Marin County Transit District Board of Directors

Monday, June 1, 2026, 9:30 a.m.

Marin County Civic Center
Board of Supervisors' Chambers
3501 Civic Center Drive, Room 330
San Rafael, CA 94903

Join via Zoom or Teleconference:
https://www.zoom.us/j/87972683373
+1 669 900 6833
Webinar ID / Access Code: 879 7268 3373

Providing Public Comment

- To provide written public comment prior to the meeting, email info@marintransit.gov or use the comment form at www.marintransit.gov/meetings. Submit your comments no later than **5:00 p.m. Sunday, May 31, 2026** to facilitate timely distribution to the Board of Directors. Include the agenda item number you are addressing, your name, and address. Your comments will be forwarded to the Board of Directors and will be included in the written public record.
- Public comment is limited to two minutes per speaker unless a different time limit is announced. The Board President may limit the length of comments during public meetings due to the number of persons wishing to speak or if comments become repetitious.
- Participating on Zoom or teleconference: Ensure that you are in a quiet environment with no background noise. To raise your hand on Zoom press ***9** and wait to be called upon by the President or the Clerk to speak. You will be notified that your device has been unmuted when it is your turn to speak. You will be warned prior to your allotted time being over. Your comments will be included in the public record.

General Meeting Information

- Late agenda material can be inspected at the office of Marin Transit, between the hours of 8:00 a.m. and 5:00 p.m. Monday through Friday.
- In case of Zoom outage, dial 515-604-9094; meeting ID: 142-334-233
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- Nếu bạn cần thông dịch hoặc các hỗ trợ khác, hãy gọi (415) 226-0855 hoặc 711. Để truy cập các hướng dẫn này bằng tiếng Việt, hãy nhấp vào đây.

9:30 a.m. Convene as the Marin County Transit District Board of Directors

1. **Open Time for Public Expression**
   (Limited to two minutes per speaker on items not on the District's agenda)

2. **Board of Directors' Matters**

3. **General Manager's Report**

   a. General Manager's Oral Report
   b. Monthly Monitoring Report: March 2026

4. **Consent Calendar**

   a. Minutes for May 4, 2026 Board Meeting
   b. Federal Legislative Report
   c. Marin County Transit District Third Quarter FY 2025/26 Financial Report
   d. Marin Transit Quarterly Performance Report for the Third Quarter of FY 2025/26
   e. Authorizing Resolution and Project List for California's State of Good Repair Program
   f. Authorize Continued Participation in the Clipper BayPass Pilot Program
   g. Award Contract for Fleet Inspection and Maintenance Audit (#1369)

   ***Recommended Action*:** Approve.

5. **Marin County Transit District Operating and Capital Budget for FY 2026/27**

   ***Recommended Action*:** Adopt FY 2026/27 budget.

6. **Award Contract (#1367) for 1075 Francisco Boulevard East Operations & Maintenance Facility Engineering, Design, and PS&E to HDR Engineering, Inc. and Approve Budget Amendment 2027-01**

   ***Recommended Action*:** Approve a contract (#1367) with HDR Engineering, Inc. for an amount of $6,094,633 and approve Budget Amendment 2027-01.

7. **Resolution Approving Marin Transit's 2026 Title VI Program Update Submittal to the Federal Transit Administration**

   ***Recommended Action*:** Approve Resolution 2026-05 approving Marin Transit's 2026 Title VI Program Update to ensure compliance with federal requirements to provide equal access to Marin Transit's services, programs and activities regardless of race, color and national origin.

Adjourn

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Maika Llorens Gulati
Alternate
City of San Rafael

June 1, 2026

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

Subject: General Manager Report – Monthly Report: March 2026

Dear Board Members:

Recommendation

This is a recurring information item.

Summary

The attached monthly report provides an overview of Marin Transit operations for the monthly period ending March 31, 2026. The monthly reports summarize statistics on the performance of Marin Transit services and customer comments.

Overall, Marin Transit experienced strong **systemwide ridership** in March 2026. Total ridership was 4% higher than the previous year (March 2025) and 6% higher than pre-COVID (March 2019).

Matching the systemwide trend, **fixed route ridership** was strong this month, with ridership being 4% higher than the previous year (March 2025) and 16% higher than pre-COVID (March 2019).

Yellow Bus ridership was strong this month, with ridership 7% higher than the previous year (March 2025).

Marin Access ridership dipped slightly this month, with ridership being 7% lower than the previous year (March 2025).

Additional detailed analyses of system performance and trends are provided in separate quarterly and annual reports, including route-level statistics and financials. These reports are available on the District's website at https://marintransit.org/service-performance-and-reports.

Fiscal/Staffing Impact

None.

Respectfully Submitted,



Asher Butnik
Senior Transit Planner

Attachment A: Monthly Ridership Report and Customer Comments

Attachment A

marin transit

Monthly Customer Feedback Report

March 2026

Month:	**March 2026**

Category	Program							Total
	Fixed-Route Local	Fixed-Route Shuttle	Stagecoach & Muir Woods	Supplemental & Yellow Bus	Demand Response	Mobility Management	Systemwide	
Commendation	**2**	**0**	**0**	**0**	**31**	**0**	**2**	**35**
Service Delivery Complaint	**47**	**8**	**14**	**0**	**15**	**0**	**0**	**84**
Accessibility	1	0	1	0	0	0	0	2
Driver Conduct Complaint	13	1	2	0	7	0	0	23
Driving Complaint	12	0	3	0	3	0	0	18
Early Trip	2	0	0	0	0	0	0	2
Equipment Issue	5	0	3	0	0	0	0	8
Farebox	0	0	0	0	0	0	0	0
Late Trip	4	3	0	0	3	0	0	10
Missed Connection	0	0	0	0	1	0	0	1
Missed Trip	0	0	0	0	0	0	0	0
No-Show	3	1	4	0	0	0	0	8
Off-Route	0	1	0	0	1	0	0	2
Pass-Up Complaint	7	2	1	0	0	0	0	10
Service Structure Complaint	**11**	**0**	**2**	**0**	**6**	**0**	**0**	**19**
Bus Stop Improvement Request	0	0	1	0	0	0	0	1
Fares	0	0	0	0	0	0	0	0
Other Complaint	3	0	0	0	5	0	0	8
Scheduling Complaint	0	0	0	0	1	0	0	1
Service Improvement Suggestion	8	0	1	0	0	0	0	9
Safety Complaint	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

Total Service Hours	10,540	3,413	1,342	235	2,340	0	17,780	17,780
Commendations per 1,000 Hours	0.2	0.0	0.0	0.0	13.2	-	0.1	2.0
Complaints per 1,000 Hours	5.5	2.3	11.9	0.0	9.0	-	0.0	5.8

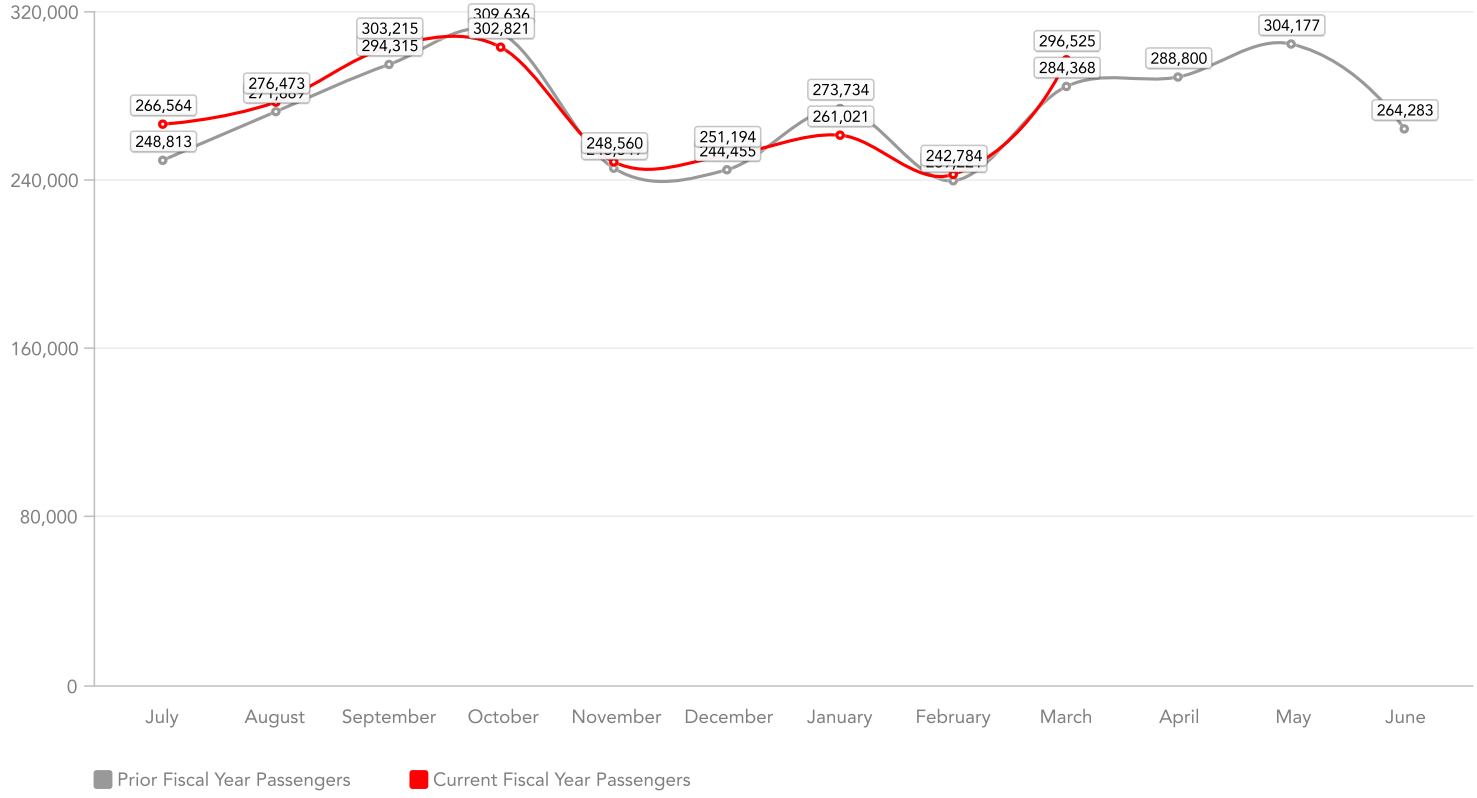
Total Passengers	225,139	39,878	11,797	6,670	3,977	2936	303,438	303,438
Commendations per 1,000 Passenger	0.0	0.0	0.0	0.0	7.8	0.0	0.0	0.1
Complaints per 1,000 Passengers	0.3	0.2	1.4	0.0	5.3	0.0	0.0	0.3

Monthly Monitoring Report 05/15/2026

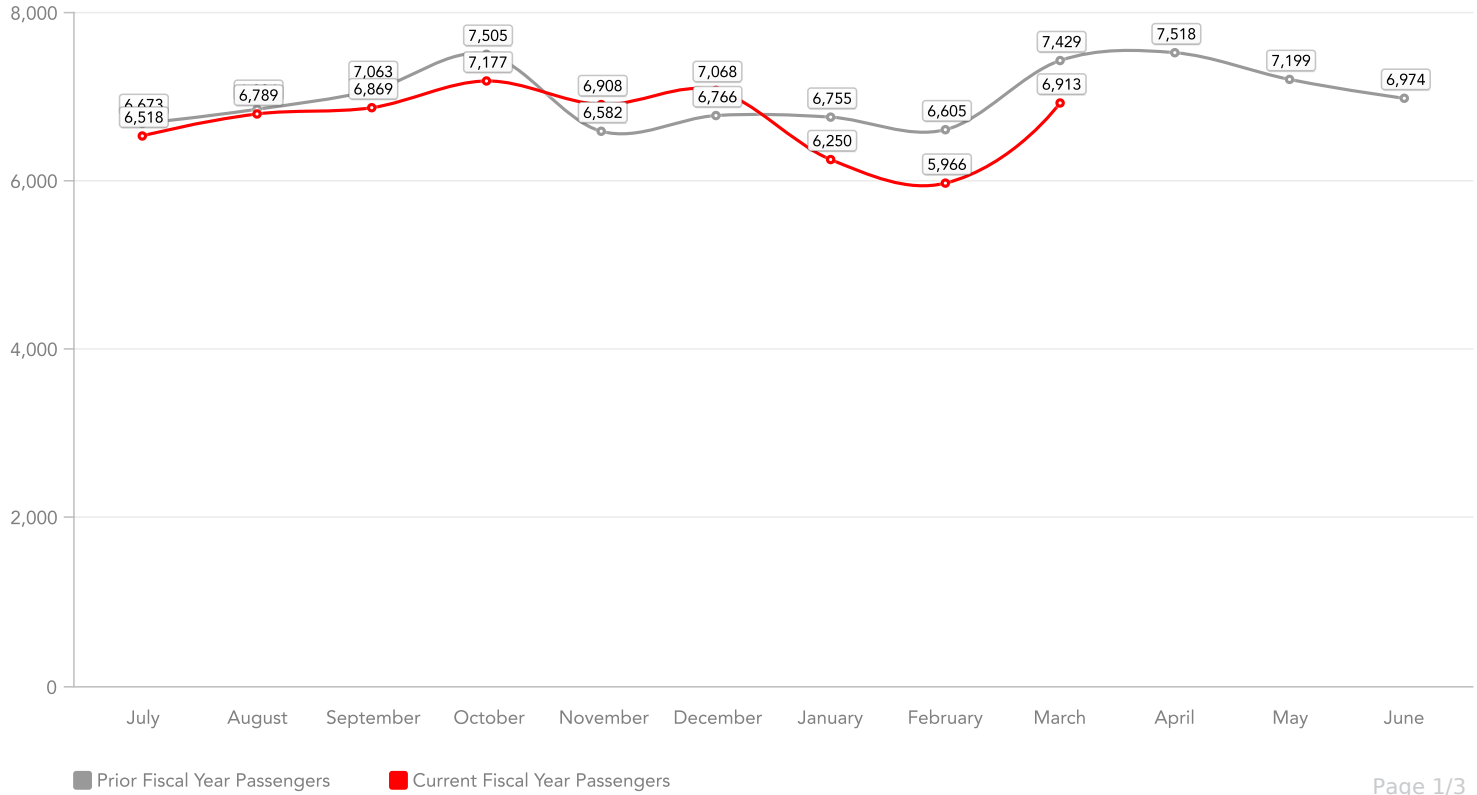
FISCAL YEAR	MONTH
2026	All

Year-to-Date Ridership Trends

Fixed-Route Passengers (incl. Yellow Bus & MWS) by Month



Demand Response Passengers by Month

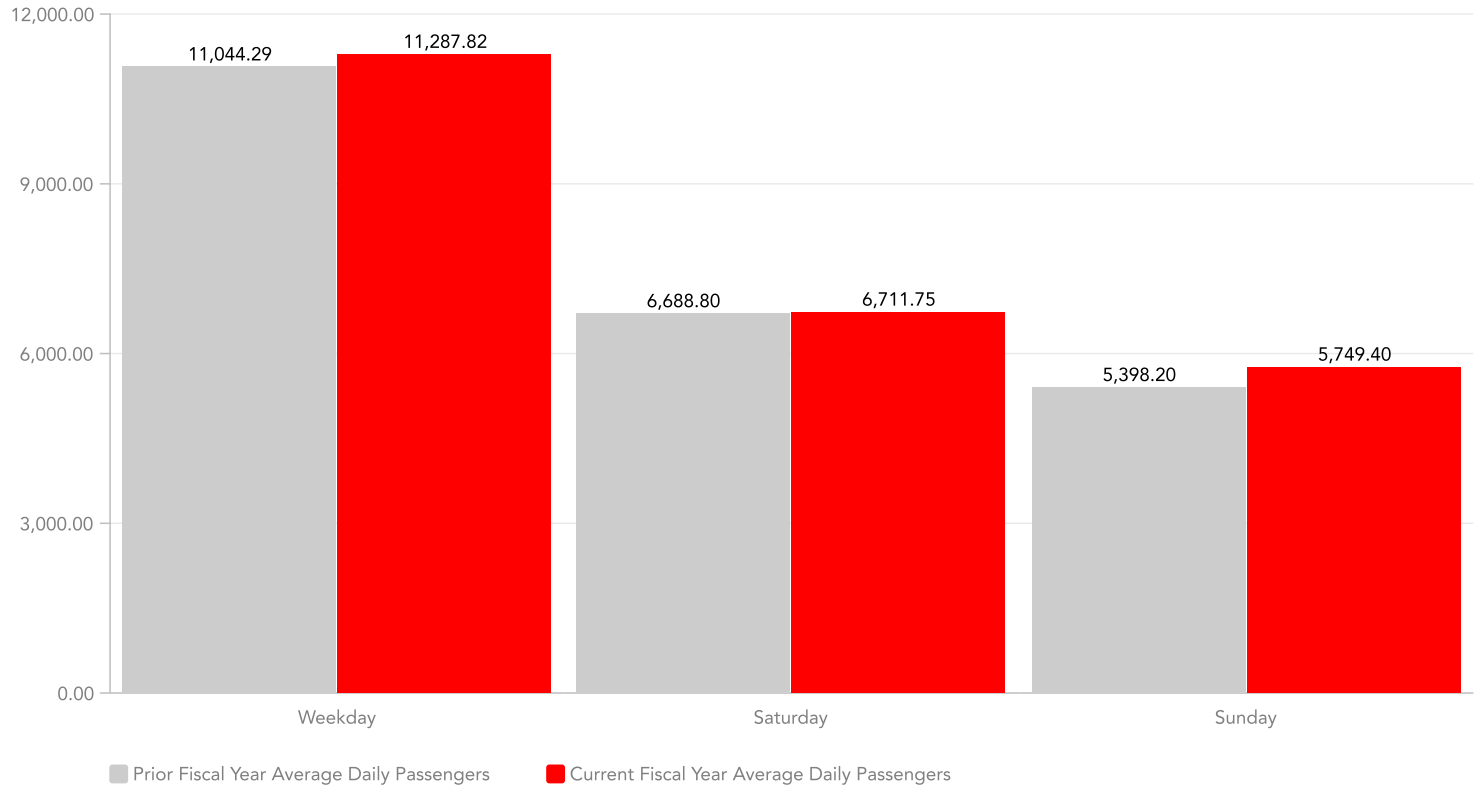


Monthly Comparison

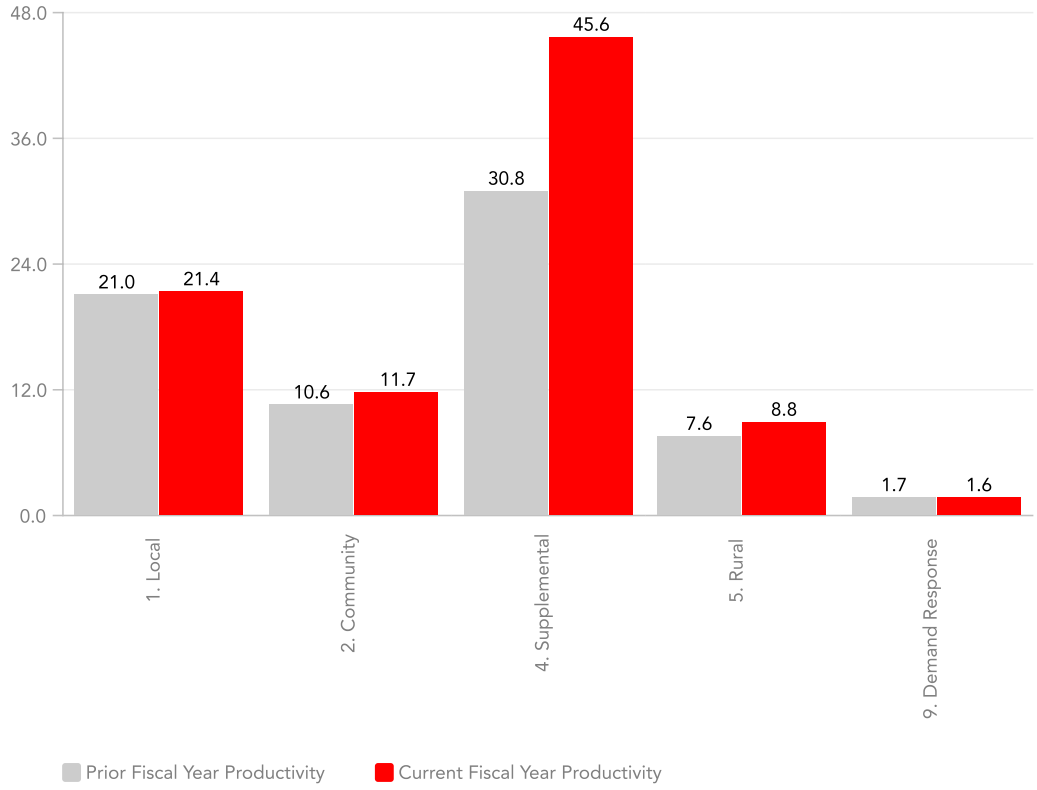
MONTH

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Average Systemwide Daily Passengers



Productivity (pax/hr) by Typology



Route Typologies

1. Local:
   Routes 17, 22, 23, 35, 36, 49, 71

2. Community:
   Routes 219, 228, 29, 233, 245, 57

4. Supplemental
   Routes 613, 619, 625, 654

5. Rural:
   Routes 61, 68

9. Demand Response:
   Local Paratransit, Marin Access Shuttles

REGULAR MEETING OF THE MARIN COUNTY TRANSIT DISTRICT BOARD OF DIRECTORS

Held Monday, May 4, 2026 at 9:30 A.M.

Roll Call

Present: **President Sackett, Vice President Casissa, Director Colbert, Director Moulton-Peters, Director Rodoni, Director Lucan, Director Llorens-Gulati**

Absent: **Second Vice President Bushey**

Director Llorens Gulati was in attendance as a voting member.

Board President Sackett opened the meeting at 9:36 A.M.

1. Open Time for Public Expression

Administrative Analyst & Board Secretary Kate Burt reported that the Board received comments on agenda item one from a member of the public via the District's online comment form. The comments were shared with the Board before the Board meeting.

2. Board of Directors' Matters

President Sackett asked if any member of the Board wished to speak. Seeing none, she called for the General Manager's report.

3. General Manager's Report
    a. General Manager's Oral Report
    b. Monthly Monitoring Report: February 2026
        i. Item 3b – Staff Report

General Manager Robert Betts provided an update on the Zero Emissions Bus Facility project and the purchase of electric paratransit vans. He highlighted the What About Age Transportation Fair and upcoming travel training workshops. Mr. Betts summarized recent and upcoming free fare promotions. He reported on fixed route and demand response ridership from February 2026.

Director Llorens-Gulati asked if the audience of the What About Age Transportation Fair included paratransit riders.

Mr. Betts confirmed that the What About Age Transportation Fair included information about paratransit and Marin Access programs.

Director Llorens-Gulati asked if people with disabilities can participate in upcoming travel training workshops.

Mr. Betts confirmed they can. Paratransit travel training is also available for those approved for paratransit.

Director Moulton-Peters expressed appreciation for the What About Age Transportation Fair as an opportunity for people to sign up for transportation programs.

President Sackett asked about the dates of the upcoming travel training workshops.

Mr. Betts stated that he will follow up with President Sackett regarding the dates of the upcoming travel training workshops.

4. Consent Calendar

   a. Minutes for April 6, 2026 Board Meeting
   b. Federal Legislative Report
   c. Marin Transit Quarterly Performance Report for the Second Quarter of FY 2025/26
   d. First Amendment with Bauer's Intelligent Transportation for Home to School Yellow Bus Services (#1362)
   e. Policy Update: Marin Transit's Personnel Policies and Procedures (HR-02)
   f. Resolutions Updating Plan Trustee for Marin County Transit District 401(a) and 457(b) Governmental Retirement Plans

Recommended Action: Approve.

M/s: Director Llorens-Gulati – Director Lucan

Ayes: President Sackett, Vice President Casissa, Director Colbert, Director Moulton-Peters, Director Rodoni, Director Lucan, Director Llorens-Gulati

Noes: None

Absent: Second Vice President Bushey

Abstain: None

5. Marin County Transit District Draft Operating and Capital Budget for FY 2026/27

Staff Report

General Manager Robert Betts reviewed primary components of the FY 2026/27 budget and presentation. He highlighted that current service levels are equivalent to service levels before the COVID 19 pandemic. He provided an overview of the budget development schedule and the goals of the budget. Mr. Betts summarized the draft budget and listed key points about the current financial inflection point.

Interim Director of Finance Grisel Martinez Brennan compared the FY 2024/25 actual budget, the FY 2025/26 revised budget, the FY 2025/26 estimated actual budget, and the FY 2026/27 draft budget. Ms. Martinez Brennan provided an overview of the FY 2026/27 Operations revenue budget and reviewed Operations revenue budget fluctuations between FY 2016/17 and FY 2026/27's budget. She compared Measure A/AA expenditures and carryforward fund levels between FY 2016/17 and FY 2026/27's budget. Ms. Martinez Brennan reviewed the FY 2026/27 Operations expenses budget. She compared annual revenue hours for fixed route service between FY 2017/18 and FY 2026/27's budget. She summarized FY 2026/27 budgets for Operations programs, including Administration, local fixed route service, Yellow Bus service, rural fixed route service, and Marin Access. She compared service hours for Marin Access between FY 2017/18 and FY 2026/27's budget. Ms. Martinez Brennan provided an overview of the FY 2026/27 Capital budget. She summarized the future financial outlook and the Short Range Transit Plan (SRTP) decision-making timeline.

Director Colbert asked if implementing a shared ride service along strategic corridors could allow for more efficient use of higher capacity vehicles.

Mr. Betts explained that currently, vehicles are being used strategically to maximize efficiency. Future partnerships may enable adjustments to the fleet that will increase efficiency.

Director Moulton-Peters asked about what carryforward funds were used for, what their intended use was, and the consequences of spending them.

Mr. Betts replied that carryforward funds come from one-time sources when projections are higher than expected. Federal funds received during the COVID 19 pandemic enabled reduced local fund expenditures and created carryforward. Future carryforward funds are not expected.

Ms. Martinez Brennan added that after receiving carryforward funds, the budget was balanced with Measure AA allocation requests, and property tax contributed to the fund balance.

Director Moulton-Peters asked about impacts of increased fuel costs.

Ms. Martinez Brennan replied that the draft FY 2026/27 budget includes a 40 percent increase in fuel costs.

Mr. Betts noted that fuel is not included in any service provider contracts, except for Bauer's Intelligent Transportation's contract for the Muir Woods Shuttle.

Director Lucan asked about the Transportation Authority of Marin (TAM)'s sales tax updates.

Ms. Martinez Brennan responded that TAM's most recent annual update regarding Measure AA and Measure B was in February 2026.

Director Lucan asked if a forecast update will be requested from TAM before presenting the final budget.

Ms. Martinez Brennan confirmed it will.

Director Lucan asked if data from the Marin-Sonoma Coordinated Transit Service Plan (MASCOTS) service changes can be interpreted and referenced during planning.

Mr. Betts stated that MASCOTS service change data will develop as rider behavior evolves. No service changes are planned for FY 2026/27. Funding for continuing current service levels is available, and service levels will be adjusted if necessary.

Director Llorens-Gulati asked how fleet electrification will affect fuel and utility costs.

Mr. Betts explained that the planned facility at 1075 Francisco Boulevard East will provide control over negotiations on fueling and charging costs.

Director Llorens-Gulati asked if advertising revenue may increase.

Mr. Betts stated that centralized vehicle parking at the planned facility at 1075 Francisco Boulevard East will make fleet-wide vehicle advertising more feasible.

Director Rodoni highlighted the value of increasing revenue and avoiding service cuts.

Mr. Betts confirmed that funding opportunities are being pursued, especially for Capital programs.

President Sackett asked if funding increases with ridership. She asked why a fare increase will be assessed in 2029.

Mr. Betts confirmed that fare revenue and State funding will generally increase with ridership.

President Sakcett asked if State funding formulas include ridership during free fare promotions.

Mr. Betts confirmed they do. He explained that fixed route fares have not increased since 2004 and the impact of a fare increase will be investigated.

Recommended Action: Review draft FY 2026/27 budget and provide comments.

6. Muir Woods Shuttle Evaluation Report for the 2025 Season

   Staff Report

Specialized Transportation Services Analyst Sandra Romero explained the history of the Muir Woods Shuttle and provided an overview of the 2025 season. Ms. Romero summarized the Muir Woods Shuttle's fare system. She reported on ridership, productivity, and mode share from 2021 to 2025. She highlighted the cost sharing agreement with the National Parks Service (NPS). She reported on program cost and cost share from 2021 to 2025. Ms. Romero presented future considerations and plans for the Muir Woods Shuttle.

Director Llorens Gulati suggested evaluating the impact of running the Muir Woods Shuttle exclusively from the Larkspur Ferry Terminal. She asked how shuttle riders travel to the Larkspur Ferry Terminal.

Mr. Betts stated that an upcoming passenger survey will evaluate how passengers travel to the Larkspur Ferry Terminal. He listed the benefits of running the Muir Woods Shuttle exclusively from the Larkspur Ferry Terminal.

Director Llorens Gulati asked if the Muir Woods Shuttle reservation price can increase more to offset costs.

Mr. Betts explained that Muir Woods visitors only need reservations for parking and for the shuttle. NPS controls parking and shuttle reservation pricing, supply, and distribution. The cost sharing agreement was determined accordingly.

Director Llorens Gulati asked if the Muir Woods Shuttle can pick up passengers at Muir Beach.

Mr. Betts stated that when evaluating a pick-up location at Muir Beach, challenges included determining a stop location, scheduling, and vehicle capacity. Consideration of the pick-up location will continue.

Vice President Casissa asked about marketing efforts regarding the Muir Woods Shuttle.

Mr. Betts replied that many Muir Woods Shuttle riders are Muir Woods visitors who were unable to obtain a parking reservation. Local public transportation agencies implemented coordinated marketing campaigns to encourage Muir Woods access by public transportation. Muir Woods visitors are often tourists from adjacent counties in the San Francisco Bay Area and Northern California.

Vice President Casissa asked how Muir Woods visitors attempting to purchase parking reservations are redirected to shuttle reservations.

Mr. Betts responded that shuttle reservations and parking reservations are both available on the Go Muir Woods website.

Director Moulton-Peters highlighted that the Muir Woods Shuttle was designed as a demand-management tool to reduce traffic on Shoreline Highway, alongside restricted parking near Muir Woods. She encouraged surveying Muir Woods visitors.

Director Rodoni asked if NPS tracks the impacts of changes made to the Muir Woods Shuttle's route and schedule. He noted that the Muir Woods Shuttle's budget is consistent.

Mr. Betts said that NPS' visitation data was paired with shuttle data to determine mode share information, which influenced the decision to adjust the Muir Woods Shuttle route and schedule.

President Sackett asked if Muir Woods Shuttle fares are eligible for discounts when transferring from public transportation.

Mr. Betts clarified that Muir Woods Shuttle fares are not eligible for transfer discounts, due to differences in fare collection systems.

Recommended Action: Accept report.

M/s: Director Moulton-Peters – Director Llorens-Gulati

Ayes: President Sackett, Vice President Casissa, Director Colbert, Director Moulton-Peters, Director Rodoni, Director Lucan, Director Llorens-Gulati

Noes: None

Absent: Second Vice President Bushey

Abstain: None

7. Award Contract (#1357) for 1075 Francisco Boulevard East Surcharge Grading Construction to Maggiora & Ghilotti, Inc.

Staff Report

Facility Development Project Manager Paul Haifley reported on the history of the facility project at 1075 Francisco Boulevard East. He explained the necessity and process of surcharge grading at 1075 Francisco Boulevard East. Mr. Haifley summarized the procurement of the surcharge grading contractor. He outlined the fiscal and staffing impact of the surcharge grading contract.

Director Llorens-Gulati asked if the surcharge grading work will apply to the entire property at 1075 Francisco Boulevard East, in consideration of sea level rise concerns.

Mr. Haifley explained that the surcharge grading work will primarily be for surcharge purposes but will partially assist in raising the site. The following final design and work for the facility will completely address sea level rise concerns.

Director Llorens-Gulati asked about the impacts of potentially converting Francisco Boulevard East into a two-way street.

General Manager Robert Betts stated that the proposed two-way street configuration will not significantly impact the planned facility design.

Director Llorens-Gulati commended the involvement of local contractors in the facility project.

Director Rodoni asked about the outreach plan for the surcharge grading project.

Mr. Haifley responded that localized impacts from the surcharge grading project will be monitored and contained within environmental requirements.

President Sackett asked if there will be an elevation differential between the facility and the street at 1075 Francisco Boulevard East.

Mr. Haifley confirmed there will be.

Director Llorens Gulati raised concerns about the surcharge grading project's impact on local traffic.

Recommended Action: Authorize General Manager to execute a contract (#1357) with Maggiora & Ghilotti, Inc. for an amount of $1,130,000 and approve Budget Amendment 2026-07.

M/s: Director Rodoni – Vice President Casissa

Ayes: President Sackett, Vice President Casissa, Director Colbert, Director Moulton-Peters, Director Rodoni, Director Lucan, Director Llorens-Gulati

Noes: None

Absent: Second Vice President Bushey

Abstain: None

Adjourn President Sackett adjourned the meeting at 11:06 A.M.

SINE DIE

_____

PRESIDENT

ATTEST:

_____
CLERK

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Board of Directors

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City of San Rafael

June 1, 2026

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

Subject: **Federal Legislative Report**

Dear Board Members:

Marin Transit contracts for federal advocacy services with Carpi & Clay who provide a monthly Federal Update. The attached monthly report for April 2026 provides an appropriations update, legislative activity, federal funding opportunities, and federal agency actions and personnel changes.

Respectfully Submitted,



Robert Betts
General Manager

Attachment A: Federal Update April 2026

CARPI & CLAY

Federal Update

May 1, 2026

Fiscal Year 2027 Appropriations Update

On April 3, President Trump released his FY27 budget request, proposing $1.5 trillion in defense spending—the largest year-to-year increase since World War II—paired with a 10 percent cut to non-defense discretionary spending. Proposed discretionary funding levels by Department/agency include:

Department	FY27 Request	Change from FY26
Agriculture	$20.8 billion	–$4.9 billion (–19%)
Commerce	$9.2 billion	–$1.3 billion (–12.2%)
Defense	$1.45 trillion	+$441 billion (+43.7%)
Education	$76.5 billion	–$2.3 billion (–2.9%)
Energy	$53.9 billion	+$900 million (+1.8%)
Environmental Protection Agency	$4.2 billion	–$4.6 billion (–52.4%)
Health and Human Services	$110.5 billion	–$15.4 billion (–12.2%)
Homeland Security	$63 billion	–$2.1 billion (–3.2%)
Housing and Urban Development	$73.5 billion	–$10.7 billion (–12.7%)
Interior	$15.9 billion	–$2.3 billion (–12.9%)
Justice	$40.8 billion	+$4.7 billion (+13%)
Labor	$9.9 billion	–$3.5 billion (–25.9%)
National Science Foundation	$4 billion	–$4.8 billion (–54.7%)
State and Other International Programs	$35.6 billion	–$15.5 billion (–30.4%)
Transportation	$26.6 billion	+$1.6 billion (+6.2%)
Treasury	$11.5 billion	–$1.5 billion (–11.7%)
US Army Corps of Engineers	$4.9 billion	–$1.9 billion (–28.3%)
Veterans Affairs	$114.9 billion	+$11.5 billion (+8.7%)

While the request is not binding, the President's budget request traditionally signals the start of the annual appropriations process.

The House Appropriations Committee has released its markup schedule, with Subcommittee and full Committee markups running from mid-April through late June. To date, four bills have

cleared the full Committee: Agriculture–Rural Development–FDA, Financial Services–General Government, Military Construction–Veterans Affairs, National Security–State.

FY27 Appropriations Bill	House Subcommittee Allocation (in Billions)	House Subcommittee Markup Date	House Full Committee Markup Date
Agriculture–Rural Development–FDA	$26.27	Passed on April 23 by a 10–7 vote	Passed on April 29 by a 35–25 vote
Commerce–Justice–Science	$77.341	April 30	May 13
Defense		June 11	June 24
Energy–Water Development		May 15	May 20
Financial Services–General Government	$25.298	Passed on April 17 by a 9–6 vote	Passed on April 22 by a 34–28 vote
Homeland Security		June 5	June 10
Interior–Environment		May 21	June 3
Labor–HHS–Education		June 5	June 9
Legislative Branch	$7.3	April 30	May 13
Military Construction–VA	$157	Passed on April 17 by a voice vote	Passed on April 21 by a 58–0 vote
National Security–State	$47.32	Passed on April 23 by an 8–5 vote	Passed on April 28 by a 35–27 vote
Transportation–HUD		May 21	June 4

Lapse in DHS Funding Continues; Senate and House Pass Budget Resolution to Provide Multi-Year Funding for CBP and ICE

The partial government shutdown affecting the Department of Homeland Security (DHS) remains unresolved. Secretary Markwayne Mullin has indicated that DHS will run out of reserve funds to pay its personnel in May.

Following the House's rejection of a Senate-passed bill to provide Fiscal Year 2026 funding for all of DHS except Customs and Border Protection (CBP) and Immigration and Customs Enforcement (ICE) in late March, Speaker Johnson and Senate Majority Leader Thune announced a two-track strategy to fund DHS on April 1: the Senate-passed bill paired with a budget reconciliation measure providing approximately $70 billion in multi-year funding for CBP and ICE.

The Senate passed a budget resolution (**S. Con. Res. 33**) by a 50–48 vote to provide instructions to draft a bill to provide multi-year funding for CBP and ICE. It subsequently passed the House on April 29 by a 215–211 vote, with one Member voting present. The resolution allows Republicans to use the budget reconciliation process to fund CBP and ICE for several years without Democratic votes, with the aim of sending a final bill to President Trump by June

1. House Republican leadership has noted further internal discussions are needed to decide how to move forward on restoring funding for the rest of DHS. The Senate-passed bill funding all DHS components except CBP and ICE remains an option, though it would require a two-thirds majority to pass if advanced under suspension of the rules. House Republican leadership has also indicated interest in amending the Senate-passed bill before bringing it to the floor, citing concerns about language explicitly zeroing out funding for immigration enforcement agencies.

Trump Administration Appointments

President Trump announced the following infrastructure related appointments to his administration in April:

Department/Agency	Position	Appointee
Commerce	Assistant Secretary	Abby Warren
Council of Economic Advisers	Chairman	Christopher Phelan
Homeland Security	Under Secretary for Management	Brian Cavanaugh
Housing and Urban Development	Inspector General	Jeffrey Ledbetter
National Labor Relations Board	Member	James Macy
National Labor Relations Board	Member (Reappointment)	David M. Prouty
National Reconnaissance Office	Director	Roger Mason
National Transportation Safety Board	Member (Reappointment)	Thomas B. Chapman
Office of Management and Budget	Deputy Director	Hal Duncan

LEGISLATIVE ACTIVITY

House Passes Bill to Narrow EPA Role in Environmental Reviews. On April 16, the House passed the *Reducing and Eliminating Duplicative Environmental Regulations (RED Tape) Act* (H.R. 6398) by a 222–205 vote. The bill would amend Section 309 of the Clean Air Act to eliminate EPA's requirement to conduct a secondary review of environmental impact statements already completed by the responsible federal agency under NEPA. The bill's proponents argue that EPA's review role is duplicative given agencies' existing obligation to prepare their own environmental impact statements, particularly in light of a May 2025 Supreme Court decision affirming agencies' broad latitude in conducting environmental reviews. The bill now heads to the Senate, where it has been referred to the Committee on Environment and Public Works.

Three Members of Congress Resign Amid Misconduct Allegations. Three House members resigned in April amid separate misconduct allegations. On April 14, Representative Eric Swalwell (D-CA) resigned amid allegations of sexual assault and harassment. That same day, Representative Tony Gonzales (R-TX) resigned following acknowledgment of an affair with a staffer. On April 21, Representative Sheila Cherfilus-McCormick (D-FL) resigned before the House Ethics Committee was set to consider recommending her removal from Congress due to allegations of theft, money laundering, and campaign finance violations.

Gov. Newsom Sets Special Election for CA-14. California Governor Gavin Newsom issued a **proclamation** to set a special primary election for June 16 and a general election for August 18, to fill the vacancy in California's 14th congressional district left by Representative Eric Swalwell's resignation. If no candidate receives a majority in the primary, a runoff between the top two finishers will be held on August 18. The winner will serve the remainder of the 119th Congress. A separate election for the full two-year term beginning in the 120th Congress will proceed on the regular election calendar, with a primary on June 2 and a general election on November 3.

House Postpones Vote on Endangered Species Act Overhaul. The House postponed a scheduled April 22 floor vote on the *ESA Amendments Act of 2025* (**H.R. 1897**), which would modify the listing process for endangered and threatened species to expedite recovery timelines. House Majority Leader Steve Scalise indicated the House Republican Conference is working to address outstanding concerns and is aiming to reschedule the vote.

Bipartisan Federal Permitting Reform Bill Introduced in House. On April 15, Representatives Scott Peters (D-CA), Gabe Evans (R-CO), Gabe Vasquez (D-NM), Andrew Garbarino (R-NY), Adam Gray (D-CA), Juan Ciscomani (R-AZ), Chrissy Houlahan (D-PA), and Jen Kiggans (R-VA) introduced the *Create Expedited Reviews to Transform American Infrastructure Now (CERTAIN) Act* (**H.R. 8308**). The bill would establish enforceable timelines and milestones for federal permitting decisions, require stronger interagency coordination to eliminate redundant reviews, and protect lawfully issued permits from arbitrary revocation or suspension. Key provisions include firm deadlines for agency action on both routine and complex authorizations, a rebuttable presumption of unreasonable delay when agencies miss deadlines, dispute mediation through the Council on Environmental Quality, and a requirement for a single coordinated final agency action document for projects requiring multiple federal approvals. The bill also includes provisions aimed at addressing staffing constraints at permitting agencies. The bill has been referred to the House Committees on Natural Resources, Transportation and Infrastructure, and Energy and Commerce for further consideration.

FEDERAL FUNDING OPPORTUNITIES

FHWA Publishes RPP NOFO. On April 6, the Federal Highway Administration (FHWA) published a **notice of funding opportunity** (NOFO) for the availability of $3.8 million through the Pollinator-Friendly Practices on Roadsides and Highways Rights-of-Way Program (RPP). FHWA will award funding to State departments of transportation, Indian Tribes, and Federal Land Management Agencies who are seeking to benefit pollinators on roadsides and highway

rights-of-way on routes eligible for Federal aid. To be eligible for the program, an applicant must submit its existing pollinator-friendly practices plan. Applications are due May 7, 2026.

FRA Publishes CRISI NOFO. On April 20, the Federal Railroad Administration (FRA) published a **NOFO** for availability of $2 billion through the Consolidated Rail Infrastructure and Safety Improvements (CRISI) grant program. The program helps fund projects that improve the safety, efficiency, and reliability of intercity and freight rail. Applications are due June 22, 2026.

FRA Publishes Rail Crossing Elimination NOFO. On April 23, FRA published a **NOFO** for up to $1.15 billion through the Railroad Crossing Elimination (Crossing Safety) Program. The program funds highway-rail and pathway-rail grade crossing improvement projects, including grade separations, track relocations, and installation of protective devices and signals. Applications are due June 8, 2026.

FRA Publishes Partnership NEC NOFO. On April 20, FRA published a **NOFO** for the availability of $4.75 billion through the Federal-State Partnership for Intercity Passenger Rail Program for projects located on the Northeast Corridor (Partnership NEC). The grants assist in funding eligible projects that reduce the State of Good Repair backlog; improve performance; or expand or establish new intercity passenger rail service on the Northeast Corridor. Applications are due May 5, 2026.

FTA Publishes Passenger Ferry NOFO. On April 8, the Federal Transit Administration (FTA) published a **NOFO** for the availability of $105 million through the Passenger Ferry Program. The program helps fund capital projects to support passenger ferry systems in urbanized areas such as ferry vessels, terminals, and related infrastructure. Applications are due May 11, 2026.

FEDERAL FUNDING AWARDS

DOT Announces RTA Grant Awards. DOT has **announced** $54.2 million in Rural and Tribal Assistance Pilot Program (RTA) grant awards. The funding will support projects that rehabilitate run-down bridges and roads, boost transportation safety and mobility, develop port infrastructure, and expand multimodal infrastructure.

FHWA Announces CHBP Grant Awards. The Federal Highway Administration (FHWA) has **announced** $407.7 million in Competitive Highway Bridge Program (CHBP) grant awards, which will help support projects that repair and replace bridges.

NHTSA Announces Highway Safety Formula Grants. The National Highway Traffic Safety Administration (NHTSA) has **announced** $665 million in highway safety grant awards to all states and territories. The funding helps states with traffic enforcement activities, child safety seat clinics, post-crash care, and public education.

FEDERAL AGENCY ACTIONS AND PERSONNEL CHANGES

CEQ Issues Guidance on Categorical Exclusions Under NEPA. On April 9, the Council on Environmental Quality (CEQ) issued **guidance** for federal departments and agencies on how to establish, revise, adopt, and apply categorical exclusions (CEs) under the *National Environmental Policy Ac*t (NEPA). CEs allow agencies to fulfill their NEPA obligations in a streamlined manner for categories of actions that normally do not have significant environmental effects, without preparing a full environmental assessment or environmental impact statement. The guidance reflects amendments to NEPA made by the *Fiscal Responsibility Act of 2023* and CEQ's recent repeal of its NEPA implementing regulations. CEQ described the guidance as promoting a "CE-first" approach intended to reduce permitting burdens on infrastructure projects. The guidance complements two previously released CEQ technology tools: the Categorical Exclusion Explorer, a searchable online database of existing CEs across federal agencies, and CE Works, a platform that digitizes the CE application process.

DHS Rescinds Secretary-Level Contract Approval Policy. Secretary of Homeland Security Markwayne Mullin has rescinded a policy instituted by former Secretary Kristi Noem requiring the Secretary to personally approve all contracts and grants exceeding $100,000. The policy had drawn criticism from both parties, with a Senate Homeland Security and Governmental Affairs Committee investigation finding that it affected more than 1,000 contracts, grants, or awards in just three months and created significant bureaucratic delays. DHS stated that rescinding the policy will streamline the contracting process and empower component agencies to carry out their missions. The prior threshold for Secretary-level contract approval had been $25 million under previous administrations.

