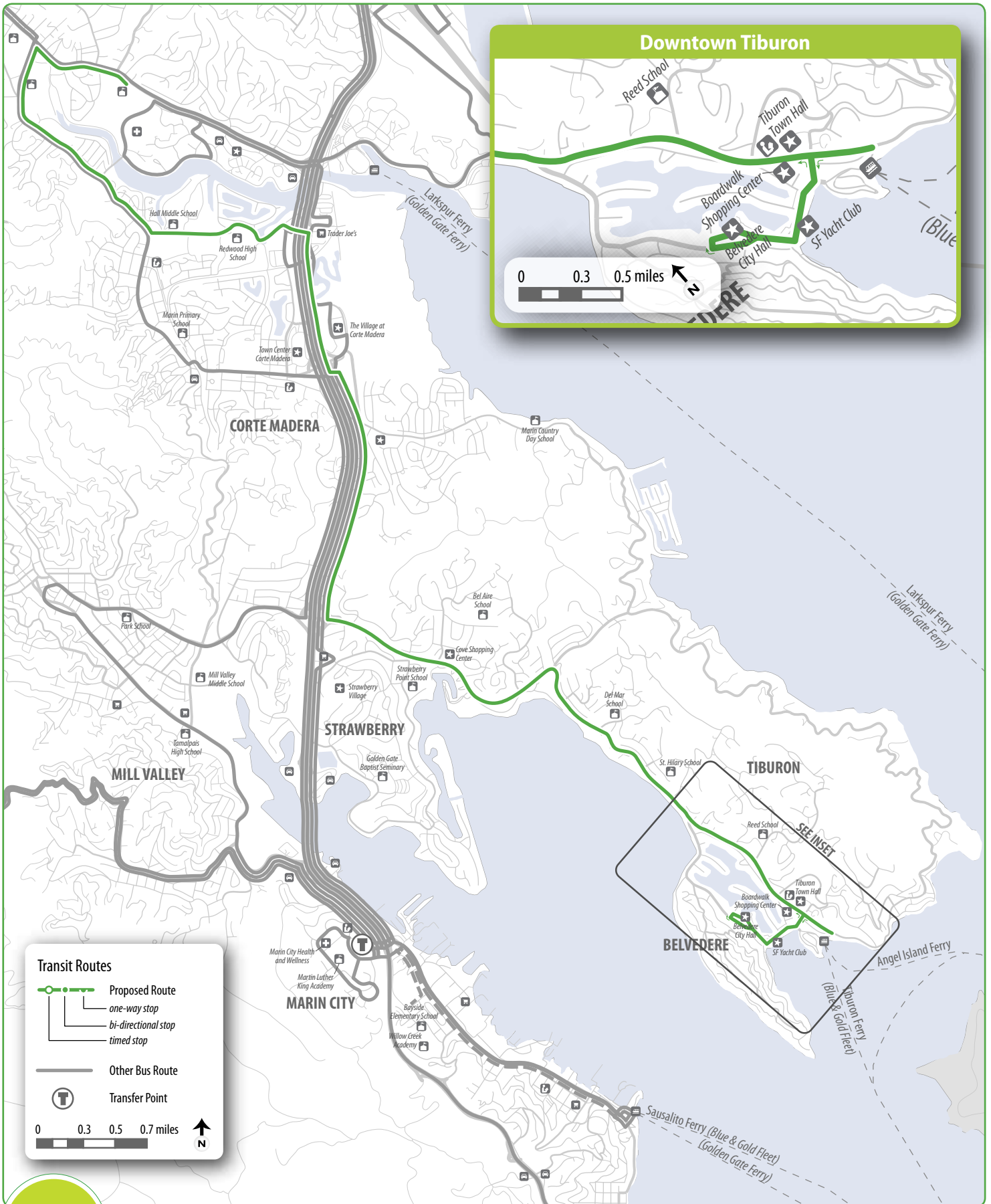


Figure 3-5: Alternative 1e – Redwood School Tripper Extension



## Seniors and ADA Eligible

### *Alternative 2c: Volunteer Driver*

This alternative calls for further marketing of Marin Transit’s volunteer driver program to seniors and persons with disabilities in Tiburon. The program provides subsidy to allow eligible participants to pay friends or neighbors for transportation services. The flexibility of a personal automobile allows for greater neighborhood coverage compared to typical transit vehicles.

### *Alternative 2d: Taxi Voucher*

This program would allow eligible seniors to purchase subsidized taxi vouchers to offset the cost of taxi trips. The flexibility of taxi vehicles allows for greater neighborhood coverage compared to typical transit vehicles.

### *Alternative 2e: Subcontracted Services*

This alternative calls for extensive marketing of Marin Transit’s upcoming Catch-a-Ride program to seniors and persons with disabilities in Tiburon. The program uses a variety of subcontracted transportation services, including taxi, town car, and private shuttle, to provide subsidized mobility options for eligible participants. The program allows for more efficient use of available capacity among various transportation providers to serve local trips. The types of vehicles used would also likely allow for greater neighborhood coverage compared to typical transit vehicles.

## Other Transportation Service Options

Five alternatives relating to other transportation modes and services are presented below, and a comparative summary of these services is shown in Table 3–4. These alternatives require further discussion and coordination with other agencies to determine feasibility and potential benefits.

## Ferry Services

### *Alternative 3a: Blue & Gold Policies*

This alternative consists of working with Blue & Gold Fleet to make Tiburon ferry services more competitive with other ferry and commute services in Marin County. This effort would be focused on price and fare integration, including the use of Clipper to improve transfers between the ferry and local bus services. This alternative may require coordination with the Water Emergency Transportation Authority (WETA) and/or Golden Gate Ferry.

### *Alternative 3b: Blue & Gold Service Structure*

This alternative suggests increasing Blue & Gold ferry services between Tiburon and the Ferry Building in downtown San Francisco during non-commute hours, as well as adding service to Sausalito.

## Bike Programs

### *Alternative 3c: Bike Rental*

This alternative recommends that private sector bike rental companies locate rental spaces or kiosks in downtown Tiburon to help reduce demand for bike space on the ferry. This would allow bikers to pick up or drop off rented bikes in either Marin or San Francisco, and visitors could take the rented bikes onto Angel Island. This alternative would require the Town of Tiburon to coordinate with the private sector companies, as well as with Angel Island Ferry.

### *Alternative 3d: Bike Share*

The Transportation Authority of Marin (TAM) is conducting a feasibility study for a bike sharing program in Marin County. This alternative proposes that TAM evaluate the possibility of a bike share station in downtown Tiburon that would cater to both residents and tourists. This would require the Town of Tiburon to coordinate with TAM.

## Rideshare

### *Alternative 3e: Dynamic Rideshare*

This alternative calls for further marketing of the upcoming dynamic rideshare program, which is being led by TAM, to residents in the Tiburon Peninsula. This program allows smartphone users to request and offer rides in real-time.

**Table 3–2: Fixed-Route Service Options**

Alternative	1a: Tiburon Community Shuttle	1b: Tiburon Community Shuttle + Mill Valley / Marin City Extension	1c: Tiburon Community Shuttle + Manzanita Connector	1d: Tiburon School Connectors	1e: Redwood School Tripper Extension
Description	Cancel Marin Transit Route 19*, add a fixed route shuttle between Strawberry and Downtown Tiburon. Alignment options include operating on Tiburon Blvd. including Beach/San Rafael in Belvedere or on the old Golden Gate Transit Route 9 alignment through hillside neighborhoods.	Cancel Route 19*, add a fixed route shuttle between Marin City, Mill Valley, Strawberry and Downtown Tiburon. This would be the 1a option with an extension to Mill Valley and Marin City.	Cancel Route 19* and Golden Gate Transit Route 8, add a fixed route shuttle between Manzanita, Strawberry and Downtown Tiburon. This would be the 1a option with an extension to Manzanita.	Add a fixed route shuttle between E. Corte Madera, Strawberry and Downtown Tiburon. Re-align Route 17 tripper to St. Hilary’s to follow new E. Corte Madera service in Tiburon.	Extend one of the current fixed routes between Downtown Tiburon and Redwood High School to Marin Catholic.
Service Level					
Early AM (5-7:30 AM)	30 minutes	60 minutes	30 minutes	None	None
Peak (7:30-9 AM,3-6 PM):	30 minutes	30 minutes	30 minutes	School trip x1 AM/PM	School trip x1 AM/PM
Midday (9 AM-3 PM):	30 minutes	60 minutes	None	None	None
Late PM (6-11 PM)	30 minutes	60 minutes	None	None	None
Weekend:	30 minutes	30 minutes	30 minutes	None	None
Primary Markets	SF Commuters, Peninsula Employees, Students, Seniors, Residents	SF Commuters, Peninsula Employees, Students, Seniors, Residents	SF Commuters, Peninsula Employees, Students, Seniors, Residents, Airporter patrons, Tourists	Students	Students
Typical Vehicle	24’ cutaway or 30’ heavy duty	30’ or 35’ heavy duty	24’ cutaway or 30’ heavy duty	30’ or 35’ heavy duty	40’ heavy duty
Lead Agency	Marin Transit	Marin Transit	Marin Transit	Marin Transit	Marin Transit
Phasing	3-5 years	3-5 years	3-5 years	next 2 years	next 2 years
Estimated Cost	\$\$\$	\$\$\$\$	\$\$\$\$	\$\$	\$
Transportation Benefits	Medium	Medium	Medium	High	Medium
Community Support	High	Medium	Low	High	Low

\* Cancellation of Route 19 does not include school trippers to Redwood High School. These two AM and PM trips would remain and likely be operated with 30’, 35’, or 40’ heavy-duty vehicles.