DOT Publishes Proposed Guidance for RRIF and TIFIA TOD Projects. On April 23, the Department of Transportation (DOT) published **guidance** that would set an interim policy for the preferred loan sizing for transit-oriented development (TOD) projects under the Railroad Rehabilitation and Improvement Financing (RRIF) and Transportation Infrastructure Finance and Innovation Act (TIFIA) credit programs. The interim policy would be applied only to active projects in the RRIF and TIFIA programs' pipeline that previously received a preliminary eligibility determination or initiated the *National Environmental Policy Act* (NEPA) process (i.e., USDOT has made an official class of action determination in writing based on detailed project information provided by the project sponsor). All other projects would need to apply (or reapply) once a final policy framework and updated application process for TOD projects are announced in a subsequent notice to be published. Comments are due May 18, 2026.

DOT Seeks Proposals for Annual Combating Human Trafficking Awards. DOT is **seeking proposals** from individuals and entities, including non-governmental organizations, transportation industry associations, research institutions, and state and local government entities and organizations for impactful and innovative counter-trafficking tools, initiatives, campaigns, and technologies that can help stop human trafficking as a part of the Combating Human Trafficking in Transportation Impact Awards. Entrants compete for three cash awards: up to $100,000 for first place, up to $50,000 for second place, and up to $25,000 for third place. These prizes are to be awarded to the individual(s) or entities selected for creating the most

impactful and innovative counter-trafficking initiative or technology. DOT seeks to incentivize individuals and entities to think creatively in developing innovative solutions to combat human trafficking in the transportation industry, and to share those innovations with the broader community. Submissions are due June 22, 2026.

FHWA Announces Freedom to Drive Campaign. The Federal Highway Administration (FHWA) has announced the **Freedom to Drive Campaign**, a national effort to work with states to identify major congestion bottlenecks and advance solutions to improve traffic flow, reduce delays, and enhance roadway performance. The campaign also provides tools and support to accelerate project delivery, expand capacity, and deploy strategies aimed at improving mobility and reliability on key corridors. It emphasizes coordination with state and local governments by asking governors to identify priority projects and collaborate with FHWA on developing and implementing targeted congestion relief plans.

GAO Publishes Report on DOT Guidance to Communities with Travel Pattern Changes. The Government Accountability Office (GAO) has published a **report** titled "Telework and Changing Travel Patterns: DOT Should Develop Guidance to Help Communities Prioritize Investments." The report finds that increased telework has significantly shifted travel patterns, creating uncertainty for transportation agencies as they plan and prioritize investments, while existing federal data and tools are not sufficient to fully address these long-term changes. It highlights that agencies are adapting services but lack clear, comprehensive guidance to respond effectively. The report recommends that DOT conduct a comprehensive study on telework and evolving travel behavior and use those findings to develop guidance to help state and local agencies better plan, prioritize, and target transportation investments.

GAO Publishes Report on the Multimodal Freight Office's Progress Toward Meeting Statutory Requirements. On April 20, GAO published a **report** titled "Multimodal Freight Office: DOT Should Report to Congress on Progress Toward Meeting Statutory Requirements." The report finds that DOT has made progress in establishing and carrying out the responsibilities of the Multimodal Freight Office created under the Infrastructure Investment and Jobs Act, including advancing key requirements such as updating the National Freight Strategic Plan, developing the National Multimodal Freight Network, guiding state freight planning, and coordinating freight policy and grant programs across modes. However, GAO determined that DOT has not fully met statutory requirements—most notably, it has failed to provide required periodic reports to Congress on the Office's activities, limiting congressional visibility into its progress—largely due to limited staffing and competing priorities; as a result, GAO recommends that DOT report to Congress on the Office's activities, programs, and staffing to improve transparency and oversight.

NHTSA Announces P2SS Initiative. The National Highway Traffic Safety Administration (NHTSA) has announced a new **initiative**, Pathways to Safer Streets (P2SS), to help reduce traffic fatalities. P2SS will implement eight strategies to target the leading causes of traffic fatalities: impairment, speeding, distraction, and lack of seat belt use. The pathways include re-engaging law enforcement; combating impaired driving; maximizing occupant protection; targeting excessive speed; eliminating distracted driving; expanding prehospital blood access; national partnership network; and leveraging state highway safety offices.

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June 1, 2026

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

Subject: **Marin County Transit District Third Quarter FY 2025/26 Financial Report**

Dear Board Members:

Recommendation

Accept report.

Summary

The quarterly report is an opportunity for your Board to review the District's financial status and to provide fiscal and operational accountability. This report represents all financial transactions for the District through the third quarter of Fiscal Year 2025/26.

Background

Unaudited revenues and expenditures are shown on a full accrual basis consistent with Generally Accepted Accounting Principles (GAAP) for special districts. All known revenues and expenditures for the period are reported even if they have not been received or are awaiting payment. These include recorded estimates for property tax and other significant transactions.

Discussion

Third quarter operations expenses and revenues were consistent with the Board-adopted budget (Attachment A). Capital expenditures represented 20 percent of the capital budget.

Transit Operating Expenses

FY 2025/26 transit operating expenditures through the third quarter (Attachment A, Page 1) are $33.86 million, which is 73 percent of the annual budget of $46.6 million. With these expenditures, Marin Transit delivered 73 percent of budgeted fixed route service hours and 61 percent of budgeted local paratransit service hours as identified in Table 1.

Transit Operating Revenues

Marin Transit's FY 2025/26 operating revenues through the third quarter (Attachment A, Page 1) are $38.2 million or 75 percent of the annual budget of $51.1 million.

The Metropolitan Transportation Commission (MTC) released their FY 2026/27 distribution and apportionment of Transportation Development Act (TDA), State Transit Assistance (STA), and of state transit funding on February 11, 2026. These are important funding sources for Marin Transit's operations and represent 28% percent of annual revenue. MTC's funding document included anticipated revenue adjustments for FY 2025/26 funding. While regionwide adjustments were not significant, Marin County had notable funding recissions based on revenues not meeting the County Auditors' projections. Marin County's estimated actual TDA is 6% less that initial estimates, which equates to a reduction of $622,000 in transit operations revenues for Marin Transit for FY 2025/26. In addition, revenue from the state diesel tax that funds STA revenue continues to decline and FY 2026/27 STA funding is projected to drop 11%.

Marin Transit staff is incorporating the new revenue projections and recent transit operations cost increases into the upcoming FY 2026/27 budget and Short-Range Transit Plan (SRTP) projections. These adjustments create an increased need for service reductions in the SRTP period to maintain fiscal sustainability.

Capital Budget

Through the third quarter, Marin Transit's expenditures in the Capital Budget (Attachment A, Page 1) were $6.1 million or 20 percent of the $30.41 million budget. Capital revenues tie closely to expenditures as they tend to be on a reimbursement basis. Major expenditures during this period included the 3010/3020 Kerner Improvements to provide transit vehicle parking and charging. The District is also in construction on an ADA Bus Stop Improvement project and completing an On Board Technology project to improve vehicle location technology and automate passenger counting.

Table 1: FY2025/26 Year to Date (YTD) thru Third Quarter Service Operations

Service	Budgeted Annual Revenue Hours	YTD thru Q3 Actual Revenue Hours	% of Annual
Regular Fixed Route	166,000	122,147	74%
School Supplemental Service	1,700	906	53%
Muir Woods Shuttle	4,200	2,118	50%
West Marin Stagecoach Service	16,500	11,946	72%
Fixed Route Subtotal	***188,400***	***137,117***	***73%***
Marin Access Shuttles	1,500	701	47%
Local Paratransit Service	30,500	19,919	65%
Regional Paratransit Service	5,665	3,993	70%
Yellow School Bus Service	4 buses	4 buses	-
Service	**Annual Estimated Trips**	**YTD thru Q3 Actual Trips**	**% of Annual**
Mobility Wallet	25,000	19,728	79%
Volunteer Driver	10,000	6,291	63%

Source: Marin Transit

Fiscal/Staffing Impact

There are no fiscal impacts from this report.

Respectfully Submitted,

Karina Sawin
Accounting Manager

Attachment A: FY2025/26 Third Quarter Financial Report

Attachment B: FY2025/26 Budget Amendments

Attachment C: Capital Projects Report

Attachment A

(In Whole Numbers)

Marin Transit
FY2025/26 Q3 Budget Report
From 7/1/2025 Through 03/31/2026

	FY25 Actual	Total Budget - Original	Total Budget - Revised	Current Period Actual	Percent Total Budget Used
Revenue					
Vehicle Operations	45,791,476	51,046,004	51,046,004	38,204,776	75%
Capital	23,159,421	10,044,837	27,387,633	6,099,742	22%
Total Revenue	68,950,897	61,090,841	78,433,637	44,304,518	56%
Expenses					
Vehicle Operations	42,930,277	46,615,197	46,629,697	33,854,549	73%
Capital	23,070,119	10,044,837	30,409,370	6,105,783	20%
Total Expenditures	66,000,396	56,660,034	77,039,067	39,960,332	52%
Expenditures	66,000,396	49,220,186	77,039,067	39,960,332	52%
Net Revenue Over Expenditures	2,950,501	4,430,807	1,394,570	4,344,187	312%

Attachment A

Marin Transit
FY2025/26 Q3 Budget Report
From 7/1/2025 Through 03/31/2026

Operations Summary - Admin, Local, Rural, Marin Access, Yellow Bus

	FY25 Actual	Total Budget - Original	Total Budget - Revised	Current Period Actual	Percent Total Budget Used
Fare Revenue	3,241,874	3,229,767	3,229,767	2,094,234	64.84%
Advertising & Other Revenue	48,324	51,500	51,500	252,580	490.45%
Fee for Service	1,641,092	1,888,626	1,888,626	1,398,341	74.04%
Interest	976,962	580,700	580,700	697,223	120.07%
Measure A	80,830	0	0	0	0.00%
Measure AA	18,166,692	23,140,921	23,140,921	17,085,090	73.83%
Measure B	882,180	800,000	800,000	359,804	44.98%
Property Taxes	6,159,394	6,356,290	6,356,290	4,654,089	73.22%
Redevelopment Area (RDA) Fees	74,573	81,300	81,300	56,801	69.87%
State Transit Assistance (STA)	4,583,504	4,341,027	4,341,027	2,888,736	66.54%
Transit Development Act (TDA)	10,548,070	9,427,686	9,427,686	6,604,393	70.05%
Other State	40,893	31,150	31,150	25,377	81.47%
FTA Funds	2,209,993	1,946,286	1,946,286	1,754,367	90.14%
National Park Service	619,854	585,299	585,299	333,742	57.02%
Cost Center Revenue Transfers	(3,482,759)	(1,414,548)	(1,414,548)	0	0.00%
Total Revenue	45,791,476	51,046,004	51,046,004	38,204,776	74.84%
Salaries and Benefits	3,800,227	4,224,739	4,309,739	3,193,717	74.10%
Consultant Services	313,857	723,291	723,291	397,042	54.89%
Professional Service-Legal	35,347	159,135	159,135	24,064	15.12%
Security and Maintenance	190,723	160,725	160,725	139,134	86.57%
Mobility Management Support Programs	6,269	543,500	543,500	348,602	64.14%
Grants to External Agencies	779,367	715,915	715,915	715,915	100.00%
Office Supplies	378,951	476,169	488,669	372,188	76.16%
General Insurance	143,028	193,000	195,500	144,580	73.95%
Contract Service Operation	34,295,488	36,085,627	36,000,127	26,213,075	72.81%
Membership & Prof Development	78,928	90,000	90,000	76,791	85.32%
Mileage and Travel	15,749	26,000	26,000	22,302	85.78%
Marketing	163,006	175,781	175,781	68,671	39.07%
Communication	249,985	336,295	336,295	203,285	60.45%
Fuel	2,550,108	3,324,895	3,324,895	1,943,698	58.46%
Utilities	71,758	77,416	77,416	50,944	65.81%
Vehicle Leases	24,362	27,288	27,288	18,563	68.03%
Office - Rental and Overhead	190,071	194,596	194,596	145,463	74.75%
Cost Center Transfers	(356,791)	(919,176)	(919,176)	(223,485)	24.31%
Total Expenses	42,930,433	46,615,196	46,629,696	33,854,549	72.60%
Net Revenue Over Expenditures	2,861,043	3,993,291	496,639	4,350,228	875.93%

Marin Transit
FY2025/26 Q3 Budget Report
From 7/1/2025 Through 03/31/2026

Detail - Administration		FY25 Actual	Total Budget - Original	Total Budget - Revised	Current Period Actual	Percent Total Budget Used
Revenue						
Interest	4070400	976,962	580,700	580,700	697,223	120.07%
Redevelopment Fees	4079950	45,774	46,300	46,300	24,405	52.71%
Residual ABX 126	4079954	28,799	35,000	35,000	31,511	90.03%
PropTax-CurrntSecured	4080101	5,411,773	5,646,317	5,646,317	4,234,738	75.00%
County Fee-SV2557Admin Basic Tax	4080102	(67,143)	(71,027)	(71,027)	(37,508)	52.81%
Property Tax-Unitary	4080103	58,826	52,000	52,000	35,147	67.59%
PropTax-CurrntUnSecur	4080104	92,890	95,000	95,000	12,214	12.86%
Educ Rev Augm Fund-Redist	4080105	558,034	520,000	520,000	343,626	66.08%
PropTax-Supp CY SECR	4080106	89,986	100,000	100,000	50,699	50.70%
PropTax-Supp Unsecured	4080107	4,801	5,000	5,000	5,051	101.02%
PropTax-Redemtion	4080108	4,063	3,000	3,000	3,024	100.80%
Property Tax-Prior Unsecured	4080109	6,163	6,000	6,000	7,099	118.32%
Other State	4119940	191	150	150	1,096	730.67%
Total Revenue		7,211,119	7,018,440	7,018,440	5,408,323	77.06%
Transfers						
Property Tax Transfer	4700001	(3,974,791)	(2,116,476)	(2,116,476)	(558,419)	26.38%
Total Transfers		(3,974,791)	(2,116,476)	(2,116,476)	(558,419)	26.38%
Net Revenue		3,236,328	4,901,964	4,901,964	4,849,904	99%
Expense						
Salaries	5010200	2,348,198	2,658,607	2,713,607	2,314,770	85.30%
Employee Benefits	5020000	1,452,029	1,566,132	1,596,132	878,947	55.07%
Consultant Services	5030301	148,549	248,405	248,405	230,464	92.78%
Professional Svcs - Legal	5030303	35,347	159,135	159,135	24,064	15.12%
Prof Svcs - Accounting and Audit	5030305	36,239	39,600	39,600	0	0.00%
Security Services	5030701	2,778	5,000	5,000	1,032	20.64%
Fuel	5040101	0	0	0	1,631	0.00%
Office Supplies	5049901	6,499	15,000	17,000	4,723	27.78%
Small Furn/Equip	5049902	7,100	10,500	12,000	1,532	12.77%
Software	5049903	115,954	110,000	113,000	123,370	109.18%
Copier Suppl & Srvc	5049904	8,587	10,609	10,609	6,129	57.77%
Postage	5049905	99	5,000	5,000	2,147	42.94%
Computers	5049906	11,613	24,000	30,000	12,007	40.02%
Communication - Phone	5050201	35,221	38,000	38,000	26,451	69.61%
Insurance - Gen Liability	5060301	143,028	193,000	195,500	144,580	73.95%
Membership & Prof Development	5090101	78,928	90,000	90,000	76,791	85.32%
Mileage and Travel	5090202	15,749	26,000	26,000	22,302	85.78%
Marketing	5090801	13,124	15,450	15,450	5,174	33.49%
Office Rental	5121200	189,916	194,596	194,596	145,463	74.75%
Total Expense		4,648,958	5,409,034	5,509,034	4,021,578	73.00%
Transfers						
Cost Center Salary/Benefit Transfers	5100100	(3,725,107)	(4,217,281)	(4,217,281)	(3,006,029)	71.28%
Cost Center Transfer Overhead	5100101	(559,511)	(714,325)	(714,325)	(509,823)	71.37%
Total Transfers		(4,284,618)	(4,931,606)	(4,931,606)	(3,515,852)	71.29%
Total Expense		364,340	477,428	577,428	505,726	87.58%

Marin Transit
FY2025/26 Q3 Budget Report
From 7/1/2025 Through 03/31/2026

Detail- Local		FY25 Actual	Total Budget - Original	Total Budget - Revised	Current Period Actual	Percent Total Budget Used
Revenue						
Special Fares - Paid By Another Agency	4020000	167,204	200,022	200,022	103,039	51.51%
Advertising Revenue	4060301	48,324	51,500	51,500	252,580	490.45%
Local Government Payments	4090101	190,276	239,889	239,889	211,460	88.15%
Measure A Sales Tax	4092001	61,038	0	0	0	0.00%
Measure AA - Sales Tax	4092005	13,462,315	17,950,000	17,950,000	13,085,083	72.90%
State Transit Assistance -Population Based	4110101	2,023,504	1,781,027	1,781,027	953,736	53.55%
Transit Develoment Act (TDA)	4110102	10,548,070	9,427,686	9,427,686	6,604,393	70.05%
State Transit Assistance - Revenue Based	4110104	1,000,000	1,000,000	1,000,000	750,000	75.00%
SREC Credits	4119911	22,556	15,000	15,000	16,191	107.94%
National Park Service	4139951	619,854	585,299	585,299	333,742	57.02%
Fare Revenue	4140100	2,211,643	2,193,300	2,193,300	1,535,665	70.02%
Total Revenue		30,354,784	33,443,723	33,443,723	23,845,889	71.30%
Transfers						
Property Tax Transfer	4700001	384,908.00	60,798	60,798	164,994	271%
Program Revenue Transfer	4700002	74,218.00	0	0	225,820	0%
Total Transfers		459,126	60,798	60,798	390,814	643%
Net Revenue		30,813,910	33,504,521	33,504,521	24,236,703	72.34%
Expense						
Consultant Services	5030301	53,984	283,834	283,834	128,005	45.10%
Fare Processing Charges	5030310	28,883	36,000	36,000	15,734	43.71%
Bus Stop Maintanence	5030501	91,249	50,000	50,000	59,421	118.84%
Custodial Service	5030602	15,433	30,246	30,246	7,342	24.27%
Facility Maintenance	5030604	38,181	42,436	42,436	28,493	67.14%
Fuel	5040101	1,709,879	2,269,600	2,269,600	1,334,949	58.82%
Electrical Power	5040160	160,226	252,982	252,982	125,390	49.56%
Utilities (Facility)	5040180	45,187	44,634	44,634	33,104	74.17%
Small Furn/Equip	5049902	14,200	10,927	10,927	10,492	96.02%
Software	5049903	98,980	120,000	120,000	92,365	76.97%
Computers	5049906	5,767	0	0	0	0.00%
Communication-AVL/Data	5050206	75,606	224,441	224,441	114,976	51.23%
Purchased Transportation - In Report	5080101	25,353,365	26,992,746	26,992,746	19,647,011	72.79%
Marketing	5090801	99,528	97,850	97,850	51,941	53.08%
Total Expense		27,790,468	30,455,696	30,455,696	21,649,223	71.08%
Transfers						
Cost Center Salary/Benefit Transfers	5100100	2,559,910	2,599,839	2,599,839	2,212,278	85.09%
Cost Center Transfer Overhead	5100101	384,499	441,738	441,738	375,202	84.94%
Total Transfers		2,944,409	3,041,577	3,041,577	2,587,480	85.07%
Total Expense		30,734,877	33,497,273	33,497,273	24,236,703	72.35%

Marin Transit
FY2025/26 Q3 Budget Report
From 7/1/2025 Through 03/31/2026

Detail - Rural		FY25 Actual	Total Budget - Original	Total Budget - Revised	Current Period Actual	Percent Total Budget Used
Revenue						
Measure A Sales Tax	4092001	4,944	0	0	0	0.00%
Measure AA - Sales Tax	4092005	817,835	884,485	884,485	884,485	100.00%
State Transit Assistance - Revenue Based	4110104	1,500,000	1,500,000	1,500,000	1,125,000	75.00%
Fed-FTA 5311 Rural	4139920	278,045	0	0	0	0.00%
Fare Revenue	4140100	79,816	76,000	76,000	55,313	72.78%
Total Revenue		2,680,640	2,460,485	2,460,485	2,064,798	83.92%
Transfers						
Property Tax Transfer	4700001	23,013	634,885	634,885	167,605	0.00%
Total Transfers		23,013	634,885	634,885	167,605	0.00%
Net Revenue		2,703,653	3,095,370	3,095,370	2,232,403	72.12%
Expense						
Consultant Services	5030301	0	16,974	16,974	0	0.00%
Fuel	5040101	305,606	359,995	359,995	215,954	59.99%
Small Furn/Equip	5049902	0	5,000	5,000	0	0.00%
Communication-AVL/Data	5050206	7,262	7,500	18,214	15,908	87.34%
Purchased Transportation - In Report	5080101	2,194,913	2,478,505	2,478,505	1,864,830	75.24%
Marketing	5090801	10,911	22,510	22,510	8,792	39.06%
Total Expense		2,518,692	2,890,484	2,901,198	2,105,484	72.57%
Transfers						
Cost Center Salary/Benefit Transfers	5100100	153,216	151,657	151,657	108,515	71.55%
Cost Center Transfer Overhead	5100101	23,013	42,513	42,513	18,404	43.29%
Total Transfers		176,229	194,170	194,170	126,919	65.36%
Total Expense		2,694,921	3,084,654	3,095,368	2,232,403	72.12%

Marin Transit
FY2025/26 Q3 Budget Report
From 7/1/2025 Through 03/31/2026

Detail - Marin Access		FY25 Actual	Total Budget - Original	Total Budget - Revised	Current Period Actual	Percent Total Budget Used
Revenue						
Measure A Sales Tax	4092001	14,848	0	0	0	0.00%
Measure AA - Sales Tax	4092005	2,726,988	3,200,000	3,200,000	1,959,277	61.23%
Measure B	4099950	882,180	800,000	800,000	359,804	44.98%
State Transit Assistance -Population Based	4110101	60,000	60,000	60,000	60,000	100.00%
State Prop Tx Relief HOPTR	4119910	18,146	16,000	16,000	8,975	56.09%
Fed-FTA 5307 Urbanized Area Formula	4139910	1,222,432	1,062,610	1,062,610	1,095,628	103.11%
Fed-FTA 5310 Mobility	4139915	709,515	883,676	883,676	658,739	74.55%
Fare Revenue	4140100	231,384	210,694	210,694	164,503	78.08%
GGBHTD Payment for Local Paratransit	4601003	650,257	726,211	726,211	505,310	69.58%
GGBHTD Payment for Regional Paratransit	4601004	784,101	908,283	908,283	670,212	73.79%
Total Revenue		7,299,851	7,867,474	7,867,474	5,482,448	69.68%
Transfers						
Property Tax Transfer	4700001	84,111	6,245	6,245	0	0.00%
Program Revenue Transfer	4700002	(74,218)	-	-	(28,377)	-
Total Transfers		9,893	6,245	6,245	(28,377)	-454.40%
Net Revenue		7,309,744	7,873,719	7,873,719	5,454,071	69.27%
Expense						
Consultant Services	5030301	38,538	90,333	90,333	23,283	25.77%
Fare Processing Charges	5030310	2,976	0	0	2,035	0.00%
Custodial Service	5030602	2,400	3,605	3,605	4,005	111.10%
Facility Maintenance	5030604	17,128	20,839	20,839	22,559	108.25%
Security Services	5030701	374,397	442,318	442,318	265,774	60.09%
Fuel	5040101	26,571	32,782	32,782	17,841	54.42%
Utilities (Facility)	5040180	2,519	10,000	10,000	0	0.00%
Small Furn/Equip	5049902	116,819	155,133	155,133	118,766	76.56%
Software	5049903	34,463	35,797	35,797	35,584	99.40%
Communication-MERA Radio	5050204	12,007	19,843	19,843	9,897	49.88%
Communication-Data	5050206	5,222,011	4,956,742	4,871,242	3,474,061	71.32%
Purchased Transportation - In Report	5080101	742,956	826,754	826,754	618,703	74.84%
Purchased Transportation - Regional	5080102	39,420	39,471	39,471	2,737	6.93%
Marketing	5090801	6,269	10,000	10,000	7,735	77.35%
Misc-Exp Transit User Training	5098001	0	20,000	20,000	0	0.00%
Gap Grant	5098002	-	513,500	513,500	340,735	66.36%
Total Expense		6,638,474	7,177,117	7,091,617	4,943,715	69.71%
Transfers						
Cost Center Salary/Benefit Transfers	5100100	583,612	541,633	541,633	436,351	80.56%
Cost Center Transfer Overhead	5100101	87,658	151,833	151,833	74,005	48.74%
Total Transfers		671,270	693,466	693,466	510,356	73.59%
Total Expense		7,309,744	7,870,583	7,785,083	5,454,071	70.06%

Marin Transit
FY2025/26 Q3 Budget Report
From 7/1/2025 Through 03/31/2026

Detail - Yellow Bus		FY25 Actual	Total Budget - Original	Total Budget - Revised	Current Period Actual	Percent Total Budget Used
Revenue						
Yellow Bus Fares - Paid by Another Agency	4030000	173,840	185,000	185,000	0	0.00%
Local Government Payments	4090101	16,459	14,244	14,244	11,358	79.74%
Measure AA - Sales Tax	4092005	1,159,555	1,106,436	1,106,436	1,156,245	104.50%
Fare Revenue - Yellow Bus	4140105	377,987	364,750	364,750	235,714	64.62%
Total Revenue		1,727,841	1,670,430	1,670,430	1,403,317	84.01%
Net Revenue		1,727,841	1,670,430	1,670,430	1,403,317	84.01%
Expense						
Consultant Services	5030301	2,356	5,000	5,000	2,821	56.42%
Fare Processing Charges	5030310	12,410	11,145	11,145	8,905	79.90%
Custodial Service	5030602	593	600	600	2,076	346.00%
Software	5049903	757	0	0	657	0.00%
Communication-Data	5050206	600	0	0	470	0.00%
Yellow Bus School Service	5080103	782,242	830,880	830,880	608,471	73.23%
Marketing	5090801	22	500	500	159	31.80%
Measure AA Yellow Bus Grants	5098008	779,367	715,915	715,915	715,915	100.00%
Leases and Rentals - Passenger Vehicles	5120401	24,362	27,288	27,288	18,563	68.03%
Subtotal Expense		1,602,709	1,591,328	1,591,328	1,358,037	85.34%
Transfers						
Cost Center Salary/Benefit Transfers	5100100	118,170	64,996	64,996	57,807	88.94%
Cost Center Transfer Overhead	5100101	17,749	18,220	18,220	9,804	53.81%
Total Transfers		135,919	83,216	83,216	67,611	81.25%
Total Expense		1,738,628	1,674,544	1,674,544	1,425,648	85.14%

Marin Transit
FY2025/26 Q3 Budget Report
From 7/1/2025Through 03/31/2026

Detail: Capital Budget

		Total Project Budget	FY2025/26 Budget	FY2025/26 Revised	FY2025/26 Actual	Total Project Expenditures
HZ	10 Hybrid Bus Battery Replacements	1,300,000	630,000	1,296,184	632,625	636,441
LF	Purchase 3 35ft Hybrids	8,186,912	1,000	5,000	9,217	10,685
PE	Purchase 1 electric paratransit	677,208	667,023	257,973	312	19,547
PG	Purchase 12 Paratransit Replacements	2,948,000	2,500	2,500	0	0
	Subtotal Vehicles	***13,112,120***	***1,300,523***	***1,561,657***	***642,153***	***666,673***
BR	Bus Stop Revitalization (RM3)	2,500,000	210,000	210,000	209,810	209,810
BP	ADA Bus Stop Improvements	2,053,000	1,205,908	1,598,410	1,258,837	1,713,428
BQ	Capital Corridor Improvements	2,000,000	611,756	672,223	16,159	243,937
	Subtotal Bus Stop Improvements	***6,553,000***	***2,027,664***	***2,480,633***	***1,484,806***	***2,167,175***
FG	Facility Maintenance Facility	46,678,000	1,900,000	2,082,801	599,371	15,476,150
FH	Facility - 3010/3020 Kerner Improvements	4,635,967	3,240,650	3,605,849	2,803,734	4,233,854
FI	Facility - Kerner Driver Break Room	650,000	70,000	70,000	12,058	12,058
FJ	Rush Landing Improvements - Design	380,000	380,000	460,000	32,255	32,255
YF	Yellow Bus Parking Facility	3,000,000	0	0	0	0
	Subtotal Facility	***55,343,967***	***5,590,650***	***6,218,650***	***3,447,418***	***19,754,317***
OD	On Board Equipments	2,050,000	672,000	1,214,523	396,653	1,232,130
	Subtotal On Board Equipment	***2,050,000***	***672,000***	***1,214,523***	***396,653***	***1,232,130***
VR	Major Vehicle Repairs (VR)	200,000	200,000	200,000	84,841	84,841
IF	Infrastructure Support (IF)	250,000	250,000	250,000	49,911	49,911
	Subtotal Ongoing Capital Expenses	***450,000***	***450,000***	***450,000***	***134,752***	***134,752***
	Total Expenditures	***77,509,087***	***10,040,837***	***11,925,463***	***6,105,783***	***23,955,048***

Attachment B

FY2025/26 Q3
Budget Amendments

Number	Board Authorization	Description	Function	Program	Project	GL	Original	Change	Final
2026-01	12/1/2025	Roll forward of FY2025 Capital Project expenditures.	Capital	Capital	PE	Project Total - Vehicles	667,023	-9,050	657,973
					HZ	Project Total - Vehicles	630,000	666,184	1,296,184
					BP	Project Total - Facilities	1,205,908	392,502	1,598,410
					BQ	Project Total - Facilities	611,756	60,467	672,223
					FG	Project Total - Facilities	1,900,000	182,801	2,082,801
					FH	Project Total - Facilities	3,240,650	-34,801	3,205,849
					OD	Project Total - Data and Equipment	672,000	542,523	1,214,523
		Total Change for 2026-01						1,800,626	
2026-02	10/6/2025	Moved $400,000 in budget from EV Paratransit Project to 3010/3020 Kerner Improvement project for electrification.	Capital	Capital	PE	5230101 Vehicles	$662,023	-400,000	$262,023
					PE	4119904 LCTOP	$662,023	-400,000	$262,023
					FH	5230104 Facilities	$2,705,510	+400,000	$3,105,510
					FH	4119904 LCTOP	$1,463,633	+400,000	$1,863,633
		Total Change for 2026-02						$0	

Attachment B

Number	Board Authorization	Description	Function	Program	Project	GL	Original	Change	Final
2026-03	11/3/25	Adds additional staff position and associated expenses for Program Enrollment Coordinator and reduced paratransit Purchased Transportation Costs.	Operations	ADM		5010200 Salaries	$2,658,607	+55,000	$2,713,607
				ADM		502000 Benefits	$1,566,132	+30,000	$1,596,132
				ADM		5049901 Office Supplies	$15,000	+$2000	$17,000
				ADM		5049902 Small Furn/Equipment	$10,500	+1,500	$12,000
				ADM		5049903 Software	$110,000	+3,000	$113,000
				ADM		5060301 Insurance	$193,000	+2,500	$195,500
				ADM		5049906 Computers	$24,000	+6,000	$30,000
				MMP		5080101 Purchased Transportation	$140,000	-85,500	$3,105,510
		Total Change for 2026-03						14,500	
2026-04	3/2/26	For Rush Landing Improvement project - increase design (fd) budget by $80,000 for additional components and add Federal Section 5339 grant for construction (cn) with local matching funds.	Capital	Capital $380,000	FJ - fd	4092006 Measure AA	$380,000	+$80,000	$460,000
					FJ - fd	5230104 Facilities	$380,000	+80,000	$460,000
					FJ - cn	4700011 Property Tax	$0	+$695,000	$695,000
					FJ - cn	4139935 FTA Section 5339	$0	+2,776,000	$2,776,000
					FJ - cn	5230104 Facilities	$0	$3,471,000	$3,471,000

Attachment B

Number	Board Authorization	Description	Function	Program	Project	GL	Original	Change	Final
		Total Project Change for 2026-04					$380,000	+$3,551,000	$3,931,000
2026-05	3/2/26	Add total budgets for Capital Project LG and EB for the purchase of 6-40ft Hybrids, 5-30ft Diesel and 4-40ft Battery Electric buses	Capital	$16,783,908	LG	5230101 Vehicles	$0	+10,999,908	$10,999,908
					LG	4139910 Federal 5307	$0	+$5,476,000	$5,476,000
					LG	4139935 Federal 5339	$0	+$2,863,926	$2,863,926
					LG	4700011 Capital Reserve (Property Tax)	$0	+$1,352,982	$1,352,982
					LG	4092006 Measure AA	$0	+$48,379	$48,379
					LG	4119908 RM3	$0	+$613,000	$613,000
					EB	4139910 Federal 5307	$0	+4,627,200	+4,627,200
					EB	4092006 Measure AA	$0	+200,800	+200,800
					EB	4119904 LCTOP	$0	+956,000	+956,000
					EB	5230101 Vehicles	$0	+5,784,000	$5,784,000
		Total Project Change for 2026-05						16,783,908	

Capital Projects Report FY2025/26

This capital project report provides details through the Third Quarter FY2025/26. Project descriptions and status are given for all major capital projects. Projects are grouped according to project type as shown below.

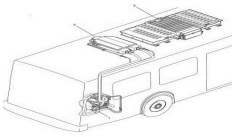
	Total Project Budgets	Total Expended FY2026 Thru Q3	Total Project Expenditures	
Vehicles	$13,112,120	$642,154	$666,673	
Bus Stop Improvements	$6,553,000	$1,484,806	$2,167,175	
Facility	$55,343,967	$3,447,418	$19,754,317	
Technology Projects	$2,050,000	$396,653	$1,232,130	
Ongoing Capital Expenses	$450,000	$134,752	$134,752	(annual)
	$77,509,087	$6,105,783	$23,955,048	

VEHICLES

Hybrid Battery Refresh — **Total Project Budget** **$1,300,000**

Concept: Purchase replacement batteries for Hybrid buses

Funding: $260,000 Measure AA
$1,040,000 Federal Section 5307



Description: Perform required mid-life hybrid battery refresh on 9 2017 35ft buses

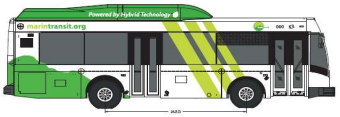
Status: Battery refresh has been performed on seven out of the nine vehicles. Project's completion estimated for December 2026.

Project ID	Budget	Expended to Date	Percent Complete	Anticipated Completion Date
HZ	$1,300,000	$636,441	49%	Dec-26

Purchase Four 30ft Diesel and 5 40ft Hybrid Vehicles — **Total Project Budget** **$8,186,912**

Concept: Purchase Three 35ft Hybrid Vehicles

Funding: $6,544,319 Federal 5307
$1,642,593 Measure AA



Description: Project has been updated to include purchase of four 30ft and five 40ft replacement buses.

Status: The revised project description and budget are included in the FY2025/26 budget. Board approved the vehicles' purchase in July 2025 and the corresponding purchase order was sent to the bus manufacturer. Estimated delivery of Diesel vehicles is May 2026 and Hybrid vehicles is December 2026.

Project ID	Budget	Expended to Date	Percent Complete	Anticipated Completion Date
LF	$8,186,912	$10,685	0%	Mar-27

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VEHICLES

Purchase 22 Paratransit Replacements **Total Project Budget** **$2,948,000**

Concept: Purchase 22 paratransit replacements

Funding: $2,358,400 Federal Section 5307
$589,600 Measure AA

Description: Replace 12 paratransit vehicles beyond their useful life

Status: This purchase is anticipated to start in Spring 2026.



Project ID	Budget	Expended to Date	Percent Complete	Anticipated Completion Date
PG	$2,948,000	$0	0%	Jun-27

Purchase Electric Paratransit Vehicles **Total Project Budget** **$677,208**

Concept: Purchase Two Electric Paratransit Vehicle

Funding: $677,208 State LCTOP

Description: Purchase two EV paratransit vehicles

Status: The desired vehicle with better performance/longer battery range became available through the CalACT joint procurement and was ordered in May 2025. The electric vans will be delivered in April 2026. The chargers and associated infrastructure have been ordered and are expected to be delivered and installed before the end of calendar year 2025.



Project ID	Budget	Expended to Date	Percent Complete	Anticipated Completion Date
PE	$677,208	$19,547	3%	Jul-26

BUS STOP IMPROVEMENTS

Bus Stop Improvements - Bus Stop Revitalization (RM3) **Total Project Budget** **$2,500,000**

Concept: Bus Stop Improvements and Assessment

Funding: $2,500,000 MTC Regional Measure 3 Funding

Description: Project will focus on adding amenities to 25 stops, upgrading 20 stops to be ADA accessible, and updating Bus Stop Conditions assessment and official Bus Stop Guidelines to prioritize stops needing work.

Status: Project is currently in the planning phase with staff completing field work and data review for updated bus stop inventory. Marin Transit selected and started work with a firm to develop agency's official bus stop guidelines and assist with prioritizing bus stop improvements.



Project ID	Budget	Expended to Date	Percent Complete	Completion Date
BR	$2,500,000	$209,810	8%	Jun-28

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BUS STOP IMPROVEMENTS

Bus Stop Improvements - County Wide Stop Improvements **Total Project Budget** **$2,053,000**



Concept: Complete construction of Bus Stop Improvements

Funding: $1,362,400 Federal 5307
$690,600 Measure AA

Description: Design & Constrution for ADA Bus Stop Improvements

Status: A construction contract was awarded in January 2025. Construction began in August 2025 and is anticipated to be complete in Spring 2026.

Project ID	*Budget*	*Expended to Date*	*Percent Complete*	*Completion Date*
BP	$2,053,000	$1,713,428	83%	Sep-26

Bus Stop Improvements - Capital Corridors Improvements **Total Project Budget** **$2,000,000**



Concept: Improve High Ridership Corridors

Funding: $1,600,000 Federal OBAG 3
$400,000 Measure AA

Description: Evaluate and make improvements to three high ridership corridors.

Status: Marin Transit has procured technology needed for buses to use signal priority features in San Rafael. Staff is working with San Rafael to enable the system in San Rafael. Staff completed a task order with On-Call planning team to evaluate corridor evaluation process and identify improvement opportunities.

Project ID	*Budget*	*Expended to Date*	*Percent Complete*	*Completion Date*
BQ	$2,000,000	$243,937	12%	Jan-28

ADMIN AND OPERATIONS FACILITY

Facility - Maintenance Facility **Total Project Budget** **$46,678,000**



Concept: Purchase/Build Fixed Route Maintenance Facility

Funding: $15,143,000 Capital Reserve
$31,535,000 FTA 5339

Description: Purchase/Build Fixed Route Maintenance Facility

Status: Property was purchased at 1075 Francisco Blvd E. Marin Transit received CEQA clearances and is working with FTA on NEPA clearance. Marin Transit anticipates awarding a contract to move surcharge soil and prepare the site. Marin Transit is actively working on a procurement for Design team.

Project ID	*Budget*	*Expended to Date*	*Percent Complete*	*Anticipated Completion Date*
FG	$46,678,000	$15,476,150	33%	Jun-28

marin transit

ADMIN AND OPERATIONS FACILITY

Facility - Kerner Driver Break Room Improvements **Total Project Budget** **$650,000**



Concept: Improve Driver Break Room at Kerner
Funding: $650,000 Local Property Tax

Description: Make improvements to Kerner Maintenance Facility to provide drivers with a Break Room area.

Status: Project successfully awarded and commenced a design contract in March 2026. This project is paired with the same design contract as 600 Rush Landing renovations.

Project ID	Budget	Expended to Date	Percent Complete	Anticipated Completion Date
FI	$650,000	$12,058	2%	Sep-28

Facility - 3010/3020 Kerner Improvement **Total Project Budget** **$4,635,967**



Concept: Improvements to the 3010/3020 Kerner Parking Facility
Funding: $1,509,832 LCTOP Funding
$2,079,552 FTA 5307
$310,517 Measure AA
$736,066 Property Tax

Description: Prepare site for vehicle parking and electric bus charging

Status: Board authorized a construction Contract in December 2024. Construction broke ground in June 2025. The design for the solar canopy was completed in April 2025 and construction of the solar canopy began in September. The switch gear has been ordered and has an estimated delivery of May 2026.

Project ID	Budget	Expended to Date	Percent Complete	Anticipated Completion Date
FH	$4,635,967	$4,233,854	91%	Jun-26

Facility - Rush Landing Improvements - Design **Total Project Budget** **$380,000**



Concept: Improvements to the 600 Rush Landing Facility
Funding: $380,000 Capital Reserve

Description: Building and bus parking lot improvements, including charging infrastructure

Status: Project successfully awarded and commenced a design contract in March 2026. This renovation is paired with the same design contract as 3000 Kerner Break Room. A task order is in progress for Parking lot improvements with our On-Call GES contractor. Construction funding for this project will come from 5339 Federal Funding awarded in November 2025.

Project ID	Budget	Expended to Date	Percent Complete	Anticipated Completion Date
FJ	$380,000	$32,255	8%	Sep-28

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TECHNOLOGY PROJECTS

Facility - Yellow Bus Parking Facility **Total Project Budget** **$3,000,000**



Concept: Identify and purchase property for vehicles
Funding: $3,000,000 Capital Reserve

Description: Replace temporary leased parking with a permanent location
Status: Marin Transit is evaluating and identifying opportunities for land acquisition.

Project ID	*Budget*	*Expended to Date*	*Percent Complete*	*Anticipated Completion Date*
YF	$3,000,000	$0	0%	NA

Technology Projects - On Board Technology **Total Project Budget** **$2,050,000**



Concept: Fund the purchase of equipment needed for farebox transition.
Funding: $1,640,000 Federal 5307
$410,000 Measure AA

Description: Fund purchase of new passenger counting equipment, replacement fareboxes, and associated advanced vehicle location equipment.
Status: New automatic passenger counters were installed fleetwide in November 2024. CAD/AVL installations have been completed and trainings for the new equipment continue. A contract for a new on-vehicle cash revenue collection and secure vaulting system has been awarded with full installation taking place in FY26.

Project ID	*Budget*	*Expended to Date*	*Percent Complete*	*Anticipated Completion Date*
OD	$2,050,000	$1,232,130	60%	Jun-26

ONGOING CAPITAL EXPENSES

Ongoing Capital Expenses **Annual Budget** **$450,000**



Concept: Ongoing capital expenses
Funding: $450,000 Measure A

Projects:		Total Project Budgets	Annual Budget	Expended in FY2026
VR	Major Vehicle Repairs	$200,000	$200,000	$84,841
IF	Infrastructure Support	$250,000	$250,000	$49,911

Description: Ongoing capital costs associated with major vehicle repairs and other small capital expenses.

Status: Major vehicle repairs, such as transmissions, are expended as needed. Infrastructure support includes small capital projects, staff support, and work on partner agency capital projects.

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June 1, 2026

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

Subject: **Marin Transit Quarterly Performance Report for the Third Quarter of FY 2025/26**

Dear Board Members:

Recommendation

Information only.

Summary

As part of the District's service monitoring process, staff prepare a quarterly performance report. Attached is the report for the third quarter of FY 2025/26.

The quarterly report provides route-level statistics and performance measures with financial data and an in-depth analysis of trends. The report discusses any relevant external factors such as weather, operator shortages, and service changes. A report on Community Engagement activities for the quarter is also included.

Additional detailed analyses of system performance and trends are provided in an annual system performance report. This report is available on the District's website at https://marintransit.org/service-performance-and-reports in addition to the monthly reports.

Fiscal/Staffing Impact

None.

Respectfully Submitted,

Asher Butnik
Senior Transit Planner

Attachment A: Quarterly Performance Report for FY 2025/26 Q3

Attachment B: FY 2025/26 Q3 (January – March) Marin Transit Outreach and Travel Training

Quarterly Performance Report for FY 2025/26 Q3

This report summarizes the operational performance of Marin Transit services for the third quarter of FY 2025/26 from January 1, 2026 through March 31, 2026. The Quarterly Performance Report provides detailed route-level statistics, analyzes trends, and evaluates performance measures established under Measure A and Measure AA.

Report Format

The data presented in this report is generated directly from TransTrack, Marin Transit's data management system. TransTrack enables Marin Transit to consolidate and analyze all operational data from the District's transit programs and contractors in one system. TransTrack reports all costs associated with service operations, not just contractor costs. This reporting format most accurately represents the District's actual costs of providing service.

Route performance is presented relative to typology-based targets. The current targets were adopted by the Board in September 2024. These typology-based targets aim to match routes and service levels to the markets they are intended to serve. All performance and financial data are consistent with the District's reporting for the National Transit Database. The tables at the end of this report provide a breakdown of all route-level statistics.

Systemwide Performance Summary

The District continues to experience strong ridership. In the third quarter of FY 2025/26, Marin Transit carried a total of 819,459 passengers systemwide. This is roughly the same as the third quarter of the previous fiscal year (818,112) and is 7% higher than pre-pandemic ridership (Q3 FY 2018/19).

On fixed route services, the rapid ridership growth the District has seen for the past several years appears to be tapering off. Fixed route ridership exceeded pre-COVID by 15% in the third quarter of FY 2025/26, but the growth from FY 2024/25 was less than 1%, which is significantly less than in previous years. It is too early to say whether this is a new or temporary trend, but this is the third consecutive quarter for which this has been the case.

Marin Access services were at 47% of pre-COVID ridership levels this quarter, with total ridership 8% lower than the prior year. In 2022-2023, Marin Access ridership plateaued at around 40-45% of pre-pandemic levels. After the programs were restructured in 2023, ridership began growing again in FY 2023/24, however, ridership has plateaued again. Marin Transit staff believes this is due to larger systemwide and national trends, not due to the program change that took place at the start of the current fiscal year. The new Mobility Wallet program saw comparable ridership this quarter compared to the Catch-A-Ride program in the previous year. The strong ridership on Mobility Wallet was paired with lower ridership on ADA paratransit, which remains the largest Marin Access program. It is too early to say whether this is a new or temporary trend.

Performance Goals

Performance goals at the route level are measured in both productivity (unlinked passengers per hour and per trip) and cost-effectiveness (subsidy per unlinked passenger trip). Table 1 below summarizes

route level performance goals by typology. Note that there are no productivity or cost-effectiveness goals identified for the Yellow Bus, Muir Woods Shuttle, Volunteer Driver, and Catch-A-Ride programs.