**Table 3–3: Demand Response/Mobility Management Service Options**

Alternative	2a. General Public Dial-A-Ride	2b. Community Flex Route	2c. Volunteer Driver	2d. Taxi Voucher	2e. Subcontracted Services
Description	Point to point shuttle which requires advanced reservation. Service area limited to Tiburon Peninsula, Mill Valley and Corte Madera.	Implement a structured flex route service with Tiburon Peninsula which would include set time points at Tiburon Ferry and Strawberry and allow for reserved and requested deviations (where serviceable).	Further market Marin Transit’s volunteer driver program to residents in Tiburon. Program allows participants to pay friends or neighbors for transportation services.	Allows eligible seniors to purchase discounted taxi voucher to offset costs of taxi trips.	Further market Marin Transit’s upcoming catch-a-ride program which uses a variety of subcontracted transportation services including taxi, town car and private shuttles to provide subsidized mobility options for qualified users.
Service Level					
Early AM (5-7:30 AM)	None	None	Yes	Yes	Yes
Peak (7:30-9 AM,3-6 PM):	No	None	Yes	Yes	Yes
Midday (9 AM-3 PM):	Yes	30 minutes	Yes	Yes	Yes
Late PM (6-11 PM)	No	30 minutes	Yes	Yes	Yes
Weekend:	Yes	30 minutes	Yes	Yes	Yes
Markets	Peninsula Employees, Seniors, Residents	Seniors / ADA	Seniors / ADA	Seniors	Seniors / ADA
Vehicle	20’ or 24’ cutaway	20’ or 24’ cutaway	Personal auto	Taxi	Various
Lead Agency	Marin Transit	Marin Transit	Marin Transit/Whistlestop	Marin Transit	Marin Transit
Phasing	3-5 years	3-5 years	next 2 years	next 2 years	next 2 years
Estimated Cost	<b>\$\$</b>	<b>\$\$\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
Transportation Benefits	Low	Low	Low	Low	Low
Community Support	Medium	Low	Low	Low	Low

**Table 3–4: Other Transportation Service Options**

Alternative	3a. Blue & Gold Policies	3b. Blue & Gold Service Structure	3c. Bike Rental	3d. Bike Share	3e. Dynamic Rideshare
Description	Work with Blue and Gold to make ferry service more competitive with other ferry and commute services in Marin County. Changes focus on price and integration of fare media (Clipper).	Work with Blue and Gold to increase services to markets in Marin and SF. Changes include service to Sausalito and midday service to the Ferry Building in SF	Encourage private sector to locate bike rental space or kiosks in Downtown Tiburon to reduce bike demands on ferry transport	Evaluate the possibility of a bike share station in downtown Tiburon	Further market upcoming dynamic rideshare service
Markets	Commuters, tourist, senior	Commuters, tourist, senior	Tourists	Residents / Tourists	All
Vehicle	Ferry	Ferry	Ferry/Bike	Bike	Personal auto
Lead Agency	Blue and Gold	Blue and Gold	City of Tiburon / Private Sector / Angel Island Ferry	TAM	TAM
Phasing	3-5 years	3-5 years	next 2 years	next 2 years	next 2 years
Estimated Cost	\$	\$\$	\$	\$	<i>No significant agency cost</i>
Transportation Benefits	Medium	Medium	Low	Low	Low
Community Support	High	High	Low	Low	Low

## Chapter 4: Recommendations

The following recommendations are based on a combination of public and stakeholder feedback received on the alternatives (see Chapter 3), the financial feasibility for the lead agency to implement, and the relative transportation benefit estimated by the improvement. Recommendations show the type of improvement including service related, capital, and marketing, estimated timelines, and the lead agency for implementation. Table 4–1 below provides a summary of the recommendations.

While these recommendations reflect the results of this study effort, additional community outreach and analysis would be conducted before full implementation of many of these projects.

**Table 4–1: Summary of Recommendations**

Recommendation	Type of Improvement	Timeline	Lead Agency
<p><b>1 Implement Tiburon Community Shuttle</b></p> <p><i>Add a fixed route shuttle between Strawberry Village and the Tiburon Ferry Terminal. Cancel local Route 19.</i></p>	Service	18 months*	Marin Transit
<p><b>2 Improve Public Transit Service for Schools</b></p> <p><i>Add a fixed route school tripper between E. Corte Madera, Strawberry and Downtown Tiburon.</i></p>	Service	12 months	Marin Transit
<p><b>3 Increase Senior Mobility Options</b></p> <p><i>Further market Marin Transit's volunteer driver program to residents in Tiburon. Explore application of private contract service with upcoming Catch-A-Ride program. Evaluate the ability of the local shuttle and mobility management programs to meet senior mobility needs and whether to introduce a South County Dial-A-Ride program in the Tiburon Peninsula</i></p>	Service / Marketing	18-30 months	Marin Transit
<p><b>4 Ferry Coordination</b></p> <p><i>Discuss and explore opportunities for integrating the Blue and Gold ferry service into the regional transit network and for expanded service</i></p>	Service	2-3 years	Blue and Gold, Town of Tiburon
<p><b>5 Improve Connections to Regional Services</b></p> <p><i>Pending the implementation of Recommendation #7, modify Tiburon Community Shuttle alignment to serve Tiburon Wye Bus Pads. Evaluate cancellation of Route 8.</i></p>	Service	3-5 years	Marin Transit, Golden Gate Transit
<p><b>6 Bus Stop Improvements</b></p> <p><i>Improve passenger amenities at high ridership stops including adding real-time bus arrival signs, shelters, and benches.</i></p>	Capital	Within 18 months	Marin Transit

<p><b>7 Passenger Access and Transfer Improvements</b></p> <p><i>Improve passenger access and transfer opportunities between regional and local services at the Tiburon Wye and at local bus stops</i></p>	<p>Capital</p>	<p>3-5 years</p>	<p>Town of Tiburon, City of Belvedere, County of Marin, Caltrans</p>
<p><b>8 Market New Transit Services within Tiburon</b></p> <p><i>Create a consolidated ride guide for Tiburon transit services including the new Community Shuttle showing connections to the Blue and Gold Ferry and local/regional bus services at Strawberry and Tiburon Wye and senior mobility options</i></p>	<p>Marketing</p>	<p>18 months</p>	<p>Marin Transit</p>
<p><b>9 Travel Training Workshops</b></p> <p><i>Conduct travel training workshops and identify transit ambassadors within Tiburon Peninsula</i></p>	<p>Marketing</p>	<p>Within 18 months</p>	<p>Marin Transit</p>
<p><b>10 Bike Rental Coordination</b></p> <p><i>Work with private bike rental companies to pursue a satellite bike rental location or trailer in Downtown Tiburon</i></p>	<p>Marketing</p>	<p>Within 12 months</p>	<p>Town of Tiburon</p>

1. Timeline dependent upon ongoing contract negotiations with Golden Gate Transit

Service recommendations focus on restructuring local transit programs to better serve the community, providing additional school services, and expanding options for seniors. Capital improvements focus on enhancements to bus stop amenities for high ridership stops and marketing recommendations include the creation of a Tiburon-specific marketing campaign and ride guide, travel training, and coordination with bike rental companies.

### Service Recommendations

#### *Recommendation #1: Implement Tiburon Community Shuttle*

The study’s outreach efforts indicate a strong desire within the community for better service frequency, added local service, and timed connections to regional services including the Tiburon Ferry and Highway 101 corridor services. This recommendation proposes to shorten the existing Route 19 alignment to terminate at Strawberry Village and allow for 20-30 minute service frequency. The increased service frequency will increase the Agency’s ability to provide timed transfers to the ferry at Tiburon Boulevard and Main Street and to regional bus services along Highway 101 at or near Strawberry Village.

The proposed alignment and stops are shown in Figure 4–1 and would largely follow the existing Route 19 alignment within the Tiburon Peninsula with a few potential changes. On the western end, it is proposed that the service operates from Strawberry Village to Tiburon Boulevard along Belvedere Drive to reduce travel time in the eastbound direction and add greater access for the residents of Strawberry. This realignment would include an additional stop at Belvedere Drive and Ricardo Road, an existing bus stop that is not currently served by any routes. Additional outreach would be needed with residents of this community before implementation.

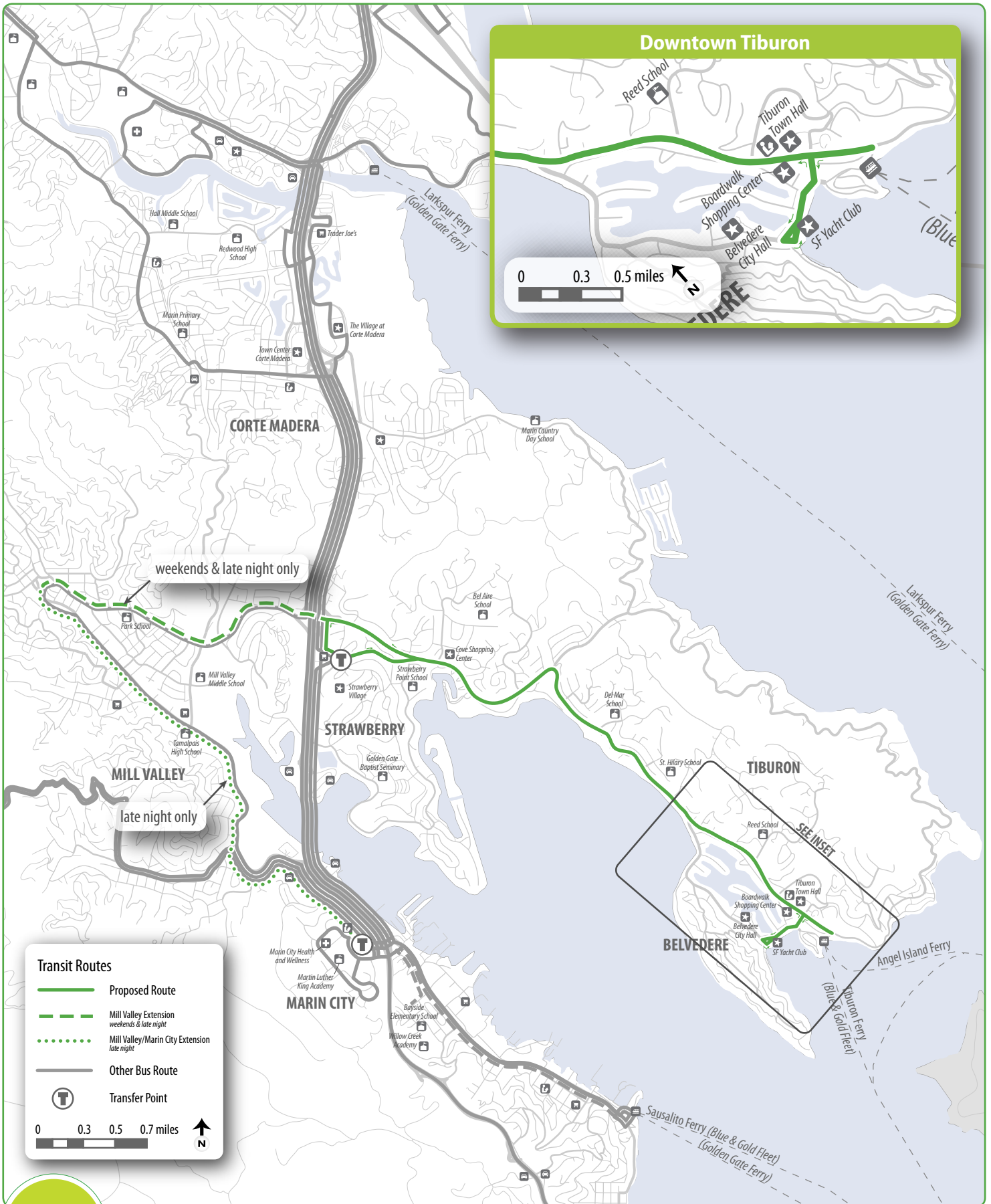


Figure 4–1: Tiburon Community Shuttle

Another modification to the existing Route 19 would be a deviation to serve Belvedere residents, similar to the Route 19 school tripper and Route 8 alignment. Service would operate south from Tiburon Boulevard along Beach Road and turn around at San Rafael Avenue. This deviation would occur in the westbound direction only to minimize travel time for eastbound riders to the ferry terminal and downtown Tiburon.

The Agency should also assess the feasibility to deviate select trips timed to the ferry departures/arrivals to go into the neighborhoods within Tiburon similar to the former Golden Gate Transit Route 9. While this may add travel time and confusion for regular riders, it would provide a more convenient connection for ferry patrons and avoid some areas of peak hour congestion along Tiburon Boulevard.

Span of service would be lengthened from 6:00 am to 10:30 pm on the weekdays and from 7:00 am to 10:30 pm on the weekends. In addition, the service would include a late night run on the weekdays from Tiburon to Marin City via Mill Valley that would replace the last Route 17 trip. On weekend evenings, the route would provide service between Tiburon and downtown Mill Valley starting at 6:30 pm.

Given the status of the Agency's current operating agreements, the earliest this service change could be implemented is approximately 18 months. Implementation may occur sooner if Marin Transit can amend its current agreement with Golden Gate Transit. Marin Transit would be the lead agency responsible for implementing this recommendation.

***Recommendation #2: Improve Public Transit Service for Schools***

Traffic along Tiburon Boulevard during school hours was the single most important transportation issue identified by the community. While many Redwood High School students in the study area use public transit to get to school, younger children often rely on their parents to drop them off. While public transit may not be appropriate for younger children, the age of students attending Del Mar Middle School and St. Hilary's School is appropriate for the service.

The mapping of student origins identified a significant number of students living in East Corte Madera who attend Reed Unified Schools. Based on current ridership levels on Marin Transit Route 117 to Hall Middle School from East Corte Madera, it appears there would be enough ridership to sustain a public bus serving the school. Significant support for this alternative was expressed during the outreach process, especially from parents and teachers at St. Hilary's Schools.

This recommendation proposes adding one morning and one afternoon trip to connect Paradise Cay through East Corte Madera to these schools timed to the bell schedules. The proposed alignment is shown in Figure 4-2. The proposed Tiburon Community Shuttle would carry students coming from Belvedere and the eastern end of the Tiburon Peninsula to attend Del Mar Middle School.

This service would need to start at the beginning of a school year, requiring a finalized service plan and a schedule two months before the start of service. Marin Transit would be the lead agency responsible for implementing this service recommendation.