Table 1: Productivity and Subsidy Goals by Service Typology

Service Typology	Routes	Unlinked Passenger Trips per Hour (at or above)	Subsidy per Passenger Trip (at or below)
Local	17, 22, 23, 35, 36, 49, 71	18	$11.26
Community	29, 57, 219, 228, 233, 245	8	$19.71
Supplemental	613, 619, 625, 654	20 per trip	$16.89
Rural	61, 68	6	$30.97
Demand Response	Local Paratransit, Marin Access Shuttles	2	$112.61

Note: Subsidy targets reflect an escalation of 3.5% from the prior year, in accordance with the Transportation Services Consumer Price Index 12-month increase at the start of the fiscal year.

Performance by Typology

Fixed Route

On fixed route transit services, Marin Transit carried 766,796 riders. This is an increase of less than 1% compared to the third quarter of FY 2024/25.

Local (Routes 17, 22, 23, 35, 36, 49, and 71)

In the third quarter of FY 2025/26, Local routes carried 612,584 passengers. This is 2% lower than the third quarter of the prior fiscal year. The Local typology carried 20 passengers per revenue hour, meeting the goal of 18 or higher, and the average subsidy per passenger was $8.76, meeting the goal of $11.26 or lower. Local service accounted for 68% of fixed route service in revenue hours and 80% of fixed route ridership in the third quarter of FY 2025/26.

Community (Routes 29, 57, 219, 228, 233, 245)

During the third quarter of the fiscal year, Community routes carried 106,177 total passengers. This represents an increase of 5% from the third quarter of the last fiscal year. The Community typology carried 11 passengers per revenue hour, meeting the goal of 8 or higher, and the average subsidy per passenger was $16.13, meeting the goal of $19.71 or lower. Community services accounted for 22% of fixed route service in revenue hours and provided 14% of fixed route ridership in the third quarter of FY 2025/26.

Supplemental School (Routes 613, 619, 625, and 654)

Supplemental School routes carried 18,481 passengers in the third quarter of FY 2025/26. This represents a 35% increase from the third quarter of the prior fiscal year. Note that this is the first quarterly report since implementation of the Automatic Passenger Counter system (APCs) where the prior year also used APCs for passenger counting, which means that this 35% increase represents actual ridership growth, not just a data anomaly. The Supplemental typology carried 31 passengers per trip, meeting the goal of 20 or higher, and the average subsidy per passenger was $6.71, meeting the goal of

$16.89 or lower. Supplemental service accounted for 1% of fixed route service in revenue hours and provided 2% of fixed route ridership in the third quarter of FY 2025/26.

Rural (West Marin Stagecoach Routes 61 and 68)

In the third quarter of the fiscal year, the two Stagecoach routes carried 29,554 passengers. This represents an 8% increase from the third quarter of the prior fiscal year. The Rural typology carried 8 passengers per revenue hour, meeting the goal of 6 or higher, and the average subsidy per passenger was $25.10, meeting the goal of $30.97 or lower. Rural service accounted for 9% of fixed route service in revenue hours and ridership represented 4% of fixed route ridership in the third quarter of FY2025/26.

Marin Access

In the third quarter of FY 2025/26, Marin Access offered ADA paratransit service, the Marin Access Shuttles program, the Volunteer Driver program, and the new Mobility Wallet suite of programs, which for the purposes of this report will be treated as one program (Mobility Wallet).

Marin Access services carried 19,129 passenger trips on demand response and mobility management programs. This reflects a decrease of 8% compared to the third quarter of the last fiscal year.

Demand Response

The Demand Response typology represents the subset of Marin Access services that are operated by the District's Demand Response contractor, Transdev, and includes ADA paratransit service and the Marin Access Shuttles program. In the third quarter of FY 2025/26, Demand Response services carried 11,105 passengers, a decrease of 10% from the prior year. Staff believes that this decrease is due to passengers switching from paratransit to the new mobility wallet program. The service productivity average of 1.6 passengers per revenue hour did not meet the 2.0 standard, and the average subsidy per passenger of $125.37 did not meet the target of $112.61 or lower.

Mobility Management

The Mobility Management programs do not have established performance targets.

The Volunteer Driver Program completed 1,954 trips in the third quarter of FY 2025/26. This represents an 8% decrease compared to the previous fiscal year.

The new Mobility Wallet program provided 6,070 one-way trips. This represents a decrease of 4% compared to the Catch-A-Ride program in the prior year. The Mobility Wallet program saw strong growth in the first half of FY 2025/26, but appears to be stabilizing. Eligibility changes that went into effect on January 1, 2026 are likely impacting participation in this program, a trend that will be monitored as part of the annual evaluation. The average subsidy per passenger on Mobility Wallet was $16.36 in Q3.

Other Programs

In addition to fixed route and Marin Access services, the District also operates a shuttle to the Muir Woods National Monument (Muir Woods Shuttle) and the yellow school bus system for the Ross Valley School District (Yellow Bus). These programs do not have established performance targets.

Muir Woods Shuttle

The Muir Woods Shuttle did not run in the third quarter of FY 2025/26. Note that it also did not run in the third quarter of the prior fiscal year.

Yellow Bus

In the third quarter of FY 2025/26, the Ross Valley School District yellow bus service carried 33,534 passengers. This is 4% higher than the third quarter of the prior year.

External Trends and Factors

This quarter, Marin Transit experienced stronger ridership growth than the national average. According to the National Transit Database, in the third quarter of FY 2025/26, nationwide bus ridership was 5% **lower** than the prior year, compared to Marin Transit's steady ridership over the prior year for fixed route services.

Marin Transit continues to have one of the strongest ridership recoveries in the Bay Area at 115% of pre-COVID for fixed route services, and one of the strongest in the country when comparing to pre-COVID levels (the national average this quarter was 79%). Compared to other North Bay transit agencies, Marin Transit fixed route services saw lower year-over-year growth but performs well when comparing to pre-COVID numbers. In the third quarter of FY 2025/26, Golden Gate Transit carried 362,531 passengers on its fixed route bus service, representing just under half of Marin Transit's fixed route ridership (766,796), while SMART carried 337,631 passengers. Golden Gate Transit experienced a 1% increase in fixed route bus ridership in this quarter compared to the third quarter of FY2024/25, bringing overall recovery to 49% of pre-COVID ridership. SMART experienced a 25% increase in ridership compared to the third quarter of last year, bringing overall recovery to double (203% of) pre-COVID ridership.

Other Bay Area transit agencies that provide local transit service experienced varied ridership growth trends in the third quarter of FY 2025/26. Comparing to other Countywide peer agencies, Napa Valley Transportation Authority (VINE), SamTrans, and Solano County Transit (SolTrans) experienced a 1%, -12%, and 9% increase in ridership, respectively, relative to the third quarter of FY 2024/25, bringing their ridership relative to pre-COVID to 47%, 89%, and 84%, respectively.

Table 2 below compares several other factors and qualitatively evaluates their potential impact on ridership.

Table 2: Factors Impacting Ridership Comparison

Factor		FY 2024/25 Q3	FY 2025/26 Q3	Impact
Days Operated	Weekdays	62	61	▼
	School Days	55	55	--
	Weekends & Holidays	28	29	▲
	Muir Woods Shuttle	0	0	--
Service Disruptions (cancelled/missed service)		42	46	▼
Rainfall (inches)		4.5	12.1	▼▼
Average Gas Prices		$4.50	$4.65	▲

Community Engagement

Staff engage the community on an ongoing basis to share information about Marin Transit and Marin Access programs and services. In the third quarter, there was a continued focus on educating riders about program changes to Marin Access and engaging the community on District initiatives including the proposed operations and maintenance facility and the MASCOTS service planning effort. Events were held in multiple formats, at several locations, and on different days and times to meet the needs of the community. The attached report outlines community engagement initiatives for various target audiences, including community members, fixed route riders, and Marin Access riders.

In the third quarter of FY 2025/26, staff completed eight events, including two Navigating Transit presentations, one event where an informational resource table was staffed, and five Marin Access Satellite Hours events. Nearly all events had Spanish translation services available. In total, staff reached nearly 80 community members.

Digital outreach continues to be an effective tool for engaging and educating those who currently use Marin Transit programs and services and informing those who may be considering trying transit. In Q3 of FY2025/26 staff distributed three e-newsletters and created 123 social media posts across several platforms. In total, these efforts generated over 5,718 individual digital engagement interactions.

Staff expect outreach efforts to grow throughout the remainder of the year due to ongoing and planned initiatives related to the proposed operations and maintenance facility and the implementation of Next Generation Clipper.

Attachment A

Quarterly Report - Summary

05/21/2026

QUARTER

Q3 FY26

Systemwide Performance Statistics

Typology	Route	Passengers	%Δ Passengers*	Revenue Hours	Operating Cost	Passengers per Revenue Hou	Subsidy per Passenger	Farebox Recovery
1. Local	17	55,101	▲1.4%	4,098	$768,386	13.4	$12.94	7.2%
	22	48,707	▲4.4%	3,296	$609,501	14.8	$11.53	7.9%
	23	82,815	▲3.2%	3,523	$698,606	23.5	$7.55	10.5%
	30	0		0	$0			
	35	144,658	▼2.8%	4,862	$957,068	29.8	$5.76	12.9%
	36	75,793	▼5.1%	3,756	$756,147	20.2	$9.06	9.2%
	49	90,424	▼4.0%	4,889	$928,698	18.5	$9.34	9.1%
	71	115,086	▼3.0%	5,868	$1,211,107	19.6	$9.60	8.8%
	Rollup	**612,584**	**▼1.6%**	**30,290**	**$5,929,513**	**20.2**	**$8.76**	**9.5%**
2. Community	219	8,812	▼0.7%	1,233	$231,731	7.1	$25.04	4.8%
	228	22,442	▲6.4%	2,311	$427,251	9.7	$17.92	5.9%
	233	9,936	▼1.8%	1,055	$195,674	9.4	$18.56	5.7%
	245	13,112	▲10.1%	1,074	$201,961	12.2	$14.36	6.7%
	29	4,492	▲22.2%	428	$79,694	10.5	$16.66	6.1%
	57	47,383	▲4.3%	3,673	$690,574	12.9	$13.55	7.0%
	Rollup	**106,177**	**▲5.0%**	**9,775**	**$1,826,885**	**10.9**	**$16.13**	**6.3%**
4. Supplemental	613	6,458	▲30.7%	81	$31,133	79.5	$4.05	16.0%
	619	6,719	▲39.4%	154	$60,521	43.5	$8.20	9.0%
	625	2,975	▲36.7%	74	$27,409	40.0	$8.39	8.9%
	629	0		0	$0			
	654	2,329	▲29.8%	56	$19,650	41.3	$7.62	9.7%
	Rollup	**18,481**	**▲34.6%**	**366**	**$138,713**	**50.4**	**$6.71**	**10.7%**
5. Rural	61	12,568	▲34.4%	1,720	$335,377	7.3	$25.96	2.7%
	68	16,986	▼5.4%	2,191	$427,880	7.8	$24.46	2.9%
	Rollup	**29,554**	**▲8.3%**	**3,912**	**$763,257**	**7.6**	**$25.10**	**2.8%**
7. Yellow Bus	Hdn Valley	4,968	▼1.3%	114	$101,972	43.4	$17.74	13.6%
	White Hill	28,566	▲4.7%	651	$579,480	43.9	$17.50	13.7%
	Rollup	**33,534**	**▲3.7%**	**766**	**$681,452**	**43.8**	**$17.53**	**13.7%**
8. Recreational	66				$7,185		$2,394.67	0.0%
	Rollup				**$7,185**		**$2,394.67**	**0.0%**
9. Demand Response	Local Para	10,862	▼10.1%	6,578	$1,387,072	1.7	$123.38	3.4%
	MA Shuttle	243	▼1.6%	218	$53,514	1.1	$214.29	2.7%
	Rollup	**11,105**	**▼9.9%**	**6,795**	**$1,440,586**	**1.6**	**$125.37**	**3.4%**
Mobility Wallet	CAR Trans	238		0	$67		$0.28	0.0%
	Intro Mob	9		0	$493		$54.78	0.0%
	MAFA Mob W	5,823		0	$98,732		$16.96	0.0%
	Rollup	**6,070**		**0**	**$99,293**		**$16.36**	**0.0%**
Volunteer Driver	VolDrvr	1,593	▼11.6%		$11,834		$7.43	0.0%
	VolDvrWM	361	▲10.4%		$2,952		$8.17	0.0%
	Rollup	**1,954**	**▼8.2%**		**$14,785**		**$7.57**	**0.0%**
Rollup		**819,459**	**▲0.9%**	**51,905**	**$10,901,669**	**15.8**	**$12.26**	**7.8%**

* Change in passengers compared to same quarter of prior year

FY 2026 Q3 (January - March) Marin Transit Community Engagement

Reporting Month: January 2026

Date(s)	Event	Description	Contacts
1/13/2026	Marin Access Satellite Hours at Margaret Todd Senior Center	MCTD staff held satellite hours at the Margaret Todd Senior Center. Information was distributed in English and in Spanish.	4
1/20/2026	Marin Access Satellite Hours at Canal Alliance	MCTD staff held satellite hours at the Canal Alliance Food Pantry at the 91 Larkspur location in San Rafael. Information was distributed in English and in Spanish.	13
1/21/2026	Marin Access Navigating Transit Presentation to Jonathan's Place of Homeward Bound of Marin	Marin Access Navigating Transit Presentation to the staff of Jonathan's Place of Homeward Bound of Marin. Information was presented in English.	9
1/28/2026	Marin Access Navigating Transit Presentation to County of Marin Behavioral Health Staff	Marin Access Navigating Transit Presentation to the County of Marin Behavioral Health Staff. Information was presented in English.	11

FY 2026 Q3 (January - March) Marin Transit Community Engagement

Reporting Month: February 2026

Date(s)	Event	Description	Contacts
2/3/2026	Marin Housing Authority Service Fair at Golden Hinde	Staff hosted a resource table during the Marin Housing Authority's Service Fair at Golden Hinde. Information was distributed in English and in Spanish.	11
2/3/2026	Marin Access Satellite Hours at Canal Alliance	MCTD staff held satellite hours at the Canal Alliance Food Pantry at the 91 Larkspur location in San Rafael. Information was distributed in English and in Spanish.	17
2/17/2026	Marin Access Satellite Hours at West Marin HHSC	MCTD Staff held satellite hours at the West Marin Health and Human Services Center. Information was distributed in English and in Spanish.	1

Reporting Month: March 2026

Date(s)	Event	Description	Contacts
3/10/2026	Marin Access Satellite Hours at Canal Alliance	MCTD staff held satellite hours at the Canal Alliance Food Pantry at the 91 Larkspur location in San Rafael. Information was distributed in English and in Spanish.	13

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June 1, 2026

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

Subject: **Authorizing Resolution and Project List for California's State of Good Repair Program**

Dear Board Members:

Recommendation

Adopt Resolution #2026-06 approving the project list for FY 2026/27 for the California State of Good Repair Funds.

Summary

Staff requests that your Board adopt Resolution #2026-06 (Attachment A) approving the project list and authorizing the General Manager to submit a request for Scheduled Allocation of the SB1 State of Good Repair (SGR) FY2026/27 funds.

The SGR Program is funded with a portion of the California Transportation Improvement Fee on vehicle registrations created under State Senate Bill (SB) 1. The SB1 SGR program provides approximately $105 million annually to transit operators in California for eligible transit maintenance, rehabilitation, and capital projects. These funds are allocated to eligible agencies under the State Transit Assistance (STA) Program formula pursuant to Public Utilities Code (PUC) section 99312.1. Under the STA formula, half of the funds are allocated based on population and half based on transit operator revenues.

This is the eighth year of funding under the SB1 SGR program. For FY 2026/27, the State Controller has indicated that $292,978 will be available to Marin Transit according to our revenue share. Marin Transit does not receive funds from the population share.

Marin Transit Project List

Consistent with prior years, Marin Transit staff recommend programming the FY 2026/27 SGR funds towards vehicle purchases to ensure the state of good repair of the District's revenue vehicle fleet. As shown in Table 1, the FY 2026/27 SGR funds will contribute local match funds to the federal Section 5307 and Section 5339 project funding for the replacement of seven 40 ft, one 30 ft, and three shuttle vehicles that are beyond their useful lives with six 40 ft hybrid and

five 30 ft diesel vehicles. Staff anticipate ordering these vehicles in FY 2026/27 after the programming and approval of the associated federal funding.

Table 1: Marin Transit SGR Project List

Project Title	Project Description	SB1 SGR (FY27)	SB1 SGR (FY28)	Measure AA/ Property Tax	RM3	Federal Funds	Total
Purchase 6 40ft Hybrid and 5 30ft Diesel Vehicles (LG)	Replace 7 40ft Hybrid, 1 30ft Diesel, and 3 shuttle vehicles that are beyond their useful lives.	$292,978	$301,767	$1,452,237	$613,000	$8,339,926	**$10,999,908**

Fiscal Impact

With this action, Marin Transit will have the requisite Board approvals to apply for the $292,978 in FY 2026/27 SGR funding. The listed project is included in the FY 2026/27 Capital Budget.

Respectfully Submitted,

Grisel Martinez

Grisel Martinez
Interim Director of Finance

Attachment A: Resolution 2026-06

RESOLUTION NO. 2026-06

APPROVING THE PROJECT LIST FOR FY 2026/27
FOR THE CALIFORNIA STATE OF GOOD REPAIR PROGRAM

WHEREAS, Senate Bill 1 (SB 1), the Road Repair and Accountability Act of 2017, establishing the State of Good Repair (SGR) program to fund eligible transit maintenance, rehabilitation and capital project activities that maintain the public transit system in a state of good repair; and

WHEREAS, SGR funds are allocated by the *Metropolitan Transportation Commission*; and

WHEREAS, the *Marin County Transit District* share of SGR funds for fiscal year 2026/27 is estimated to be $292,978; and

WHEREAS, these funds will be used towards the purchase of six 40ft hybrid and five 30ft diesel vehicles to replace transit vehicles beyond their useful lives; and

WHEREAS, in order to qualify for these funds, the *Marin County Transit District* is required to submit a proposed project list to California Department of Transportation (Caltrans) on an annual basis;

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors for the Marin County Transit District hereby approves the SB1 State of Good Repair Project List for FY 2026/27; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the *Marin County Transit District* that the fund recipient agrees to comply with all conditions and requirements set forth in the Certification and Assurances document and applicable statutes, regulations, and guidelines for all SGR funded transit capital projects; and

NOW THEREFORE, BE IT FURTHER RESOLVED that the *General Manager* is hereby authorized to submit a request for Scheduled Allocation of the SB1 State of Good Repair Funds and to execute the related grant applications, forms, and agreements.

APPROVED AND PASSED this 1st day of June 2026.

_____
Mary Sackett, President

ATTEST:

_____
Robert Betts, General Manager

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June 1, 2026

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

Subject: Authorize Continued Participation in the Clipper BayPass Pilot Program

Dear Board Members:

Recommendation

Authorize the General Manager to sign Amendment No. 2 to the Clipper BayPass Pilot Program Participation Agreement with the Metropolitan Transportation Commission (MTC), allowing Marin Transit to continue participation in the Clipper BayPass Pilot Program, which may run through December 31, 2030.

Summary

The Clipper BayPass Pilot Program is a regional transit pass program that offers participants at selected organizations free rides on all Bay Area transit systems by charging institutions a negotiated flat fee to enroll all their students/employees. The Board initially authorized Marin Transit to participate in the BayPass program in 2023 and the current action will authorize the General Manager to sign the second amendment extending the pilot to 2030 and updating the payment terms to reduce costs for participating institutions.

Background

The Clipper BayPass Pilot Program is a regional pass program which allows participants to ride fare-free on any transit agency in the Bay Area. The pass is not available for purchase by individuals but instead is sold in bulk to large institutions (such as universities and major employers), and the price is negotiated on a per-institution basis. The program is designed to be revenue neutral for the transit operators; MTC estimates the number of trips the average passholder is likely to take based on several factors unique to each institution (such as location, current percentage of students/employees who ride transit, etc.) and sets a price accordingly. Transit agencies are currently reimbursed the full adult fare of every BayPass ride that takes place on their service.

In October 2023, your Board authorized the General Manager to sign the Clipper BayPass Agreement with the Metropolitan Transportation Commission (MTC), allowing Marin Transit to participate in the regional Clipper BayPass Pilot Program through June 30, 2026. In August 2024, the General Manager signed

Amendment No. 1 to the participation agreement, which allowed MTC to expand the program, but did not change the financial arrangement with Marin Transit and thus did not require Board approval.

Statistical analysis of BayPass participation to date shows that the program increases ridership significantly regionwide. In phases 1 and 2 of the pilot program, MTC found that program participants took 30-35% more rides on transit than non-participants. Attachment B: Clipper BayPass February Update has more information about these figures.

To date, there are no institutions in Marin County enrolled in BayPass, however the MTC BayPass team and Marin Transit have been in discussions with College of Marin about participating, and nascent conversations with the County of Marin.

Discussion

Amendment No. 2 to the agreement extends the program through the end of 2030 and makes the following changes[1]:

- **Agency reimbursements will reflect a rider's existing discounts** instead of always being reimbursed at the adult fare rate. This allows the pass to be sold more affordably to institutions with a large number of discount-eligible members (e.g. senior housing, low-income housing, etc.), and may increase program participation.
- **There will no longer be a cap on program admin costs**. This will allow the program to grow more rapidly without needing additional amendments to allow MTC to adequately fund program administration which is critical for their work to increase the participation of institutions.

Fiscal/Staffing Impact

Continued participation in the Clipper BayPass Pilot Program is not anticipated to have a significant fiscal or staffing impact on Marin Transit. Program participation to date (2022-2025) has generated approximately $58,000 in fare revenue for Marin Transit. If Marin Transit were not participating, most of this revenue would likely have still been received without BayPass (paid by individual riders). However, based on BayPass evaluations completed to date, an estimated 20-25% of that ridership, and its associated fare revenue, was induced by participation in the BayPass program.

Operators are currently reimbursed a full Adult fare for all rides taken on BayPass. Amendment No. 2 allows a rider's existing discounts to pass through (e.g. Senior, Youth), which may mean less reimbursement per rider from MTC. However, Marin Transit would still be reimbursed the fare that the rider would otherwise be paying if they were not participating in BayPass (e.g. the equivalent $1 senior or youth fare). Further, this change is designed to allow more institutions to participate in BayPass, and the program has proven to increase ridership, so overall these changes are more likely to grow revenue than it is to shrink it.

BayPass is designed to be revenue neutral, and passes are priced to cover the expected revenue losses by the transit agencies. The change in the structure of admin costs no longer requires MTC to ensure operators are fully reimbursed before billing these costs to the program. This could in theory result in operator reimbursements being reduced if passes are underpriced and total revenue is not high enough to cover program costs. However, this is extremely unlikely; the pilot program thus far has

[1] Note: the amendment has one other change that does not apply to Marin Transit: Simplify contracting process with existing institutional passes.

consistently generated more revenue in pass sales than costs in operator reimbursements. Furthermore, MTC has a $5,000,000 backstop set aside to cover any differences that may arise. Staff is confident recommending Board adoption does not carry any significant financial risks and is overall beneficial to the region's institutions and transit riders.

Respectfully Submitted,

Asher Butnik
Senior Transit Planner

Attachment A: BayPass Participation Agreement Amendment No. 2

Attachment B: Clipper BayPass February Update (2026)

AMENDMENT NO. 02 TO CLIPPER® BAY PASS PILOT PROGRAM PARTICIPATION AGREEMENT

THIS AMENDMENT, effective as of July 1, 2026 is Amendment No. 02 to the Clipper® BayPass Pilot Program Participation Agreement, dated November 1, 2023, as amended on August 15, 2024 (collectively, "Agreement").

WHEREAS, The Clipper BayPass Pilot Program ("Pilot") was first launched in 2022 by the Metropolitan Transportation Commission ("MTC") and the participating transit operators ("Operators") as defined in Clipper® BayPass Pilot Program Participation Agreement. MTC and the Operators are referred to herein collectively as the "Parties" or individually as a "Party;" and

WHEREAS, Phase 1 of the Pilot commenced in August 2022 and Phase 2 of the Pilot commenced in January 2024; and

WHEREAS, Amendment No. 1 of the Clipper BayPass Pilot Program Participation Agreement extended Phase 2 of the Pilot through June 30, 2027.

WHEREAS, After Amendment No 1. to the Agreement, the Parties determined that several additional changes to the Agreement were necessary in order to allow the Pilot program to maximize opportunities to sell the Clipper BayPass Pilot product to institutional customers in the San Francisco Bay Area; and

DRAFT

NOW, THEREFORE, the Parties agree to modify the subject Agreement as indicated below. Where modifications have been made, added text is indicated in italics, deleted text is indicated in strikethrough format.

1. The eighth recital is updated to allow an "up to three-year" basis for contract duration to reduce administrative burden associated with annual contracts where applicable.

WHEREAS, Phase 2 of the Clipper BayPass Pilot Program will offer the Clipper BayPass product for sale to up to 10 employers and/or institutions in the Bay Area with a combined total of up to 20,000 individuals, unless these cap amounts are adjusted by a vote of the Fare Integration Task Force or its designated successor body. Each employer/institutional customer of Phase 2, with the exception of Preexisting Institutional Pass Product customers, will enter into a ~~one-year~~ contract with MTC which will set forth the financial terms of the purchase of the Clipper BayPass product. Contracts will be subject to renewal on ~~an annual basis~~ *up to a three-year basis*, with financial terms subject to change. Preexisting Institutional Pass Product customers will maintain their existing contractual relationship with the Operator offering their Preexisting Institutional Pass Product with a separate additional contract with MTC for Phase 2 of the Clipper BayPass Pilot unless the Operator, MTC, and customer mutually agree to another contracting arrangement; and

2. The ninth recital is updated to extend the duration of the Clipper BayPass Phase 2 Pilot to continue to allow for continued discussion amongst the Parties regarding programmatic structure:

WHEREAS, Phase 2 of the Clipper BayPass Pilot Program will begin on December 1, 2023 and continue to no later than ~~June 30,~~ ~~2027~~ *December 31, 2030.*

3. An additional recital is added to factor existing Clipper discounts into reimbursements to Operators for trips made on Clipper BayPass.

WHEREAS, there are Clipper discounts for youth, seniors, individuals with qualifying disabilities (RTC) and individuals with qualifying incomes (START). These discounts will be applied to reimbursements paid to Operators for trips made on Clipper BayPass consistent with the terms set forth in Article III, part A.

4. An additional recital is added to clarify the work that MTC and Clipper BayPass project staff have done and continue to do to support program implementation.

WHEREAS, MTC and Clipper BayPass project staff have and will continue to support program implementation and administration. Their work includes outreach and sales, contract review and routing, Clipper institutional portal training for partner organizations, partner billing, partner headcount reporting, biannual partner surveys and survey analysis, ridership data reporting and analysis, contract renegotiation, and Operator reimbursement calculation and administration.

5. An additional recital is added to clarify that the Regional Network Management Council is the designated successor body to the Fare Integration Task Force.

DRAFT

WHEREAS, The Regional Network Management Council is the designated successor body to the Fare Integration Task Force, which was sunsetted in April 2025.

6. An additional recital is added to clarify any supplemental agreements between MTC and Operators with Preexisting Institutional Pass Products.

WHEREAS, MTC and Clipper BayPass project staff recognize that there may be supplemental agreements between MTC and Operators with Preexisting Institutional Pass Products. Any supplemental agreement would be signed by MTC and the affected Operator. MTC will provide a copy of each supplemental agreement to all parties to the Participation Agreement once executed.

7. Article I (B), Operator Responsibilities, is updated clarify the term of the Clipper BayPass Phase 2 Pilot:

B. Participate in the Clipper BayPass pilot program for the entirety of the Phase 2 Pilot lasting from the Effective Date until no later than ~~June 30, 2027~~ *December 31, 2030.*

8. Article II (B), MTC Responsibilities, is updated clarify the term of the Clipper BayPass Phase 2 Pilot:

B. Participate in the Clipper BayPass pilot program for the entirety of the Phase 2 Pilot lasting from the Effective Date until no later than ~~June 30, 2027~~ *December 31, 2030.*

9. Article V, Term, is updated to clarify the term of the Clipper BayPass Phase 2 Pilot:

The term of the Agreement shall begin upon the Effective Date and continue until ~~June 30, 2027~~ *December 31, 2030,* unless terminated by written agreement of the Parties.

10. Article III (A), Program Revenues is updated to incorporate existing Clipper discount programs into reimbursements to Operators for trips made on Clipper BayPass.

A. Any Phase 2 revenue generated by the sales of Clipper BayPass to an employer/ institutional customer that was not a customer of an Operator's Preexisting Institutional Pass Product on either January 1, 2020 or on the Effective Date shall be allocated by MTC amongst the Parties based on actual passenger usage of the Clipper BayPass Phase 2 product at a rate equal to a regular Adult Clipper fare for each trip taken~~.~~ *except when the employer / institutional customer provides reasonable substantiation to MTC for the share of its eligible employees / members who qualify for a Clipper discount program on the Operators listed in Article III part A.1. Because applying discounts in this manner will introduce additional administrative complexity, MTC will offer the opportunity for employers / institutional customers to apply Clipper discounts on a limited basis in accordance with Clipper BayPass project staff administrative capacity.*

In cases where Clipper discounts are applied, reimbursements to Operators listed in Article III part A.1 will be discounted on a pro-rata basis according to the share of eligible employees / members who qualify for a Clipper discount program. Employers must provide reasonable substantiation for the shares of their employees that qualify for all Clipper discount programs other than Clipper START. Non-employers must provide reasonable substantiation for the shares of their population that qualify for all Clipper discount programs.

DRAFT

A.1 Operators who have opted to participate in applying Clipper discounts to their reimbursements for trips made on BayPass are:

1. Alameda-Contra Costa Transit District; Golden Gate Bridge, Highway and Transportation District; San Francisco Bay Area Rapid Transit District; City and County of San Francisco Municipal Transportation Agency; San Mateo County Transit District; Santa Clara Valley Transportation Authority; Peninsula Corridor Joint Powers Board; City of Fairfield (FAST); City of Petaluma; Eastern Contra Costa Transit Authority; Livermore/Amador Valley Transit Authority; Marin County Transit District; Napa Valley Transportation Authority; Solano County Transit; City of Santa Rosa; Sonoma-Marin Area Rail Transit District; City of Vacaville (Vacaville City Coach); Western Contra Costa Transit Authority; San Francisco Bay Area Water Emergency Transportation Authority; Sonoma County Transit; City of Union City.

11. Article III (C), Program Revenues is updated to decouple the requirement that program revenues exceed the amount necessary to reimburse Operators from MTC's ability to receive reimbursement for operation and management of the Clipper BayPass Pilot program.

C. Should the Phase 2 revenue be in excess of the amount needed to reimburse Operators under the terms described in Article III, subsections A and B, these additional revenues ~~up to a limit of $1,000,000 or whatever costs were incurred by MTC to establish the Phase 2 program,~~

~~whichever is less, shall be available to reimburse MTC for the operation and management of the Clipper BayPass Pilot program subject to the approval of the Fare Integration Task Force or any designated successor body. All additional excess revenues, beyond the limit described above,~~ will be allocated to Operators based on each Operator's share of overall Phase 2 ridership.

12. Article III (G) is added to formalize a process for MTC to receive reimbursement for operation and management of the Clipper BayPass Pilot program.

G. On an annual basis, MTC and Clipper BayPass project staff shall propose, for approval by the Regional Network Management Council or any designated successor body, an annual Clipper BayPass administration budget to be drawn from Clipper BayPass program revenues. The cost of Clipper BayPass annual administration shall be included in the price of BayPass as an increment above the estimated cost of reimbursing Operators for trips taken on BayPass. MTC and Clipper BayPass project staff will endeavor to maintain high standards of program administration efficiency and efficacy, which will be reflected in their proposed program administration budget.

11. Article III (F) is updated to remove the supplemental contract requirement, allow for greater flexibility in contract design (i.e., updated language does not prohibit a pass-through contract) and clarify that the option to enter into the contract is at the discretion of the Operator that holds the pass to which the BayPass is being added (i.e., if the BayPass is being added to an existing AC Transit EasyPass, AC Transit decides whether they want to enter into a passthrough contract or keep separate contracts and so forth).

DRAFT

F. Should any existing employer/institutional customer of one of the Operators' Preexisting Institutional Pass Products express an interest in purchasing the Clipper BayPass product, the Clipper BayPass will only be offered to the existing employer/institutional customer as an upgrade to their Preexisting Institutional Pass Product. ~~MTC will manage a supplemental contract for the BayPass upgrade, and~~ The Parties will strive to align operational processes between the Clipper BayPass and the Preexisting Institutional Pass programs. *The decision to offer the employer/institutional customer a combined contract or maintain separate contracts is at the discretion of the Operator that holds the Preexisting Institutional Pass agreement.*

SIGNATURES ON SUBSEQUENT PAGES

IN WITNESS WHEREOF, this Amendment has been executed by the parties hereto as of the Effective Date written above.

Metropolitan Transportation Commission

Approved as to form:
Kathleen Kane, General Counsel

Name: Andrew B. Fremier
Title: Executive Director

Date:_____

Matthew Lavrinets, Deputy General Counsel

DRAFT

Alameda-Contra Costa Transit District

Name: Salvador Llamas
Title: General Manager

Date:_____

Approved as to form:

Aimee Steele, General Counsel / Chief Legal Officer

DRAFT

Golden Gate Bridge, Highway and Transportation District

Approved as to form:

Name: Denis J. Mulligan
Title: General Manager

Date:

Kimon Manolius, General Counsel

DRAFT

San Francisco Bay Area Rapid Transit District

Name: Robert M. Powers
Title: General Manager

Date:_____

Approved as to form:

Jeana Zelan, General Counsel

DRAFT

City and County of San Francisco
Municipal Transportation Agency

Name: Julie Kirschbaum
Title: Director of Transportation

Date:_____

Approved as to form:
David Chiu, City Attorney

_____
Annie Smiddy, Deputy City Attorney

DRAFT

San Mateo County Transit District

Name: April Chan
Title: General Manager/CEO

Date:_____

Approved as to form:

Joan L. Cassman, General Counsel

DRAFT

Santa Clara Valley Transportation Authority

Name: Carolyn Gonot
Title: General Manager/Chief Executive Officer

Date:_____

Approved as to form:
Evelynn Tran, General Counsel

_____
Yue-han Chow, Senior Assistant Counsel

DRAFT

Peninsula Corridor Joint Powers Board

Name: Michelle Bouchard
Title: Executive Director

Date:_____

Approved as to form:

James Harrison, General Counsel

DRAFT

Central Contra Costa Transit Authority

Name: William Churchill
Title: General Manager

Date:_____

Approved as to form:

Julie Sherman, General Counsel

DRAFT

City of Fairfield
FAST

Approved as to form:

Name: David Gassaway
Title: City Manager

David Lim, City Attorney

Date:

DRAFT

City of Petaluma

Name: Peggy Flynn
Title: City Manager

Date:_____

Approved as to form:

Eric W. Danly, City Attorney

DRAFT

Eastern Contra Costa Transit Authority

Name: Rashidi Barnes
Title: Chief Executive Officer

Date:

Approved as to form:

Eli Flushman, General Counsel

DRAFT

Livermore/Amador Valley Transit Authority

Name: Christy Wegener
Title: Executive Director

Date:_____

Approved as to form:

Michael N. Conneran, General Counsel

DRAFT

Marin County Transit District

Name: Robert Betts
Title: General Manager

Date:_____

Approved as to form:

_____
Kerry Gerchow, County Counsel

DRAFT

Napa Valley Transportation Authority

Name: Danielle Schmitz
Title: Executive Director

Date:_____

Approved as to form:

Osman Mufti, General Counsel

DRAFT

Solano County Transit

Name: Beth Kranda
Title: Executive Director

Date:_____

Approved as to form:

Bernadette Shilts Curry, County Counsel

DRAFT

City of Santa Rosa

Name: Lori Ann Farrell
Title: Interim City Manager

Date:_____

Approved as to form:

Samantha W. Zutler, Interim City Attorney

DRAFT

Sonoma-Marin Area Rail Transit District

Name: Eddy Cumins
Title: General Manager

Date:_____

Approved as to form:

Jessica Sutherland, General Counsel

DRAFT

City of Vacaville
Vacaville City Coach

Approved as to form:

Name: Brian Oxley
Title: Director of Public Works

Andria Borba, City Attorney

Date:

DRAFT

Western Contra Costa Transit Authority

Name: Robert Thompson
Title: General Manager

Date:_____

Approved as to form:

Michael N. Conneran, General Counsel

DRAFT

San Francisco Bay Area Water Emergency Transportation Authority

Approved as to form:

Name: Seamus Murphy
Title: Executive Director

Steve Miller, General Counsel

Date:

DRAFT

Sonoma County Transit

Name: Emily Betts
Title: Transit Systems Manager

Date:_____

Approved as to form:

Jeremy Fonseca, General Counsel

DRAFT

City of Union City

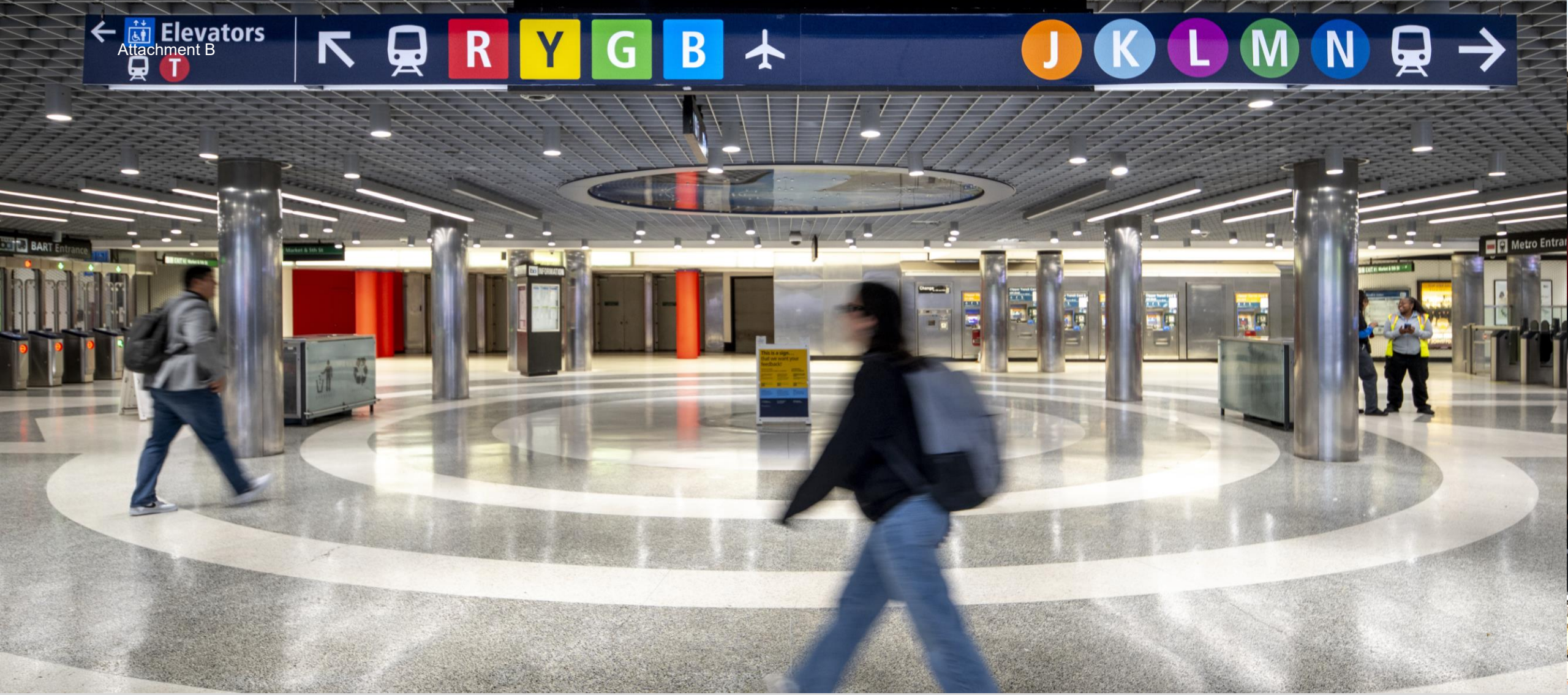
Name: Joan Malloy
Title: City Manager

Date:_____

Approved as to form:

Kristopher J. Kokotaylo, City Attorney

DRAFT



Clipper BayPass Participation Agreement

February Update

Attachment B

Meeting Overview

Context:

Clipper BayPass is generating new riders and revenues and improving customer experience. Authority to offer the pilot program will expire summer 2027 and no additional one-year contracts will be offered after summer 2026 unless the pilot is extended.

Discussions to Date:

RNM Council (Nov 2025) review of an initial presentation on the BayPass Participation Agreement extension, A subgroup of operators General Managers and staff met in January to discuss detailed changes.

Next Steps:

Review any additional feedback on potential updates to the existing Participation Agreement and bring to March RNM Council for endorsement.

Attachment B

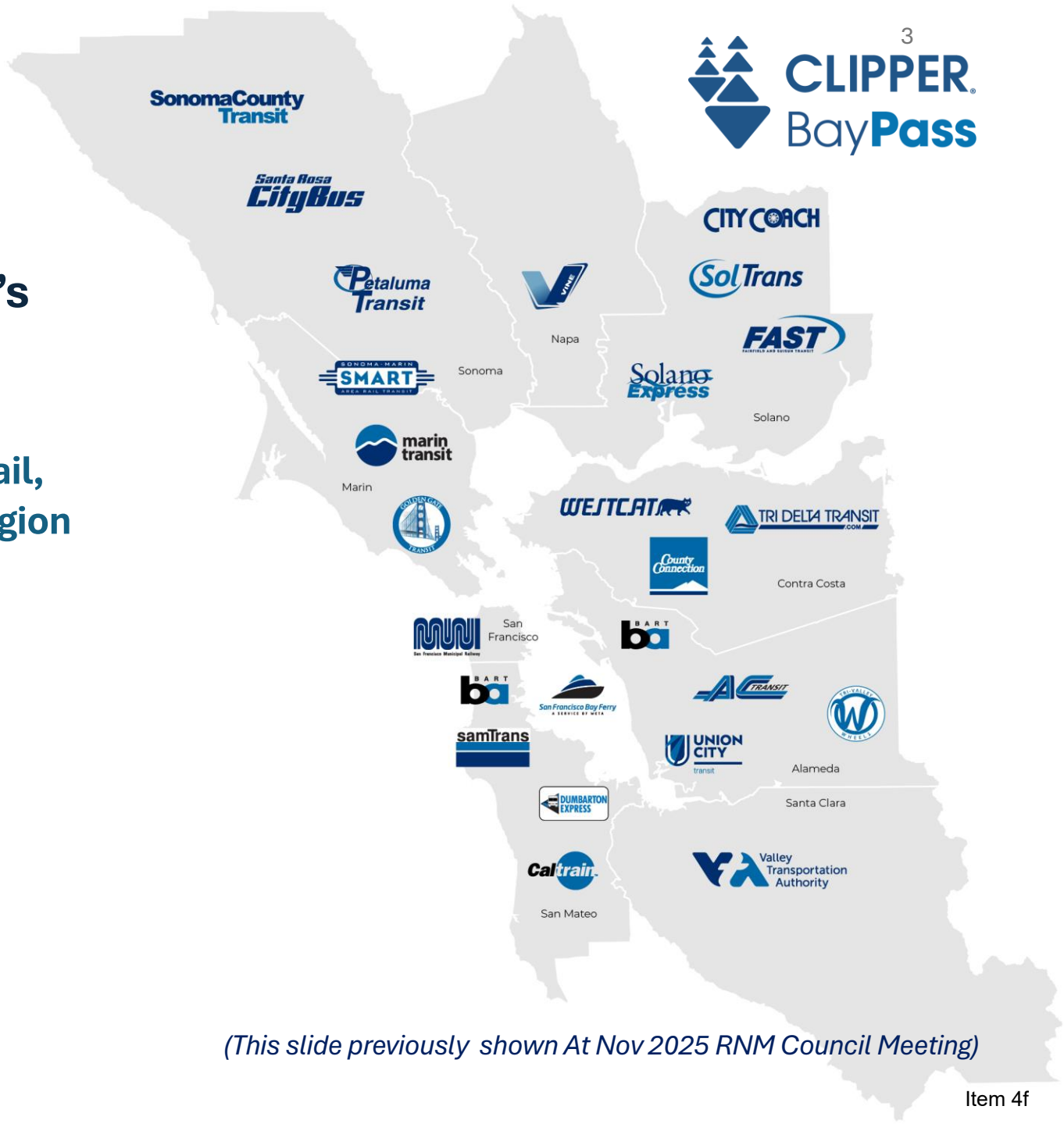
Agenda

1. Overview and Highlights
2. Learnings and Goals
3. Proposed Considerations and Discussion
4. Participation Agreement Update Timeline

BayPass Pilot Overview

The Clipper BayPass Pilot is the Bay Area's first regional unlimited-ride transit pass.

BayPass users have unlimited access to all bus, rail, and ferry services* in the nine-county Bay Area region that accept Clipper, at no cost at the point of use.



*Excludes SFMTA Cable Cars

(This slide previously shown At Nov 2025 RNM Council Meeting)

BayPass: Phase 1 Highlights

The Phase 1 program evaluation found that, on average, SFSU, SJSU and UC Berkeley students with access to Clipper BayPass:



- Took **30%** more transit trips;
- **The impact of BayPass on transit trips taken was approximately two times greater for low-income students** than for middle- and high-income students*;
- Made **163%** more inter-transit-agency transfers;
- Were between **6%-15%** less likely to leave their university between Fall 2022 and Fall 2023.

*Among a subset of students who responded to a survey question about their income level

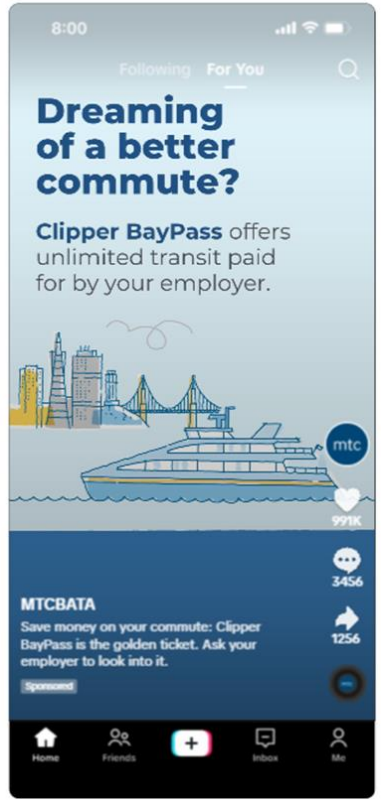
(This slide previously shown At Nov 2025 RNM Council Meeting)

BayPass: Phase 2 Highlights

CLIPPER BayPass

In BayPass Phase 2, we are selling the Clipper BayPass to interested organizations:

- Over 82,000 paid-passes in Phase 2, including 19 active contracts with organizations
- UC Berkeley and SF State both continued into Phase 2 – purchasing BayPass for all students
  - 90% overall approval of BayPass by UCB in a student referendum
- Continuing to grow and expand ridership for the region's first all-access transit pass program



UCSF
OpenAI
Robinhood
San Francisco State University
SFO
Urban Adventure Camps
persona
City of Menlo Park
alamedaTMA
Berkeley University of California
City of Palo Alto
MidPen Housing
Larkin Street Youth Services
KAI MING
rcd Creating & Preserving Affordable Housing
Samuel Merritt University
SUPERHUMAN

(This slide previously shown At Nov 2025 RNM Council Meeting)

BayPass: Phase 2 Highlights

Phase 2 launched in January 2024 at UCSF, the employers and housing communities that make up the Alameda Transportation Management Association and the City of Menlo Park:

- Individuals eligible for BayPass at these organizations **took 35% more transit trips** in 2024 than in 2023

Phase 2 continues to grow- about 8x more individuals are currently eligible for BayPass than were eligible at the beginning of 2024.



(This slide previously shown At Nov 2025 RNM Council Meeting)

Attachment B

The BayPass Effect

BayPass is growing customer base, riders, and generating new revenues

+

Riders report improved experience and increased access to transit

Quotes from BayPass survey respondents

"BayPass helps me stress less about my financial situation. It makes me feel like my employer cares about me and my commute"

"Whenever I considered using taxi/ride share, I thought, why bother when I can get anywhere on transit. BayPass has massively shifted my attitude toward taking public transit."

"The Bay Pass has saved me a tremendous amount of money. I use it to commute to several jobs and it has been an absolute game changer for me"

Existing Clipper BayPass employer/institutional customers

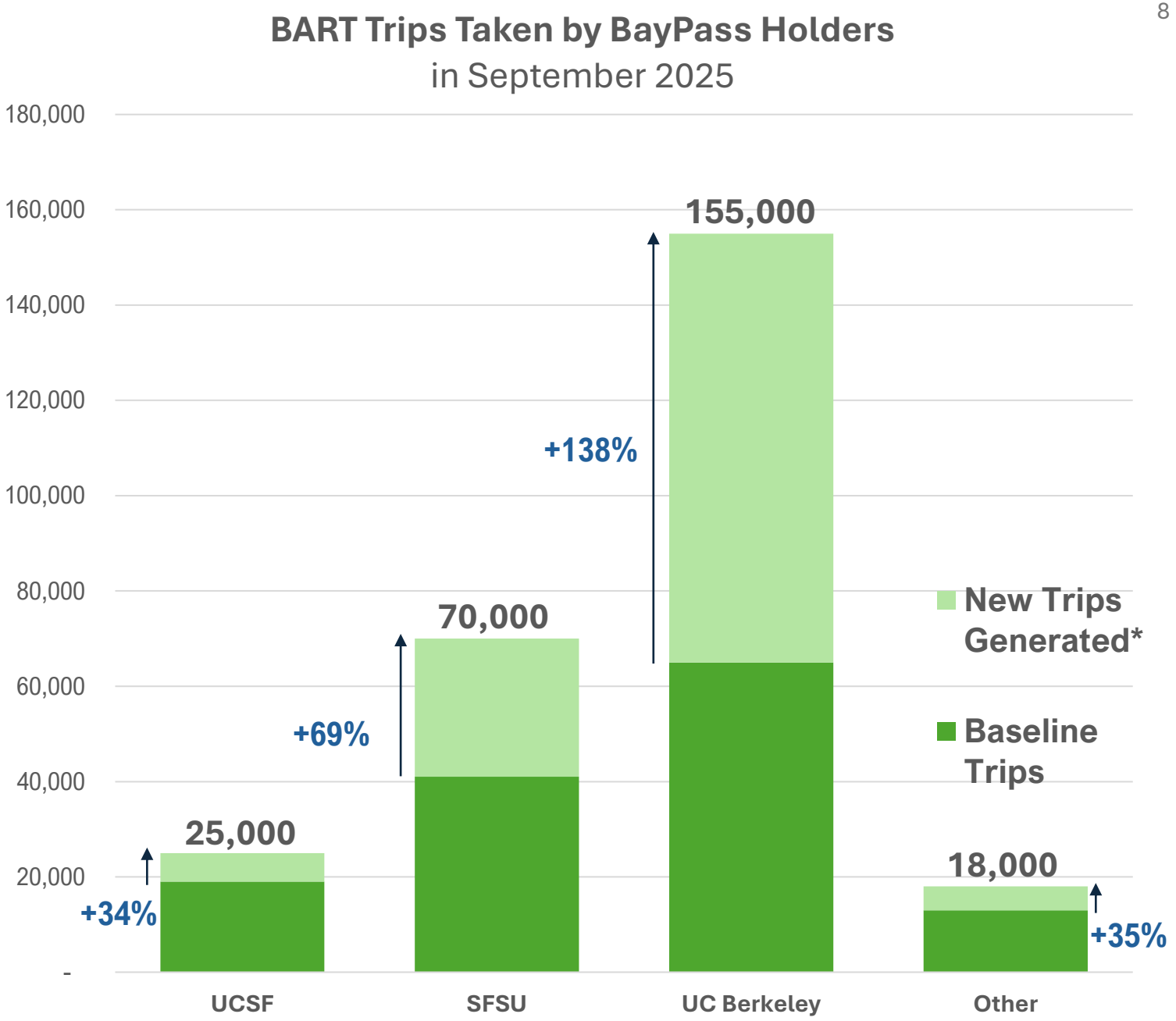
Social media posts by BayPass users



(This slide previously shown At Nov 2025 RNM Council Meeting)

Clipper BayPass Grows Ridership and Revenue

- In September 2025, riders took a total of 274,000 trips using BayPass on BART
- Of these, almost 50% were new trips generated by BayPass
- Estimated new trips generated by BayPass drove approximately $650,000 of additional BART fare revenue in September alone



*New Trips Generated estimates are based on results of BayPass Phase 1 evaluation and Phase 2 preliminary evaluation

Attachment B

Context: Participation Agreement Overview

The BayPass Participation Agreement is signed by and among MTC and all Transit Operators:

- Authorizes sale of BayPass through summer 2027
- Outlines agreements for the sale of an unlimited regional transit pass to up to 80,000 individuals (excluding transitioned Phase 1 participants)
- Summarizes key pilot parameters including:
  - Roles and responsibilities
  - Program revenues
  - Coordination with existing institutional programs
  - Evaluation

(This slide previously shown At Nov 2025 RNM Council Meeting)



Currently ~82K participants total in BayPass. Because transitioned phase 1 (UCB/SFSU) participants don't count towards cap, currently have ***~60K in remaining capacity****.*

Phase 2: new participants: ~20K
(remaining capacity is ~60K)

Phase 2: Transitioned Phase 1 participants: ~60K
(excluded from Phase 2 participation cap)

Attachment B

Pilot Learnings:
Build on Success while Recognizing Challenges

- **Significant interest from potential customers** → but many remain price sensitive and are seeking transparency and flexibility with pricing options
- **Institutional customers are renewing contracts and looking to continue with the program**→ but are seeking a simpler contracting process, particularly when they are purchasing multiple institutional and agency pass products
- **BayPass administration is lean and efficient** →but will need to scale and retain efficiency as program grows
- **BayPass is being sold to a diverse group of organizations** (educational institutions, affordable housing properties, etc.) → but many seeking to incorporate age-based/means-based discounts when appropriate

(This slide previously shown At Nov 2025 RNM Council Meeting)

Attachment B

Key Goals for Participation Agreement Update

The BayPass team would like to extend the pilot and offer the pass to partners beyond 2027 through a revised Participation Agreement.

Key program goals to consider as we update the agreement include:

Goal #1	Continue to operate the Clipper BayPass Pilot
Goal #2	Continue to attract a diverse range of partner organizations (educational institutions, affordable housing developments, etc.)
Goal #3	Pair administrative costs to operational needs and scale with program expansion
Goal #4	Simplify the contracting process while protecting existing institutional pass products

Attachment B

Proposed Considerations/Changes Discussed with Subgroup

1. **Extend the agreement for ~3 years while continuing to refine administration, grow participation, and ultimately work towards transitioning to an ongoing program.**

2. **Reflect existing discounts (low-income, senior, youth and RTC) in reimbursements to operators rather than reimburse operators for BayPass trips at full Adult Clipper fare for each trip taken.** *Premised on requirement for institution to provide us with reasonable substantiation for the share of their eligible pop that qualifies for discount.*

3. **Estimate and recover BayPass administrative costs based on program operations and maintenance (O&M) on an annual basis rather than a fixed amount of funding for the duration of the pilot.** *The BayPass team would present an estimated administration budget based on program operations and maintenance (O&M) on an annual basis; the RNM council would have oversight in reviewing this budget.*

4. **Streamline contracting structure and offer employers one BayPass contract that passes through costs for any existing AC Transit, Caltrain, SamTrans and VTA pass product. Currently, institutions must hold multiple contracts when dealing with multiple passes.** *Pass-through costs are determined by operator and any option to pursue a pass-through contract would be at the discretion of the transit operator that holds the preexisting institutional pass. Other requirements defined in the current Participation Agreement remain unchanged at this time.*

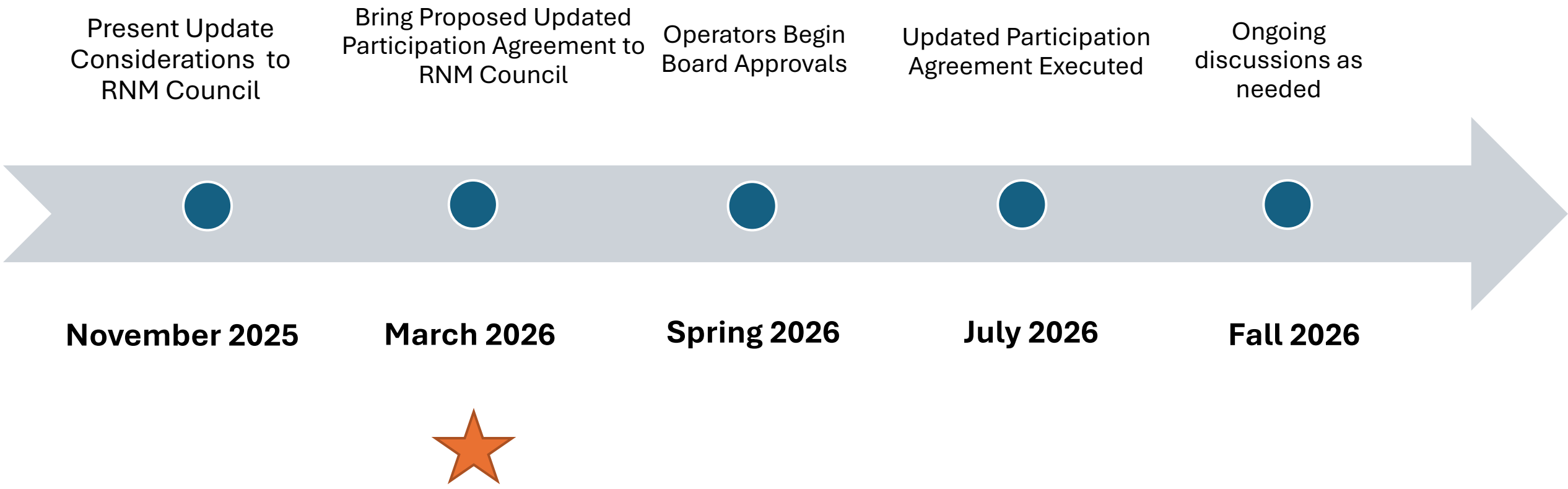
Attachment B

Next Steps

- **March –** Staff bring Action Item to RNM Council seeking endorsement of 2027 Participation Agreement approach
- **April –** Staff distribute draft 2027 Participation Agreement via Staff Working Group for review
- **May –** Staff send final 2027 Participation Agreement to transit operators for board approvals
- **May – July** – Transit operators & MTC secure board approvals if needed
- **July 1** – Updated 2027 Participation Agreement Executed

Attachment B

Roadmap to Updated Participation Agreement



Seek Action Item to Endorse Proposal

711 Grand Ave, #110
San Rafael, CA 94901
ph: 415.226.0855
marintransit.gov

Board of Directors

Mary Sackett
President
Supervisor District 1

Fred Casissa
Vice President
Town of Corte Madera

Maribeth Bushey
Second Vice President
City of San Rafael

Brian Colbert
Director
Supervisor District 2

Stephanie Moulton-Peters
Director
Supervisor District 3

Dennis Rodoni
Director
Supervisor District 4

Eric Lucan
Director
Supervisor District 5

Maika Llorens Gulati
Alternate
City of San Rafael

June 1, 2026

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

Subject: **Award Contract for Fleet Inspection and Maintenance Audit (#1369)**

Dear Board Members:

Recommendation

Authorize General Manager to negotiate a four-year agreement with three option years with AmeriTran Service Corporation (dba TRC Engineering Services, LLC) in an amount not to exceed $100,000 for the four-year base contract.

Summary

Marin Transit owns over 115 vehicles for fixed route public transit services and demand response and paratransit services, operated through three operations and maintenance (O&M) contracts. To supplement Marin Transit's oversight of vehicle maintenance activities and ensure contractors are following practices outlined by the manufacturers and our contract, Marin Transit annually audits maintenance records and vehicle condition through a third-party inspection firm.

Third-party inspections are part of the O&M contracts in place with Marin Transit and are looked upon favorably by the FTA. These inspections ensure that maintenance standards are upheld, maintenance records are full and complete, and that all vehicles are in the proper working order that we expect them to be in while they are in revenue service.

Background

Marin Transit issued a Request for Proposals (RFP) on March 19, 2026, to solicit interest in these inspection services and ultimately award a new agreement with the most value-effective vendor. In addition to the inspection and maintenance auditing services, Marin Transit asked potential vendors to provide information regarding their ability to provide on-call maintenance support services, including vehicle turnover inspections needed in the event of any change or switch of revenue vehicles between contractors.

Additionally, vendors were encouraged to provide information regarding their ability to recommend information or trainings to District staff or our contracted

operation and maintenance staff as it would relate to the District's stated goals surrounding low- and zero-emission fleet needs.

Marin Transit received one proposal in response to the RFP from the incumbent, TRC Engineering Services. An evaluation committee made up of internal District staff reviewed and scored the proposal, evaluating the submitted documentation on the following criteria:

1. Understanding and Approach to the Project
2. Staff Capabilities and Experience
3. Cost Effectiveness

Based on this evaluation, staff deemed the proposal responsive and recommends that your Board award the contract to TRC Engineering Services. As the incumbent, TRC has maintained a positive working relationship with District staff for over five years and has a thorough understanding of the project requirements. TRC has a proven history to be able to meet the needs of Marin Transit's diverse fleet type and operations agreements and has reliably sent a team of inspectors to Marin County for fleet inspections, turnover inspections, and on-call assignments as requested.

The contract includes several key components in the maintenance of Marin Transit vehicles, including the annual inspections for no less than 25% of the total fleet in revenue service, the review of all maintenance records for the selected vehicles, and the option to include support for vehicle transitions, vehicle in-plant inspections, and additional on-call needs.

Fiscal/Staffing Impact

The maximum fixed cost to the District for standard services during the four-year base contract would be a total of $69,812.18. Staff are requesting your Board approve an additional $30,187.82 for a variety of on-call/optional support services, as needed, for a combined amount not to exceed $100,000 for the four-year base term of this contract. The additional funding requested would accommodate the following optional tasks:

1. The cost of providing approximately 15 hours of consultation services to support the District's goal of improving our low- and zero-emission programs. These hours are to be billed at a rate of between $135 and $220, depending on the consultant position, and would only be used on an as-needed basis after the development of a task order.
2. The cost of providing approximately 50 additional hours of remote on-call support. These on-call hours are to be billed at a rate of between $175 and $190, depending on the base contract year, and would only be used on an as-needed basis after the development of a task order.
3. The cost of providing turnover inspections on approximately 20 vehicles. The cost of these inspections vary between $750 and $883 each, depending on base contract year and vehicle type, and would only be used on an as-needed basis after the development of a task order. Marin Transit does not currently have a specific need or set date for a turnover inspection.

If the optional tasks exceed the contract's combined total not to exceed amount of $100,000, staff would issue an amendment to the base contract within the approval authority of the General Manager.

Third party inspection services are included in the FY 2026/27 Operations Budget and will be funded through Measure AA sales tax revenue.

Respectfully Submitted,



Kyle French
Operations Manager

Attachment A: Draft Contract with TRC Engineering Services, LLC (#1369)

MARIN COUNTY TRANSIT DISTRICT
PROFESSIONAL SERVICES CONTRACT

THIS CONTRACT is made and entered into this 1st day of June, 2026, by and between the MARIN COUNTY TRANSIT DISTRICT, hereinafter referred to as "District" and TRC ENGINEERING SERVICES, LLC, hereinafter referred to as "Contractor."

RECITALS:

WHEREAS, District desires to retain a person or firm to provide the following service: Public Transportation Fleet Inspection and Maintenance Audit Services; and

WHEREAS, Contractor warrants that it is qualified and competent to render the aforesaid services;

NOW, THEREFORE, for and in consideration of the Contract made, and the payments to be made by District, the parties agree to the following:

1. SCOPE OF SERVICES:
Contractor agrees to provide all of the services described in **Exhibit A** attached hereto and by this reference made a part hereof.

2. FURNISHED SERVICES:
The District agrees to:

A. Guarantee access to and make provisions for the Contractor to enter upon public and private lands as required to perform their work.

B. Make available all pertinent data and records for review.

C. Provide general bid and Contract forms and special provisions format when needed.

3. FEES AND PAYMENT SCHEDULE:
The fees and payment schedule for furnishing services under this Contract shall be based on the rate schedule which is attached hereto as **Exhibit B** and by this reference incorporated herein. Said fees shall remain in effect for the entire term of the Contract. Contractor shall provide District with his/her/its Federal Tax I.D. number prior to submitting the first invoice.

4. MAXIMUM COST TO DISTRICT:
In no event will the cost to District for the services to be provided herein exceed the maximum sum of **$100,000** including direct non-salary expenses. As set forth in section 14 of this Contract, should the funding source for this Contract be reduced, Contractor agrees that this maximum cost to District may be amended by written notice from District to reflect that reduction.

5. TIME OF CONTRACT:
This Contract shall commence on June 1, 2026, and shall terminate on May 31, 2030. This contract includes three (3) additional 1-year option terms to be exercised at the District's sole discretion. Certificate(s) of Insurance must be current on day Contract commences and if scheduled to lapse prior to termination date, must be automatically updated before final payment may be made to Contractor. The final invoice must be submitted within 30 days of completion of the stated scope of services.

6. INSURANCE:

Commercial General Liability:

The Contractor shall maintain a commercial general liability insurance policy in the amount of $1,000,000 ($2,000,000 aggregate). The District shall be named as an additional insured on the commercial general liability policy.

Commercial Automobile Liability:

Where the services to be provided under this Contract involve or require the use of any type of vehicle by Contractor, Contractor shall provide comprehensive business or commercial automobile liability coverage, including non-owned and hired automobile liability, in the amount of $1,000,000.00.

Workers' Compensation:

The Contractor acknowledges the State of California requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of the Labor Code. If Contractor has employees, a copy of the certificate evidencing such insurance, a letter of self-insurance, or a copy of the Certificate of Consent to Self-Insure shall be provided to the District prior to commencement of work.

Errors and Omissions, Professional Liability or Malpractice Insurance.

Contractor may be required to carry errors and omissions, professional liability or malpractice insurance.

All policies shall remain in force through the life of this Contract and shall be payable on a "per occurrence" basis unless District specifically consents to a "claims made" basis. The insurer shall supply District adequate proof of insurance and/or a certificate of insurance evidencing coverages and limits prior to commencement of work. Should any of the required insurance policies in this Contract be cancelled or non-renewed, it is the Contractor's duty to notify the District immediately upon receipt of the notice of cancellation or non-renewal.

If Contractor does not carry a required insurance coverage and/or does not meet the required limits, the coverage limits and deductibles shall be set forth on a waiver, **Exhibit C**, attached hereto.

Failure to provide and maintain the insurance required by this Contract will constitute a material breach of this Contract. In addition to any other available remedies, District may suspend payment to the Contractor for any services provided during any time that insurance was not in effect and until such time as the Contractor provides adequate evidence that Contractor has obtained the required coverage.

7. ANTI DISCRIMINATION AND ANTI HARASSMENT:
Contractor and/or any subcontractor shall not unlawfully discriminate against or harass any individual including, but not limited to, any employee or volunteer of the Marin County Transit District based on race, color, religion, nationality, sex, sexual orientation, age or condition of disability. Contractor and/or any subcontractor understands and agrees that Contractor and/or any subcontractor is bound by and will comply with the anti discrimination and anti harassment mandates of all Federal, State and local statutes, regulations and ordinances.

8. SUBCONTRACTING:
The Contractor shall not subcontract nor assign any portion of the work required by this Contract without prior written approval of the District except for any subcontract work identified herein. If Contractor hires a subcontractor under this Contract, Contractor shall require subcontractor to provide and maintain insurance coverage(s) identical to what is required of Contractor under this Contract and shall require subcontractor to name Contractor and Marin County Transit District as an additional insured under this Contract for general liability. It shall be Contractor's responsibility to collect and maintain current evidence of insurance provided by its subcontractors and shall forward to the District evidence of same.

9. ASSIGNMENT:
The rights, responsibilities and duties under this Contract are personal to the Contractor and may not be transferred or assigned without the express prior written consent of the District.

10. LICENSING AND PERMITS:
The Contractor shall maintain the appropriate licenses throughout the life of this Contract. Contractor shall also obtain any and all permits which might be required by the work to be performed herein.

11. BOOKS OF RECORD AND AUDIT PROVISION:

Contractor shall maintain on a current basis complete books and records relating to this Contract. Such records shall include, but not be limited to, documents supporting all bids, all income and all expenditures. The books and records shall be original entry books with a general ledger itemizing all debits and credits for the work on this Contract. In addition, Contractor shall maintain detailed payroll records including all subsistence, travel and field expenses, and canceled checks, receipts and invoices for all items. These documents and records shall be retained for at least five years from the completion of this Contract. Contractor will permit District to audit all books, accounts or records relating to this Contract or all books, accounts or records of any business entities controlled by Contractor who participated in this Contract in any way. Any audit may be conducted on Contractor's premises or, at

District's option, Contractor shall provide all books and records within a maximum of fifteen (15) days upon receipt of written notice from District. Contractor shall refund any monies erroneously charged.

12. WORK PRODUCT/PRE-EXISTING WORK PRODUCT OF CONTRACTOR:
Any and all work product resulting from this Contract is commissioned by the Marin County Transit District as a work for hire. The Marin County Transit District shall be considered, for all purposes, the author of the work product and shall have all rights of authorship to the work, including, but not limited to, the exclusive right to use, publish, reproduce, copy and make derivative use of, the work product or otherwise grant others limited rights to use the work product.

To the extent Contractor incorporates into the work product any pre-existing work product owned by Contractor, Contractor hereby acknowledges and agrees that ownership of such work product shall be transferred to the Marin County Transit District.

13. TERMINATION:

A. If the Contractor fails to provide in any manner the services required under this Contract or otherwise fails to comply with the terms of this Contract or violates any ordinance, regulation or other law which applies to its performance herein, the District may terminate this Contract by giving five (5) calendar days written notice to the party involved.
B. The Contractor shall be excused for failure to perform services herein if such services are prevented by acts of God, strikes, labor disputes or other forces over which the Contractor has no control.
C. Either party hereto may terminate this Contract for any reason by giving thirty (30) calendar days written notice to the other parties. Notice of termination shall be by written notice to the other parties and be sent by registered mail.
D. In the event of termination not the fault of the Contractor, the Contractor shall be paid for services performed to the date of termination in accordance with the terms of this Contract so long as proof of required insurance is provided for the periods covered in the Contract or Amendment(s).

14. APPROPRIATIONS:
The District's performance and obligation to pay under this Contract is contingent upon an annual appropriation by the Marin County Transit District Board of Directors, the State of California or other third party**.** Should the funds not be appropriated District may terminate this Contract with respect to those payments for which such funds are not appropriated. District will give Contractor thirty (30) days' written notice of such termination. All obligations of District to make payments after the termination date will cease.

Where the funding source for this Contract is contingent upon an annual appropriation or grant from the Marin County Transit District Board of Directors, the State of California or other third party, District's performance and obligation to pay under this Contract is limited by the availability of those funds. Should the funding source for this Contract be eliminated or reduced, upon written notice to Contractor, District may reduce the Maximum Cost to District identified in section 4 to reflect that elimination or reduction.

15. RELATIONSHIP BETWEEN THE PARTIES:
It is expressly understood that in the performance of the services herein, the Contractor, and the agents and employees thereof, shall act in an independent capacity and as an independent Contractor and not as officers, employees or agents of the District. Contractor shall be solely responsible to pay all required taxes, including but not limited to, all withholding social security, and workers' compensation.

16. AMENDMENT:
This Contract may be amended or modified only by written Contract of all parties.

17. ASSIGNMENT OF PERSONNEL:
The Contractor shall not substitute any personnel for those specifically named in its proposal unless personnel with substantially equal or better qualifications and experience are provided, acceptable to District, as is evidenced in writing.

18. JURISDICTION AND VENUE:
This Contract shall be construed in accordance with the laws of the State of California and the parties hereto agree that venue shall be in Marin County, California.

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19. INDEMNIFICATION:
Contractor agrees to indemnify, defend, and hold District, its employees, officers, and agents, harmless from any and all liabilities including, but not limited to, litigation costs and attorney's fees arising from any and all claims and losses to anyone who may be injured or damaged by reason of Contractor's negligence, recklessness or willful misconduct in the performance of this Contract.

20. COMPLIANCE WITH APPLICABLE LAWS:
The Contractor shall comply with any and all Federal, State and local laws and resolutions: including, but not limited to the County of Marin Nuclear Free Zone and Living Wage Ordinance Copies of any of the above-referenced local laws and resolutions may be secured from the Contract Manager referenced in section 21. In addition, the following NOTICES may apply:

1. **Pursuant to California Franchise Tax Board regulations, District will automatically withhold 7% from all payments made to vendors who are non-residents of California.**

2. **Contractor agrees to meet all applicable program access and physical accessibility requirements under State and Federal laws as may apply to services, programs or activities for the benefit of the public.**

3. **For Contracts involving any Federal Transit Administration grant funds, Exhibit D must be attached. Exhibit D provides all Federal Transit Administration Contract Provisions relevant to this Contract.**

4. **For Contracts involving any State or Federal grant funds, Exhibit E must be attached. Exhibit E shall consist of the printout results obtained by search of the System for Award Management at www.sam.gov.**

Exhibit E - Debarment Certification

By signing and submitting this Contract, the Contractor is agreeing to abide by the debarment requirements as set out below.

- The certification in this clause is a material representation of fact relied upon by District.
- The Contractor shall provide immediate written notice to District if at any time the Contractor learns that its certification was erroneous or has become erroneous by reason of changed circumstances.
- Contractor certifies that none of its principals, affiliates, agents, representatives or contractors are excluded, disqualified or ineligible for the award of contracts by any Federal agency and Contractor further certifies to the best of its knowledge and belief, that it and its principals:
    - Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal Department or Agency;
    - Have not been convicted within the preceding three-years of any of the offenses listed in 2 CFR 180.800(a) or had a civil judgment rendered against it for one of those offenses within that time period;
    - Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or Local) with commission of any of the offenses listed in 2 CFR 180.800(a);
    - Have not had one or more public transactions (Federal, State, or Local) terminated within the preceding three-years for cause or default.
- The Contractor agrees by signing this Contract that it will not knowingly enter into any subcontract or covered transaction with a person who is proposed for debarment, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction.
- Any subcontractor will provide a debarment certification that includes the debarment clause as noted in preceding bullets above, without modification.

21. NOTICES:
This Contract shall be managed and administered on District's behalf by the Department Contract Manager named below. All invoices shall be submitted and approved by this Department and all notices shall be given to District at the following location:

Contract Manager:	Kyle French Operations Manager
Dept./Location:	711 Grand Ave, Suite 110 San Rafael, CA 94901
Telephone No.:	(415) 226-0877
Email:	kfrench@marintransit.gov

Notices shall be given to Contractor at the following address:

Contractor:	Tara L. Dawson Director of Operations
Address:	2200 Winter Springs Blvd, Suite 106-344 Oviedo, FL 32765
Telephone No.:	(407) 977-4500
Email:	trc@trcengineering.net

22. ACKNOWLEDGEMENT OF EXHIBITS

	☒ *Check applicable Exhibits*		**CONTRACTOR'S INITIALS**
EXHIBIT A.	☒	**Scope of Services**	
EXHIBIT B.	☒	**Fees and Payment**	
EXHIBIT C.	☐	**Insurance Reduction/Waiver**	
EXHIBIT D.	☐	**Federal Transit Administration Contract Provisions**	
EXHIBIT E.	☐	**Contractor's Debarment Certification**	
EXHIBIT F.	☐	**Subcontractor's Debarment Certification**	

IN WITNESS WHEREOF, the parties have executed this Contract on the date first above written.

CONTRACTOR

By: _____

Name: _____

Title: _____

APPROVED BY
MARIN COUNTY TRANSIT DISTRICT:

By:_____

COUNTY COUNSEL REVIEW AND APPROVAL ***(required if template content has been modified)***

County Counsel: _____ Date: _____

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EXHIBIT "A"

SCOPE OF SERVICES

This page will be replaced with a PDF file of the Scope of Services (i.e., Proposal).

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EXHIBIT "B"

FEES AND PAYMENT SCHEDULE

DISTRICT shall pay CONTRACTOR as follows:

(1) BASE CONTRACT FEE. DISTRICT shall pay CONTRACTOR a contract fee not to exceed $100,000 during the term of the contract. The fee breakdown is shown below and defined in Exhibit B: Cost Proposal Form.

- $69,812.18 for the fixed/standard services
- $30,187.82 for the on-call/optional services

CONTRACTOR shall submit requests for payment via invoice net 30 days following provision of services.

(2) MILEAGE. DISTRICT shall not pay CONTRACTOR for travel by private, leased or hired vehicles as required by this Contract.

(3) TRAVEL COSTS. DISTRICT shall not pay CONTRACTOR for meals, lodging, or other travel costs not included in this Contract.

(4) AUTHORIZATION REQUIRED. Services performed by CONTRACTOR and not authorized in this Contract shall not be paid for by DISTRICT. Payment for additional services shall be made to CONTRACTOR by DISTRICT if, and only if, this Contract is amended by both parties in advance of performing additional services.

(5) MAXIMUM CONTRACT AMOUNT. The maximum term of this Contract is four (4) years. This contract includes three (3) additional 1-year option terms to be exercised at the District's sole discretion. The maximum amount payable to Contractor under this Contract for this period shall not exceed $100,000.

(6) INVOICES. Invoice shall be remitted to ap@marintransit.gov and to Marin Transit's contract manager.

A PDF file of Exhibit B: Cost Proposal Form will immediately follow this page.

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EXHIBIT "C"

INSURANCE REDUCTION/WAIVER (if applicable)

CONTRACTOR:_____

CONTRACT TITLE:_____

Contractor's professional liability insurance may be provided, in part, by self-insurance or large deductible as long as contractor provides: (1) evidence to the District that contractor has segregated amounts in a special insurance reserve fund meeting the contract's insurance requirements and restricted specifically to this project or (2) contractor's general insurance reserves are adequate to provide the necessary coverage and the Marin County Transit District may conclusively rely thereon.

This statement shall accompany all requests for a reduction/waiver of insurance requirements. Please check the box if a waiver is requested or fill in the reduced coverage(s) where indicated below:

	Check Where Applicable	***Requested Limit Amount***	***CAO Use Only***
General Liability Insurance	☐	**$**	
Automobile Liability Insurance	☐	**$**	
Workers' Compensation Insurance	☐		
Professional Liability Deductible	☐	**$**	

Please set forth the reasons for the requested reductions or waiver.

Contract Manager Signature: _____

Date: _____

_____

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EXHIBIT A: SCOPE OF SERVICES

Section 3: Project Understanding And Approach

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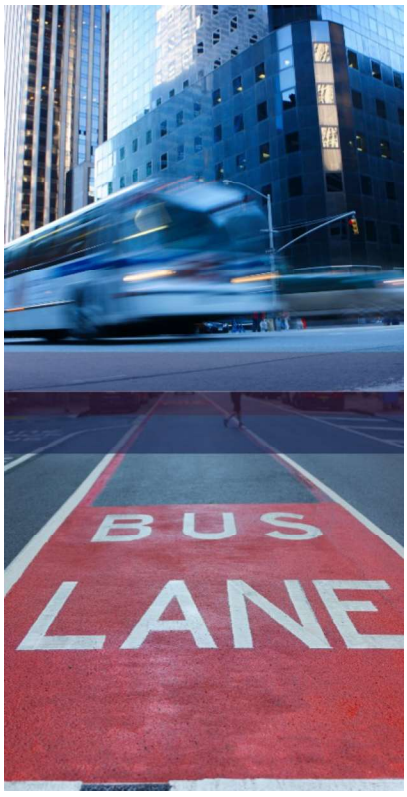
SECTION 3

Project Understanding and Approach

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UNDERSTANDING OF THE PROJECT

Marin Transit is seeking a qualified contractor to complete on-site evaluations of 25% of Marin Transit fleet annually. Marin Transit operates 105 vehicles through three different operations and maintenance (O&M) contracts. The successful contractor will be asked to perform three (3) core responsibilities; annual maintenance evaluations, fleet transfer and turnover inspections as needed and on-call support also as needed. Also the contractor may also be asked to perform supplemental responsibilities of this procurement which includes, training programs, referrals, operating practices or procedures, educational resources related to maintenance repair or general upkeep of low or zero-emission vehicles, facilities and equipment.



LIST OF MARIN TRANSIT-OWNED VEHICLES

Below is the list of all vehicles to be inspected under this project.

FLEET INFORMATION						
# of Vehicles	Vehicle Type	Manufacturer	Vehicle Length	Manufacture Year	Average Lifetime Miles	Contractor
2	Electric	BYD	35’	2018	100,000	GGT
4	Hybrid Bus	Gillig	35’	2023	67,000	GGT
3	Hybrid Bus	Gillig	40’	2023	70,000	GGT
11	Hybrid Bus	Gillig	40’	2019	357,000	GGT
4	Electric	Gillig	40’	2021	66,000	MA
9	Hybrid Bus	Gillig	40’	2017	385,000	MA
4	Hybrid Bus	Gillig	30’	2015	399,000	MA
7	Hybrid Bus	Gillig	40’	2015	452,000	MA
4*	Diesel Bus	Gillig	30’	2026	N/A	MA
5*	Hybrid Bus	Gillig	40’	2026	N/A	MA
7	XFH bus	El Dorado National	29’	2015-2021	165,000	MA
4	XFH bus	El Dorado National	35’	2018-2021	176,000	MA
12	Cutaway	El Dorado	24’	2016-2021	242,000	MA
4	Transit Van	Ford	22’	2017	87,000	TD
4	Cutaway	Ford	24’	2020	37,000	TD
11	Cutaway	Ford	22’	2020	91,000	TD
10	Transit Van	Ford	22’	2023	25,000	TD

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CONTRACTOR LOCATIONS		
Current Contractor	**Abbreviation**	**Address**
Golden Gate Transit	GGT	1011 Andersen Dr., San Rafael CA
Marin Airporter	MA	8 Lovell Ave., San Rafael CA
Transdev N.A.	TD	3000 Kerner. San Rafael, CA

TECHNICAL APPROACH

TRC has tailored the following Technical Approach to meet all of the objectives and standards set forth in Marin Transit's Request for Proposal for the public transportation fleet inspection and maintenance audit services.

Task 1: Pre-Audit Activities

Before undertaking the first audit under this contract, TRC's inspection team will conduct a review of Marin Transit's transit maintenance program. This review will involve collecting and reviewing pertinent information about the current fleet as well as the current written maintenance plan. Other useful information such as staffing levels, technician work schedules etc. will be included in this review. TRC would also collect information on the current status of warranty agreements and warranty management practices. TRC will also develop a review plan and vehicle inspection form for approval by Marin Transit's project manager before beginning any audit fieldwork.

- Current contract requirements for each M&O contractor
- Adherence to state and federal requirements
- Manufacturer standards
- Industry best practices

During the time, TRC will also provide a timeline to complete the vehicle inspections, the records review, and the date for submittal of the final report to Marin Transit. TRC's staff will conduct a conference with Marin Transit's staff to seek consensus on the following matters:

- Schedule for field inspections of vehicles and maintenance records. Schedules to be arranged primarily on evenings and weekends
- Accommodations needed at the inspection sites, e.g., availability of lifts or inspection pits, office, phone, testing equipment, road tests, access to records etc.
- Communications controls
- Adjustment to the inspection forms to be used during the audit
- Method of selecting vehicles for physical inspection

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Task 2: Establish Audit Inspection Standards

Before undertaking the first inspection of Marin Transit's transit fleet, it will be important to establish the standards by which the fleet condition is to be judged. Such standards may already exist in the contract between Marin Transit and its current operators. If so, these standards will be reviewed and discussed between TRC and Marin Transit at the outset of this project.

If clear standards are not established, TRC will work with Marin Transit to develop such a document. The enforceability of such standards in the contract with its operators may pose some questions, or be subject to agreement between the parties. Nonetheless, as the maintenance auditors, TRC will need guidelines for cataloging and ranking defects observed during the inspections.

Task 3: Maintenance Audit Scope

After all of the pre-inspection preparations have been made, TRC will send its inspection team to each M&O's maintenance facility to carry out the maintenance audits on Marin Transit's vehicles. TRC's maintenance audits will have the following key elements for each M&O contractor:

- Vehicle condition appraisal (includes fleet appearance)
- Vehicle safety and out-of-service checklist for compliance with applicable federal, CHP, and local regulations and standards
- Title 13, and the Americans with Disabilities Act (ADA)
- Review of vehicle history files, fleet repair records, and general recordkeeping practices
- Fluids sample analyses
- Determination if deferred maintenance, warranty and recall items are being addressed
- Compliance with preventive maintenance inspection (PMI) schedule requirements
- Review of maintenance facilities set-up and conditions and equipment conditions such as vehicle lifts

TRC's methodology to carry out the inspections is described below:

Task 4: Conduct Vehicle Inspection

1A. Vehicle Condition Appraisal

2Marin Transit's service contract operator or Marin Transit will be responsible for moving vehicles to and from the inspection area(s), and will provide a continual supply of vehicles for TRC to inspect. An inspection bay with a vehicle lift or inspection pit will be provided for performing all inspections. The physical inspection of Marin Transit's buses must be comprehensive, with the buses being inspected either on a lift or on an inspection pit. All basic areas of each bus will be inspected, including:

1. Accessibility Features/ADA
2. Air System/Brake System
3. Climate Control
4. Destination Signs

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5. Differential
6. Driver's Controls
7. Electrical Systems
8. Engine/Engine Compartment
9. CNG Tanks, Valving, and Plumbing
10. Exhaust
11. Exterior Body Condition
12. Interior Condition
13. Lights
14. Passenger Controls
15. Safety Equipment
16. Structure/Chassis
17. Suspension/Steering
18. Tires
19. Transmission
20. Vehicle interior cleanliness and overall appearance

TRC's inspectors will be equipped with digital cameras. They will generate photo documentation of significant maintenance defects in the fleet as well as safety and regulatory violations in the repair shops. This photo documentation will be used as part of TRC's audit report.

B. Safety/Out-of-Service Observations

Public safety is the paramount concern in carrying out a fleet maintenance audit. With this in mind, the first step in TRC's physical examination of Marin Transit's buses will be to conduct a safety audit of each bus using USDOT and California vehicle safety codes and California Highway Patrol motor carrier safety regulations. Any vehicle found to have a major safety defect will be red tagged as out-of-service on the spot by TRC's inspection team. Marin Transit's staff and the contract operator staff will be immediately informed of our findings and the vehicle will be declared out-of-service until the necessary repairs have been completed.

An "A/B" designation system will be used to denote defects requiring immediate repair from those that could be repaired at a later time. These categories are defined as:

A – indicates a safety-related defect that requires immediate repair and keeps the vehicle from returning to revenue service until the defect is corrected.

B – indicates a non-safety-critical defect that requires attention at a later time.

C. Fluids Sample Analysis

TRC will independently draw engine oil, transmission fluid, and coolant samples for 20% of the vehicles selected for each audit. These samples will be sent to TRC's lab for analysis. Results will be reported to TRC directly which we will share with Marin Transit and its operators. In reviewing the results TRC will look for evidence of inappropriate levels of deterioration resulting from poor preventive maintenance practices.

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D. Road Tests

TRC will conduct road tests on the vehicles selected for the annual audit. Driving during the road testing will be performed by the O&M contractor/operator accustomed to driving Marin Transit vehicles on a regular basis. A member of TRC's fleet inspection team would ride with the operator and note any defects and abnormalities through observations made during the road testing and from follow-up discussions with the operator.

Task 5: Evaluate Shop Safety

To determine if safety precautions are being followed and equipment is being properly maintained in the shop, an inspection will be made by the TRC inspection team of the shops to determine if:

1. Material Safety Data Sheets are completed and filed,
2. Hazardous materials are properly disposed of,
3. Hoists or pits are being properly operated and serviced,
4. Equipment is being cared for properly,
5. Overall shop cleanliness and safety is in order.

Task 6: Maintenance Record Reviews

Apart from inspecting the physical condition of Marin Transit's bus fleet, the next most important means of determining the quality of a bus maintenance program is to conduct an analysis of bus maintenance records. To conduct a complete maintenance records review, the TRC audit team will carry out the following worksteps:

a. Verify PM Inspections

To determine if preventive maintenance inspections (PMI) were performed correctly and on time, TRC will examine the last 2 PMI records for each bus selected. Mileage between the last 2 PMI's will be calculated to determine if the inspections were performed on time (i.e. within 250 miles of the scheduled interval) or if they were late. We will look for evidence of repeat defects that may indicate lack of proper maintenance.

b. Driver Defect Cards

Verify that drivers are conducting pre-trip inspections and turning in vehicle defect cards on a daily basis. Verify that the maintenance department is routinely collecting and acting on data from the defect cards. Examine defect cards for evidence of repeat failures or defects that may indicate improper maintenance.

c. Fluid Samples

Determine whether the maintenance department is conducting scheduled fluid sample analyses and reacting in a timely and appropriate way to the results from these analyses.

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d. Road Call Data

Determine if the maintenance department is collecting road call data and converting that data into proper repair orders. Examine road call data for evidence of repeat defects of the same type, or trends that indicate a lack of proper repairs.

e. Repair Orders

Determine if defect information from driver defect cards, road calls, PM inspections, and fluid sample analyses are being converted routinely into correct Repair Orders (RO). Also verify that work listed on RO's is being fully completed.

f. Warranty Management & Claims

If the vehicles are still under warranty, the contractor will be asked to describe its warranty and recall procedures. TRC will ask to see any written documentation that establishes a process for handling warranty claims, warranty claim forms, a list of claims submitted, and status of reimbursement. Marin Transit will select two buses for TRC to examine to determine if the contract operator has actually followed its own procedures in obtaining warranty reimbursement. TRC will also ask the contractor to provide proof that it has followed up on manufacturer's recall notices.

g. Parts

Verify that the transit contractors are using OEM replacement parts in its repair program, and that the transit contractor has an adequate supply of parts on hand to meet day to day fleet maintenance needs. Verify that the transit contractor has open account relationships with parts suppliers that ensure the availability of parts and materials.

h. Trend Lines

TRC will synthesize the information we collect from work steps listed above and convert that information into trend lines which will assist Marin Transit in seeing visually the direction in which the transit maintenance program is moving. This trend line analysis will provide a tool to Marin Transit to ensure that its transit fleet remains safe, and that its expected life span is achieved economically.

Task 7: ADA Compliance

During the fleet inspection, TRC will determine if Marin Transit buses remain compliant with ADA requirements for transit buses. TRC inspectors will examine wheelchair lifts, wheelchair tie-downs, stop announcement systems, decals/markings, etc. to determine that buses currently comply with all ADA accommodation regulations.

Task 8: Subsequent Years (2) Follow-up and Compliance Inspections

In the subsequent years (second and third years) follow-up and compliance maintenance inspection audits, TRC will conduct follow-up inspections and maintenance record reviews on up to 25% of Marin Transit's fleet, which will include a random selection from each M&O contractor. TRC will follow the same format which was developed and employed during the initial inspections. Transit vehicles and M&O contract selected for the follow-up inspection audits will be based on the initial inspection results, ensuring that a representative sample of

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Marin Transit's fleet is evaluated. A written report of the findings from the follow-up record reviews will be included in the next audit report.

Task 9: Distribution of Draft Audit Report for Each M&O Contractor

Upon completion of all physical inspections of the vehicles and the vehicle history records, and before preparation of the Final Audit Reports, TRC will compile inspection findings into four (4) separate reports for each M&O contractor. TRC will provide copies of the preliminary findings and raw inspection sheets to Marin Transit and its four (4) operators for review. This step will ensure that Marin Transit can take any necessary corrective actions immediately while awaiting the final audit inspection report. It will also offer an opportunity for all parties to ask questions about the audit findings and to submit comments which can be incorporated into the report.

Task 10: Prepare Final Audit Report for Each M&O Contractor

Upon completion of the on-site audit work, and review of each draft audit report, TRC will furnish Marin Transit with two (2) hard copies and one (1) electronic copy of each Final Audit Report within ten (10) days following completion of comments on the draft audit report. Provided with The Final Audit Reports will be prefaced by an Executive Summary.

The Executive Summary shall include the following items:

- Introduction
- Audit Objectives
- General Conclusions
- Summary of findings and recommendations

The detailed report shall include the following for each O&M contractor:

- Background Information
- Audit Scope and Methodology
- Vehicle condition reports, including body diagrams highlighting damage, and written narratives of defects found.
- Detailed list of critical, safety-related defects by vehicle
- Detailed list of all other defects by vehicle
- Photographs of all significant discrepancies organized by vehicle
- Overview of findings with maintenance programs, and adherence to vehicle preventive maintenance program provision
- Recommendations with action plans for program improvements
- Recommendations for future vehicle builds
- Suggested investments that Marin Transit can make to support M&O contractor maintenance

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The format of TRC's Final Audit Report will be a combination of textual description, data, charts, photos, and other graphic displays. TRC is capable of customizing these reports to highlight information that Marin Transit wants to emphasize in monitoring its contracted bus services. TRC's Final Report will be in a Microsoft Excel file that will permit Marin Transit to manipulate data to be viewed by various vehicle makes, models, years, mileage, and defect trend lines. A sample copy of TRC's Fleet Maintenance Audit Report is attached in the Appendices of the proposal.