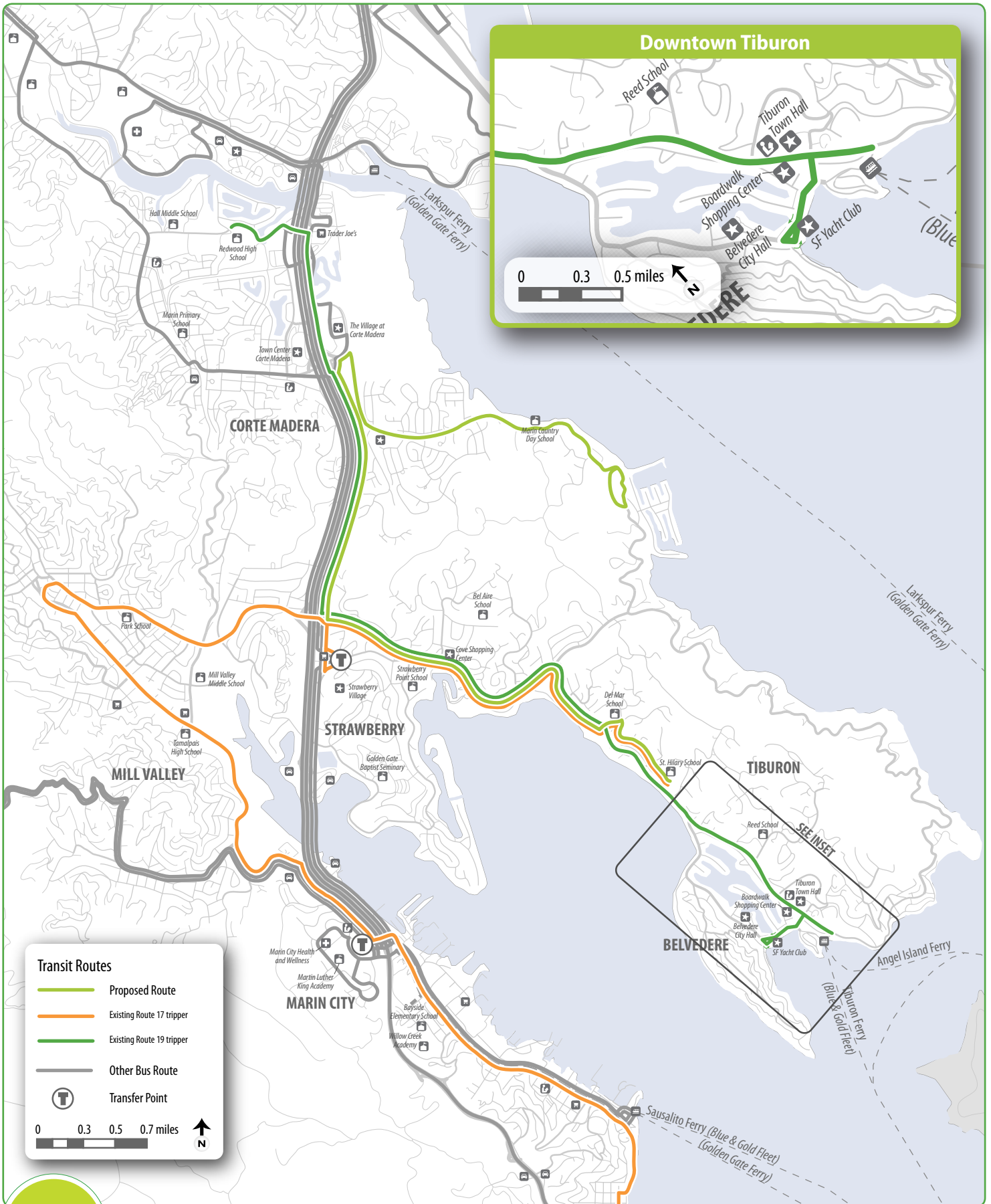


Figure 4-2: Tiburon School Connector



***Recommendation #3: Increase Senior Mobility Options***

As Tiburon Peninsula residents continue to age, mobility options should be adapted and expanded to keep up with the needs of this population. In Tiburon, topography constraints create more challenging operating environments and restrict many of the Agency's buses and vans from safely serving the hills and narrow, winding streets in the Peninsula. While Marin Access paratransit services currently provide mobility for ADA eligible residents and seniors, additional options are needed for alternative flexible and convenient services.

The needs assessment identified two senior markets; the first - very active and able to walk short distances to access transit services; and the second - either living up in the hills or unable walk to a bus stop. The intent of Recommendation #1 is to provide increased mobility, especially during the midday, for active seniors who can access the fixed route bus stop. A smaller vehicle operating at increased frequencies and a longer service span should be more attractive for seniors in the Peninsula. Since the shuttle is a public transit service, there are no eligibility requirements to use this service. Reduced fares are available for those over 65 years of age or who qualify under ADA.

New programs offered by Marin Transit's mobility management program will help address the mobility needs identified by the second group of seniors whose travel options are more limited. Introduced in March 2011, Marin Transit's volunteer driver program provides reimbursements to volunteer drivers who provide rides to eligible neighbors, family, and friends. This program supports the use of personal vehicles and provides increased flexibility compared to a shuttle or van option. Those aged 60 and over or who have been approved for ADA paratransit services are eligible for the program.

In fall 2012, Marin Transit will introduce another new senior and ADA mobility program within the study area. The Catch-A-Ride program will provide subsidized mobility options through privately contracted services with taxi or PUC licensed organizations, such as town car or limousine services. The program is based on a voucher model (with a set price dependent upon eligibility). Vouchers are issued per trip and allow the rider to decide how much or little they want to contribute to the trip based on the trip length and provider.

As these programs are either currently in place within the County or will soon be implemented, marketing of these programs in Tiburon is expected within the next six months. Marin Transit will be the lead agency responsible for this recommendation.

Marin Transit should continue to monitor the success of these programs in the Tiburon Peninsula and re-evaluate following 12 months of operations to determine the degree to which they meet the mobility needs of seniors. If service gaps continue to be identified, Marin Transit may explore a dial-a-ride model that provides curb-to-curb service. The service would need to be cost-efficient for the Agency to operate and capable of serving most areas of Tiburon and Belvedere. Based on anticipated demand and potential trip destinations from this area, the service boundary for a dial-a-ride service should include adjacent areas in Mill Valley, Corte Madera, and Marin City.

***Recommendation #4: Ferry Coordination***

Approximately 625 commuters use Blue and Gold's ferry service daily from Tiburon, representing the majority of transit use on the Peninsula. While these services are relatively well used, there are opportunities to increase ridership and reduce auto use by commuters. These include options to make the Blue and Gold commute ferry services more competitive with driving and other ferry service in both cost and convenience. Fares on the Blue and Gold service are at a premium and high enough to discourage use by some residents. In addition, patrons typically pay \$5.00 per day to park in Downtown Tiburon while parking at the Golden Gate ferry at Larkspur terminal is free.

The recommendation is to evaluate institutional arrangements for the service and encourage discussions between Blue and Gold and a public transit agency to determine interest in transferring the Blue and Gold commute services to either the San Francisco Water Emergency Transportation Authority (WETA) or Golden Gate Transit. As a public ferry, the service would be eligible for subsidies and fares would be more competitive with other ferry options in Marin County. Implementation of these services with either of these providers would allow these services to be included on the regional transit programs including 511 and Clipper. These programs support improved trip planning and fare integration between bus and ferry services.

The timeline for this project is uncertain. Blue and Gold and the Town of Tiburon should lead these efforts.

***Recommendation #5: Improve Connections to Regional Services***

Recommendation #1 calls for a local shuttle along Tiburon Boulevard which would connect Peninsula residents with regional services at Strawberry Village. Aside from local routes 17 and 22, the only regional routes which serve Strawberry Village are Routes 8 and 10. Transferring passengers to the Highway 101 corridor services at the Tiburon Wye bus pads (Routes 18, 24, 70, 71, and 80) must walk up to a quarter-mile, depending upon which direction they are traveling. This recommendation would realign the Tiburon Community Shuttle (*Recommendation #1*) to connect to the bus pads prior to serving Strawberry Village in the westbound direction. The shuttle service would modify its schedule to achieve timed transfers to regional services wherever possible. *This service recommendation is depend upon the implementation of capital Recommendation #7 or similar improvements to allow this connectivity to occur.*

Assuming this recommendation is in place along with the ferry feeder connection (*Recommendation #1*), Golden Gate Transit should consider discontinuing the two morning and one evening trip on commute Route 8. The added connectivity to regional services and ferry services in Tiburon would provide commuters added service options at comparable travel times and costs.

Since the service recommendations are dependent upon needed capital improvements, the estimated timeline for this project is at least 3-5 years. Marin Transit would be the lead agency for part of this effort and Golden Gate Transit would be responsible for any changes to the Route 8.

## Capital Recommendations

### *Recommendation #6: Bus Stop Improvements*

This recommendation identifies amenity improvements at the top ten stops for current ridership activity that would be served by the proposed shuttle. Improvements include providing basic amenities such as seating and trash receptacles for all stops and shelters for the higher ridership stops.

The Community Shuttle program allows riders to track their transit route through Automatic Vehicle Locator (AVL) technologies. Real-time passenger information signs with next bus arrival displays are proposed for the two terminals, which will serve as the primary transfer points. The westbound stop at Tiburon Boulevard and Avenida Miraflores serving Del Mar Middle School should also be considered for improvements to support ridership on the proposed school and shuttle services.