Task 11: Turnover Inspection

Turnover audits are typically conducted in two (2) phases: (1) the initial inspection of 100% of the fleet to document all fleet conditions, and (2) a re-inspection immediately before hand-off to the incoming operator to confirm that the current operator has repaired all defects found in the Phase 1 initial inspection. Tasks undertaken in Phase 1 of a turnover audit mirror the tasks listed in the annual audit, only 100% of the vehicles being turned over to a new O&M contractor are inspected, instead of only 25% inspected in the annual audit. Phase 2 of the turnover audit has the following additional tasks:

11.1 Phase 2 Re-inspection Process

During this re-inspection phase, TRC inspectors will only inspect the unrepaired defects noted at the initial (or Phase 1) inspection. TRC will use the inspection forms from Phase 1 of the inspection as the master document and will update this form, relabeling the form "Phase 2 Inspection."

TRC's Project Manager will supply both Marin Transit and the outgoing contractor with electronic and printed versions of the completed inspection forms for review, corrective action, and/or follow-up.

11.2 Phase 2 Re-inspection Report

TRC will provide Marin Transit staff with the updated spreadsheets which will include the data collected from the Phase 2 re-inspection process. This spreadsheet will note the vehicles inspected, number of defects found on each vehicle, and defects will be categorized by its severity (critical out of services, potential road failure, minor, etc.).

Before preparation of the Final Report, TRC will provide copies of the preliminary findings and raw inspection sheets to Marin Transit management for its review. This step will ensure that Marin Transit can take any necessary corrective actions immediately while awaiting the final audit inspection report.

11.3 Distribution of Final Reports

TRC will deliver to Marin Transit two (2) printed copies and one (1) electronic copy (Microsoft Word and Excel) of the Final Report within fourteen (14) calendar days following the completion of the final inspections. The format of TRC's report will be a combination of textual description, data charts, photos, and graphic displays.

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Task 12: On-Call Technical Support

TRC understands that Marin Transit has recently acquired a paratransit maintenance facility. Should Marin Transit select to engage TRC's technical support staff to advise on maintenance facility design and operations, TRC has both the experience and background to provide these services. Most times, on-call technical support services are provided on a task-order basis. TRC follows the following steps when operating on a Task Order/On-Call basis:

Step 1: Marin Transit will notify TRC of the upcoming project requiring on-call technical support. The information provided to TRC should include:

- Project Description
- Project Dates and Schedule
- Detailed Scope of Work
- Project Deliverables

Step 2: TRC's Business Development department will create a Task Order Request based on contracted terms and hourly rates to send to Marin Transit for review and approval. The Task Order will list TRC's assigned technical support personnel and their respective contact information.

Step 3: Once Marin Transit approves TRC's Task Order Request, TRC will notify our technical support staff (Engineering and Senior Maintenance Support Staff) of the upcoming project. TRC will provide our staff with the project details and have the project manager reach out to Marin Transit's project manager to begin the on-call project.



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Section 4:
Project Management Team



SECTION 4

Project Management Team

TRC'S PROPOSED STAFFING

In carrying out a successful bus inspection project, the quality, experience, and integrity of the staff members actually assigned to the project are the keys to success. They make the difference between absolute quality results versus average or indifferent outcomes. TRC has assembled the finest team of bus engineering experts that can be found anywhere in the U.S. transit industry. TRC's privately owned Bus Technology Center is the largest in North America. Our bus technology center provides technical support in bus design and engineering, bus manufacturing and bus maintenance. TRC has been a leader in transit bus engineering more than 34 years.

TRC has assembled the finest team of bus engineering experts that can be found anywhere in the U.S. transit industry. TRC's privately owned Bus Technology Center is the largest in North America. Our bus technology center provides technical support in bus design and engineering, bus manufacturing and bus maintenance. TRC has been a leader in transit bus engineering more than 30 years.

As you will see, TRC has proposed the following team for the Marin Transit maintenance audit. Dan Denman, Project Manager has more than 30 years in the bus transit maintenance and bus engineering. Mr. Denman serves as TRC's Project Manager for bus maintenance audits on the West Coast (and for nearly all of our maintenance clients in the State of California).

Prior to joining TRC, Mr. Denman was the Chief Engineer in charge of bus engineering and design at Neoplan USA in Colorado. Mr. Denman was at Neoplan USA for 20 years where he was involved with the design of many varied bus products, including transit, commuter, and highway buses.

Mr. Denman was in a lead role in the design and testing of Neoplan's low floor buses, articulated transit buses, and standard 40-foot transit and commuter buses. Neoplan USA was the first North American bus builder to design a prototype hybrid diesel-electric bus well before the market was ready for such advanced technology. Mr. Denman was involved in this hybrid project from its inception.

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Mr. Denman has supervised the assembly and delivery of over 4,000 transit buses of all types during his tenure at TRC, and he has managed over 30 bus engineering projects involving new bus design and specifications and issues in bus engineering and design. Mr. Denman will be the project manager for all of Marin Transit's inspection audits.

FLEET MAINTENANCE TEAM

The TRC project team has over 75 years combined experience in bus maintenance, bus repair, and bus engineering. Marin Transit can be assured of the highest quality maintenance inspection audit possible. The TRC Maintenance Auditing Team has worked together in the past on numerous maintenance audits for clients such as San Mateo County Transit (SamTrans), the City of Glendale, CA., Prince George's County, Maryland, the Capital District Transportation Authority (New York), PRTC (suburban Washington, D.C.), and the City of Visalia, CA.

For the Marin Transit Maintenance Program Review and Fleet Inspection project, TRC plans to draw upon the following members of the Maintenance Auditing Team.

Tara L. Dawson, *Director of Operations*

Dan Denman, *Project Manager*

Greg Dowell, *Fleet Maintenance Inspector/Auditor*

Larry Perkins, *Fleet Maintenance Inspector/Auditor*

Emma Ziulkowski, *Reporting Analyst*

STAFFING COMMITMENT

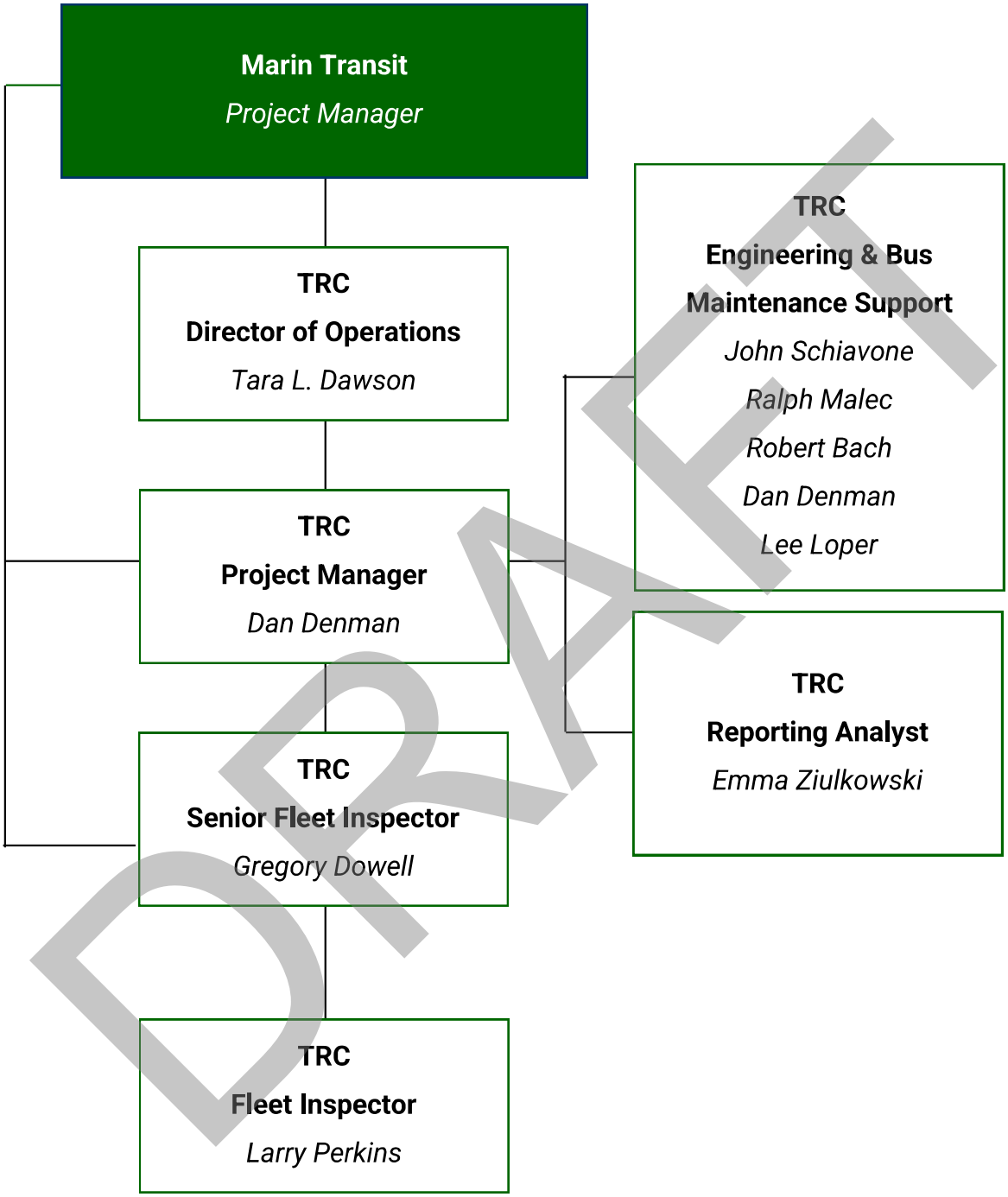
It is TRC's intent to use all proposed personnel for Marin Transit's inspection projects. However, because of bus build scheduling, possible changes in the scheduling, and outstanding bid results for other inspection projects at the same facility, or situations beyond our control, this exact project manager and inspector is not 100% guaranteed. In this event, TRC will replace with an equally qualified inspector, with prior written approval from MT.

PROJECT ORGANIZATIONAL CHART

TRC's proposed project organizational chart can be found on the following page.

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PROJECT ORGANIZATION CHART



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Section 5: Key Staff



SECTION 5

Key Staff

For the Marin Transit Public Transportation Fleet Inspection and Maintenance Audit Services project, TRC plans to draw upon the following members of the Maintenance Auditing Team.

- **Tara L. Dawson**, *Project Principal*
- **Dan Denman**, *Project Manager*
- **Greg Dowell**, *Senior Fleet Maintenance Inspector*
- **Larry Perkins**, *Fleet Maintenance Inspector*
- **Emma Ziulkowski**, *Report Analyst*

Please find the detailed staff resumes on the pages that follow.

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TARA L. DAWSON

Director of Operations

PROFESSIONAL EXPERIENCE

(2014 to Present) **TRC Engineering Services, LLC**
Director, Operations & Business Development

- Serve as Director of Operations for TRC affiliated group of companies to include TRC Engineering Services, LLC, TRC Contract Services, Inc., and Transit Connection, Inc.
- Oversee daily work activities of operations teams and department to include Business Development, Operations and Project Management, Buy America Auditing, and Administration.
- Create budgets and bid pricing for all new responses to FTA-funded procurements and formal solicitations.
- Meet with President, CFO, Controller, and Project Management staff to discuss issues related to production, labor and parts shortages, and budget overruns.
- Resolve operations-related work problems such as interruptions in contract deliverable requirements, quality control, labor man-hours, job costing, expenses, etc.
- Cultivate and maintain work relationships with clients which includes most major transit agencies and transit suppliers across the United States.
- Meet with other departments to receive and provide updates on operations-related issues.
- Identify operations areas that need improvement and develop plans and systems to promote productivity.
- Provide work guidance and advice to subordinates and coach other colleagues as requested and as needed.

Accomplishments:

- Grew new business in first three years by 500%.
- Supported new growth from 30 open jobs to more than 150 open jobs.
- Streamlined proposal and quote response process to create the ability of responding to more bids and formal solicitations.
- Created new reporting metrics to identify holes in job costing and budgets.

(2008 - 2014) **Sodexo, Inc.**
Program Specialist

- Managed all administrative duties in the RFP review and proposal process, from commencement to completion of the formal sales proposal
- Collaborated with directors of business development to plan, design, customize and produce all proposal and presentation responses for a client-focused proposal within a tight time frame
- Worked with directors of business development to create proposal outlines and schedules to distribute to all team members
- Researched items required by the RFP and identify appropriate content for inclusion
- Compiled proposal in compliance with the Request for Proposal, with assistance from the

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Business Development group
- Ensured that proposal documents comply with all RFP specifications
- Completed all required forms and secure performance/bid bonds
- Served as liaison between the business development, operations, legal, risk management, finance, marketing and human resources teams, ensuring all RFP requirements are strictly adhered to
- Managed the submission of sales proposals via websites/portals
- Coordinated the efforts of writers, graphic artists, subject matter experts and others to create sales proposals and sales collateral

Accomplishments:
- Served on retention team that secured $85M in annual sales revenue
- Received "Spirit of Sodexo" award for supporting the successful acquisition of a high-profile, $220M contract
- Collaborated with Corporate Services and Government/Defense markets to produce formal RFP proposal responses for numerous high-volume accounts)

(2002 - 2008) **American Management Services, Inc.**
Consulting Administrator and Legal Assistant

- Created and updated daily and weekly reports for accounts receivables, verified reports with the corporate controller, and sent reports to chairman for weekly review
- Served as office liaison for 20-25 field executives, reporting hours billed and dollars collected from clients on a daily basis
- Coordinated travel, domestic and international, for C-level management and field sales executives
- Recruiting duties, such as career ad placement on multiple sites, including CareerBuilder and Monster
- Management of the incoming applications, candidate review process, conduct initial telephone screening and interview process
- Other duties included: Process nationwide background check, send out offer letters, schedule travel and hotel for training, processing of new hire paperwork and packages.
- Managed COBRA administration and compliance
- Received payments, delivered COBRA updates to third-party administrators, and compiled reports for human resources department and general counsel
- Researched legal matters on Westlaw database and tracked ongoing litigation matters
- Wrote legal correspondence, such as letters, memoranda and case discoveries
- Other office management duties included: administrative recruiting, meeting management, training and development of new administrative staff, creating reconciliation spreadsheets for accounts receivables and billings, managing implementation of paperless filing, and calculating compensation and bonuses for internal and field sales groups

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PROFILE & SKILLS

Management:
Key decision maker for business decisions with the management team that promote company growth and profitability.

Policies/Processes:
Implement policies related to cost and quality control to ensure profitability within a given budget.

Revenue Streams:
Support the development of new services that generate additional business revenue streams.

Corporate Recruiting:
Recruit, interview and hire candidates for all new positions, from executive, engineers and technicians to office and administrative staff.

Data and Metrics:
Analyze data and metrics to evaluate company performance. Make recommendations and implement changes when necessary to maintain industry competitiveness.

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DAN DENMAN

Project Manager & Senior Bus Engineer

PROFESSIONAL EXPERIENCE

(2006 to Present) **TRC Engineering Services, LLC**
Project Manager & Senior Bus Engineer

Mr. Denman is Chief Engineer in TRC's Bus Engineering and Maintenance Group with more than 30 years of experience in bus engineering, design, manufacturing, and maintenance. He is responsible for providing engineering direction to TRC's Quality Assurance Division which provides client support in new bus acquisitions as well as maintenance audits and defect analyses of transit bus fleets. Additionally, Mr. Denman provides consulting engineering and expert witness advice to TRC clients on a wide variety of bus engineering issues. The following are representative examples of such projects:

- Project Manager for fleet maintenance audits for City of Glendale, CA, San Mateo County Transit District (SamTrans), Access Services (Los Angeles), City of Tulare, CA, and the City of Visalia, CA.
- Engineering design project and FMVSS compliance audit for a Chinese bus manufacturer seeking entrance into the US market.
- Analysis of frame cracks on articulated transit buses for New Jersey Transit, and design of recommended repairs.
- Analysis of design flaws in front steering axle operation on 40 foot transit buses for Gold Coast Transit in Oxnard, CA.
- FMEA evaluations of brake designs for DesignLine transit buses imported from New Zealand.
- Engineering design for remanufacturing transit buses for several public transit clients.
- Expert witness for New Flyer Industries on serious passenger injury. Case included background on seating and seating requirements as outlined by Government regulations and background on seating configurations as well as possibilities for seat belts to be used in seating location/s where the accident occurred.

(2005 - 2006) **Millennium Bus**
Senior Engineer

Millennium Bus, the successor company to Nova Bus in Roswell, NM, retained Mr. Denman under contract to develop a design for a new low floor bus product. He was responsible for the bus structure design, suspension system, and overall bus design concept. Mr. Denman was also responsible for managing the Altoona testing for this prototype low floor bus.

(1984 - 2005) **Neoplan USA Corporation**
Engineering Manager

- Responsible for managing engineering operations at Neoplan's bus manufacturing facility.
- Coordinated engineering functions to meet production requirements.
- Responsible for import project of Neoplan dual power trolley buses, designed for Boston Sliver Line.

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Worked with design, production and documentation of FMVSS compliance for dual electric/diesel buses imported from Czechoslovakia.

- Structural Group Leader and Pilot Bus Production Manager (2000 to 2004).
- Responsible for research and design of full monocoque bus chassis and supervision of pilot production to implement new structure and component designs before full production start up. Work involved articulated and 40 foot bus designs.
- Provided background information to expert witnesses for multiple cases involving buses manufactured by Neoplan USA Corporation.
- Researched regulations, Neoplan documentation and vendor provided components and documentation for various court cases while employed with Neoplan USA Corporation.

(1992 - 2000 *Lead Engineer*
Responsible for structural design, fuel systems (LNG, CNG and diesel), pneumatics, brakes and suspension systems. Supervision of designers, drafters, and engineering support staff.

(1988 - 1992) *Engineer*
Responsible for paint schemes, seat layouts, windows, bumpers, wheelchair lifts, escape hatches, doors, sheet metal parts.

(1984 - 1988) *Designer/Drafter*
Responsible for structure, suspension, pneumatics, seat layout designs and drawings.

PROFESSIONAL DEVELOPMENT

- Committee member for ADA design regulations and guidelines for the American Public Transportation Association.
- Committee Member for Alternate Fuel Systems regulations and design guidelines for the American Public Transportation Association.

EDUCATION/TRAINING

2006 **Kennedy-Western University**
B.S. Engineering

Lamar Community College
1993 *Associate of General Studies*

2003 *American Management Association Certificate of Management*
Fundamentals of Welding

(1982 - 1983) **Colorado State University**
Bendix Airbrake Design System Certificate

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GREG L. DOWELL

Senior Fleet Maintenance Inspector

PROFESSIONAL EXPERIENCE

(2009 to Present) **TRC Engineering Services, LLC**
Senior Fleet Maintenance Inspector/Auditor/Bus Technician

For the past seven (7) years, Mr. Dowell has severed as Senior Bus Electrician and Senior Bus Electrical Consultant for Transit Resource Center and its affiliates. Mr. Dowell has rebuilt complete electrical systems on transit and highway buses, designed new electrical harnesses, installed complete wiring systems, installed fire suppression systems, and replaced computer on-board systems for buses. Mr. Dowell has also served as a senior consultant on electrical problems for TRC transit clients, diagnosing and resolving electrical problems of all types.

Since joining TRC, Mr. Dowell has been a key member of TRC's bus maintenance audit teams. The following list contains recent maintenance audit projects Mr. Dowell has assisted with:

- Cities of Tulare and Visalia (California)
- City of Pasadena (California)
- Imperial County Transportation Commission (California)
- SamTrans (San Francisco, California)
- Denver Regional Transportation District (Colorado)
- Potomac and Rappahannock Transportation Commission (Virginia)
- Capital District Transit Authority (New York)
- DC DOT (Washington D.C.)

(1990 – 2006) **Neoplan USA**
Senior Bus Electrical Supervisor

From 2001 to 2006, Mr. Dowell was the Electrical Department Supervisor for Neoplan USA, one of the largest manufacturers of transit and intercity buses in North America. His career at Neoplan began as an electrical installer of wiring harnesses on bus interiors, then later on installing wiring harnesses in the engine compartments. As department Supervisor, Mr. Dowell led the design, development, and installation of Neoplan's first on-board computer system using Dynex system.

EDUCATION

Northwest Kansas Area Vocational - Technical School

- ASE Certified in Transit Electrical Systems
- Certificate in Electronic Technology

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LARRY PERKINS

Fleet Maintenance Inspector

PROFESSIONAL EXPERIENCE

(2008 to Present) **TRC Engineering Services, LLC**
Fleet Maintenance Inspector/Auditor

Mr. Perkins has served as TRC's resident inspector at the Gillig factory on bus orders for SamTrans, Raleigh, NC; Dover, DE; Cape Cod, MA; St. Petersburg, FL; Orlando, FL; Richmond, VA; and Burlington, VT. Mr. Perkins has inspected 500 vehicles at the Gillig plant since April 2008 to the present. He is also a member of the quarterly maintenance audit team, for the following TRC clients, The City of Pasadena, CA., and The City of Visalia, CA.

(1997 – 2007) **Santa Clara Valley Transportation Authority**
Operations Management Analyst

- Reported on Daily, Monthly, and Annual Reports
- Bus Ridership Reports and Analysis
- Inter-Agency Ridership Reports
- NTD National Transit Data Base Reports
- California Triennial Audit
- Monthly Bus & Light Rail Maintenance Report
- Assisted Bus Engineering in researching specifications for fleet procurement for specialized routes.

(1995 – 1997) **VTA North Yard (Mtn View)**
Bus Vehicle Maintenance Supervisor

- Supervised bus maintenance and facility personnel consisting of 20 – 25 mechanics, 10 service workers, and 4 facility maintenance workers.
- Worked with foreman to assign workload schedule for bus pullout to mechanics.
- Monitored and supervised daily minor and major PM Inspections.
- Assigned to work as liaison between facility site and bus engineering in administering OEM Campaigns and VTA in-house engineering revisions.
- Assisted VTA Warranty Coordinator in creating, developing, and testing PM Inspection procedures to conform with OEM established maintenance requirements.
- Advised transportation operations management on daily operational status of fleet.
- Coordinated with Material Control and Parts Department in the supply and demand of parts pick lists for PM inspections.
- Responsible for scheduling major overhaul assignments such as transmission and engine change outs.
- Interfaced with manufacturers' reps (i.e., Fixible, RTS, Grumman & Gillig)
- Attended periodic meetings to share inform and exchange knowledge and insights in improving maintenance policies and procedures.
- Supervised and monitored fuel island activities and operations.

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EDUCATION

Golden Gate University - School for Professional Studies
Certificate in Transit Management

California State University
B.A., Statistics and Sociology

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EMMA ZIULKOWSKI

Reporting Analyst

PROFESSIONAL EXPERIENCE

(2019 to Present) **TRC Engineering Services, LLC**
Reporting and Buy America Analyst

Emma Ziulkowski has been a Reporting Analyst and Buy America Analyst for TRC for the past three (3) years and has performed hundreds of Pre-Award and Post Delivery Buy America Audits in compliance with Federal Transit Administration (FTA) regulations governing audits of transit rolling stock purchases as detailed in 49 CFR Part 663. A sample list of Buy America Audits she has performed can be found below:

- AC Transit
- Access Services
- Allied Coordinated Transportation Services, Inc.
- Amtran
- Ann Arbor Area Transportation Authority
- AppalCART
- ARC of Chester County
- Area Transportation Authority
- Berkshire RTA
- Biddeford Saco Orchard Beach Transit
- Blacksburg Transit
- Broward County Transportation Department
- Bucks County Transit
- Butler County Community Action
- Call-A-Ride Services
- Cambria County
- Capital Area Transit
- Capital Area Transportation Authority (Lansing, MI)
- Capital District Transportation Authority
- Central Ohio Transit Authority
- Central Oklahoma Parking Authority (EMBARK)
- Central Pennsylvania Transportation Authority
- Centre Area Transportation Authority
- Centre County Transportation
- Chester County Department of Community Development
- City of Fresno
- City of Madison – HNTB
- City of Madison – Metro Transit
- City of Montebello

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- City of Rochester
- Clarion County Transportation
- Community Transit of Delaware County
- Connect Transit
- Corpus Christi Regional Transportation Authority
- County of Lackawanna Transit System
- Crawford Area Transportation Authority
- Denton County Transportation Authority
- Des Moines Area Regional Transit Authority
- Erie Metropolitan Transit Authority
- Fayette Area Coordinated Transportation
- Fort Bend County Public Transportation
- GoRaleigh
- GoTriangle – Triangle Transit
- Greater Bridgeport Transit
- Greater Hartford Transit District
- Greater Richmond Transit Company
- Greene County Transportation
- HDR Engineering Inc – Gallatin County
- Huntington-Bedford-Fulton Agency Area on Aging
- IDOT – Adolescent Adjustment Center
- IDOT – Coles County
- IDOT – Developmental Services Center
- IDOT – Jackson County
- IDOT – New Star
- IDOT – Piatt County
- IDOT – Rides Mass Transit
- IDOT – Rolling Hills Progressive Center
- IDOT – Shawnee MTD
- IDOT – Shelby County
- IDOT – St. Clair
- Indiana County Transit Authority
- Lackawanna, County of Transit System (COLTS)
- Lane Transit District
- Lebanon Transit Authority
- Lehigh & Northampton Transportation Authority – LANta Bus
- Lenape Valley Foundation
- Long Beach Transit
- Luzerne County Transportation Authority
- Marin Transit
- Memphis Area Transit Authority
- Merced County Association of Governments
- Merced Transit Joint Powers Authority
- Metro – Omaha Metro Transit Authority

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- Metro Regional Transit Authority (Akron, OH)
- Metropolitan Council
- Miami-Dade Transit
- Milwaukee County Transit System
- Monroe County Transit Authority
- Municipality of Anchorage Public Transportation
- Nashville Metropolitan Transit Authority
- Nassau Inter-County Express
- Northern Area Multi Service Center
- Omaha Metro
- OmniTrans
- PACE Suburban Bus
- Pioneer Valley Transportation Authority
- Placer County Transit
- Regional Transportation Commission of Washoe County
- Rochester Public Transit
- Rock Region Metro
- Salem Area Mass Transit District
- San Diego Metropolitan Transit System
- San Luis Obispo Regional Transit Authority
- San Mateo County Transit District
- Schuylkill County Transportation Authority
- South Central Transportation Authority – BARTA
- South Central Transportation Authority – BARTA Easton
- South Central Transportation Authority – RRTA
- St. Bernard Parish Government
- St. Cloud Metropolitan Transit Commission
- Step Inc.
- Suburban Transit Network
- Sunline Transit Agency
- Susquehanna-Wyoming County Transportation
- Topeka Metro
- Warren County Transit Authority
- Washington County Transit Authority – Freedom Transit
- Wayne County Transportation System
- Westmoreland County Transit Authority
- Yosemite Area Regional Transportation System - YARTS

- The list above has been performed at the following manufacturers:
- Arboc
- Braunability
- Champion Bus
- Coach & Equipment

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- Eldorado
- Forest River
- Glaval Bus
- MCI
- MobilityTRANS
- New England Wheels
- New Flyer
- NorCal Vans
- Nova Bus
- Proterra
- Starcraft
- Startrans
- Turtle Top

In addition to her Buy America responsibilities, other primary responsibilities include:
Maintenance Audit Data Entry and Report Writing
Proposal and Quote Production

(2018 - 2019) **Law Office of Erin Morse**
Paralegal

EDUCATION/TRAINING

May 2018 **University of Central Florida**
B.S. in Business Administration

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Section 6:
Work Plan and Schedule



SECTION 6

Work Plan

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INTRODUCTION

This section presents the proposed work plan for the annual maintenance inspection and consulting project and provides a detailed description of the services anticipated to successfully complete the scope of work. The work plan outlines TRC's understanding of the required tasks and the approach that we will use to execute each element of the project in a structured, efficient, and coordinated manner.

The proposed work plan includes acknowledgment of all tasks identified in the Scope of Services described in Marin Transit's RFP, along with an anticipated schedule detailing expected start dates, key milestones, and completion dates for each task.

In addition, this section provides an estimate of the level of effort required, including projected labor hours and the involvement of key staff assigned to each task. This approach ensures transparency in resource allocation, supports effective project management, and demonstrates the consultant's commitment to delivering the maintenance assessment in accordance with project objectives, timelines, and quality expectations.

PROPOSED WORK PLAN & LEVEL OF EFFORT

Because TRC has been the incumbent contractor for these services at Marin Transit since 2021, TRC is will versed with the Marin Transit fleet and operations. We propose to keep the same work plan as it has proven efficient and effective over the life of our contract. However, to keep in line with the formal solicitation, and to explain processes in more detail, TRC proposes to continue to perform the maintenance inspections through a structured, multi-task work plan designed to ensure thorough evaluation of Marin Transit's fleet condition, maintenance practices, safety compliance, and regulatory adherence. The work plan acknowledges and addresses all tasks identified in the Scope of Services and outlines the anticipated sequence of activities, scheduling assumptions, key milestones, and estimated level of effort by task and staff role.

The proposed schedule and labor estimates reflect TRC's experience performing Marin Transit's annual maintenance inspection and assessment, and are intended to provide Marin Transit with transparency regarding staffing, duration, and deliverables. Final schedules may be adjusted in coordination with Marin Transit based on fleet availability, contractor coordination, and operational considerations.

Task & Description	Estimated Duration	Key Personnel	Milestone
Task 1: Pre-Audit Activities	~ 3 Hours	Project Manager	Approval of audit plan and inspection forms
Task 2: Establish Audit Inspection Standards	~ 3 Hours	Project Manager & Lead Inspector	Agreement on inspection standards
Task 3: Maintenance Audit Scope Implementation	1-2 Hours	Inspection Team	Start of the inspection at each facility
Task 4: Conduct Vehicle Inspections	58 Hours	Inspection Team	Completion of all on-site audit inspections and maintenance records review.
Task 5: Evaluate Shop Safety	4 hours	Project Manager and/ or Lead Inspector	Shop safety reviewed and compiled for draft reporting.
Task 6: Maintenance Record Reviews	4 Hours	Project Manager	Maintenance records reviewed and compiled for draft reporting.
Task 7: ADA Compliance Review	4 Hours	Inspection Team	ADA compliance reviewed and compiled for draft reporting.
Task 8: Distribution of Draft Audit Reports	6 Hours	Project Manager/ Reporting Analyst	Draft reports distributed and reviewed and approved by Marin management team.
Task 9: Prepare Final Audit Reports	6 Hours	Project Manager/ Reporting Analyst	Delivery of Final Audit Reports

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This proposed work plan will continue to show TRC's thorough understanding of the project scope, anticipated tasks, and level of effort required to deliver a comprehensive maintenance assessment. The structured approach, experienced staffing, and clearly defined milestones ensure that Marin Transit receives timely, accurate, and actionable findings that support safe, compliant, and effective fleet maintenance operations.

Attachment A

EXHIBIT B: COST PROPOSAL FORM

Section 1A. ANNUAL FLEET MAINTENANCE INSPECTIONS (Cost Per Vehicle)												
Type of Vehicle	BASE YEAR 1			BASE YEAR 2			BASE YEAR 3			BASE YEAR 4		
	Est. No. of Vehicles	Cost Per Vehicle[1]	Total Cost	Est. No. of Vehicles	Cost Per Vehicle[1]	Total Cost	Est. No. of Vehicles	Cost Per Vehicle[1]	Total Cost	Est. No. of Vehicles	Cost Per Vehicle[1]	Total Cost
Bus	15	$ 615.00	$ 9,225.00	15	$ 633.45	$ 9,501.75	15	$ 652.45	$ 9,786.80	15	$ 672.03	$ 10,080.41
Cutaway	12	$ 533.00	$ 6,396.00	12	$ 548.99	$ 6,587.88	12	$ 565.46	$ 6,785.52	12	$ 582.42	$ 6,989.08
Van	2	$ 533.00	$ 1,066.00	2	$ 548.99	$ 1,097.98	2	$ 565.46	$ 1,130.92	2	$ 582.42	$ 1,164.85
TOTALS:	**29**		**$ 16,687.00**	**29**		**$ 17,187.61**	**29**		**$ 17,703.24**	**29**		**$ 18,234.34**

TOTAL FOR 4 YEARS: **$69,812.18**

Section 1B. ANNUAL FLEET MAINTENANCE INSPECTIONS (Cost Per Vehicle)									
Type of Vehicle	OPTION YEAR 1			OPTION YEAR 2			OPTION YEAR 3		
	Est. No. of Vehicles	Cost Per Vehicle[1]	Total Cost	Est. No. of Vehicles	Cost Per Vehicle[1]	Total Cost	Est. No. of Vehicles	Cost Per Vehicle[1]	Total Cost
Bus	17	$ 692.19	$ 11,767.19	18	$ 712.95	$ 12,833.16	19	$ 734.34	$ 13,952.50
Cutaway	10	$ 599.90	$ 5,998.96	9	$ 617.89	$ 5,561.04	8	$ 636.43	$ 5,091.44
Van	3	$ 599.90	$ 1,799.69	4	$ 617.89	$ 2,471.57	5	$ 636.43	$ 3,182.15
TOTALS:	**30**		**$ 19,565.85**	**31**		**$ 20,865.77**	**32**		**$ 22,226.09**

TOTAL FOR 3 YEARS: **$62,657.71**

Section 2. TURNOVER INSPECTIONS (Cost Per Number of Vehicles[1])							
Type / Total Vehicle Count	BASE YEAR 1	BASE YEAR 2	BASE YEAR 3	BASE YEAR 4	OPTION YEAR 1	OPTION YEAR 2	OPTION YEAR 3
Base Inspection Charge [1]	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Cost Per Bus	$ 820.00	$ 840.50	$ 861.51	$ 883.05	$ 905.13	$ 927.75	$ 950.95
Cost Per Cutaway	$ 750.00	$ 768.75	$ 787.97	$ 807.67	$ 827.86	$ 848.56	$ 869.77
Cost Per Van	$ 750.00	$ 768.75	$ 787.97	$ 807.67	$ 827.86	$ 848.56	$ 869.77

Section 3. ON-CALL SUPPORT SERVICES (Hourly Rate[1])								
Type of Service	BASE YEAR 1	BASE YEAR 2	BASE YEAR 3	BASE YEAR 4	OPTION YEAR 1	OPTION YEAR 2	OPTION YEAR 3	
In Person	$ 475.00	$ 485.00	$ 497.00	$ 510.00	$ 520.00	$ 535.00	$ 548.00	***4 hour in person minimum (all-inclusive)**
Remote	$ 175.00	$ 180.00	$ 185.00	$ 190.00	$ 195.00	$ 200.00	$ 205.00	

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Section 4[2]. LOW- AND ZERO-EMISSION MAINTENANCE AND TRAINING RECOMMENDATIONS - Optional		
Type of Service	**Title/Position (e.g., Project Manager)**	**Hourly Rate[1]**
Consulting	Project Manager	$ 220.00
Consulting	Project Engineer	$ 220.00
Consulting	Maintenance Director	$ 180.00
Consulting	Fleet Inspector	$ 135.00

If applicable, please provide your reasoning/justificationin the box below for any potential price increases throughout the duration of the contract period. If additional space is needed, please attach documention to this proposal at time of submission.

TRC Clarification: TRC is unable to calculate a Base Inspection Charge (Cell A28) because the number of vehicles to be included in each turnover audit is unknown. The RFP did not specify the number of buses to be included in the April 2027 turnover audit; therefore, the future audit scope could not be determined. For pricing purposes under Section 2 (Rows 29–31), TRC assumed a minimum of 60 vehicles. If the actual number of buses is lower, the unit price would increase to account for fixed travel costs and overhead. In that event, TRC would be willing to negotiate a fair and proportionate per vehicle price.

(1) Rates must include all costs for labor, materials, equipment, subcontractors, freight and delivery charges, warranties, license fees, permits, profit, insurance, bonding, applicable taxes, and all other costs necessary for the furnishing of all products and the performance of all services called for under this contract.

(2) Final hours and total cost for Section 4 will be further discussed as part of the scope development.

DRAFT

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City of San Rafael

June 1, 2026

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

Subject: **Marin County Transit District Operating and Capital Budget for FY 2026/27**

Dear Board Members:

Recommendation

Adopt FY 2026/27 budget.

Summary

Marin Transit's draft budget for July 1, 2026 to June 30, 2027 was presented at your Board's May 4, 2026 meeting. Staff is requesting that your Board adopt the final FY2026/27 budget at today's meeting. The final budget document is attached to this board letter and changes from the draft budget are described below.

Marin Transit's budget for July 1, 2026 to June 30, 2027 reflects the priorities and financial projections in the District's Short Range Transit Planning efforts. The District's Board adopted the most recent full SRTP on February 3, 2020 and a "mini" SRTP update on December 5, 2022. Your Board held a workshop last fall to provide guidance and input on the District's next full SRTP which is scheduled for release in the summer of 2026. This update will include inputs from this budget, an updated 10-year financial projection, and options for how the District plans to balance the 10-year financial plan.

The FY 2026/27 expenditure budget for operations and capital projects is $66.6 million (Table 1). The District is at a financial inflection point, as it begins to utilize reserves to sustain operations and fund capital projects in FY 2026/27. Rising purchased transportation and fuel costs coupled with declining state and local revenues require using reserves ($575,282 in operating reserves and $2.16 million in capital reserves) to cover expenditures in the FY 2026/27 budget. This budget allows for a fully funded Emergency Reserve of two months of operating expenses, a Contingency Reserve of three and a half months of operating expenses, and a Capital Reserve of $24.3 million.

Table 1: Budget Summary

	FY2024/25 Actual	FY2025/26 Revised Budget	FY 2025/26 Estimated Actual	FY 2026/27 Budget
Revenue				
Operations	45,791,476	51,046,004	50,340,472	49,004,774
Capital	23,159,421	12,167,839	11,430,289	14,957,396
Total Revenue	**$68,950,897**	**$63,213,843**	**$61,770,761**	**$63,962,170**
Expenditures				
Operations	42,930,277	46,629,697	44,920,160	49,580,056
Capital	23,070,119	12,163,612	11,430,290	17,118,828
Total Expenditures	**$66,000,396**	**$58,793,309**	**$56,350,450**	**$66,698,884**
Net Change in Fund Balance	$2,950,501	$4,420,534	$5,420,311	-$2,736,714
Expenditure of Operations Reserve				$575,282
Expenditure of Capital Reserve				$2,161,432
Emergency Reserve[1]	7,548,352	7,771,616	7,771,616	8,263,343
Contingency Reserve[2]	15,096,704	15,543,232	15,543,232	14,476,224
Capital Reserve	21,743,946	25,494,688	26,494,465	24,333,033
Fund Balance (total reserve)	$44,389,002	$48,809,536	$49,809,313	$47,072,599

1. Emergency reserve is calculated as two months of operating expenses. In FY 2026/27, this is fully funded.
2. Contingency Reserve is calculated as two to four months of operating expenses. In FY 2026/27, this is funded to 3.5 months.

The District is still experiencing revenue fluctuations in major revenue sources, and the budget includes significantly less expenditure of carryforward revenue from Measure AA and state sources compared to the prior year budget. The prior years saw carryforward reserve accumulation stemming from temporary pandemic-related federal funding and conservative expenditure projections, both of which have now concluded.

The budget maintains existing fixed route services with some adjustments to demand response and paratransit service levels to match projected demand. Marin Transit's capital expenditure budget is $17 million to fund transit vehicle replacements, bus stop improvements, and facility improvement projects. Recently, facility projects are a growing share of the Capital Budget as the District has invested in securing agency-owned facilities required for electrification and future sustainability of operations. Marin Transit's largest capital project to date is a major fixed route facility project at 1075 Francisco Blvd. E in San Rafael with a targeted construction completion by July 2030. The 3010/3020 Kerner vehicle parking lot, which includes electric vehicle charging and solar power generation, is currently under construction and expected to close out in early FY 2026/27. The District will also begin the design phase of four projects: (1) the fixed-route operations and maintenance facility project at 1075 E. Francisco, (2,3) the facility renovation of 600 Rush Landing and 3000 Kerner, and (4) the parking lot rehabilitation at 600 Rush Landing. Lastly, our staff is initiating the planning phase of future bus stop improvement work.

The budget includes increasing staff salary bands by CPI, in accordance with District's adopted employment framework. The budget includes an increase of 0.5 full-time staff equivalents to support the transition away from a shared Director of Finance and Capital Programs to a Director of Finance and a part-time Director of Special Projects.

The attached budget document provides additional information and trends for the operations budget for each of the programs: Administration, Local Service, Yellow Bus Service, Rural Service, and Marin Access. Budget control occurs at the program level.

Final Budget Compared to Draft Budget

The proposed final operations and capital budget for FY 2026/27 includes the following change from the draft budget:

- Updated FY 2026/27 capital budget for the ADA Bus Stop Improvement (BP) capital project, as expense of $67,951 for contractor retention payment is now estimated to be paid in the first quarter of FY 2026/27.

This change increases the final FY 2026/27 Capital budget by $67,951 and increases the expenditure of capital reserves by $15,378 compared to the draft capital budget.

There are no changes in the proposed final operations budget from the draft operations budget.

Fiscal/Staffing Impact

Board action will authorize FY2026/27 operations and capital expenditure levels.

Respectfully Submitted,

Grisel Martinez

Grisel Martinez Brennan
Interim Director of Finance

Attachment A: Marin County Transit District Operating and Capital Budget for FY 2026/27

Attachment B: FY 2026/27 Final Budget PowerPoint Presentation

Attachment A

marin transit



MARIN TRANSIT BUDGET
FY 2026/27

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Marin Transit Budget Overview

The Marin County Transit District (Marin Transit) provides local transit service within Marin County. Marin Transit provides 3.4 million unlinked passenger trips per year and provides over 210,000 revenue hours of service with a fleet of 113 buses. The FY 2026/27 expenditure budget for operations and capital projects is $66.6 million (Table 1).

Table 1: Budget Summary

	FY2024/25 Actual	FY2025/26 Revised Budget	FY 2025/26 Estimated Actual	FY 2026/27 Budget
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Fund Balance (total reserve)	$44,389,002	$48,809,536	$49,809,313	$47,072,599

The District is at a financial inflection point, as it begins to utilize reserves to sustain operations and fund capital projects in FY 2026/27. Rising purchased transportation and fuel costs coupled with declining state and local revenues and the depletion of most carryforward funding, require using reserves of $575,282 to cover operating expenditures in the FY 2026/27 budget. This budget allows for a fully funded Emergency Reserve of two months of operating expenses, a Contingency Reserve of three and a half months of operating expenses, and a Capital Reserve of $24.3 million, which includes the planned expenditure of $2.16 million for facility projects from the Capital Reserve.

The District continues to face volatility in major revenue sources. Consequently, this budget includes expenditure of $3.8 million in Measure AA and State carryforward funds, using the majority of carryforward and only leaving carryforward in the School and Special Needs sub-categories. The FY 2025/26 budget used more carryforward funds than this FY 2026/27 budget (17% for FY 2025/26 vs 8% for FY 2026/27; these funds were accumulated due to under-projections of state and local funds and the availability of one-time federal relief funding, both of which have concluded.

The budget maintains existing fixed-route services, including the recent MASCOTS service changes for local fixed route service implemented in Spring 2026. Marin Transit delivers services through contract operators, including; Golden Gate Bridge, Highway & Transportation District (GGBHTD), Marin Airporter, Bauer's Intelligent Transportation, and Transdev.

Marin Transit's capital expenditure budget is $17 million and used to fund transit vehicle replacements, bus stop improvements, and facility improvement projects. Marin Transit is actively working on infrastructure projects to improve existing, and develop new operations and maintenance facilities and charging infrastructure. This includes the 3010/3020 Kerner vehicle parking lot, where electric vehicle charging and solar power generation are currently being added and construction and expected to close out in early FY 2026/27. The District will also begin the design phase of four additional projects: (1) the fixed-route operations and maintenance facility project at 1075 E. Francisco, (2/3) the facility renovation of 600 Rush Landing and 3000 Kerner, and (4) the parking lot rehabilitation at 600 Rush Landing. Lastly, our staff is initiating the planning phase of future bus stop improvement work.

Marin Transit's Short Range Transit Plan (SRTP) is the primary service and financial planning document for the District and includes ten years of financial projections for operations and capital programs. The FY 2026/27 Budget is developed from SRTP service and financial projections. The District's Board adopted the most recent full SRTP on February 3, 2020 and a "mini" SRTP update on December 5, 2022. Staff plan to release an updated draft SRTP in the Summer of 2026. In preparation for this, staff held an SRTP Board workshop on November 3, 2025 to discuss financial projections and options for how the District plans to balance the 10-year financial plan.

Budget Process and Timeline

The budget process began in late February with a review of District- and program-level goals and objectives with finance, operations, and planning staff. Staff then held internal meetings focused on each program area. The Director of Finance compiled all the program data and developed a draft budget for presentation to the Board of Directors' May meeting. If needed, staff will make changes to the draft budget based on public comments and Board input, and the Board will consider adoption of the final budget at their June meeting.

The following is the timeline for fiscal year July 1, 2026 to June 30, 2027 (FY 2026/27) budget development:

- February 10, 2026 – Budget kick-off meeting
- February-March 2026 – Program level budget meetings
- May 4, 2026 – Draft budget presented to Board of Directors
- June 1, 2026 – Adoption of Final budget

Relevant Financial Policies

This section details financial policies relevant to the District's annual budget and budget process. The Board has adopted these policies as the FN-01 policy document.

Basis of Accounting

Marin Transit's resources are allocated and accounted for in the financial statements as an enterprise fund. Enterprise funds are accounted for on a flow of economic resources measurement focus. Marin Transit also

uses the accrual basis of accounting, recording revenues when earned, and recording expenses at the time the liability is incurred. Grant revenue is recognized when program expenditures are incurred in accordance with program guidelines. As a proprietary fund, the audited financial statements further distinguish operating revenues and expenses from non-operating revenues and expenses. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations.

When both restricted and unrestricted revenues are available for use, it is Marin Transit's policy to use restricted revenues first then unrestricted revenues as they are needed.