The recommended bus stop improvements, as well as existing amenities, are shown in Table 4–2. Funding is currently available for signage and a limited number of stop improvements through the FTA’s State of Good Repair program for bus stop maintenance and upgrades.
























































### *Recommendation #7: Passenger Access and Transfer Improvements*


Much of the existing street network in the Peninsula lacks sidewalks, is disconnected, or has other barriers to pedestrian access. Improved bus stop accessibility is necessary to support use of the proposed transit services. In addition to the stops identified in Table 4–2, an assessment should be done of all bus stops within the Peninsula served by the proposed transit routes with improvements that bring all stops up to ADA standards. These include providing adequate landing areas, accessibility into shelters, and a clear path of travel. A schematic of possible access improvements at Tiburon Boulevard/Lyford Drive from the *Central and Southern Marin Transit Study* is shown in Figure 4–3.

Path of travel improvements are larger capital investments that fall within the responsibility of the local jurisdictions, and funding would need to be identified. The timeline for these improvements, which would include design and engineering, could be 3-5 years in the future. Marin Transit will coordinate with Caltrans, the Town of Tiburon, the City of Belvedere, and the County of Marin who would be the lead agency(s) on these projects.


One particular location in need of accessibility improvements is the connection between Strawberry Village and the Tiburon Wye bus pad. As the proposed Tiburon Shuttle service schedules will be designed to make timed connections to regional services at this location, ensuring a safe and accessible path of travel between these services will be essential. The existing configuration is shown in Figure 4–4. The *Central and Southern Marin Transit Study* identified various options for improvements to this bus pad location, including stop relocation and implementation of transit signal priority (TSP) and ramp metering, to address both pedestrian access and operational issues. Schematics of the proposed improvements are shown in Figure 4–5.

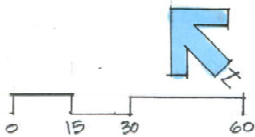
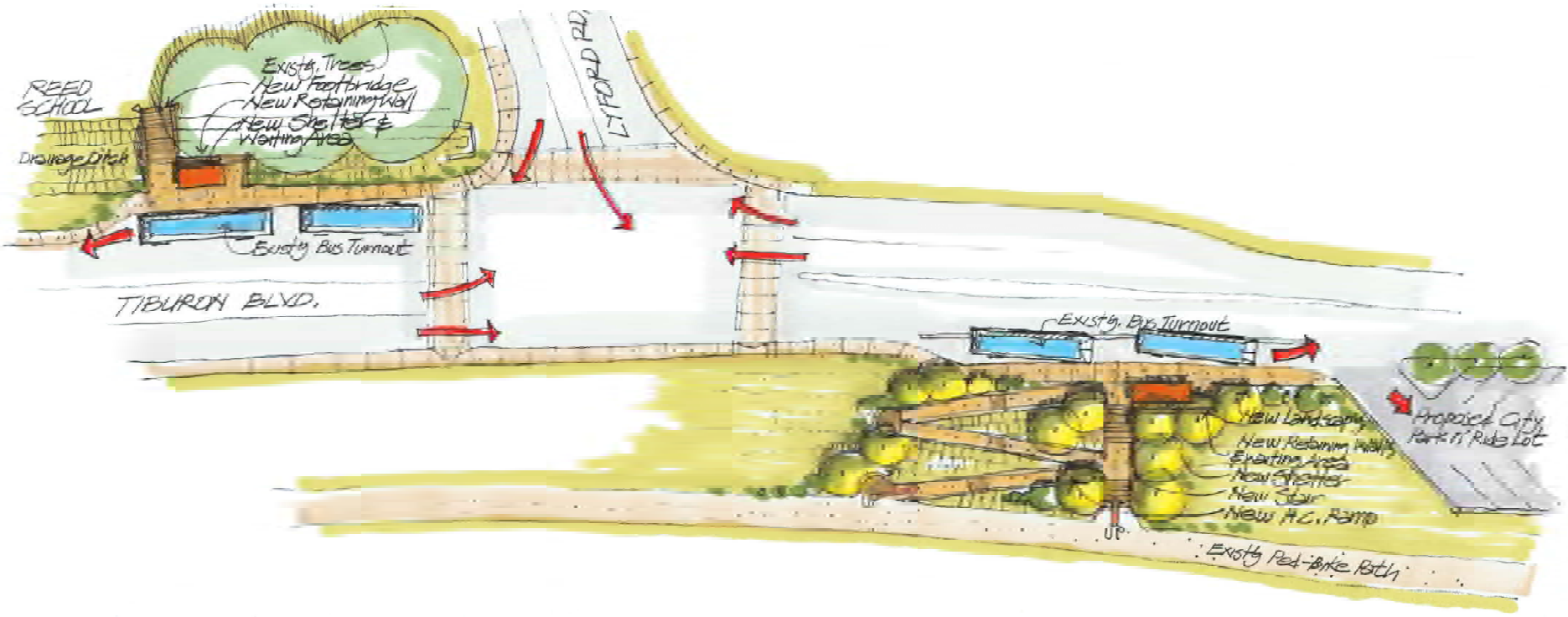
**Table 4–2: Recommended Bus Stop Improvements**

Stop	Dir	Activity	Rider Info	Bench	Trash	Shelter	Real Time
Reed Blvd & Belvedere Dr	EB/WB	413					
Reed Blvd & Redwood Hwy Front.	EB/WB	191					
Tiburon Blvd & Main St	EB/WB	178					
Tiburon Blvd & Beach Rd	EB	56					
Tiburon Blvd & Greenwood Cove Rd	EB	41					
Tiburon Blvd & Beach Rd	WB	37					
Tiburon Blvd & Mar West St	EB	36					
Tiburon Blvd & Lyford Dr	EB	30					
Tiburon Blvd & Neds Way	EB	28					
Tiburon Blvd & Stewart Dr	EB	27					
Tiburon Blvd & Avenida Miraflores	WB	4					
<b>Total No. of Improvements</b>			<b>0</b>	<b>4</b>	<b>6</b>	<b>4</b>	<b>3</b>

 Existing amenity

 Recommended amenity

 Not needed



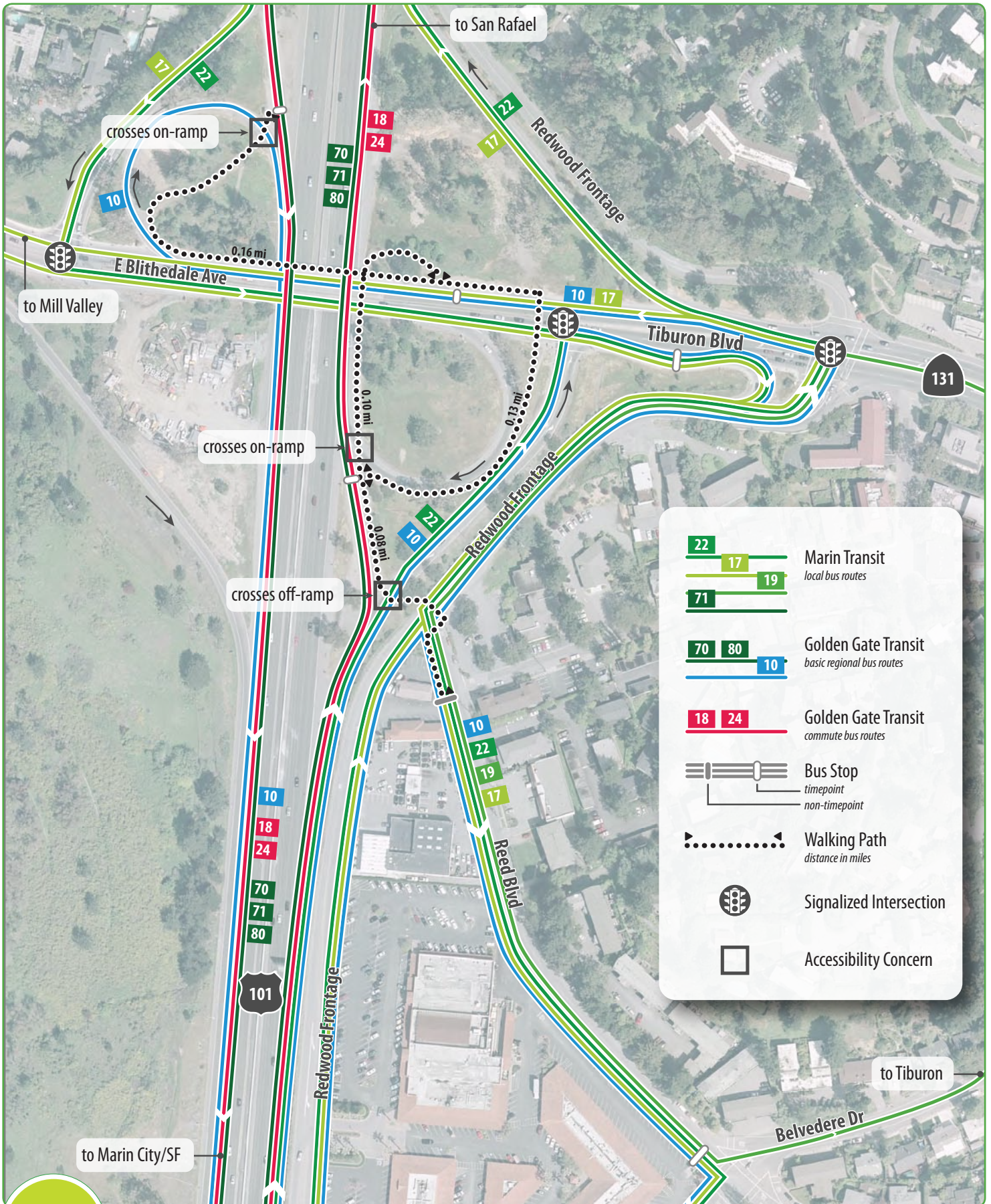
Thompson & Associates **HDR**

Source: Central and Southern Marin Transit Study, June 2009



Figure 4-3: Typical Local Stop Enhancement at Tiburon Blvd/Lyford Dr





22	17	19	Marin Transit
			local bus routes
70	80	10	Golden Gate Transit
			basic regional bus routes
18	24		Golden Gate Transit
			commute bus routes
			Bus Stop
			timepoint
			non-timepoint
			Walking Path
			distance in miles
			Signalized Intersection
			Accessibility Concern



Figure 4-4: Existing Tiburon Wye Bus Pad Connection



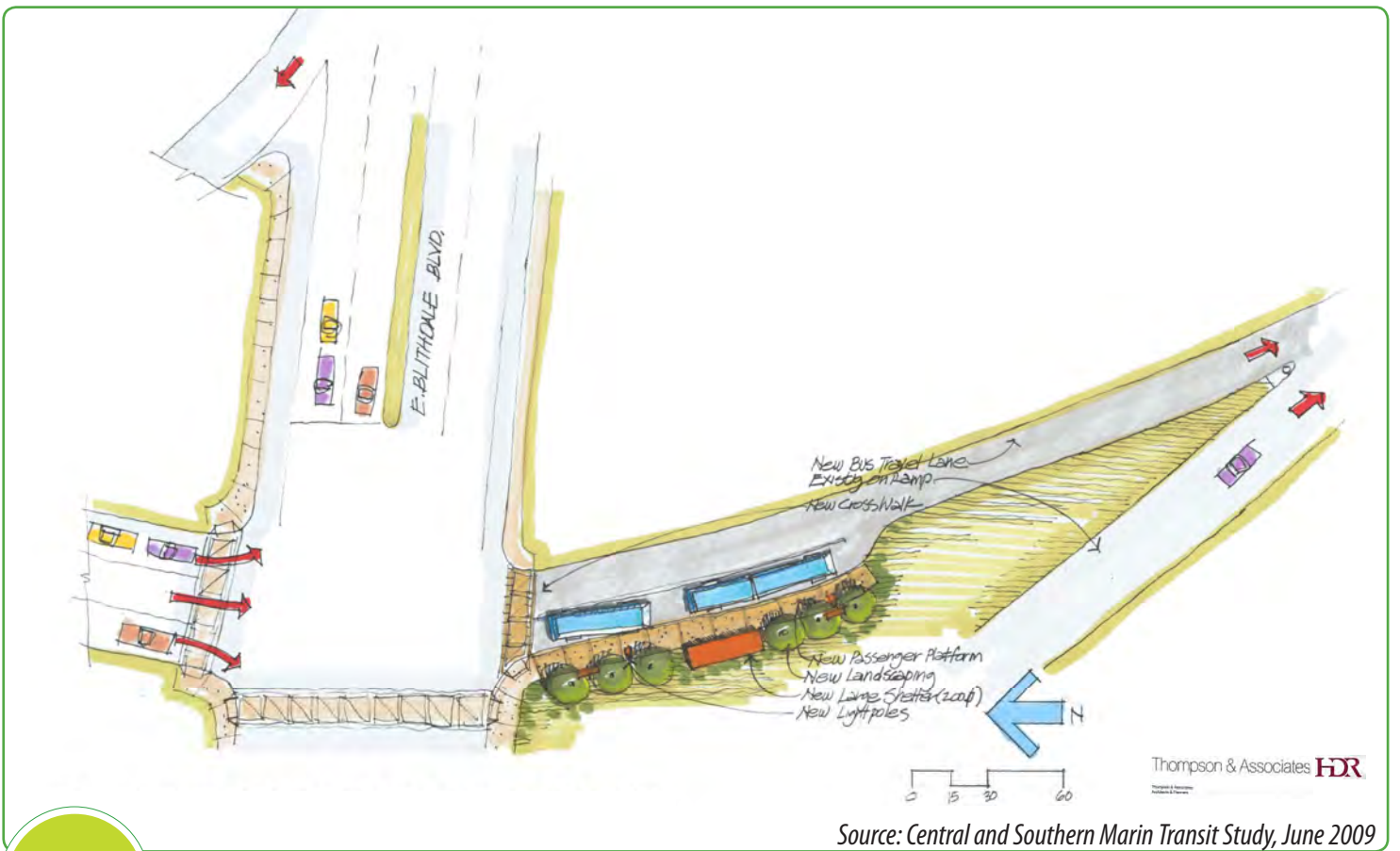
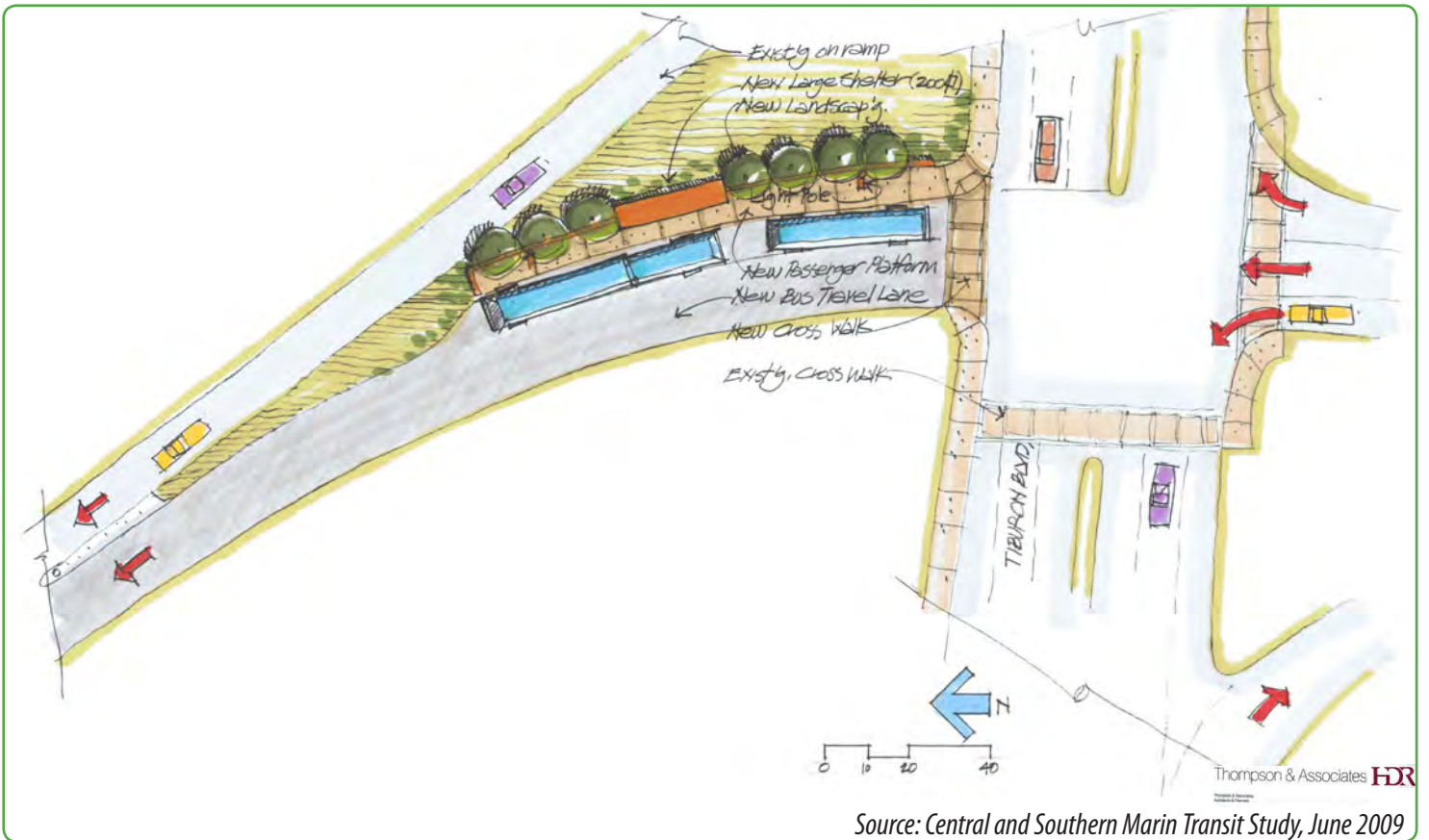