Annual Budget Adoption

The Marin Transit Board of Directors adopts an annual budget for Marin Transit's fiscal year starting July 1 and ending June 30. Under the direction of the Director of Finance, staff develops a balanced budget for the Board of Directors that provides sufficient and sustainable funding for local transit service needs using the following guidelines:

- Maintain adopted reserve level.
- Preserve a balance of revenues and expenditures over a ten-year horizon.
- Provide for Short Range Transit Plan (SRTP)-adopted service levels.
- Allow for innovative growth.

The Board adopts the annual budget for the coming fiscal year no later than the June Board of Directors meeting.

Budget Amendment

Budget control occurs at the program level. Program budgets are: Administration, Local, Yellow Bus, Rural, Marin Access, and Capital. Deviations from budgeted line-item amounts are acceptable if the total expenses at the Program Budget level area do not exceed the budget authority.

Mid-year budget transfers between program budgets require General Manager approval and must be made such that total budget expenditures are not exceeded.

If overall expenditures are anticipated to exceed the approved annual budget authority, Board of Directors' approval is required prior to incurring the expense. Requests for budget amendments must include adequate supporting documentation and identification of available revenue to support the expenditure. If circumstances require immediate action, the General Manager may act in place of the Board of Directors and must present the expenditure to the Board of Directors at the next possible opportunity.

All budget amendments are reported to the Board quarterly, as part of the quarterly financial reports.

Reserve Policy

Marin Transit maintains an unrestricted reserve consisting primarily of property tax revenues. The District is dependent on many diverse funding sources for the operation of its services that are subject to state and federal funding availability and administrative processes. The reserve balance is essential to mitigate current and future risk of revenue shortfalls and unanticipated expenditures. The following reserve balance policy provides parameters on desired levels and uses of unrestricted reserve funds. The reserve balance levels are defined to minimize disruptions to the District's services due to fluctuations in funding or

expenditures and in accordance with the Government Finance Officers Association (GFOA) recommendations.

The District shall strive to maintain a reserve balance equivalent to a minimum of two months and up to a maximum of six months' operating expenses based on the adopted budget.

Emergency Reserve: Any reserve balance equal to but not exceeding two months' operating expenditures is defined as the emergency reserve. The emergency reserve will be available for use during prolonged revenue shortages to sustain District operations until service reductions, program cuts, or fare increases are made to reestablish a balanced budget and restore the emergency reserve.

Contingency Reserve: Any reserve balance greater than two months of operating expenditures, but less than four months of operating expenditures, is defined as the contingency reserve. The contingency reserve is available to maintain current service levels during short-term periods of declining revenue or slower than anticipated revenue growth.

Capital Reserve: When the emergency reserve is fully funded and the contingency reserve is funded with the equivalent of at least two months of operations funds, the District may fund a capital reserve through the budgeting process. The capital reserve is available to provide resources for high priority capital projects or grant matching funds. The reserve is designed to reduce the District's future needs for borrowing or bonding for large capital projects. With Board approval, capital reserve funds can be transferred to the contingency reserve or the emergency reserve if these funds fall below the target levels.

If, for a prolonged period, the total reserve balance held in emergency and contingency reserves exceeds six months of operating expenditures, Marin Transit will consider options such as, but not limited to, expanding transit service or decreasing fares in an effort to provide the optimal level of transit service and benefits to Marin County.

Indirect Costs

To provide for the reasonable and consistent allocation or distribution of costs to its various grants and funding programs, Marin Transit develops an Indirect Cost Rate Proposal (ICRP) annually. The ICRP is designed in accordance with Federal Title 2 CFR 200 and is approved by the Federal Transit Administration (FTA).

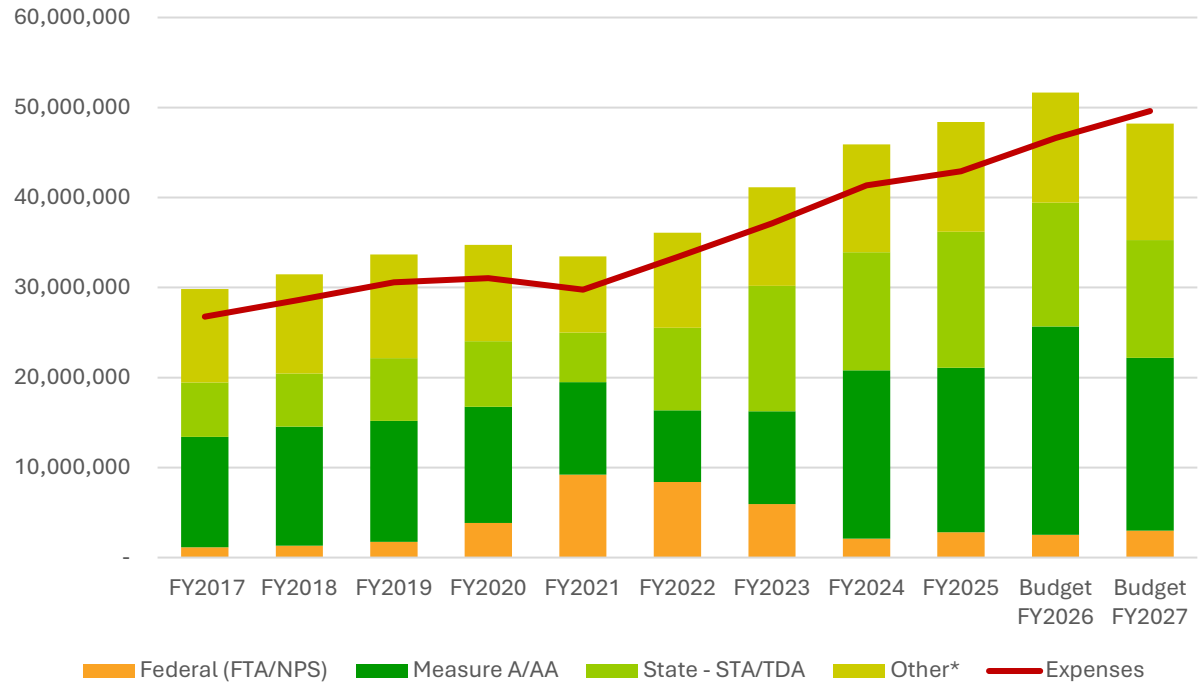
District Fund Balance

Marin Transit's fund balance represents the total unrestricted net position made up of local property tax funding. Each year, the fund balance increases or decreases by the net difference between total revenue and total expenses for the year. Marin Transit's Board-adopted policy designates an Emergency Reserve equivalent to two months of operating expenses and a Contingency Reserve equivalent to an additional two to four months of operating expenses. Marin Transit staff and Board Members review 10-year projections of revenues and expenses in the SRTP to ensure long-term financial stability while maximizing mobility for local transit riders.

Marin Transit is at an inflection point, where reserve funds are needed to cover $575,282 in operating expenses and $2.16 million in capital expenses in FY 2026/27. While the budget maintains a fully funded Emergency Reserve, the Contingency Reserve decreases from four months of operating expenses in the FY 2025/26 budget to 3.5 months of operating expenses in the FY 2026/27 budget.

FY 2025/26 estimated actuals reflect revenues exceeding expenditures, resulting in an approximate $5.4 million increase to the fund balance from property tax revenues. This increase is attributed to Measure AA and State Transit Assistance (STA) funds from that were not needed in prior years being available as "carryforward" to use for expenses in FY 2025/26 allowing Property Tax dollars to be unspent. Carryforward funding comprised 17% ($9.5 million) of operating resources in FY 2025/26, but only 8% ($3.8 million) in FY 2026/27. The only unspent, remaining carryforward funding is in Measure AA School and Special Needs programs (see more explanation below under Measure A/AA). Absent the use of carryforward funds, annual operating expenditures have exceeded revenues since FY 2025/26, and this trend continues into FY 2026/27 (Figure 1). Note that carryforward is embedded within the STA and Measure A/AA bars in Figure 1.

Figure 1: District Revenue Funding Sources by Fiscal Year



Although Measure AA sales tax revenues are projected to grow by 1.5% in FY 2026/27, they do not keep pace with cost increases. This trend is projected to continue in future years. At current expenditure levels, the District will exhaust all reserves within the 10-year SRTP horizon without structural changes such as service reductions, revenue increases, or expense reductions. The District has reviewed this outlook with the Board as part of the development of the update to the SRTP and staff continues to update projections, evaluate sustainable service levels, and realign revenues and expenses to ensure reserves are not fully expended. The SRTP 10-year forecast, including necessary projected service cuts and fare adjustments, will be presented to your Board in the coming months after this budget's adoption.

Local Sales Tax –Measure A and Measure AA

On November 6, 2018, Marin County voters passed Measure AA which renewed the county's ½-cent transportation sales tax and adopted a new expenditure plan. The renewal measure (Measure AA) is a 30-year extension effective April 2019. The first ½-cent sales transportation sales tax (Measure A) was a 20-year measure passed in 2004 and established a vital source for local transit funding in Marin County. Local sales

tax funding provides approximately 39% of Marin Transit's operating revenues. The sales tax also provides a share of capital funds needed to match federal and state grants for vehicles.

The Measure AA expenditure plan prioritizes transit service with 55% of the allocated sales tax revenues going to local transit. The Measure AA expenditure plan changed the sub-strategies and their allocations within the overall transit strategy compared to Measure A, including committing funding to school transportation and ferry access and reducing funding for Bus Transit Facilities. TAM allocates funds to Marin Transit by five sub-strategies specified in the overall transit strategy in the expenditure plan; Capital Investment, Special Needs, Rural Transit, School Transportation, and Local Transit.

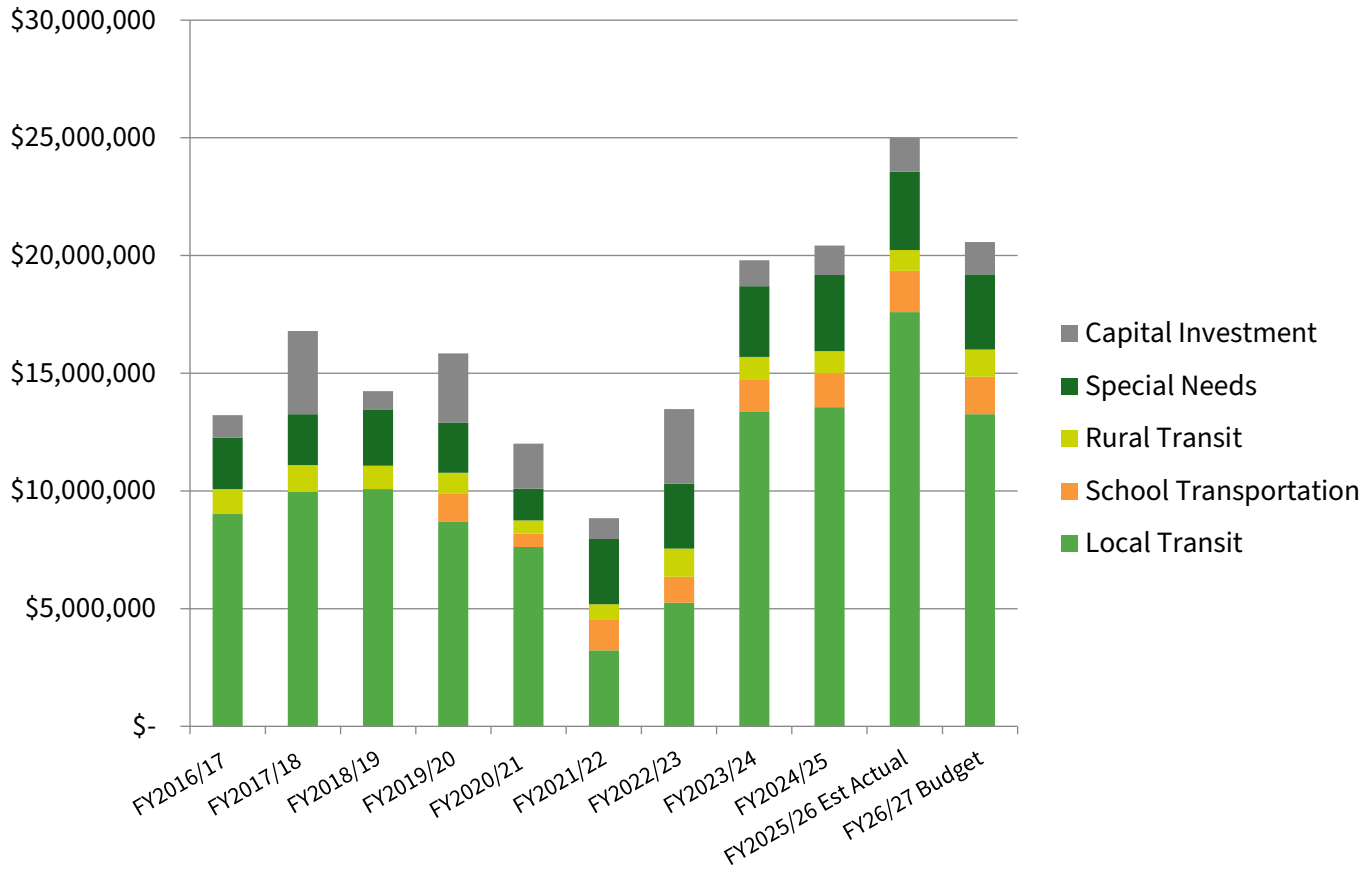
The Transportation Authority of Marin (TAM) programs Measure A/AA funding to the District based on sales tax projections and adjusts future year projections to account for actual sales tax receipts. Each year TAM programs a specific amount based on projections and based on this programmed amount, Marin Transit requests annual allocations of funds from TAM.

Marin County saw strong sales tax returns during the pandemic due to the combination of strong sales and the Wayfair decision[1] that increased the local collection of sales tax for purchases made online. Following the pandemic, economic growth in Marin slowed for a short period, but is now starting to increase. TAM estimated a 2% growth in sales tax for the current year (FY 2025/26) and an increase of 1.5% for FY 2026/27.

The District's actual expenditure of Measure A/AA revenue varies due to capital replacement cycles and the availability of other grant funds in a particular year (Figure 2). During the pandemic, Marin Transit needed less local sales tax funding for operations due to the availability of federal relief funds. Starting in FY 2023/24, federal relief funds were fully expended and the expenditure of Measure AA funds increased to a level consistent with the historic trend line (Figure 2).

[1] California Assembly Bill No. (AB) 147 (April 25, 2019) required retailers located outside of California to register with the California Department of Tax and Fee Administration (CDTFA) and collect California use tax. Source: https://www.cdtfa.ca.gov/industry/wayfair.htm

Figure 2: Local Sales Tax Expenditures by Fiscal Year (Measure A/AA)



If the District does not fully claim or expend all available Measure AA funds in a given year, they are held by TAM and are available for Marin Transit to claim and expend in future years, this is called carryforward. Based on TAM's revenue estimates and Marin Transit's planned expenditures in this budget, the District will fully expend remaining carryforward of $3 million for the Local, Rural, and Capital sub-strategies in FY 2026/27. The District's remaining Measure AA carryforward for future years will be $1.7 million in the Schools sub-strategy and $1.5 million in Special Needs (Marin Access); these needs are fully funded with projected revenues for the coming fiscal year and thus these carryforward funds are not needed. TAM holds these unallocated carryover funds, and they are not included in Marin Transit's Emergency or Contingency Reserve funds. These funds are programed for expenditure in Marin Transit's ten-year operation and capital financial forecasts in the SRTP.

Operations Budget

Marin Transit's FY 2026/27 operations budget provides for operation of the services shown in Table 2. The operating expense budget of $49.6 million is a six percent increase over the FY 2025/26 budget. This budget provides for a similar level of fixed route service as the current fiscal year (Figure 3). Fixed route passengers by fiscal year are shown in Figure 4, and each fixed route category is further explained in its relevant section.

For Marin Access, this budget provides for a 6% decrease in the budgeted level of Paratransit. Demand response service levels have been adjusted based on projected demand and are further explained in the Marin Access section (Figure 11).

Table 2: Operations Budget

Service	Service Level
Local Service	142,000 revenue hours
Community	24,000 revenue hours
Supplemental School and Partnership	1,500 revenue hours
Muir Woods Shuttle	4,200 revenue hours
Yellow School Bus Service	4 buses
West Marin Stagecoach Service	16,500 revenue hours
Marin Access Shuttle	990 revenue hours
Local Paratransit Service	28,000 revenue hours
Regional Paratransit Service	6,000 revenue hours
Mobility Wallet	27,300 trips
Volunteer Driver	10,000 trips

Figure 3: Fixed Route Service Hours by Fiscal Year

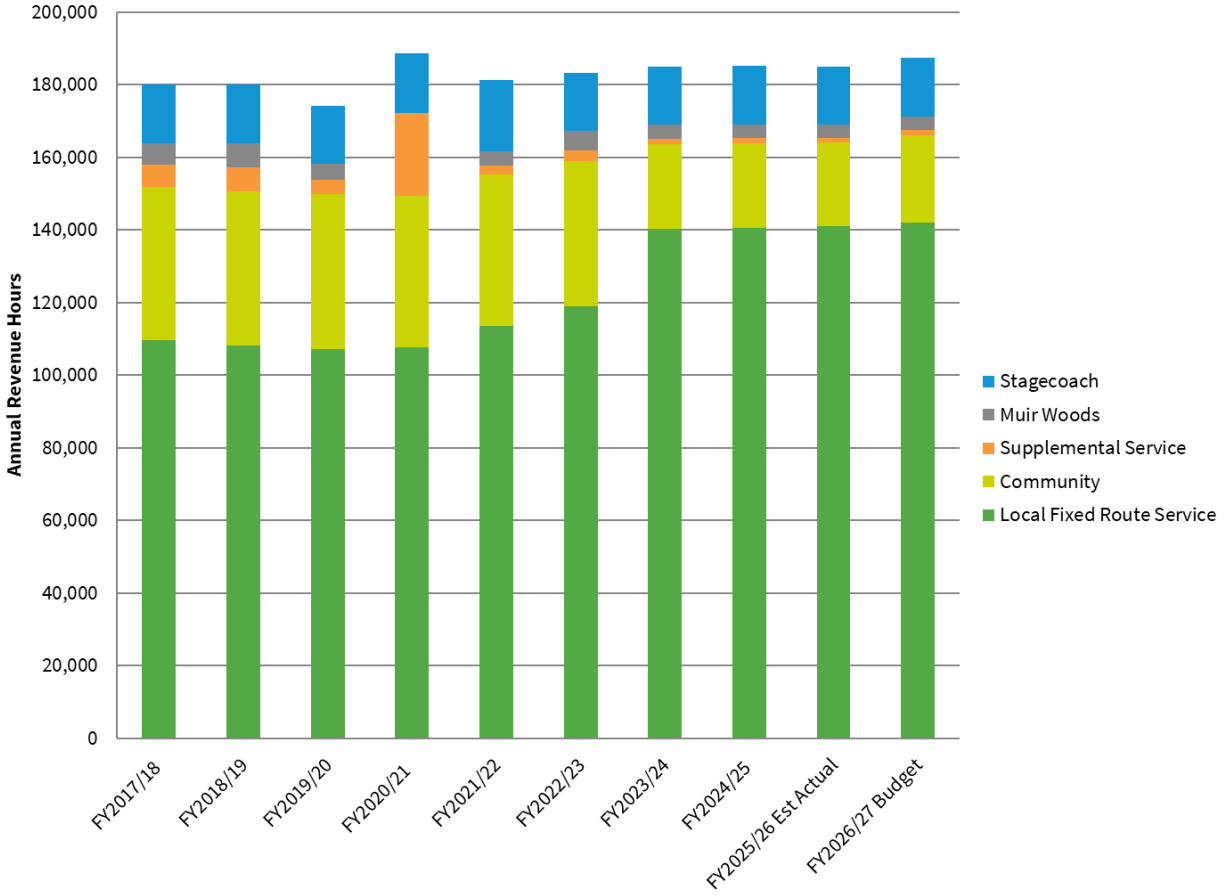


Figure 4: Fixed Route Passengers by Fiscal Year

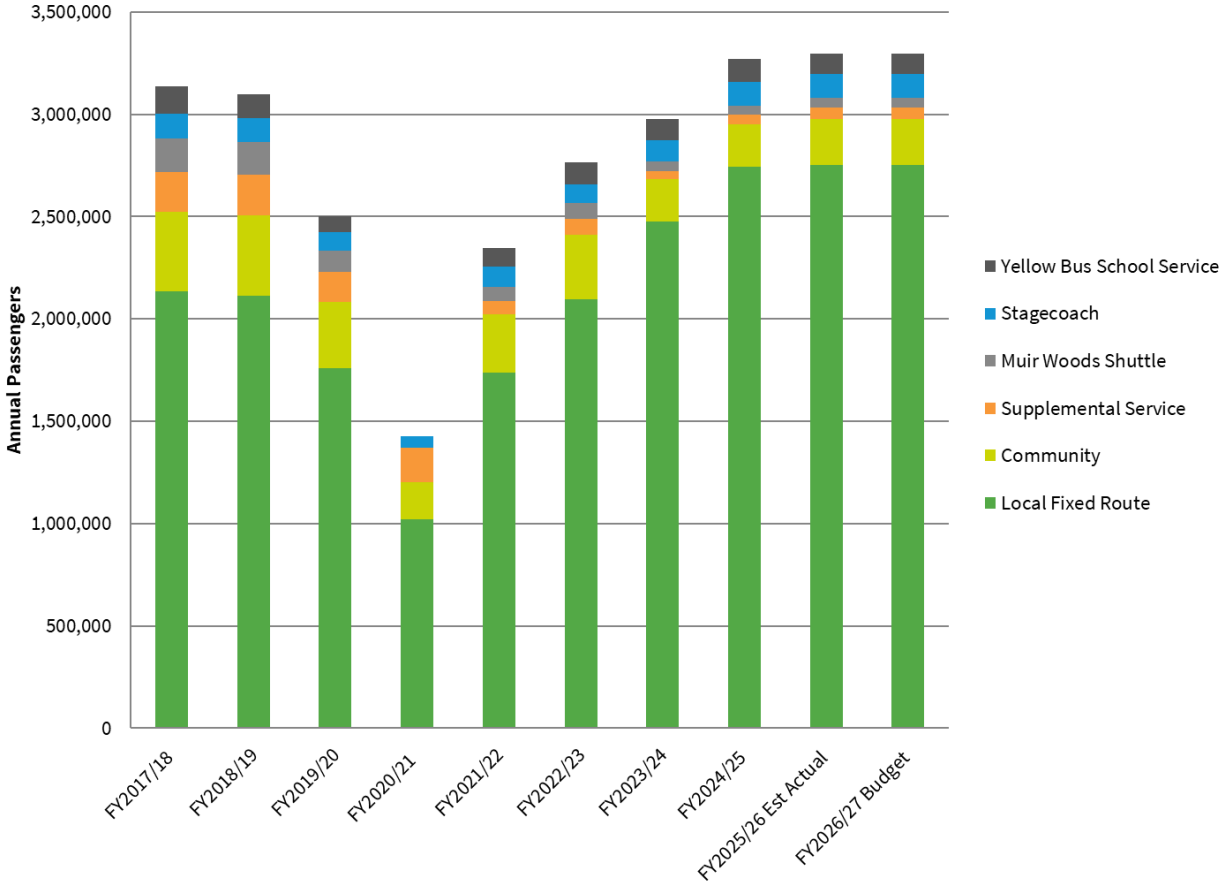


Table 3: Operations Budget (Admin, Local, Yellow Bus, Rural, & Marin Access)

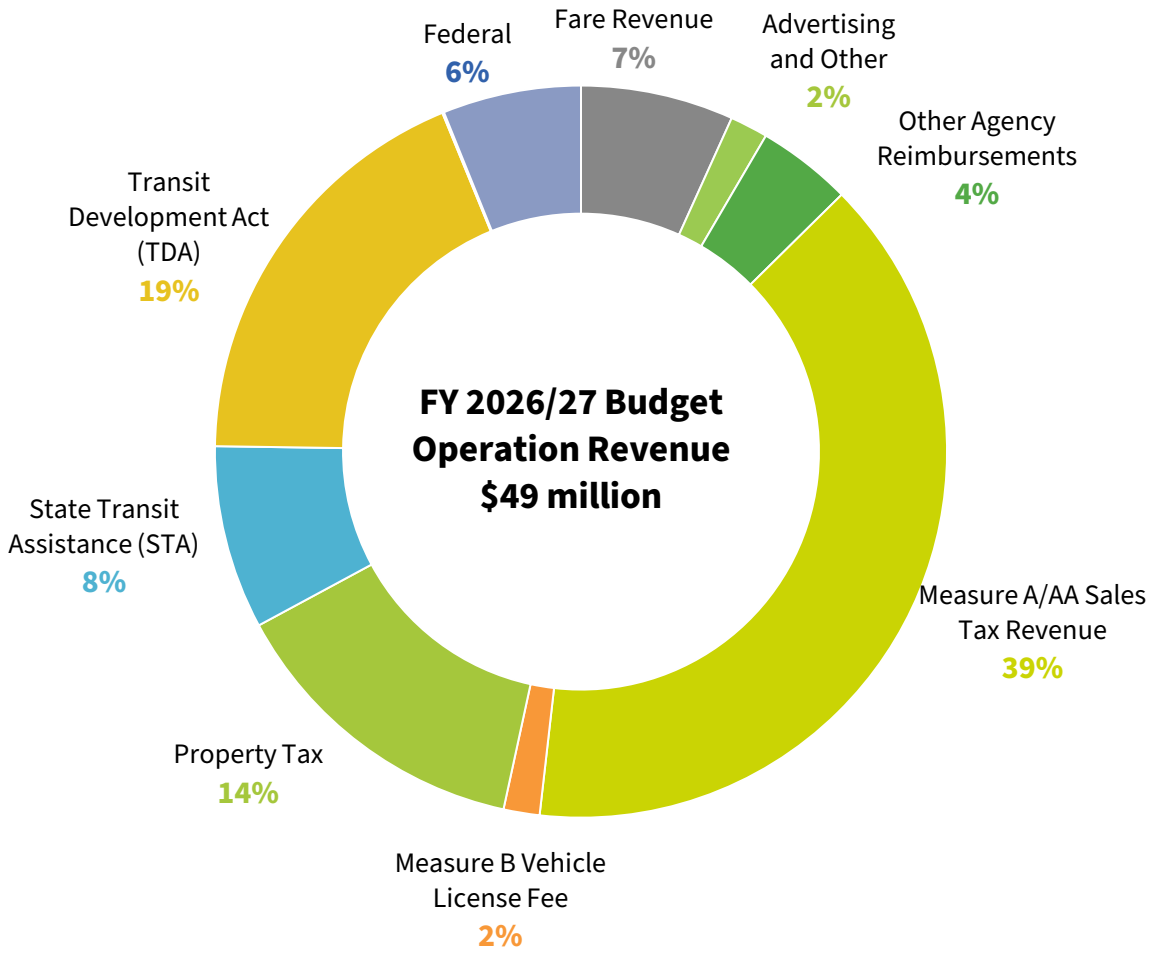
	FY2024/25 Actual	FY2025/26 Revised Budget	FY 2025/26 Estimated Actual	FY 2026/27 Budget	% Δ From FY2026 Budget
Revenue					
Fare Revenue	3,241,874	3,229,767	3,144,696	3,310,171	2%
Advertising & Other Revenue	48,324	51,500	187,627	98,248	91%
Reimbursements (GGBHTD)	1,641,092	1,888,626	1,884,092	2,050,063	9%
Interest	976,962	580,700	979,954	723,000	25%
Measure A/AA	18,247,522	23,140,921	22,962,930	19,205,976	-17%
Measure B	882,180	800,000	520,405	780,000	-3%
Property Taxes	6,159,394	6,356,290	6,404,560	6,647,717	5%
Development Fees	74,573	81,300	80,321	81,300	0%
State Transit Assistance (STA)	4,583,504	4,341,027	3,687,421	3,973,192	-8%
Transportation Development Act (TDA)	10,548,070	9,427,686	8,805,857	9,105,048	-3%
Other State	40,893	31,150	25,215	36,200	16%
FTA Funds	2,209,993	1,946,286	1,952,717	2,173,623	12%
National Park Service	619,854	585,299	662,188	820,237	40%
Transfers to Capital Budget	(3,482,759)	(1,414,548)	(957,513)	0	-100%
Total Revenue	**45,791,476**	**51,046,004**	**50,340,470**	**49,004,775**	**-4%**
Expenses					
Salaries and Benefits	3,800,227	4,309,739	4,149,702	4,654,360	8%
Professional Service	313,857	723,291	503,761	708,062	-2%
Professional Service- Legal	35,347	159,135	41,663	163,909	3%
Security and Maintenance	190,723	160,725	169,007	171,826	7%
Mobility Management Programs	6,269	543,500	392,035	539,205	-1%
Grants to Other Agencies	779,367	715,915	715,915	739,007	3%
Materials and Supplies	378,951	488,669	428,310	510,513	4%
General Insurance	143,028	195,500	158,580	172,000	-12%
Purchased Transportation	34,295,488	36,000,127	35,486,502	38,236,306	6%
Membership & Prof Development	78,928	90,000	70,377	92,700	3%
Mileage and Travel	15,749	26,000	27,372	26,780	3%
Marketing	163,006	175,781	124,601	179,592	2%
Communication	249,985	336,295	247,484	338,894	1%
Fuel	2,550,108	3,324,895	2,760,122	3,664,781	10%
Utilities (Facility)	71,758	77,416	61,550	79,738	3%
Vehicle and Vehicle Parking Leases	24,362	27,288	23,204	28,674	5%
Office - Rental and Overhead	189,916	194,596	187,024	200,434	3%
Transfers to Capital Budget	(356,791)	(919,176)	(627,048)	(926,727)	1%
Total Expenses	**42,930,278**	**46,629,696**	**44,920,161**	**49,580,054**	6%
Net Revenue Over Expenditures	**2,861,198**	**4,416,308**	**5,420,309**	**(575,279)**	-113%

District Operations Revenue

As shown in Figure 5, Marin Transit derives its revenues from multiple sources, with no single revenue source providing the majority of the District's operating funds. The primary revenue sources for Marin Transit operations are:

- Measure AA sales tax operating funds;
- Transportation Development Act (TDA) funds;
- State Transit Assistance (STA) funds;
- Passenger fares; and
- Property taxes.

Figure 5: Revenue Sources for FY 2026/27 Budget



To develop revenue projections for the FY 2026/27 budget, staff referred to Metropolitan Transportation Commission (MTC) revenue projections for STA and TDA, TAM's programmed amounts for Measure AA, and

a review of recent economic indicators, such as fuel costs. Both Measure AA and TDA funds are generated from Marin County sales tax. Sales tax revenues have been growing and TAM projects 2% growth for FY 2025/26 and a 1.5% increase for FY 2026/27.

The District's TDA and STA revenue allocations are projected to continue to decline in FY 2026/27 due to a combination of falling sales tax revenues and reduced diesel fuel tax collections. Half of STA revenue is distributed based on an operator's share of locally generated qualifying revenue. A pandemic-era "hold-harmless" provision, which prevented funding losses for agencies with reduced ridership and corresponding fare revenue, is set to sunset on June 30, 2026. While this sunset exposes agencies with slow ridership recovery to lower funding allocations, the District has successfully recovered its pre-pandemic ridership levels and stands to benefit from the expiration of this provision. MTC's latest STA revenue-based projections assume expiration of the "hold harmless" provision, resulting in higher allocations for the District than the State Controller's Office January estimates, which maintain the frozen formula. Under MTC's assumptions, the qualifying revenue–based formula would be reinstated and updated in August using FY 2024/25 data, increasing the District's share. Despite this increase in the STA revenue-based allocation, the District's overall STA funding is still projected to be lower in FY 2026/27 compared to the current year, but better than previously expected.

Revenue Variances

All budgeted revenues that have changed more than $100,000 or more than 10% compared to the prior year's budget are listed in Table 4 and are described below.

Table 4: Revenue Variances in Operations Budget (>$100,000 and >10% compared to prior year budget)

Revenue Category	FY 2026/27 Budget	Variance from Prior Year Budget		Notes
		Amount ($)	%	
Interest	$723,000	+$142,300	+25%	Increase in investment earnings of the fund balance held by County of Marin due to market conditions.
Measure A/AA	$19,205,976	($3,934,945)	-17%	Decrease due to prior year having carryfoward funds
State Transit Assistance (STA)	$3,973,192	($367,835)	-8%	Decrease due to less funds available combined with prior year having carryfoward funds
FTA Funds	$2,173,623	+$227,337	+12%	Increase in FTA Section 5307 and 5311 funds
National Park Service	$820,237	+$234,938	+40%	Increase in Muir Woods service funded by NPS
Transfers to Capital Budget	$0	($1,414,548)	-100%	No unspent property tax revenue available for capital projects in FY 2026/27

Interest revenue has surpassed budgeted FY 2025/26 projections as investment earnings of the fund balance held by the County of Marin have increased due to favorable market conditions. The FY 2026/27 interest projection is in-line with FY 2025/26 estimated actuals as favorable yields continue.

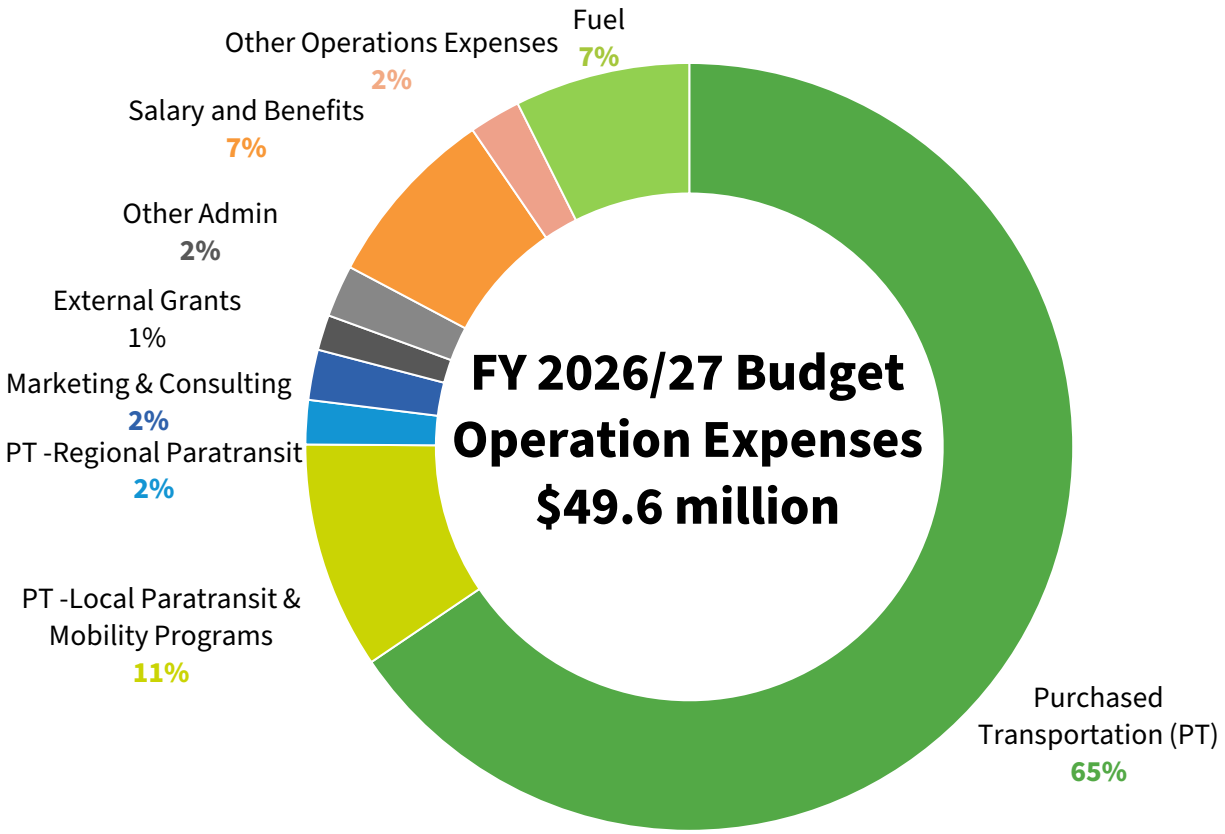
The expenditure of Measure A/AA revenue decreases by $3,934,945 (-17%) in FY 2026/27. The decrease is due to carryforward having been largely expended in the current fiscal year. The District is projected to expend the maximum available of $13.3 million in Measure A/AA revenue funding for the Local subcategory in FY 2026/27, significantly lower than the $17.6 million expenditure in the prior year which included the carryforward.

There is a $367,000 decline in the District's total STA Revenue in FY 2026/27 primarily due to a lower Marin County population-based revenue estimate for FY 2026/27. The budget includes the expenditure of $2.5 million of revenue-based STA funds based on operations needs and will have a reserve of $73,730 in the revenue-based funds.

District Operations Expenses

Marin Transit provides local transit service through purchased transportation contracts. Under this structure, the majority of District operations expenses (Figure 6) are for contract service operations (76%) and associated fuel (7%) and other operations expenses (2%). The contract service operations budget includes local paratransit, regional paratransit, and fixed route purchased transportation.

Figure 6: Operations Expenses for FY 2026/27 Budget



The following sections discuss information and trends on general agency costs including staffing, consulting, fuel, and marketing. More detailed operations and service costs are discussed in later sections that correspond to the District's program areas; Local Service, Yellow Bus, Rural Service, and Marin Access. The District's operations budget is 6% higher than the FY 2025/26 budget, primarily driven by increased Purchased Transportation and fuel costs. Specific budget categories with variances greater than $100,000 and more than 5% are summarized in Table 5 and further explained in subsequent sections.

Table 5: Expense Variances in Operations Budget (>$100,000 and >5% compared to prior year budget)

Expense Category	FY 2026/27 Budget	Variance from Prior Year Budget		Notes
		Amount ($)	%	
Salaries and Benefits	$4,654,360	+$344,621	+8%	Additional part time Director position added plus increase for merit-based salary increases and promotions
Purchased Transportation	$38,236,306	+$2,236,179	+6%	Contract cost escalations
Fuel	$3,664,781	+$339,886	+10%	Increase in fuel prices expected to continue due to geopolitical instability

Staffing

Marin Transit directly employs all District administrative staff. Benefits for regular employees include medical benefits coordinated through the County of Marin and an employer-funded defined contribution retirement program.

The FY 2026/27 budget includes an increase of 0.5 full time equivalents (FTE) to support the transition away from a single Director of Finance and Capital Programs to a Director of Finance and a part-time Director of Special Projects. In FY 2025/26, the FTE count was increased by the Board at the November 3, 2025 Board meeting to include a new Program Enrollment Coordinator for Marin Access programs. This role was previously provided by the Marin Access purchased transportation contractor. Savings from removing the role from the existing contract help offset the increased payroll costs. Table 6 and Figure 7 show the budgeted 23 Full Time Equivalents (FTEs) and organizational chart. The budget includes a 5% vacancy rate, to account for unfilled positions. The District currently has two vacant full-time positions.

Table 6: Personnel Counts (FTE)

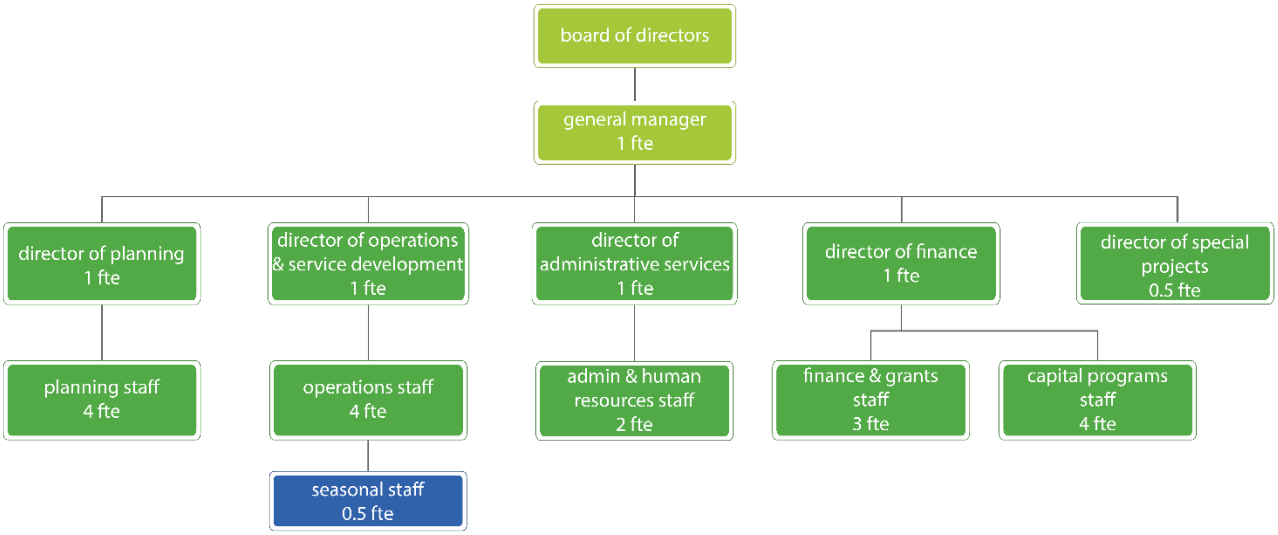
	FY 2024/25	FY 2025/26	FY2026/27
Budget	21.3	22.5	23
Actual	18.7	20.7 est.	-

The FY 2026/27 salary and benefits budget increases 8% compared to the prior year budget. The increase is due to the creation of the new part-time Director of Special Projects position, merit-based salary increases, and accounts for increases in benefit rates.

Based on the District's employment framework, the top and bottom of the salary band for each classification will be increased on July 1, 2026 by the consumer price index (CPI)[2] as of February 2026. CPI increased by 2.5% in February and salary bands will be increased accordingly. Marin Transit has a merit-based salary framework and there is no guaranteed cost of living increases. The budget includes the capacity to account for inflation and for merit-based adjustments and promotions.

[2] Bay Area CPI February 2026– 2.5%, bls.gov

Figure 7: Marin Transit Organizational Chart FY 2026/27:



Fuel

Marin Transit pays directly for fuel used in all purchased transportation contracts except for the Muir Woods shuttle and yellow bus contracts. This structure shifts the risks for fuel price fluctuations to the District. In exchange, the contractors provide lower hourly contract rates as they do not need to hedge against potential fuel price increases.

Fuel prices are known to be volatile and Marin Transit's budget includes capacity for price fluctuations. After diesel prices increased 80% in FY 2021/22, prices started declining again in July 2022. Current prices are high and are expected to increase through FY 2026/27 due to geopolitical instability attributed to the conflict in Iran. The FY 2026/27 budget for fuel is 32% above the estimated actual for the current year and 10% higher than the current year budget.

The budget also includes electric power costs for the District's electric buses. Marin Transit owns six electric vehicles. Two are charged at the GGBHTD Andersen Drive facility and four are charged at Marin Transit's Rush Landing yard. The budget includes $3,620 per month, per vehicle for electrical power.

Administration Budget

Expenses in the administration budget include the following: staff salaries and benefits, audit fees, insurance, travel costs, professional development expenses, office rental, and other associated costs. The administration budget (Table 7) includes revenues and expenses across all program areas. While these items are budgeted and recorded under administration, expenses are allocated to the program budgets based on a program's resource usage (i.e., billed staff time). This enables Marin Transit to track the full cost of programs.

Table 7: Administration Budget

GL Code	GL Description	FY 2024/25 Actual	FY2025/26 Budget-Revised	FY2025/26 Estimated Actuals	FY2026/27 Budget	% Δ from FY2025/26 Budget
Revenue						
4070400	Interest	976,962	580,700	979,954	723,000	25%
4079950	Development Fees	45,774	46,300	48,810	46,300	0%
4079954	Residual ABX 126	28,799	35,000	31,511	35,000	0%
4080101	PropTax-Current Secured	5,411,773	5,646,317	5,655,916	5,872,170	4%
4080102	County Fee-Admin Basic Tax	(67,143)	(71,027)	(75,016)	(75,000)	6%
4080103	Property Tax-Unitary	58,826	52,000	52,000	54,080	4%
4080104	PropTax-Current Unsecured	92,890	95,000	93,000	95,000	0%
4080105	Educ Rev Augm Fund-Redist	558,034	520,000	567,819	586,467	13%
4080106	PropTax-Supp CY Secured	89,986	100,000	93,767	100,000	0%
4080107	PropTax-Supp Unsecured	4,801	5,000	6,551	5,000	0%
4080108	PropTax-Redemtion	4,063	3,000	4,444	4,000	33%
4080109	Property Tax-Prior Unsecured	6,163	6,000	6,080	6,000	0%
4119940	Other	191	150	211	200	33%
Subtotal Revenue		**7,211,119**	**7,018,440**	**7,465,047**	**7,452,217**	**6%**
4700001	Property Tax Transfer	(3,974,791)	(2,116,476)	(2,469,513)	(7,452,217)	**252%**
Net Revenue		**3,236,328**	**4,901,964**	**4,995,534**	**-**	**-100%**
Expense						
5010200	Salaries	2,348,198	2,713,607	2,646,178	2,882,703	6%
5020000	Benefits	1,452,029	1,596,132	1,503,524	1,771,657	11%
5030301	Consultant Services	148,549	248,405	252,824	256,682	3%
5030304	Prof Svcs - Legal	35,347	159,135	41,663	163,909	3%
5030305	Prof Svcs - Audit	36,239	39,600	39,600	42,000	6%
5030701	Security Services	2,778	5,000	1,548	3,000	-40%
5049901	Office Supplies	6,499	17,000	4,777	19,570	15%
5049902	Small Furn/Equip	7,100	12,000	1,182	13,905	16%
5049903	Software Maintenance	115,954	113,000	106,472	119,480	6%
5049904	Copier Suppl & Srvc	8,587	10,609	9,940	10,927	3%
5049905	Postage	99	5,000	2,216	5,150	3%
5049906	Computers	11,613	30,000	8,605	30,900	3%
5050201	Communication - Phone	35,221	38,000	35,163	39,140	3%
5060301	Insurance	143,028	195,500	158,580	172,000	-12%
5090101	Memberships & Prof Dev.	78,928	90,000	70,377	92,700	3%
5090202	Mileage and Travel	15,749	26,000	27,372	26,780	3%
5090801	Marketing	13,124	15,450	5,768	15,914	3%
5121200	Office Rental	189,916	194,596	187,024	200,434	3%
Subtotal Expense		**4,648,958**	**5,509,034**	**5,102,813**	**5,866,851**	**6%**
5100100	Salary/Benefit Transfers	(3,725,107)	(4,217,281)	(4,306,151)	(4,588,342)	9%
5100101	Transfer Overhead	(559,511)	(714,325)	(728,530)	(771,369)	8%
Net Expense		**364,340**	**577,428**	**68,132**	**507,140**	**-12%**

Local Fixed Route Service

The local service budget (Table 8) includes all revenues and expenses related to the provision of fixed route bus service, excluding rural bus service (described in a subsequent section). Major programs in the local service budget include local fixed route, community service, supplemental school, and the Muir Woods seasonal shuttle. Projected service levels on these programs and hourly contract rates are shown in Table 9. Purchased transportation and fuel account for 87% of the budgeted costs. Other major expenses in the local service budget include consultant services for stop-level ride checks, service contract audits and reviews, communications, marketing, and staff time for contract oversight. This budget also includes costs and revenues for special projects such as the youth pass and free passes distributed to community-based organizations.