Figure 4-5: Typical Hwy 101 Bus Pad/Ramp Improvement at Tiburon Wye



Caltrans is currently in the design phase of a ramp metering project that will include the East Blithedale Ave/Tiburon Boulevard on-ramps. As part of the project, Caltrans is proposing to relocate the current southbound Tiburon Wye bus pad stop from the northwest quadrant of the interchange to the southwest quadrant, as well as to eliminate two of the pedestrian paths crossing the on-ramps. This change would reroute regional services off the freeway mainline onto a bus-only lane, which would then merge back into the new on-ramp HOV lane.

To address the northbound bus pad connection, a similar relocation of the bus pad stop to the northeast quadrant of the interchange is proposed. This would provide a bus only lane for regional transit services which would then merges back onto the northbound on-ramp HOV lane.

Once these changes are in place, the Tiburon Shuttle service proposed in this study, along with other local services including Routes 17 and 22, should be rerouted to better serve these new stop locations (*Recommendation #5*). The Tiburon Shuttle service could continue along Tiburon Boulevard past Redwood Frontage to serve the existing stop just west of the northbound freeway ramps and turn onto the southbound slip ramp to serve the new southbound bus pad. This routing requires a turnaround to allow the shuttle and other local services to head back east along East Blithedale Ave/Tiburon Boulevard and into Strawberry Village. The possible improvements at the Tiburon Wye are shown in Figure 4–6.

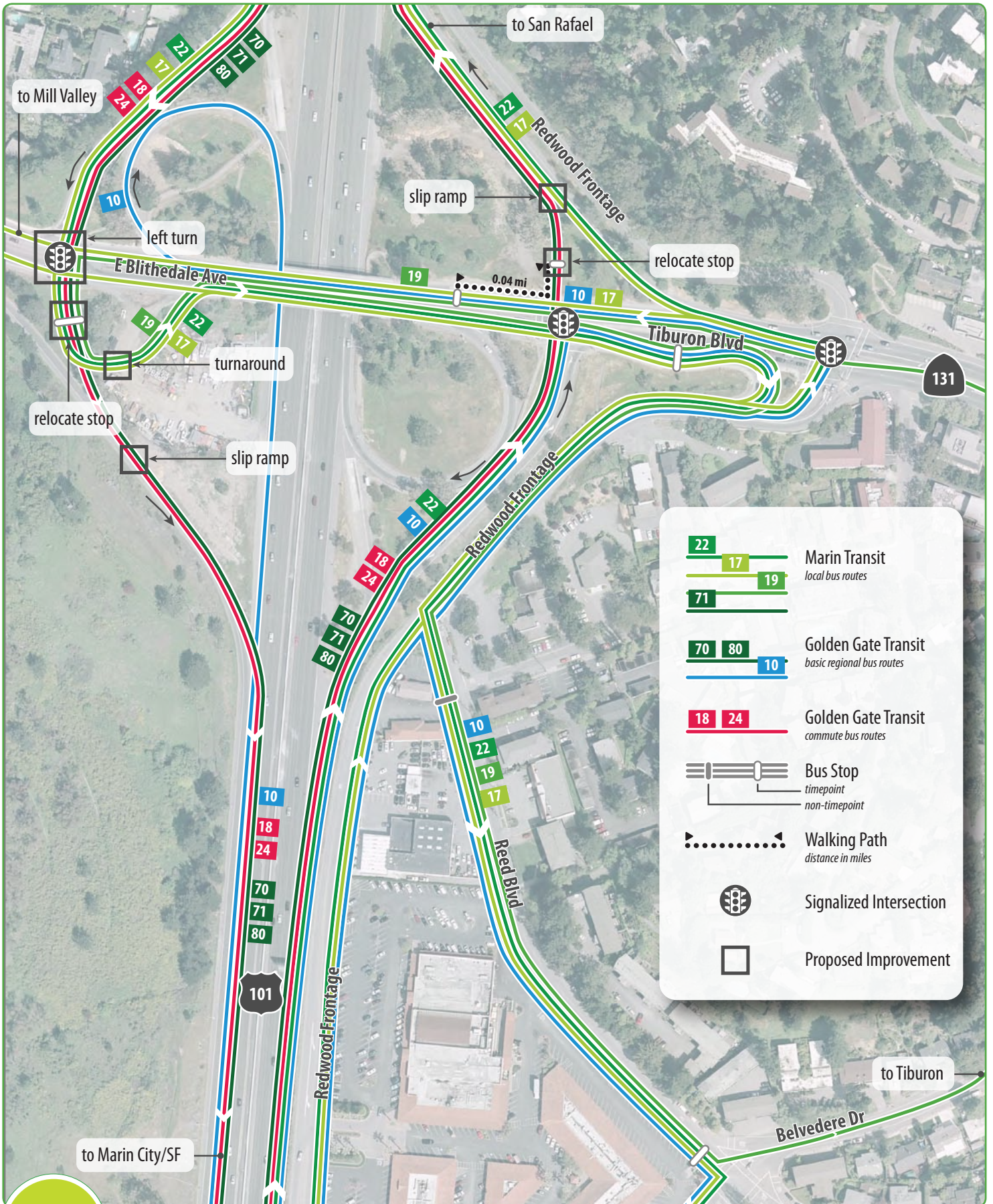
## Marketing Recommendations

### *Recommendation #8: Market New Transit Services within the Tiburon Peninsula*

This recommendation calls for the development of marketing materials and promotional campaigns to increase awareness and use of new transit services. A Tiburon-specific rider guide that focuses on the transit services specifically for the Tiburon Peninsula is an example of a printed education and marketing piece. This guide would include an area map and schedules showing local services and highlight connections to regional services, fares, and contact information. The marketing piece would illustrate the proposed service changes to existing transit riders, as well as promote the new transit services to potential riders and help them better navigate the system.

Marin Transit should also work with local chambers of commerce and businesses to encourage use of the services by area employees and patrons. Real-time passenger information can be provided through small displays located at internal locations within businesses to provide next bus information to employees and patrons. Opportunities to integrate this information into way finding efforts or kiosks in strategic locations should also be pursued.

This marketing effort would be completed concurrently with the introduction of the proposed shuttle service, which could be implemented as early as January 2014. Marin Transit would be the lead agency for this effort.



22	17	19	71
Marin Transit local bus routes			
70	80	10	
Golden Gate Transit basic regional bus routes			
18	24		
Golden Gate Transit commute bus routes			
		Bus Stop	
		timepoint	
		non-timepoint	
Walking Path			
distance in miles			
Signalized Intersection			
Proposed Improvement			



Figure 4-6: Proposed Tiburon Wye Bus Pad Connection Improvements



***Recommendation #9: Conduct Travel Training Workshops***

Marin Transit is launching a travel training program aimed particularly at seniors that provides information in the form of group presentations, tutorial videos, and individualized hands-on training on the various travel options and programs provided through the agency. Workshops can be tailored to the needs of the particular audience, and are especially helpful in helping non-riders become more familiar and comfortable with riding transit. A series of workshops should be scheduled in Tiburon prior to and shortly after the launch of a new shuttle service, and Marin Transit would be the lead agency for this program.

***Recommendation #10: Bike Rental Coordination***

The outreach process identified a transportation issue related to bicyclists who use the ferry services to get to and from San Francisco, especially on the weekends. There is high volume of bikes on the ferry service in peak periods that often reaches capacity and restricts cyclists from using the service. Bike parking in the Downtown Tiburon is inadequate for peak demands.

The Town of Tiburon should work with the major bike rental companies in San Francisco to determine if a satellite bike rental location near the Tiburon Ferry dock would be feasible. A satellite facility or even mobile kiosk would allow bikers to rent in San Francisco and drop off in Tiburon or rent directly in Tiburon and explore the Peninsula via the multi-use path and other scenic bikeways in the County.

## Chapter 5: Financial Plan

This chapter provides estimated costs for the proposed recommendations and identifies potential funding sources and the responsible organization or stakeholder. Table 5–1 provides a summary of the recommendations and associated cost estimates, type of improvement, entity responsible for implementation, and potential funding sources.

### Cost Estimates

#### *Recommendation #1: Implement Tiburon Community Shuttle*

The recommended community shuttle service would replace the existing Route 19 service, except for the two school trips, as well as the last Route 17 trip, which account for about 4,694 annual service hours. The cancellation of these trips would yield a savings of approximately \$629,023 per year. This savings would cover the costs of the proposed shuttle service, as well as other recommended improvements.

The proposed Tiburon community shuttle service would require approximately 6,394 annual revenue hours. Based on current contractor rates for operation of shuttle services, it would cost approximately \$473,173 annually to operate this recommended service. Capital costs including the purchase of two cutaway shuttle vehicles and onboard equipment is estimated at \$200,000.

#### *Recommendation #2: Improve Public Transit Service for Schools*

The recommended school tripper between East Corte Madera and Tiburon would require approximately 237 additional annual service hours to operate. Based on the current rates to operate similar types of service, it is estimated that this improvement would cost about \$31,824 annually.

#### *Recommendation #3: Increase Senior Mobility Options*

Costs for increased senior mobility options identified in the recommendations section are based on per trip usage and would be subsidized somewhere between \$15 and \$20 per trip. Assuming 10 trips are made per day in the study area at an average cost of \$17.50 per trip, the operating cost would be \$63,875. As these trips would be made using vehicles from other companies, the only capital costs would associated with staff time and administration of the program. These costs would largely be covered under the current budgets identified for these Measure B programs. If demands on these programs increase beyond funding resources, Marin Transit will need to explore other funding sources and revenue streams such as grant funding.

If it is determined that a future Dial-A-Ride service is needed, the estimated annual operating cost for this service based on current contract rates would be \$150,000 and the cost for a vehicle and associated onboard equipment would be approximately \$90,000.

#### *Recommendation #4: Ferry Coordination*

Costs associated with ferry coordination are largely unknown due to the uncertainties of a future institutional arrangement.

***Recommendation #5: Improve Connections to Regional Services***

Annual operating costs assumptions associated with the adjustments to the Tiburon Community Shuttle schedule and alignment to serve the regional bus pads at the Tiburon Wye are assumed to be negligible. There would likely be cost savings to Golden Gate Transit if the Route 8 was discontinued but these are not included in the financial plan. Capital costs associated with improvements necessary to allow this service recommendation to advance are included in Recommendation #7.

***Recommendation #6: Bus Stop Improvements***

The recommended Phase 1 bus stop improvements include the addition of four (4) bus benches, six (6) trash receptacles, four (4) shelters, and three (3) real-time information signs to high-ridership stop locations. This is estimated to cost about \$87,000 for all amenities including installation. Annual maintenance costs associated with the real-time signs is estimated at \$2,500.

The Agency has recently been awarded funds through the Federal Transit Administration's State of Good Repair grant program, which will be used throughout the County to improve selected priority bus stops.

***Recommendation #7: Passenger Access and Transfer Improvements***

The recommended Phase 2 bus stop improvements include an assessment of pedestrian accessibility to bus stops throughout the Peninsula to identify stops that are inaccessible, and enhancements to bring those stops up to ADA standards. It is estimated that this effort would cost approximately \$298,000.

The *Central and Southern Marin Transit Study* estimated that the proposed reconfiguration of the Tiburon Wye bus pad would cost approximately \$2.4 million. Additional costs associated with improvements not included in the previous study's recommendation as well as cost escalation would increase this estimate to approximately \$3.0 million.

***Recommendation #8: Market New Transit Services within the Tiburon Peninsula***

A Tiburon-specific ride guide would cost about \$5,000, including staff time, design, and printing.

***Recommendation #9: Conduct Travel Training Workshops***

Costs associated with the travel training workshops are based on staff time and printed materials. The costs have already been included as part of the current Agency budget for mobility management services funded through Measure B.

***Recommendation #10: Bike Rental Coordination***

Coordinating a space for a future bike rental company in Downtown Tiburon would likely require little or no public funds.

**Table 5–1: Cost Summary Table**

Recommendation	Estimated Operating Cost <sup>1</sup> (Annual)	Estimated Capital Cost <sup>1</sup> (One-Time)	Type of Improvement	Lead Agency	Potential Funding Source(s)	
1	Implement Tiburon Community Shuttle	--				
	<i>Cancel Route 19 (except school trippers) and last Route 17 trip</i>	(\$629,023)	--	Service	Marin Transit	Measure A, FTA 5307 & 5309, local contribution
	<i>Introduce Community Shuttle Program</i>	\$473,173	--			
2	Improve Public Transit Service for Schools	\$31,824	--	Service	Marin Transit	Measure A, FTA 5307
3	Increase Senior Mobility Options <sup>2</sup>	\$215,700	\$90,000	Service	Marin Transit	Measure B
4	Ferry Coordination	TBD	TBD	Service	Blue & Gold Fleet, Town of Tiburon	--
5	Improve Connections to Regional Services	Negligible <sup>3</sup>	<i>See #7</i>	Service	Marin Transit, Golden Gate Transit	Measure A, FTA 5307
6	Bus Stop Improvements	\$2,500	\$87,000	Capital	Marin Transit	FTA State of Good Repair, Measure A, FTA 5309
7	Passenger Access and Transfer Improvements				Town of Tiburon, City of Belvedere, County of Marin, Caltrans	
	<i>Access to local bus stops</i>	--	\$298,000	Capital		PTMISEA
	<i>Tiburon Wye reconfiguration</i>	--	\$3,000,000			
8	Market New Transit Services within Tiburon	--	\$5,000	Marketing	Marin Transit	Measure A
9	Travel Training Workshops	--	\$2,500	Marketing	Marin Transit	Measure B
10	Bike Rental Coordination		negligible	Marketing	Private Bike Rental Companies, Town of Tiburon	--
<b>Total</b>		<b>\$94,174</b>	<b>\$3,682,500</b>			

4. All costs are based on FY2012/13 estimates.

5. Costs include current mobility management programs and potential future dial-a-ride service.

6. Marin Transit's cost to adjust schedule and alignment is estimated to be negligible. Cost savings to Golden Gate Transit associated with cancellation of Route 8 is not included in estimate. Costs associated with capital improvements needed to operate proposed service are included in Recommendation #7.

## Funding Sources

Funding for the recommended improvements could be obtained through a number of sources depending on the nature of the project. Traditional sources of funding for the agency include:

- **Measure A:** Marin County half-cent sales tax funds
- **Measure B:** Marin County vehicle registration fee funds targeted to mobility management and senior transportation
- **TDA:** Transportation Development Act
- **STA:** State Transit Assistance
- **FTA 5307:** Federal Transit Administration (FTA) Section 5307 operating funds
- **FTA 5309:** Federal Transit Administration (FTA) Section 5309 capital funds
- **PTMISEA:** Prop 1B Public Transportation Modernization, Improvement, and Service Enhancement Account Program bond funding for capital projects

Other potential sources of funding could include:

- **FTA State of Good Repair:** The agency has recently been awarded funds through the FTA's State of Good Repair grant program for passenger information and bus stop improvements as well as repairs to other capital assets.
- **Local Contribution:** The agency could work with local businesses and organizations in downtown Tiburon, including restaurants and hotels, or the local chambers of commerce to encourage both patrons and employees to use transit. Owners could contribute funds for additional services catering to the needs of their businesses, such as late night service or increased peak frequency. The Agency could also coordinate with the chambers of commerce and businesses to distribute free ride passes or tokens to patrons and employees as a promotional incentive.