Table 8: Local Service Budget

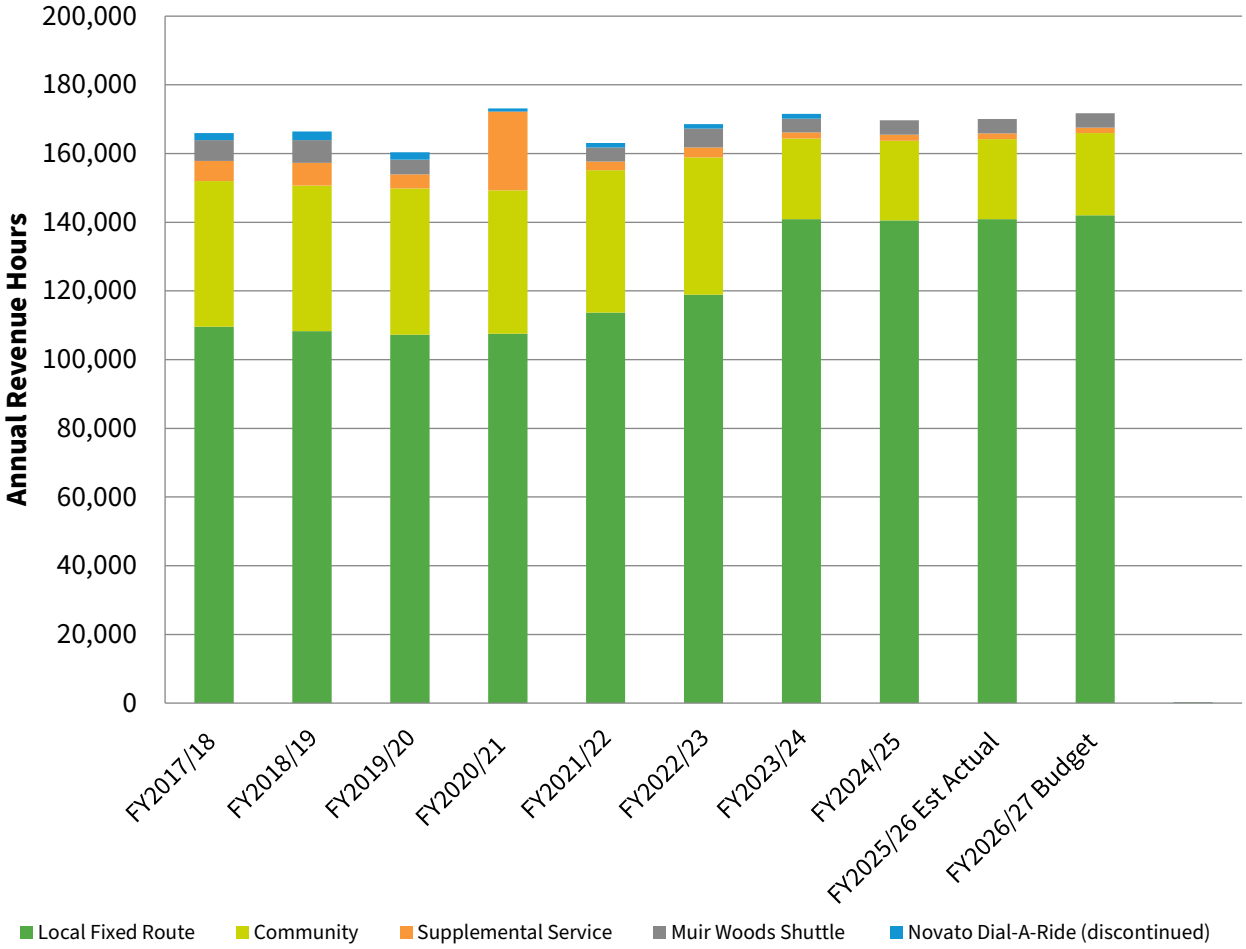
GL Code	GL Description	FY 2024/25 Actual	FY2025/26 Budget- Revised	FY2025/26 Estimated Actuals	FY2026/27 Budget	% Δ From FY2025/26 Budget
Revenue						
4020000	Special Fares - Paid By Other	167,204	200,022	151,034	206,023	3%
4060301	Advertising Revenue	48,324	51,500	187,627	98,248	91%
4090101	Local Government Payments	190,276	239,889	272,468	247,085	3%
4092001	Measure A Sales Tax	61,038	0	0	0	-
4092005	Measure AA Sales Tax	13,482,088	17,950,000	17,949,285	13,711,828	-24%
4110101	STA- Population Based	2,023,504	1,781,027	1,127,421	1,413,192	-21%
4110102	Transit Development Act (TDA)	10,548,070	9,427,686	8,805,857	9,105,048	-3%
4110104	STA -Revenue Based	1,000,000	1,000,000	1,000,000	2,500,000	150%
4119911	State SREC Credits	22,556	15,000	19,619	20,000	33%
4139951	National Park Service	619,854	585,299	662,188	820,237	40%
4140100	Fare Revenue	2,211,643	2,193,300	2,131,811	2,198,300	0%
Subtotal Revenue		**30,374,557**	**33,443,723**	**32,307,310**	**30,319,961**	**-9%**
4700001	Property Tax Transfer	384,908	60,798	780,000	5,738,897	9339%
4700002	Program Revenue Transfer	74,218	-	-	-	-
Total Revenue		**30,833,683**	**33,504,521**	**33,087,310**	**36,058,858**	**8%**
Expense						
5030301	Consultant Services	53,984	283,834	185,528	292,109	3%
5030310	Fare Processing Charges	28,883	36,000	21,341	55,000	53%
5030501	Bus Stop Maintenance	91,249	50,000	55,685	51,500	3%
5030604	Facility Maintenance	56,553	72,682	45,127	75,562	4%
5040101	Fuel	1,709,879	2,269,600	1,907,415	2,548,832	12%
5040160	Electrical Power	160,226	252,982	164,539	260,571	3%
5040180	Utilities (facility)	45,187	44,634	42,293	45,973	3%
5049902	Small Equipment	14,200	10,927	16,616	11,255	3%
5049904	Software	98,980	120,000	155,910	123,600	3%
5050205	Communication	151,700	224,441	117,400	222,934	-1%
5080101	Purchased Transportation	25,353,365	26,992,746	26,732,322	29,085,234	8%
5090801	Marketing	99,528	97,850	96,008	100,600	3%
Subtotal Expense		**27,869,501**	**30,455,696**	**29,540,184**	**32,873,170**	8%
5100100	Salary/Benefit Transfers	2,559,910	2,599,839	3,007,097	2,792,616	**7%**
5100101	Overhead Transfer	384,499	441,738	510,004	466,998	6%
Total Expense		**30,813,910**	**33,497,273**	**33,057,285**	**36,132,784**	**8%**

Table 9: Local Budget Service Levels

Service Type	FY 2026/27 Budgeted Service (Rev Hrs)	Effective Contract Cost Per Rev. Hour (without fuel)	Notes
Fixed Route – Operated by GGBHTD	73,000	$177.82	Contract rate increases 9.0%; contract amendment increased rates; includes customer service costs
Fixed Route – Operated by Marin Airporter	93,000	$157.79	Fixed and variable contract, effective hourly rate increases 5.7%
Supplemental School – Operated by Marin Airporter	1,500	$157.79	Fixed and variable contract, effective hourly rate increases 5.7%
Muir Woods Shuttle	4,200	$197.37	Rate includes equipment and fuel, billed by vehicle per day; calculated using service hours

The local service budget for FY 2026/27 is $36.1 million. It represents an 8% increase over the prior year revised budget and provides for a similar level of service as last year (Figure 8); this includes the MASCOTS service changes for local fixed route service that were implemented in April 2026. See Figure 4 for local passengers by fiscal year.

Figure 8: Local Service Hours by Fiscal Year



The majority of local service is operated under contract to Marin Airporter (Local, Community, and Supplemental School). Additional local services are also operated through an inter-agency agreement with GGBHTD. A new contract amendment with GGBHTD went into effect this year that extends the October 1, 2022 base contract for one more year through FY 2026/27. The amendment increases the contract rate by 9% and continues to include the additional components outlined in the base contract, like customer service, San Rafael Transit Center maintenance, and major vehicle maintenance items.

Local Service Revenue

Local service is funded with a combination of fare revenue, advertising revenue, Measure AA local sales tax funds, Transportation Development Act (TDA), State Transit Assistance (STA), and federal grants. Measure AA sales tax funds in the local budget come from two sub-strategies: *4.1 - Local Bus* and *4.4 - School Service* which funds supplemental school service focused primarily on high schools. Total Measure AA local sales tax revenues budgeted for local service are $13.7 million, this includes the expenditure of the remaining $2.7 million in carryforward funds available from the prior year in sub-strategy 4.1. Measure AA funding is critical for maintaining operations as it represents 38% of budgeted revenues for local service. Compared to last year, Measure AA funding for local service is down 24% due to less carryforward being available.

State revenues continue to decline in FY 2026/27; TDA funds are 3% lower than last fiscal year and STA (population-based) is 21% lower.

Fare revenues are budgeted based on ridership and average fare per passenger. The average fare per passenger in FY 2025/26 shows a slight decline compared to the previous year. This is likely due to increases in monthly pass usage, school subsidy programs (youth pass and College of Marin pass), and other subsidy programs for older adults and community-based organizations (see discussion below).

Marin Transit implemented Automatic Passenger Counters in February 2025 which provide more accurate and complete passenger counts. The implementation of the Next Generation Clipper system is currently underway, and we are shifting from the Genfare fare collection system to a Clipper-centric fare payment system paired with a simple drop farebox for cash riders. Staff is working to transition riders to using Clipper and rider payment trends at the end of FY 2025/26 are already starting to show a shift from Genfare GFI to Clipper. The FY 2026/27 budget accounts for $45,000 in fare processing costs (81% of total fare processing costs) associated with ongoing Clipper maintenance fees as usage increases.

In alignment with our Board-adopted fare policy, Marin Transit maintains a low base fare and deeply discounted monthly and daily pass products to help ensure transit is affordable for all passengers. Marin Transit also provides fare subsidy programs for riders who demonstrate financial hardships. These programs reduce overall fare revenues and include: the youth pass program which provides free fixed route transit to low-income youth; free fixed route passes for people participating in social service programs with community-based organizations including Homeward Bound, North Marin Community Services, Community Action Marin and St. Vincent DePaul of Marin County; and the regional Clipper Start program that provides fare discounts to low-income passengers. In FY 2026/27, the low-income youth pass program is budgeted to distribute $500,000 in free fares and the partnerships with community-based organizations are budgeted to distribute about $92,200 in free fares.

Adoption of this budget authorizes the following FY 2026/27 Fare Free days and promotional periods for local bus service:

Promotion	Date	Single Day Promotion	Adopted as Ongoing Program
Youth Ride Free	June – August 2026		X
Marin County Fair	July 1 – 5, 2026		X
Clean Air Day	Wednesday October 7, 2026	X	
Election Day	Tuesday November 3, 2026	X	
Transit Equity Day	Thursday February 4, 2027	X	
Earth Day	Tuesday April 22, 2027	X	

Fare-free promotions align transit with civic goals—such as environmental initiatives and congestion relief—while rewarding loyal riders. Operationally, these days increase efficiency by accelerating boarding at heavily attended events. Because they generate minimal new ridership, they result in nominal staff time and negligible fare revenue loss.

Yellow School Bus Service

Marin Transit strives to provide fixed route service to high schools in the urbanized areas of Marin County, but recognizes that school transportation for younger students, and in rural areas, is often more appropriately provided by yellow school bus service. Measure AA designates local sales tax resources to help fund yellow school bus services. The FY 2026/27 budget (

Table 10) includes revenue and expenses associated with the operations of the following components to support yellow bus service:

(A) Operational oversight of the Ross Valley yellow bus program;

(B) Distribution of Measure AA funding to other eligible Marin County Yellow Bus Programs; and

(C) General staffing support for the development of yellow bus services in Marin County.

Table 10: Yellow School Bus Service Budget

GL Code	GL Description	FY 2024/25 Actual	FY2025/26 Budget-Revised	FY2025/26 Estimated Actuals	FY2026/27 Budget	% Δ From FY2026/27 Budget
Revenue						
4030000	Fares- Paid By Other Agency	173,840	185,000	185,000	192,600	4%
4090101	Local Government Payments	16,459	14,244	14,161	20,646	45%
4092005	Measure AA Sales Tax	1,139,782	1,106,436	1,106,436	1,144,320	3%
4140105	Fare Revenue - Yellow Bus	377,987	364,750	374,232	393,100	8%
Subtotal Revenue		**1,708,068**	**1,670,430**	**1,679,829**	**1,750,666**	**5%**
Expense						
5030301	Consultant Services	2,356	5,000	4,475	5,000	0%
5030310	Fare Processing Charges	12,410	11,145	10,838	11,156	0%
5030602	Custodial Service	593	600	2,753	3,000	400%
5049903	Software	757	0	929	1,000	-
5050205	Communication	600	0	640	750	-
5080103	Yellow Bus School Service	782,242	830,880	718,276	872,424	5%
5090801	Marketing	22	500	318	500	0%
5098050	Grants to Yellow Bus Programs	779,367	715,915	715,915	739,007	3%
5120401	Leases and Rentals	24,362	27,288	23,204	28,674	5%
Subtotal Expense		**1,602,709**	**1,591,328**	**1,477,348**	**1,661,511**	**4%**
5100100	Salary/Benefit Transfers	118,170	64,996	77,487	69,815	7%
5100101	Transfer Overhead	17,749	18,220	13,142	18,187	0%
Total Expenses		**1,738,628**	**1,674,544**	**1,567,977**	**1,749,513**	**4%**

(A) Operational oversight of the Ross Valley yellow bus program - In FY 2026/27 Marin Transit will continue to manage operations, service contracts, and pass sales for four yellow buses serving Ross Valley schools. Annually, Marin Transit makes several assumptions to develop the budget and price the passes for the upcoming school year and presents a draft and final budget to the Ross Valley Yellow School Bus program Joint Exercise of Powers Agreement (JEPA) Joint Committee for its review and approval. This portion of the budget is informed by service levels, pass prices and contributions from other local agency partners such as the County of Marin, the Town of San Anselmo, and the Town of Fairfax are finalized.

(B) Distribution of Measure AA funding to other Marin County yellow bus programs - With the passage of Measure AA, a new sub-strategy for school transportation was established. The Marin Transit Board adopted guidelines for a third three-year distribution program at the April 2025 board meeting for FY 2025/26, FY 2026/27, and FY2027/28. The FY 2026/27 program will continue distribution of funding in alignment with these guidelines at $1.1 million. The allocations will be made to following school districts:

- Reed Union
- Ross Valley
- San Rafael School District
- Miller Creek
- Sausalito/Marin City

(C) General staffing support for the development of yellow bus service in Marin County- Marin Transit will continue to document need, facilitate and provide planning support for new service, and help develop and sustain yellow bus service in Marin County in partnership with school districts. For FY 2026/27 this only includes reimbursements from the Tiburon Peninsula Traffic Relief JPA for yellow bus parking, shown as Local Government Payment.

Rural Service

Rural fixed route service is operated as the West Marin Stagecoach (Stagecoach) and includes southern Route 61 and northern Route 68. The West Marin Stagecoach has been operated by Marin Airporter since July 1, 2023. Other West Marin services are provided with demand response shuttles and are included in the Marin Access budget.

Rural service provides lifeline connections to the rural communities of Marin County. Marin Transit has budgeted to continue current service levels, providing 16,500 revenue hours of service (Figure 9, Table 11) in the coming year. During the COVID-19 pandemic, Marin Transit temporarily added 1,050 service hours to Route 61 to address overcrowding due to capacity limits. The increase can be seen in Figure 9 in FY 2021/22. Ridership on the rural service was impacted by the pandemic but has returned to historic levels (Figure 10).

Figure 9: Rural Service Revenue Hours by Fiscal Year

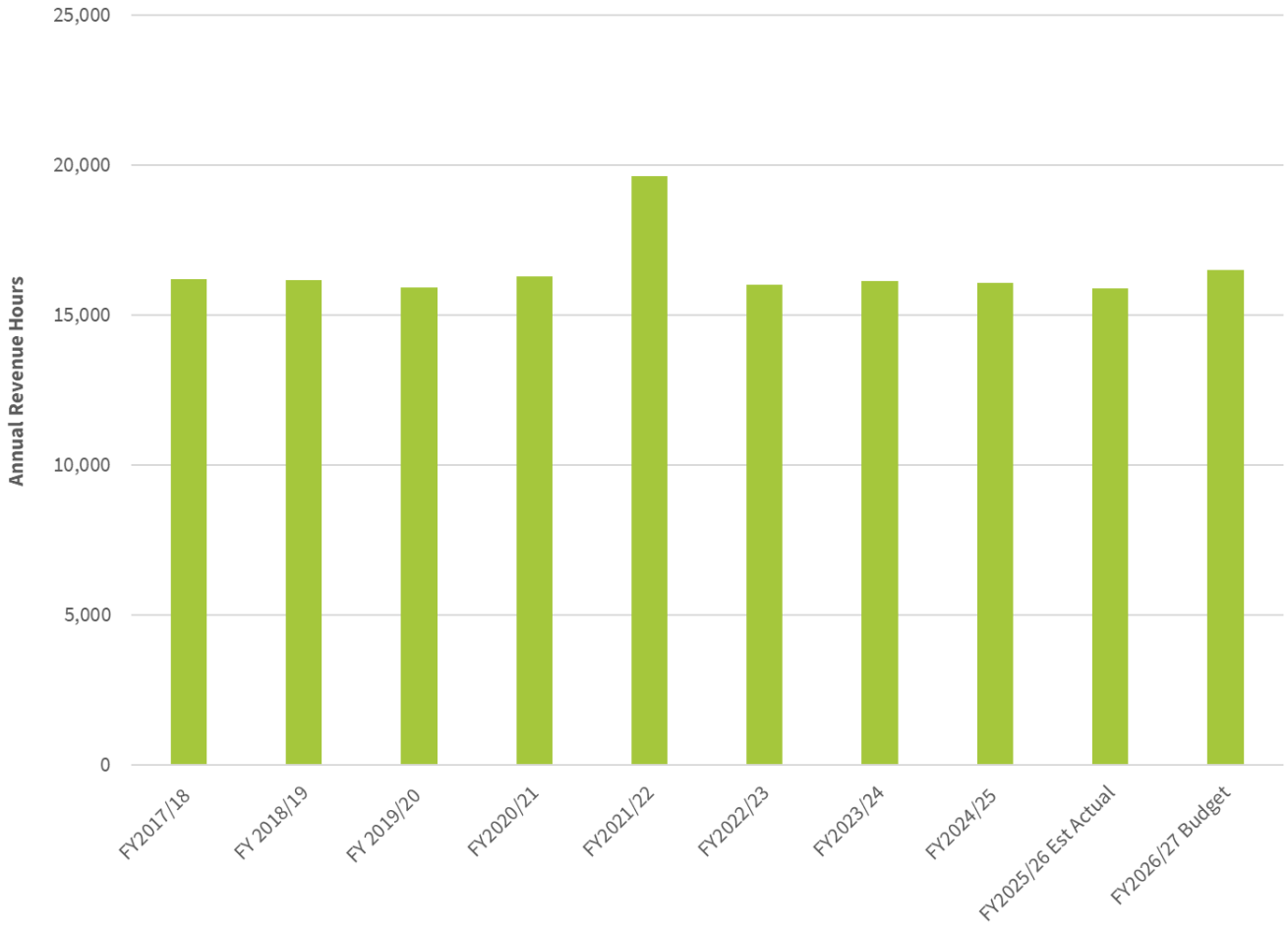
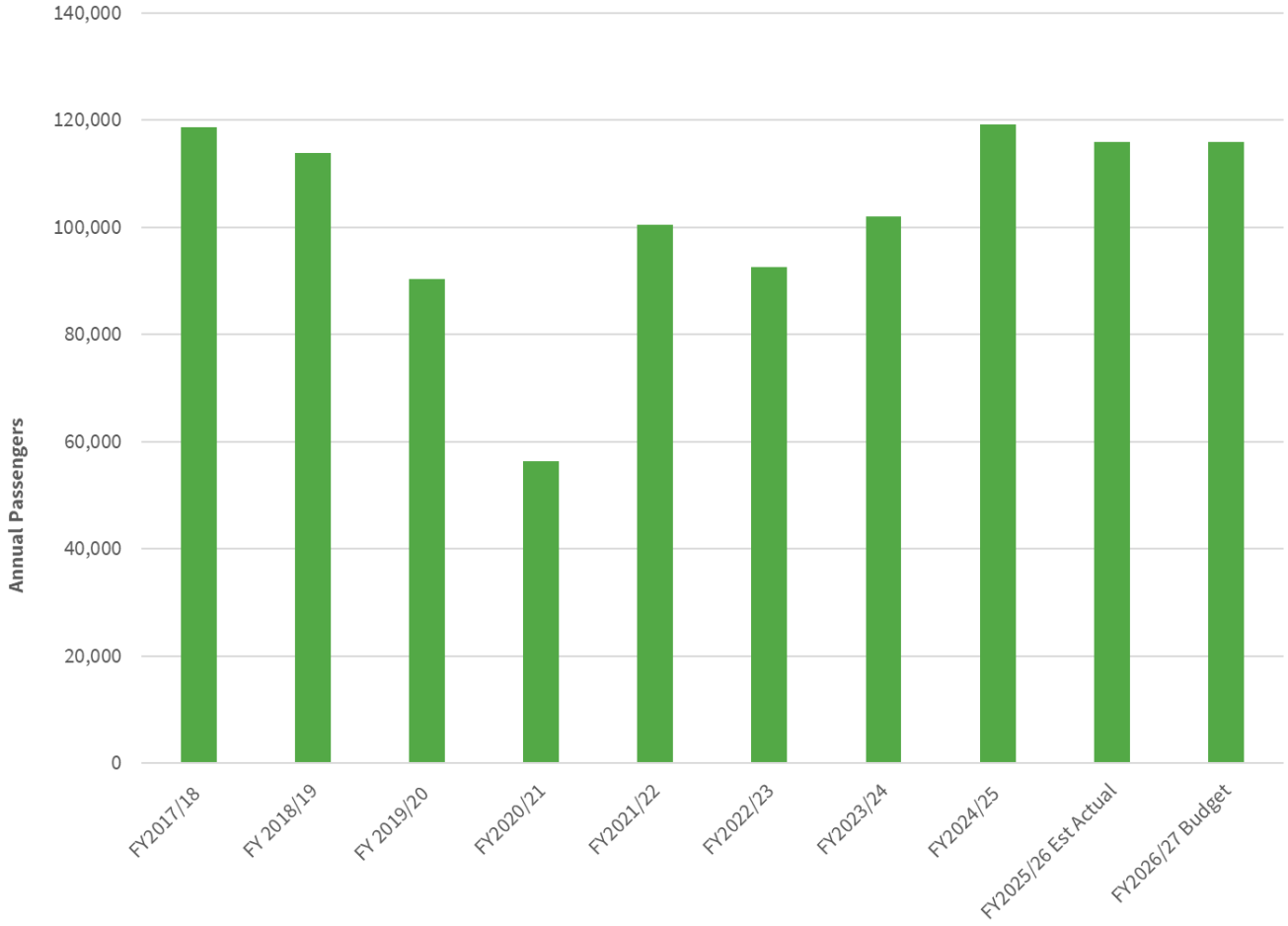


Table 11: Rural Budget Service Levels

Service Type	Service Level (Revenue Hours)	Contract Cost Per Hour (without fuel)	Notes
West Marin Stagecoach	16,500	$157.59	Fixed and variable contract, effective hourly rate increases 5%

Figure 10: Rural Service Ridership by Fiscal Year



The rural service budget (Table 12) includes contract service operations, marketing, fuel, communications, and Marin Transit staff expenses. Rural service has historically been funded with a combination of local Measure AA sales tax funds and Federal Transit Administration (FTA) Section 5311 rural funding.

Marin Transit receives 3% of the County Measure AA local sales tax funds for the Rural service sub-strategy and all this funding is programmed to the Stagecoach service.

Marin Transit could not apply for Section 5311 in the prior funding cycle due to Caltrans notifying staff that our contract was ineligible. This policy was reversed, and staff has applied for 5311 funds in the current funding cycle. STA revenue-based funds were budgeted to fully fund the rural operations costs in FY 2025/26 since 5311 funds were not available. In FY 2026/27, funding will return to the historical approach using Measure AA and the reinstated 5311 federal funding instead of STA; property tax revenue will also be programmed to balance the rural budget.

Table 12: Rural Service Budget

GL Code	GL Description	FY 2024/25 Actual	FY2025/26 Budget- Revised	FY2025/26 Estimated Actuals	FY2026/27 Budget	% Δ From FY2025/26 Budget
Revenue						
4092001	Measure A Sales Tax	4,944	0	0	0	-
4092005	Measure AA Sales Tax	817,835	884,485	707,209	1,149,828	30%
4110101	State Transit Assistance (STA)	1,500,000	1,500,000	1,500,000	0	-100%
4139920	Fed-FTA 5311 Rural	278,045	0	0	350,000	-
4140100	Fare Revenue	79,816	76,000	75,136	76,000	0%
Subtotal Revenue		**2,680,640**	**2,460,485**	**2,282,345**	**1,575,828**	**-36%**
4700001	Property Tax Transfer	23,013	634,885	732,000	1,713,320	170%
Total Revenue		**2,703,653**	**3,095,370**	**3,014,345**	**3,289,148**	**6%**
Expense						
5030301	Consultant Services	0	16,974	0	17,484	3%
5040101	Fuel	305,606	359,995	307,314	419,064	16%
5049902	Small Equipment	0	5,000	0	5,000	0%
5050205	Communication-AVL	15,994	18,214	9,268	18,761	3%
5080101	Purchased Transportation	2,194,913	2,478,505	2,507,113	2,600,314	5%
5090801	Marketing	10,911	22,510	17,584	23,185	3%
Subtotal Expense		**2,527,424**	**2,901,198**	**2,841,279**	**3,083,808**	**6%**
5100100	Salary/Benefit Transfers	153,216	151,657	148,377	162,903	7%
5100101	Transfer Overhead	23,013	42,513	25,165	42,437	0%
Total Expenses		**2,703,653**	**3,095,368**	**3,014,821**	**3,289,148**	**6%**

Marin Access (Paratransit and Mobility Management)

The Marin Access budget includes mandated ADA paratransit service (for local and regional trips) and shuttles operated primarily to serve older adults and those with disabilities. Costs include the contracted service, associated fuel, customer service, scheduling and dispatch software, and marketing. The Marin Access budget also includes Marin Transit's Mobility Management services which include discretionary programs (volunteer driver reimbursement program and the mobility wallet), enrollment/eligibility, external program referral, travel training, and financial assistance via the Marin Access Fare Assistance program.

The purpose of the Mobility Management program is to expand mobility for the County's older adults and those with disabilities in need of transportation services and provide cost effective and improved alternatives to ADA paratransit. The program goes beyond the legal requirements of the Americans with Disabilities Act (ADA) using funding from local Measure B and Measure AA. Demand for ADA paratransit has been lower following the pandemic in part because of an increase in mobility providers in the County and alternative ways to access services and goods for this population of riders. Marin Transit staff continuously monitor these programs to ensure they meet the mobility needs of the populations they are designed to serve.

The FY 2026/27 budget for Marin Access (Table 3) is $7.9 million, a 2% increase compared to the prior year's budget. This overall increase masks several different trends happening at the same time. First, local paratransit, demand continues to be stable and is not showing significant growth. In the current fiscal year, the program is operating notably fewer hours than budgeted. As such, staff has adjusted budgeted hours to align with realistic demand projections in line with actuals - the FY 2026/27 budgeted local paratransit hours are 5% higher than the current year estimated *actuals* but 8% lower than the current FY budgeted hours. Regional paratransit, in contrast, is showing growth in demand. The budgeted Regional paratransit hours are 6% higher than the prior year budget. Other drivers of the budget is an increase in staff time with the new Enrollment Coordinator being an in house position instead of contracted and rising cost for purchased transportation. Revenue hours by program are shown in Figure 11 and passengers by program are shown in Figure 12.

Table 13: Marin Access Budget

GL Code	GL Description	FY 2024/25 Actual	FY2025/26 Budget-Revised	FY2025/26 Estimated Actuals	FY2026/27 Budget	% Δ From FY 2025/26 Budget
Revenue						
4092001	Measure A Sales Tax	14,848	0	0	0	-
4092005	Measure AA Sales Tax	2,726,988	3,200,000	3,200,000	3,200,000	0%
4099950	Measure B	882,180	800,000	520,405	780,000	-3%
4110101	State Transit Assistance	60,000	60,000	60,000	60,000	0%
4119910	State Prop Tx Relief HOPTR	18,146	16,000	5,385	16,000	0%
4139910	Fed-FTA 5307 Urbanized Area Formula	1,222,432	1,062,610	1,095,628	1,089,624	3%
4139915	Fed-FTA 5310 Mobility	709,515	883,676	857,089	733,999	-17%
4140100	Fare Revenue	231,384	210,694	227,483	244,147	16%
4601003	GGBHTD – Local Para Payment	650,257	726,211	679,457	765,804	5%
4601004	GGBHTD – Regional Para Payment	784,101	908,283	918,007	1,016,528	12%
Subtotal Revenue		**7,299,851**	**7,867,474**	**7,563,454**	**7,906,102**	**0%**
4700001	Property Tax Transfer	84,111	6,245	0	0	-100%
4700002	Program Revenue Transfer	(74,218)	0	0	0	-
Total Revenue		**7,309,744**	**7,873,719**	**7,563,454**	**7,906,102**	**0%**
Expense						
5030301	Consultant Services	38,538	90,333	13,620	36,631	-59%
5030310	Fare Processing Charges	2,976	0	2,847	0	-
5030602	Custodial Service	2,400	3,605	7,410	9,300	158%
5030602	Services - Facility	17,128	20,839	29,172	21,464	3%
5040101	Fuel	374,397	442,318	380,854	436,315	-1%
5040160	Utilities (Facility)	26,571	32,782	19,258	33,765	3%
5049902	Small Furn/Equip	2,519	10,000	0	10,000	0%
5049903	Software	116,819	155,133	121,663	159,726	3%
5050204	Communication-MERA Radio	34,463	35,797	71,168	36,871	3%
5050206	Communication	12,007	19,843	13,846	20,439	3%
5080101	Purchased Trans. - In Report	5,222,011	4,871,242	4,686,149	4,754,682	-2%
5080102	Purchased Trans. - Regional	742,956	826,754	842,643	923,651	12%
5090801	Marketing	39,420	39,471	4,922	39,393	0%
5098001	Misc-Exp Transit User Training	6,269	10,000	11,167	10,300	3%
5098002	Gap Grant	0	20,000	0	0	-100%
5290100	Mobility Wallet	0	513,500	380,868	528,905	3%
Subtotal		**6,638,474**	**7,091,617**	**6,585,587**	**7,021,442**	**-1%**
5100100	Salary/Benefit Transfers	583,612	541,633	529,850	698,154	29%
5100101	Transfer Overhead	87,658	151,833	96,512	181,874	20%
Total Expense		**7,309,744**	**7,785,083**	**7,211,949**	**7,901,470**	**1%**

Figure 11: Marin Access Revenue Hours by Program

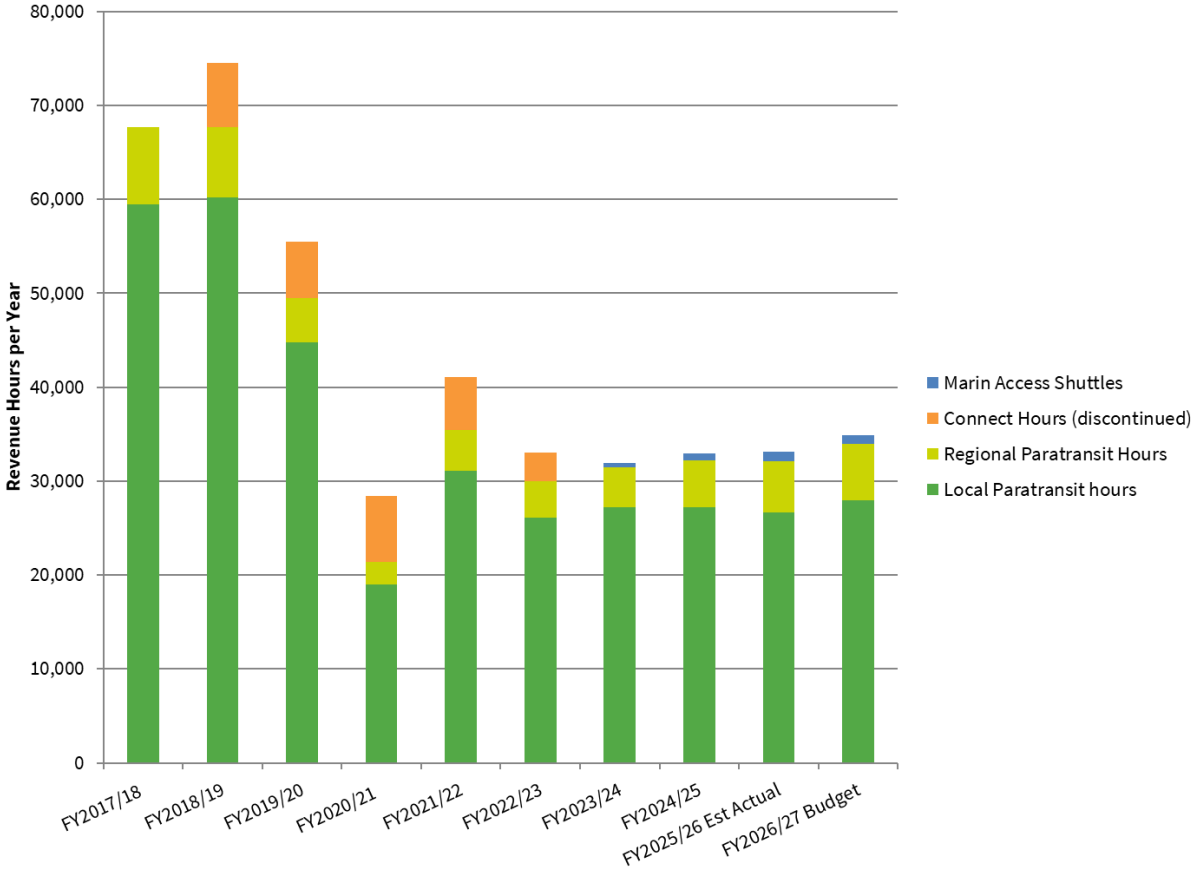
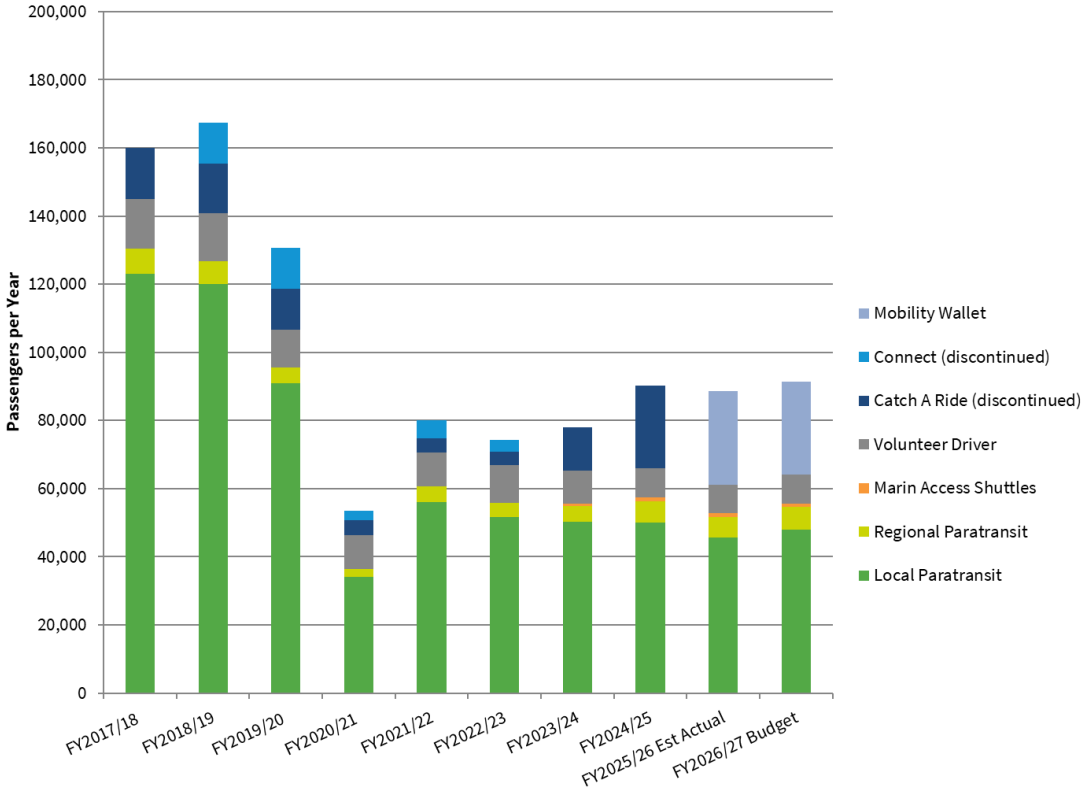


Figure 12: Marin Access Passenger Trips by Program



Current Services are described below and shown in Table 14.

Table 14: Marin Access Service Levels and Contract Costs

Service Type	Service Level (Revenue Hours)	Contract Cost Per Hour (without fuel)	Notes
Local Paratransit	28,000	$161.18	Budgeted hours are 5% over prior year estimated actual and 8% under prior year budget; 13.8% of service is funded by and allocated to GGBHTD.
Regional Paratransit	6,000	$153.90	Fully funded by GGBHTD.
Marin Access Shuttles	990	$152.90	Shuttle program offered in the urbanized and rural areas of the County to fill service gaps; partially funded by FTA 5310 grant funding.
Complementary Mobility Options	**Trips/Users**	**Expense**	**Notes**
Volunteer Driver Reimbursement (STAR/TRIP)	10,000 trips	$90,000	Financial assistance supporting rider choice mobility. Fully funded by Measure B.
Mobility Wallet - Intro to Mobility	100 users	$528,905	Intro to Marin Access programs including travel training, education and $200 one-time subsidy for range of mobility providers
Mobility Wallet - MAFA	550 users		Marin Access programs for low-income riders, including travel training, education and $200 per month subsidy for range of mobility providers
Mobility Management Program	**Contacts[1]**	**Funding Level**	**Notes**
Travel Navigators and MCTD Program Enrollment Staff	20,000	$292,000	Support provided to help new and existing users learn how to navigate the transit system and use the programs that are available to them.
Marin Access Fare Assistance (MAFA) – Paratransit and Marin Access Shuttle subsidy	600[2]	$120,000	Fare assistance in addition to the mobility wallet program, primarily for paratransit service. Funded by Measure B

1. *Contacts includes instances of contact with enrolled rider or community member via phone or during the course of a rider engagement event.*
2. *Users in this category may also be represented in the Mobility Wallet – MAFA*

Marin Access ADA paratransit service provides demand-response trips to passengers certified as unable to independently use the fixed route system either some or all of the time. This includes trips mandated under the federal Americans with Disabilities Act (ADA) as well as trips that go beyond mandated ADA requirements. This service, and a regional paratransit service managed on behalf of GGBHTD, are operated under a single contract to Transdev. Local paratransit service is budgeted at 28,000 revenue hours. GGBHTD pays a share of mandated local paratransit based on their share of fixed route transit service within Marin County (currently 13.8%). The method of

calculation was changed in FY 2023/24 with the new GGBHTD service contract and the GGBHTD share was reduced by approximately 5%. GGBHTD directly reports the ridership, fares, and costs associated with their share of paratransit to the National Transit Database (NTD) and the State Controller's Office.

Regional ADA paratransit is fully funded by GGBHTD. The FY 2026/27 budget includes 6,000 revenue hours for regional paratransit service.

Same Day Paratransit Pilot Program allows Transdev, the District's ADA Paratransit provider, to accept same-day reservations for paratransit rides. Same Day Paratransit service is offered at a premium fare ($15/one-way trip) and trips are fulfilled on an as-available basis. The new service was designed to ensure that mandated ADA service would not be impacted, and that these trips would not increase costs to the District. In April 2026, the pilot program was extended through FY 2026/27.

Marin Access Shuttles are a rebranded program (as of July 1, 2024) operated by Transdev and include components previously operated as Rural Dial-A-Ride. There are currently four shuttles providing service; a reduction of service hours for the West Marin Connector pilot shuttle and the Point Reyes shuttle is planned for FY 2026/27 due to low utilization, per Board approval in April 2026. FTA Section 5310 funds (Table 15) and Measure B funds are utilized to fund this program.

Discretionary Mobility Programs offered as part of the Mobility Management Program and shown in Table 14 are as follows.

Marin Transit's ***STAR and TRIP volunteer driver reimbursement programs*** allow Marin County residents that are age 65+ or ADA-eligible to identify trusted drivers and provide mileage reimbursements for up to 100 miles per month in urbanized Marin (STAR program) or 400 miles per month in West Marin (TRIP program). The program has a $90,000 budget and is projected to carry 10,000 passengers per year. This financial assistance supports rider choice mobility.

The **Mobility Wallet**, implemented on July 1, 2025, is a payment card for subsidy distribution designed to provide rider choice mobility on a trip by trip basis. The payment card, or "mobility wallet," allows the District to issue a digital or physical payment card to enrolled riders with pre-loaded value to use with a variety of transportation providers. The mobility wallet is offered to riders enrolled in the Intro to Mobility program or the Marin Access Fare Assistance (MAFA) program:

Intro to Mobility – For newly eligible riders without income barriers to introduce them to the mobility options available in advance of a critical need. New riders receive a one-time 31-day bus pass to use on Marin Transit local bus service, travel training, and a one-time mobility wallet with $200 to use with external providers such as taxis, Transportation Network Companies (TNCs like Uber and Lyft), and Non-emergency Medical Transportation (NEMT) providers; and

MAFA Mobility Wallet - For riders with demonstrated income barriers enrolled in the Marin Access Fare Assistance (MAFA) program. Enrolled riders receive a recurring subsidy of up to $200 per month via the mobility wallet to use with external providers such as taxis, Transportation Network Companies (TNCs like Uber and Lyft), and Non-emergency Medical Transportation (NEMT) providers.

The Marin Access Mobility Management Center supports the Marin Access suite of programs by providing enrollment and eligibility assistance, eligibility determinations, external program referral, travel training, and fare assistance for riders with income barriers.

Travel Navigators – Marin Transit established the Marin Access Travel Navigator program in 2010 as a one-stop-shop for information and eligibility on all Marin Access programs. Travel Navigator duties include intake, eligibility determinations, and customer service. Intake duties are completed by contracted staff at Transdev via the Marin Access Call Center, eligibility determinations are completed by District staff, and customer service is handled through coordination between both teams. Collectively, the team provides support to riders as they enroll in the programs and determine which mobility options best suit their needs. They also provide travel training, including informational presentations and individualized travel training.

The **Marin Access Fare Assistance (MAFA) Program** offers a variety of financial benefits to income-qualified riders including: free bus pass to use on Marin local bus service, ride credit to cover the cost of fares on local paratransit trips, same day paratransit trips and/or Marin Access shuttle trips, and the mobility wallet subsidies described above. These financial benefits are funded by Measure B.

Marin Access Revenue

Marin Access programs are primarily funded by local sources including Measure AA, Measure B, and property tax, with federal Section 5310 discretionary grants, and with federal Section 5307 formula grants. Marin Access receives 9.5% of Measure AA sales tax revenue under sub-strategy *4.3 Special Needs*. In FY 2026/27, Marin Transit will use $3.2 million in Measure AA funding for expenditures, which includes the expenditure of $151,948 from carryforward to balance the budget. Marin Transit receives 35% of the county Measure B vehicle license fee to support the mobility management initiatives. Marin Transit is budgeting $780,000 of Measure B funding in FY 2026/27.

Fare revenue is projected to be 3% of total Marin Access revenues. Marin Transit offers the Marin Access Fare Assistance program to provide fare subsidies to qualified riders with income barriers.

In FY 2026/27, Marin Transit expects to expend $1.8 million in federal grant awards for Marin Access (Table 15).

Table 15: Marin Access Grant Funding

Program	Source	Estimated FY2026/27 Expenditure
Paratransit Operations	FTA Section 5307	$1,089,624
Operating Assistance – Same day Rural (Award year 2021)	FTA Section 5310	$54,349
Mobility Management - Travel Navigator Project (Award year 2023)	FTA Section 5310	$201,295
Mobility Management - Travel Navigator Project (Award year 2025)	FTA Section 5310	$128,355
Operating Assistance – Mobility Wallet Project (Award year 2025)	FTA Section 5310	$350,000

Total	**$1,823,623**

Capital Budget

Marin Transit's annual capital budget (Table 16) of $17 million provides funding for transit vehicles, bus stop improvements, new and enhanced facilities, and other capital expenditures. Unlike operations expenses, capital expenditures vary significantly by year as illustrated in Figure 13 which depicts capital expenditures and budget by project type by year.

Facility related projects represent a growing share of the Capital Budget as the District has invested in securing agency-owned facilities required for electrification and future stability of operations over recent years. Prior to 2020, Marin Transit did not own any facilities. Since that time, Marin Transit now owns four properties. Two of them, 600 Rush Landing (acquired in 2020) and 3000 Kerner (acquired in 2021), are fully in use; design for necessary upgrade projects are underway. One of them, 3010/3020 Kerner Blvd (acquired in 2022), is nearing completion to convert it into a parking facility. Finally, 1075 Francisco Blvd E was purchased in 2024, and is entering the design phase for future use as a fixed route operations and maintenance facility. All these projects are further described below.

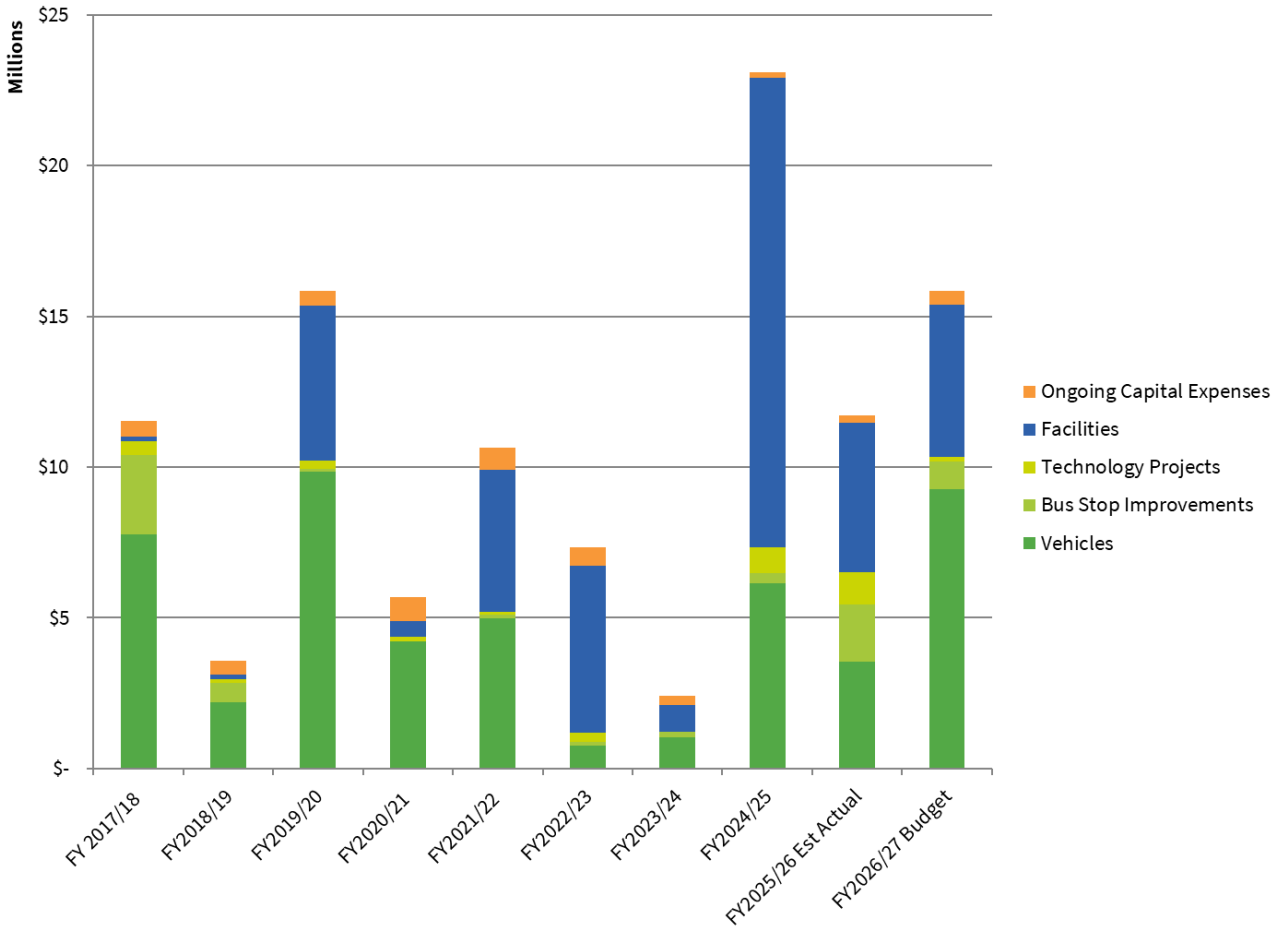
Details for each capital project are included below by project type: Vehicles, Bus Stop Improvement, Facility, Technology and Ongoing Capital Projects.

Each capital project is described in Table 16 below by project type and listed with the District's two-letter project code.

Table 16: Capital Budget by Project

		Total Project Budget	Prior Year Expenditures	FY2026/27 Budget	Future Years	Measure AA/ Local Funding	State Funding	Federal Funding
LF	Purchase 4 30ft and 5 40ft Bus Replacements	8,186,912	2,831,468	5,355,444	0	20%	0%	80%
LG	Purchase 6 40ft Hybrids & 5 30ft Diesel	10,424,908	0	5,000	10,419,908	14%	6%	80%
EB	Purchase 4- Battery Electric Buses	5,784,000	0	5,000	5,779,000	3%	17%	80%
PG	Purchase 22 Paratransit Replacements	2,948,000	0	2,948,000	0	20%	0%	80%
NB	Staff Vehicle	40,000	0	40,000	0	100%	0%	0%
HZ	Midlife Refresh for 20 Hybrid Batteries	1,538,150	635,324	902,826	0	20%	0%	80%
	Subtotal Vehicles	***28,921,970***	***3,466,792***	***9,256,270***	***16,198,908***	***15%***	***0***	***85%***
BP	ADA Bus Stop Improvements	2,053,000	1,985,049	67,951	0	20%	0%	80%
BQ	Capital Corridor Improvements	2,000,000	252,777	500,000	1,247,223	20%	0%	80%
BR	Bus Stop Revitalization (RM3)	2,500,000	268,000	418,000	1,814,000	100%	0%	0%
	Subtotal Bus Stop Improvements	***6,553,000***	***2,505,826***	***985,951***	***3,061,223***	***51%***	***0%***	***49%***
FG	Facility - Fixed Route Maintenance Facility	46,678,000	16,227,849	5,098,446	25,351,706	32%	0%	68%
FH	Facility - 3010/3020 Kerner Improvements	5,035,967	4,835,967	200,000	0	29%	30%	41%
FI	Facility - Kerner Driver Break Room	650,000	58,000	101,000	491,000	100%	0%	0%
FJ	Rush Landing Improvements	4,030,117	145,000	376,000	3,509,117	31%	0%	69%
YF	Yellow Bus Parking Facility	3,000,000	0	0	3,000,000	100%	0%	0%
	Subtotal Facility	***59,394,084***	***21,266,816***	***5,775,446***	***32,351,823***	**36%**	**3%**	**61%**
OD	On Board Equipment	2,157,000	1,507,626	649,374	0	20%	0%	80%
	Subtotal On Board Equipment	***2,157,000***	***1,507,626***	***649,374***	***0***	**27%**	**0%**	**76%**
VR	Major Vehicle Repairs (VR)	365,000	165,000	200,000	0	100%	0%	0%
IF	Infrastructure Support (IF)	335,000	85,000	250,000	0	100%	0%	0%
	Subtotal Ongoing Capital Expenses	***700,000***	***250,000***	***450,000***	***0***	***100%***	***0%***	***0%***
	Total Expenditures	***97,726,054***	***28,997,061***	***17,117,042***	***51,611,954***	***31%***	***3%***	***66%***

Figure 13: Capital Project Expenditures and Budget by Type



Vehicle purchases represent the most significant capital investment in the FY 2026/27 budget. Marin Transit expects to spend $9.26 million on vehicles including a Board approved order for nine fixed route bus replacements and an upcoming order for 22 replacement paratransit vehicles that will be considered for approval by the Board later this year.

The FY 2026/27 Capital Budget includes $5.8 million in facility projects. Marin Transit's largest capital project to date is a major fixed route facility project at 1075 Francisco Blvd. E in San Rafael. The team will be working through the design phase in FY 2026/27. The District is also in the design phase for building improvements at both the 3000 Kerner Paratransit Maintenance building (San Rafael) and the 600 Rush Landing office building (Novato). Additional facility projects included in the FY 2026/27 parking lot rehabilitation at 600 Rush Landing (Novato).

The FY 2026/27 budget also includes projects that continue to plan for improved bus stops and passenger access. Marin Transit will continue work on the Capital Corridors project (described later in this section) focused on improvements in key ridership corridors in San Rafeal and Novato. Marin Transit will also continue planning work on the Bus Stop Revitalization project, which created new bus stop guidelines which will help inform all future bus stop improvement work.

Capital expenditures are defined in the District's fixed asset management policy. A "Fixed Asset" includes equipment, supplies, and rolling stock with a unit purchase value of at least $5,000 and a service life of

more than one year. All projects that meet the requirements of the District's fixed asset policy are capitalized and depreciated over the defined life of the associated asset type. Expenditures not meeting the District's policy for capitalization will be included as operations expenses on financial statements.

The projects included in the FY 2026/27 budget are 68% funded with state and federal grant funds (Table 16). The budget includes the expenditure of $1.37 million in Measure AA local sales tax funds and $2.1 million in capital reserves (FY 2025/26 property tax revenues). There are no available property tax funds expected from FY 2026/27 to fund capital projects. With this budget, the District will have a Capital reserve of $24.3 million which is needed for the future local match for the fixed route facility project and for other capital needs.

Vehicles

Purchase Four (4) 30-foot and Five (5) 40-foot Buses (LF) – Marin Transit will purchase four 30-foot buses and five 40-foot buses to replace three shuttles, eight narrow XHF vehicles, and one 40ft hybrid that was retired early due to an accident. Per the District's current adopted zero-emission transition plan, these vehicles are not programmed as zero-emission vehicles. Staff evaluated whether there was an opportunity to convert to battery electric buses and determined it was beneficial to stick to the current transition plan since additional charging infrastructure is needed. Development of this charging capacity is underway for the upcoming purchase of battery electric buses (EB) and is included as part of the Rush Landing improvement project (FJ). The four 30-foot vehicles will be diesel vehicles because hybrid buses are not currently available in this length. These vehicles are expected to be delivered at the end of FY 2025/26, with expenditures happening in the same year. The remaining five 40-foot buses will be diesel-electric hybrids and will be delivered in FY 2026/27. The $8.1 million budget includes Section 5307 (federal) funds for 80% of costs, $284,103 in State of Good Repair (state) funds, and $887,000 in Regional Measure 3 (regional) and Measure AA (local) sales tax funding.

Purchase Six (6) 40-foot Hybrids and Five (5) 30-foot Diesel Buses (LG) – Marin Transit will purchase six 40-foot Hybrids and five 30-foot diesel buses to replace one narrow XHF vehicle, seven 40-foot Hybrid buses, and three shuttle buses. Per the District's current adopted zero-emission transition plan, the vehicles are not programmed as zero-emission vehicles. Staff evaluated whether there was an opportunity to transition additional vehicles to zero emissions with this purchase but determined that it was beneficial to stick to current plan due to range limitations on the electric vehicles. The vehicles will be delivered in FY 2027/28 and expenditures in FY 2026/27 are related to administration of the procurement. The $10.4 million budget is funded through $5.5 million in 5307 funds (federal), $2.9 million in 5339 funds (federal), $645,621 in State of Good Repair (state) funds, $613,000 in Regional Measure 3 (regional) funds, $777,982 in property tax (local), and the remaining $48,379 in Measure AA sales tax (local) funding.

Purchase Four (4) 40-foot Battery Electric Buses (EB) – Marin Transit will purchase four 40-foot Electric buses to replace four 30-foot Hybrid buses. These vehicles will be delivered in FY 2027/28 and will be charged at the Rush Landing Facility in Novato. Charging infrastructure is included in a separate project – Facility Improvements – Rush Landing (FJ), described below. Expenditures in FY 2026/27 are related to administration of the procurement. The $5.8 million project is 80% funded by Section 5307 (federal) funds for vehicle replacements, with $956,000 in Low Carbon Transit Operations Program (state), and $200,800 in Measure AA sales tax (local) funding.

Purchase 22 Paratransit Vehicles (PG) - Marin Transit delayed prior replacements of the paratransit fleet due to a significant reduction in demand for these services and will start a project for the replacement of 22 paratransit vehicles in FY 2026/27. These vehicles have a five-year useful life and will be used on paratransit and Marin Access shuttle services. The project replaces current cutaway vehicles from multiple fleet years (2018 and 2021). These replacements were postponed due to the drop in paratransit ridership during the post-pandemic period. This reduction in ridership led to a reduced number of vehicles required day-to-day and also decreased the intensity of vehicle usage. Grouping the purchases together will reduce staff time for the vehicle procurement. The $2.9 million project is 80% funded with Section 5307 funds (federal) and a match from Measure AA funds (local). The vehicle order will be initiated in FY 2026/27, and delivery is within the fiscal year. Marin Transit participates in a joint procurement for vehicles through CalACT and anticipates purchasing the vehicles through that contract.

Purchase One Staff Vehicle (NB) – Marin Transit will purchase an electric staff vehicle to support increased demand by staff who take alternative forms of transportation (transit, bike, carpool) to get to work. The $40,000 project is funded by Measure AA local sales tax funding.

Mid Life Refresh for 20 Hybrid Batteries (HZ) – This project provides for the required mid-life hybrid battery refresh on the District's nine 2017 35-foot Hybrid buses and eleven 2019 Hybrid buses. The work on the first nine 2017 buses was completed in FY 2025/26, and the FY 2026/27 budget includes funding for the remaining eleven 2019 buses. Due to price increases, an additional $250,000 in funding was added to the budget for the refresh. The $1.5 million project budget is 80% funded with Section 5307 funds (federal) and Measure AA (local).

Bus Stop Improvements

ADA Bus Stop Improvements (BP) – Marin Transit will complete construction of bus stop improvements at 22 locations in Marin County in FY 2026/27. The stops were identified for improvement after a 2017 Bus Stop Conditions assessment and 100% stop-level survey of ridership. They were prioritized by need for accessibility improvements, ridership, and lack of amenities. Improvements at 19 locations are focused on providing ADA wheelchair landing pads and basic passenger amenities. The project also includes the construction of three new bus stops that will improve access to the bus system. The construction of this project is 80% funded with FY 2021/22 federal funding awarded to Marin Transit through the regional Quick Strike Program.

Capital Corridors Improvements (BQ) – This project evaluates and makes improvements to three high ridership corridors: 4th Street (San Rafael), Lincoln Ave (San Rafael), and South Novato Blvd (Novato). The improvements include updates to amenities, passenger information, and ADA Accessibility at stops in these corridors and planning for transit priority improvements. The $2.0 million project is 80% funded with FY 2022/23 federal funding from region's third One Bay Area Grant (OBAG3) program.

Bus Stop Revitalization (BR) – This project is focused on bus stop improvements including additional amenities at 25-30 stops and upgrading 20 stops to be ADA accessible. Included in this work is an updated Bus Stop Conditions assessment, completed in FY 2025/26 which incorporates new ridership data since our last assessment, conducted in 2017. The project also includes a major update to Marin Transit's Bus Stop Guidelines. Bus stop improvements will be prioritized based on the updated conditions assessment and guidelines and are expected to target both "easy-win" stops that need simple updates (adding lighting, signage, shelters, benches, etc.) and stops that require more intensive construction to include ADA

accessibility requirements. Staff anticipate identifying these stops and beginning design work in FY 2026/27. 100% of this $2.5 million project is funded by MTC's Regional Measure 3 grant, awarded in FY 2024/25.

Administrative and Operations Facilities

Facility Purchase – Fixed Route Electric Vehicle Maintenance Facility (FG) – The District was awarded a competitive FTA Section 5339 Bus and Bus Facilities grant of $31.5 million for the purchase and construction of a zero-emission fixed route bus facility. Marin Transit purchased a 3.5-acre site in November 2024 and completed the CEQA project in January 2026. Marin Transit is working on initial site preparation and initiating the design process with required construction completion by July 2030. The primary focus of work in FY 2026/27 will be design.

Facility Improvements – Kerner (FH) – This project funds facility improvements at the vehicle parking facility at 3010/3020 Kerner Blvd. in San Rafael and will largely be completed in FY 2025/26 with close out tasks scheduled at the beginning of FY 2026/27. Improvements include demolition of an existing office building, paving, fencing, lighting, a solar canopy, and installation of initial electric vehicle charging stations. The project is funded with State Low Carbon Transit Operations Program (LCTOP) funding and Federal 5339 Zero Emission Bus (ZEB) funding.

Facility Improvements – Kerner Blvd (FI) – Marin Transit will make improvements to the Kerner Maintenance Facility to provide drivers now parking at 3010/3020 Kerner with a Break Room and access to restrooms. Design work was initiated in FY 2025/26 and is planned to enter construction in FY 2027/28. The project is funded with capital reserve funding (prior year local property tax).

Facility Improvements – Rush Landing (FJ) – Marin Transit will make improvements to both the building and the bus parking lot at 600 Rush Landing in Novato. Building improvements will include adding an elevator to the second floor, reconfiguring space to support bus operations, and upgrading employee bathrooms. The parking lot needs to be resurfaced and made ready with additional charging infrastructure for the next delivery of Battery Electric vehicles. Design for the building improvements was initiated in FY 2025/26 and will be combined with the Kerner Blvd Driver Break Room. The design for the project is funded with capital reserve funding (prior year local property tax). The construction for the project is funded with newly awarded Federal 5339 Bus and Bus Facility discretionary funding and matched with local property tax funds.

Yellow Bus Parking Facility (YF)- The District currently leases a parking lot for 16 yellow buses, but the future of this lease is unknown. This project is for the purchase of a parking site for yellow buses and would be funded with $1.1 Million in Measure AA and $1.9 million in capital reserve funding (prior year local property tax). This project is currently on hold due to availability of property and is not included in the FY 2026/27 budget.

Technology Projects

On Board Technology – This project funds the purchase of equipment needed for the farebox transition recommended as part of the 2023 Fare Collection Study. New passenger counting equipment and associated advanced vehicle location equipment were purchased in FY 2025/26. Replacement fareboxes and a camera hardware upgrade for vehicle security and data retention continuity are planned for FY 2026-

27. These components of the project are 80% funded with FTA Section 5307 funds and 20% with Measure AA. The project budget is being increased by $107,000 to accommodate cost increases due to hardware, tariffs, and installation cost escalations. Additional local funding was added to the project to fund the increased expenditure.

Other Measure A/AA Capital Expenses

Other capital and infrastructure expenses include major vehicle repairs and small capital projects for infrastructure support. Expenditures for the Golden Gate contract capital costs were moved to the operations budget to align with federal and state reporting. Infrastructure support costs in project IF, include other smaller projects, typically related to repairs and equipment needed at the District's facilities.

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Final Budget

JULY 1, 2026- JUNE 30, 2027



June 1, 2026

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Attachment B

Final Budget

Development Schedule

Feb 10, 2026	Budget kick-off meeting
Feb - April 2026	Program level budget meetings
May 4, 2026	Draft Budget presented to Board
June 1, 2026	**Board review/adoption of Final Budget**



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Overview – Budget Summary

	FY2024/25 Actual	FY2025/26 Revised Budget	FY 2025/26 Estimated Actual	FY 2026/27 Budget
Revenue				
Operations	45,791,476	51,046,004	50,340,472	49,004,774
Capital	23,159,421	12,167,839	11,430,289	14,957,396
Total Revenue	**$68,950,897**	**$63,213,843**	**$61,770,761**	**$63,962,170**
Expenditures				
Operations	42,930,277	46,629,697	44,920,160	49,580,056
Capital	23,070,119	12,163,612	11,430,290	17,118,828
Total Expenditures	**$66,000,396**	**$58,793,309**	**$56,350,450**	**$66,698,884**
Net Change in Fund Balance	$2,950,501	$4,420,534	$5,420,311	-$2,736,714
Expenditure of Operations Reserve				$575,282
Expenditure of Capital Reserve				$2,161,432
Emergency Reserve	7,548,352	7,771,616	7,771,616	8,263,343
Contingency Reserve	15,096,704	15,543,232	15,543,232	14,476,224
Capital Reserve	21,743,946	25,494,688	26,494,465	24,333,033
Fund Balance (total reserve)	$44,389,002	$48,809,536	$49,809,313	$47,072,599

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Overview- Budget Summary

District is at a financial inflection point

- This is the first budget where District uses reserves to fund operations & capital projects
- Operating costs are outpacing revenue growth
- Significant decline in carryforward levels, specifically in Measure AA and STA funds
- No proposed changes to fixed route service levels in this budget
- Continued capital investment in facilities to obtain operational stability and meet zero emission goals

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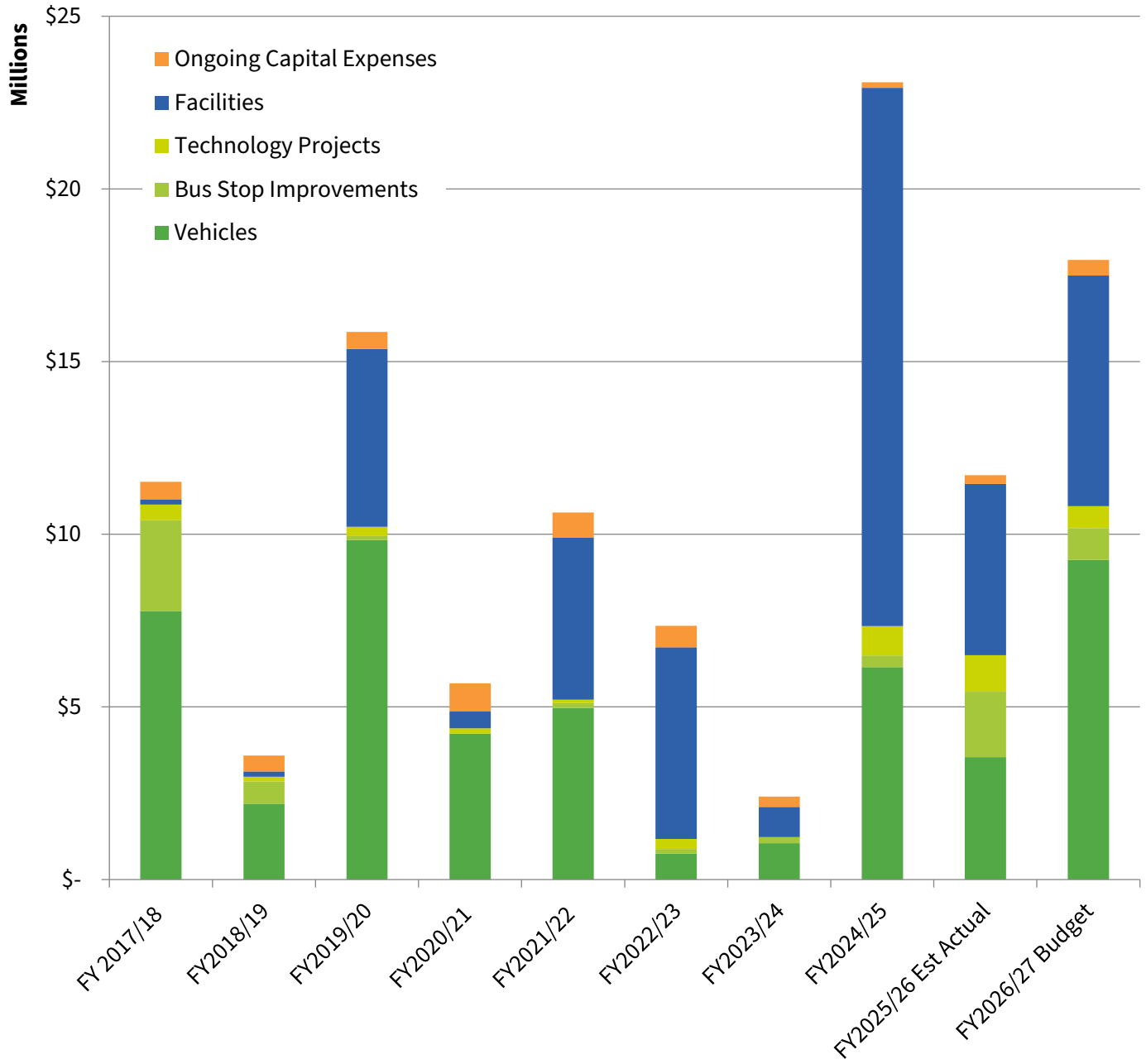
Future financial picture will be defined through the Short Range Transit Planning Process

Attachment B

Capital Budget

$17 million

- Bus and Paratransit vehicle replacements
- Construction Phase for:
  - 3010/3020 Kerner Parking and Charging Facility
- Design & Construction surcharge funds for fixed route maintenance facility (Francisco Blvd.)
- Hybrid battery midlife refresh
- $2.1 million needed from Capital Reserves



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Attachment B

Changes from Draft Budget

- Updated FY2026/27 capital budget for the ADA Bus Stop Improvement (BP) capital project, as some project expenses are now estimated to be paid in the first quarter of FY 2026/27.

Fiscal Impact: This update increase the final Capital budget for FY2026/27 by $67,951 and increases the expenditure of capital reserves by $15,378 compared to the draft capital budget.



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FY 2026/27 Fare Revenue Assumptions

- No changes in base fares for fixed route or demand response program
- Adjustment in Volunteer Driver reimbursements ($5,000)
  - Current = $0.70 / mile, New = $0.75 / mile
- Continuation of free fare programs ($60,000)
  - Youth Summer Free (June – August)
  - Marin County Fair (July 1-5)
  - Four Additional Days
- Support for Social Services Pass ($92,200)
  - 46,100 free passes distributed in FY 2025/26



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FY 2026/27 Fare Free Days & Periods

Promotion	Date	Single Day Promotion	Adopted as Ongoing Program
Youth Ride Free	June – August 2026		X
Marin County Fair	July 1 – 5, 2026		X
Clean Air Day	Wednesday October 7, 2026	X	
Election Day	Tuesday November 3, 2026	X	
Transit Equity Day	Thursday February 4, 2027	X	
Earth Day	Tuesday April 22, 2027	X	

Thank you

CONTACT

Grisel Martinez Brennan

Interim Director of Finance

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marin transit

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Supervisor District 5

Maika Llorens Gulati
Alternate
City of San Rafael

June 1, 2026

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

Subject: **Award Contract (#1367) for 1075 Francisco Boulevard East Operations & Maintenance Facility Engineering, Design, and PS&E to HDR Engineering, Inc. and Approve Budget Amendment 2027-01**

Dear Board Members:

Recommendation

Approve a contract (#1367) with HDR Engineering, Inc. for an amount of $6,094,633 and approve Budget Amendment 2027-01.

Summary

Staff recommends that your Board approve an agreement with HDR Engineering, Inc. (HDR) for the overall design and PS&E of a centralized Fixed Route Operations and Maintenance Facility at 1075 Francisco Boulevard East in San Rafael. With award of this contract, design will begin in June 2026 and is estimated to finish in December 2027.

Background

Marin Transit's primary need is a centralized fixed route facility for maintenance, parking, and charging of zero-emission buses. This facility will support continued investment in electric buses, improve operational efficiency, increase competition for contracted service, and reduce long term risk. Without this facility, Marin Transit cannot meet the California Air Resources Board requirement to transition to zero emission fleet by 2040.

Marin Transit has been engaged in the process to identify the necessary facilities for over 10 years. Marin Transit considered and evaluated more than 67 properties as potential alternative locations to meet its facility needs.

In 2023, Marin Transit received a $31.5 million Federal Transit Administration (FTA) grant to acquire property and build a zero-emission fixed route bus operations and maintenance facility. A willing seller approached Marin Transit about the purchase-sale of a 3.5-acre site at 1075 East Francisco Boulevard in San Rafael in 2024. In October 2024, the Marin Transit Board approved the

purchase of property and a month later, Marin Transit closed on the purchase of the property.

In December 2024, Marin Transit began the project planning and environmental process, which included an initial conceptual design effort and determination of potential environmental impacts of the proposed project. On January 5, 2026, your Board adopted the Initial Study/Mitigated Negative Declaration in compliance with CEQA and approved the project, with mitigation measures required in key areas as described in the final Initial Study/Mitigated Negative Declaration report. The District received NEPA clearance on April 24, 2026.

The facility must be operational by June 30, 2030 to align with Marin Transit's Zero-Emission Bus Rollout Plan and the anticipated delivery of nine 40 ft battery electric buses that same year.

Design Contract Scope of Services

The design phase of this project will result in construction-ready bid documents for an operations and maintenance facility at 1075 Francisco Blvd E. Work is organized into nine tasks spanning project management, community engagement, facility programming, schematic design development, engineering, final construction documents, and bidding and construction support.

As part of this work, the firm will first validate facility programming developed in the conceptual phase through staff interviews, site visits, and a design workshop. Following these tasks, design development will commence, addressing site conditions, sustainability, and architectural character. Value engineering principles will be applied throughout the project to identify design alternatives that provide the greatest overall benefit to the project while considering lifecycle and maintenance costs.

The contract specifies that construction documents will be organized into three bid packages which include **Package A**: Operations and Maintenance Facility, **Package B**: Site Electrification, and **Package C**: Photovoltaic (PV) Solar and Battery Energy Storage System (BESS). This approach allows Marin Transit to align construction funding sources with specific project elements.

Community Engagement and Community Benefits

The contract requires development of a comprehensive community engagement and public outreach effort that will be led jointly by the Marin Transit Planning Department and HDR. The approach is focused on facility design and community benefits to support the Final Facility Engagement Plan agreement between Marin Transit and the City of San Rafael.

Leveraging the Capacity Building Curriculum work already started in partnership with Canal Alliance, participants will be engaged to give input throughout the design process on design and community benefits. Additionally, there will be community workshops held both in person and virtually. A Design Advisory Committee will be established as well to provide input on look and feel of the facility. Community feedback will be evaluated throughout the design process, and feasible recommendations will be incorporated at key design milestones.

The City of San Rafael has identified the site as an important gateway to the Canal neighborhood and has emphasized the importance of placemaking and community integration. Community feedback has highlighted strong interest in the facility's appearance and design character. These considerations will be incorporated into both the outreach process and the facility design.

Procurement

Marin Transit issued a Request for Qualifications (RFQ) on December 22, 2025 and the Statements of Qualifications (SOQs) were due on February 18, 2026.

The RFQ used a two-phase, qualifications-based procurement process to select a design firm for the project:

Phase I – Qualifications and Interviews

Firms submitted SOQs, which were evaluated using the criteria identified in the RFQ. The highest-ranked firms were shortlisted for interviews and presentations. Price was not considered during this phase.

Phase II – Negotiation

Following the interviews, the Evaluation Committee finalized firm rankings and entered into negotiations with the highest-ranked firm to establish the final scope, project plan, and fee.

The following weighted factors were identified as evaluation criteria in the RFQ:

Table 1: Evaluation Criteria

Criteria	Max Points Possible
Project Execution: Technical Approach to the project, including understanding of the Scope of Work, and the appropriateness of the staffing plan and management approach for the work	20
Firm Qualifications: with focus on experience gained in successful completion of similar Projects (transit bus O&M facilities & electrification)	25
Qualifications of Key Personnel and availability for the engagement	20
References: For similar work, key staff members on the projects, performed high quality work, work completed within the project schedule and budget.	15
Work Plan and Schedule: Includes major tasks, milestones, and durations to complete design work for construction readiness	20
Total	**100**

Marin Transit received submissions from nine (9) consultant firms including CDM Smith, HDR, Jacobs, MWA Architects, Parsons, Stantec, STV, TKDA, and WSP. The evaluation review panel, consisting of representatives from Marin Transit, completed the 1st round of scoring using the evaluation criteria identified in the RFQ. The three (3) highest-ranked firms, comprised of HDR, Jacobs and Stantec, were then shortlisted and interviewed during the week of March 9, 2026.

Using the evaluation criteria identified in the RFQ, the evaluation review panel, consisting of representatives from both Marin Transit and the Napa Valley Transportation Authority, completed a 2nd round of scoring that identified HDR as the highest-ranked firm. HDR demonstrated a strong understanding of the project with a proven track record delivering similar projects. HDR also presented qualified personnel with specialized experience in bus operations and maintenance facilities, along with a design approach that effectively balances operational needs, lifecycle considerations, funding limitations, and site constraints to achieve the organization's project goals. HDR identified the poor soil conditions as a major constraint for both the building and parking lot and incorporated Marin Transit's

current surcharge approach into a comprehensive strategy that addresses current program needs while mitigating settlement timeline risks to support the required facility opening date.

Marin Transit entered into negotiations with HDR on April 2, 2026, and reached an agreement on May 14, 2026. The final agreement delivers strong value across several areas. The resulting package includes design of all three packages (A, B, and C), where originally Marin Transit only requested scope to cover Package A: Facility Design and Package B: Site Electrification. Package C was originally envisioned as a separate design package that could be procured separately or as part of a Private-Public Partnership. By including Packages A, B, and C in the negotiated design agreement with HDR, Marin Transit streamlined design and construction bidding under a single coordinated effort that reduces contractor conflicts, schedule delays, and future cost escalation. This allows Marin Transit to be positioned to deliver a full and complete project which fulfills all agency goals at the required opening date on July 1, 2030.

Timeline

Upon approval of this contract, Marin Transit will execute a contract with HDR and the design will be initiated. We anticipate completion of the design in December of 2027, with bid documents released in Spring of 2028. Construction is anticipated to begin in the summer of 2028 and be complete by June 2030.

Fiscal/Staffing Impact

The contract with HDR will not exceed $6,094,633. The independent cost estimate for this project was approximatley $4,000,000. Marin Transit reviewed HDR's cost structure compared to the other firms and found them to be comparable. Primary cost drivers that create the higher bid price are level of effort from technical and leadership positions, enhanced support services during construction, and inclusion of Package C into the design (a value estimated at almost $1,000,000).

This project is included in the FY 2025-26 and FY 2026-27 Capital Budgets as the Fixed Route Electric Vehicle Maintenance Facility (FG) within the budget for Design/Engineering. Budget Amendment 2027-01 adds $3,367,976 to the total project budget for the design phase using Capital reserves. The estimated expenditures in FY 2026-27 for this contract are $3,000,000 with the remainder in subsequent years. Table 2, below, summarizes the updated project budget following Budget Amendment 2027-01.

Table 2: Total Project Budget Fixed Route Electric Vehicle Maintenance Facility (FG) after Budget Amendment #2027-01

Project Phase	Federal Share	Budget	Prior Expenditures	FY2025/26 Budget	FY2025/26 Est Actual	Future Years
Environmental	60%	$1,250,000	$920,688	$582,801	$434,343	($105,031)
Right of Way	75%	$13,931,037	$13,931,037	$-	($13,273)	$13,723
Design/Engineering	60%	$6,717,976	$1,554	$1,000,000	$450,000	$6,266,422
Construction	60%	$25,931,963	$0	$400,000	$400,000	$25,531,963
Workforce Development	80%	$2,215,000	$23,499	$500,000	$80,000	$2,111,501
Total Project	**67%**	**$50,045,976**	**$14,876,778**	**$2,482,801**	**$1,351,070**	**$33,818,128**

Table 3, below, summarizes the Facility Design Budget adjustments reflected in the Budget Amendment #2027-01.

Table 3: O&M ZEB Facility Overall Design Budget

Item	Revised Budget	Current Budget	Budget Amendment #2027-01
O&M ZEB Facility Design Contract	$6,094,633	$2,726,657	$3,367,976
Surcharge Design, Other Support	$343,343	$343,343	$0
Staffing	$280,000	$280,000	$0
O&M ZEB Design Total	**$6,717,976**	**$3,350,000**	**$3,367,976**

The design phase is funded with 33% FTA Section 5339, 14% through Regional Measure 3 (RM3) funds, and the local match funded with property tax and capital reserves.

Respectfully Submitted,

Paul Haifley

Paul Haifley
Facility Development Project Manager

Attachment A: Draft Contract

Attachment B: PowerPoint Presentation

MARIN COUNTY TRANSIT DISTRICT
PROFESSIONAL SERVICES CONTRACT

THIS CONTRACT is made and entered into this 2nd day of June, 2026, by and between the MARIN COUNTY TRANSIT DISTRICT, hereinafter referred to as "District" and HDR ENGINEERING, INC., hereinafter referred to as "Contractor."

RECITALS:

WHEREAS, District desires to retain a person or firm to provide the following service: Engineering, Design, and PS&E for 1075 Francisco Boulevard East Operations & Maintenance Facility; and

WHEREAS, Contractor warrants that it is qualified and competent to render the aforesaid services;

NOW, THEREFORE, for and in consideration of the Contract made, and the payments to be made by District, the parties agree to the following:

1. SCOPE OF SERVICES:
Contractor agrees to provide all of the services described in **Exhibit A** attached hereto and by this reference made a part hereof. The standard of care for contractor's services shall be the prevailing care and skill ordinarily used by members of Contractor's profession practicing under the same or similar circumstances at the same time and in the same locality, but in no case consist of less than reasonable care.

2. FURNISHED SERVICES:
The District agrees to:

A. Guarantee access to and make provisions for the Contractor to enter upon public and private lands as required to perform their work.

B. Make available all pertinent data and records for review. Contractor shall be entitled to reasonably rely upon such data and records provided by District, provided that Contractor shall provide District prompt notice of any known defects in such information and services.

C. Provide general bid and Contract forms and special provisions format when needed.

3. FEES AND PAYMENT SCHEDULE:
The fees and payment schedule for furnishing services under this Contract shall be based on the rate schedule which is attached hereto as **Exhibit B** and by this reference incorporated herein. Said fees shall remain in effect for the entire term of the Contract. Contractor shall provide District with his/her/its Federal Tax I.D. number prior to submitting the first invoice.

4. MAXIMUM COST TO DISTRICT:
In no event will the cost to District for the services to be provided herein exceed the maximum lump sum amount of $6,094,633, including direct non-salary expenses. As set forth in section 14 of this Contract, should the funding source for this Contract be reduced, Contractor agrees that this maximum cost to District may be amended by written notice from District to reflect that reduction.

5. TIME OF CONTRACT:
This Contract shall commence on June 1, 2026, and shall terminate on August 26, 2030. Certificate(s) of Insurance must be current on day Contract commences and if scheduled to lapse prior to termination date, must be automatically updated before final payment may be made to Contractor. The final invoice must be submitted within 30 days of completion of the stated scope of services.

6. INSURANCE:

Commercial General Liability:

The Contractor shall maintain a commercial general liability insurance policy in the amount of $1,000,000 ($2,000,000 aggregate). The District shall be named as an additional insured on the commercial general liability policy.

Commercial Automobile Liability:

Where the services to be provided under this Contract involve or require the use of any type of vehicle by Contractor, Contractor shall provide comprehensive business or commercial automobile liability coverage, including non-owned and hired automobile liability, in the amount of $1,000,000.00.

Workers' Compensation:

The Contractor acknowledges the State of California requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of the Labor Code. If Contractor has employees, a copy of the certificate evidencing such insurance, a letter of self-insurance, or a copy of the Certificate of Consent to Self-Insure shall be provided to the District prior to commencement of work.

Errors and Omissions, Professional Liability or Malpractice Insurance.

Contractor may be required to carry errors and omissions, professional liability or malpractice insurance.

All policies, with the exception of Professional Liability, shall remain in force through the life of this Contract and shall be payable on a "per occurrence" basis unless District specifically consents to a "claims made" basis. The insurer shall supply District adequate proof of insurance and/or a certificate of insurance evidencing coverages and limits prior to commencement of work. Should any of the required insurance policies in this Contract be cancelled, or materially changed, it is the Contractor's duty to notify the District immediately upon receipt of the notice of cancellation, or material change.

If Contractor does not carry a required insurance coverage and/or does not meet the required limits, the coverage limits and deductibles shall be set forth on a waiver, **Exhibit C**, attached hereto.

Failure to provide and maintain the insurance required by this Contract will constitute a material breach of this Contract. In addition to any other available remedies, District may suspend payment to the Contractor for any services provided during any time that insurance was not in effect and until such time as the Contractor provides adequate evidence that Contractor has obtained the required coverage.

7. ANTI DISCRIMINATION AND ANTI HARASSMENT:
Contractor and/or any subcontractor shall not unlawfully discriminate against or harass any individual including, but not limited to, any employee or volunteer of the Marin County Transit District based on race, color, religion, nationality, sex, sexual orientation, age or condition of disability. Contractor and/or any subcontractor understands and agrees that Contractor and/or any subcontractor is bound by and will comply with the anti discrimination and anti harassment mandates of all Federal, State and local statutes, regulations and ordinances.

8. SUBCONTRACTING:
The Contractor shall not subcontract nor assign any portion of the work required by this Contract without prior written approval of the District except for any subcontract work identified herein. If Contractor hires a subcontractor under this Contract, Contractor shall require subcontractor to provide and maintain insurance coverage(s) identical to what is required of Contractor under this Contract and shall require subcontractor to name Contractor and Marin County Transit District as an additional insured under this Contract for general liability. It shall be Contractor's responsibility to collect and maintain current evidence of insurance provided by its subcontractors and shall forward to the District evidence of same.

9. ASSIGNMENT:
The rights, responsibilities and duties under this Contract are personal to the Contractor and may not be transferred or assigned without the express prior written consent of the District.

10. LICENSING AND PERMITS:
The Contractor shall maintain the appropriate licenses throughout the life of this Contract. Contractor shall also obtain any and all permits which might be required by the work to be performed herein.

11. BOOKS OF RECORD AND AUDIT PROVISION:

Contractor shall maintain on a current basis complete books and records relating to this Contract. Such records shall include, but not be limited to, documents supporting all bids, all income and all expenditures. The books and records shall be original entry books with a general ledger itemizing all debits and credits for the work on this Contract. In addition, Contractor shall maintain detailed payroll records including all subsistence, travel and field expenses, and canceled checks, receipts and invoices for all items. These documents and records shall be retained for at least five years from the completion of this Contract. Contractor will permit District to audit all books, accounts or records relating to this Contract or all books, accounts or records of any business entities controlled by Contractor who participated in this Contract in any way. Any audit may be conducted on Contractor's premises or, at District's option, Contractor shall provide all books and records within a maximum of fifteen (15) days upon receipt of written notice from District. Contractor shall refund any monies erroneously charged.

12. WORK PRODUCT/PRE-EXISTING WORK PRODUCT OF CONTRACTOR:

Any and all work product resulting from this Contract is commissioned by the Marin County Transit District as a work for hire. The Marin County Transit District shall be considered, for all purposes, the author of the work product and shall have all rights of authorship to the work, including, but not limited to, the exclusive right to use, publish, reproduce, copy and make derivative use of, the work product or otherwise grant others limited rights to use the work product. Any modification or reuse of the work product by Marin County Transit District without Contractor's agreement for purposes other than those intended by this Contract shall be at Marin County Transit District's sole risk and without liability to Contractor.

To the extent Contractor incorporates into the work product any pre-existing work product owned by Contractor, Contractor hereby acknowledges and agrees that ownership of such work product shall be transferred to the Marin County Transit District.

13. TERMINATION:

A. If the Contractor fails to provide in any manner the services required under this Contract or otherwise fails to comply with the terms of this Contract or violates any ordinance, regulation or other law which applies to its performance herein, the District may terminate this Contract by giving five (5) calendar days written notice to the party involved, provided District shall not terminate with cause for default unless District provides written notice of the breach and Contractor fails to cure within ten (10) days of receipt of such notice.
B. The Contractor shall be excused for failure to perform services herein if such services are prevented by acts of God, strikes, labor disputes or other forces over which the Contractor has no control.
C. Either party hereto may terminate this Contract for any reason by giving thirty (30) calendar days written notice to the other parties. Notice of termination shall be by written notice to the other parties and be sent by registered mail.
D. In the event of termination not the fault of the Contractor, the Contractor shall be paid for services performed to the date of termination in accordance with the terms of this Contract so long as proof of required insurance is provided for the periods covered in the Contract or Amendment(s).

14. APPROPRIATIONS:

The District's performance and obligation to pay under this Contract is contingent upon an annual appropriation by the Marin County Transit District Board of Directors, the State of California or other third party**.** Should the funds not be appropriated District may terminate this Contract with respect to those payments for which such funds are not appropriated. District will give Contractor thirty (30) days' written notice of such termination. All obligations of District to make payments after the termination date will cease.

Where the funding source for this Contract is contingent upon an annual appropriation or grant from the Marin County Transit District Board of Directors, the State of California or other third party, District's performance and obligation to pay under this Contract is limited by the availability of those funds. Should the funding source for this Contract be eliminated or reduced, upon written notice to Contractor, District may reduce the Maximum Cost to District identified in section 4 to reflect that elimination or reduction.

15. RELATIONSHIP BETWEEN THE PARTIES:

It is expressly understood that in the performance of the services herein, the Contractor, and the agents and employees thereof, shall act in an independent capacity and as an independent Contractor and not as officers, employees or agents of the District. Contractor shall be solely responsible to pay all required taxes, including but not limited to, all withholding social security, and workers' compensation.

16. AMENDMENT:
This Contract may be amended or modified only by written Contract of all parties.

17. ASSIGNMENT OF PERSONNEL:
The Contractor shall not substitute any personnel for those specifically named in its proposal unless personnel with substantially equal or better qualifications and experience are provided, reasonably acceptable to District, as is evidenced in writing.

18. JURISDICTION AND VENUE:
This Contract shall be construed in accordance with the laws of the State of California and the parties hereto agree that venue shall be in Marin County, California.

19. INDEMNIFICATION:
Contractor agrees to indemnify, defend, and hold District, its employees, officers, and agents, harmless from any and all liabilities including, but not limited to, litigation costs and reasonable attorney's fees to the extent arising from any and all claims and losses to anyone who may be injured or damaged by reason of Contractor's negligence, recklessness or willful misconduct in the performance of this Contract.

20. COMPLIANCE WITH APPLICABLE LAWS:
The Contractor shall comply with any and all Federal, State and local laws and resolutions: including, but not limited to the County of Marin Nuclear Free Zone and Living Wage Ordinance Copies of any of the above-referenced local laws and resolutions may be secured from the Contract Manager referenced in section 21. In addition, the following NOTICES may apply:

1. **Pursuant to California Franchise Tax Board regulations, District will automatically withhold 7% from all payments made to vendors who are non-residents of California.**

2. **Contractor agrees to meet all applicable program access and physical accessibility requirements under State and Federal laws as may apply to services, programs or activities for the benefit of the public.**

3. **For Contracts involving any Federal Transit Administration grant funds, Exhibit D must be attached. Exhibit D provides all Federal Transit Administration Contract Provisions relevant to this Contract.**

4. **For Contracts involving any State or Federal grant funds, Exhibit E must be attached. Exhibit E shall consist of the printout results obtained by search of the System for Award Management at www.sam.gov.**

Exhibit E - Debarment Certification

By signing and submitting this Contract, the Contractor is agreeing to abide by the debarment requirements as set out below.

- The certification in this clause is a material representation of fact relied upon by District.
- The Contractor shall provide immediate written notice to District if at any time the Contractor learns that its certification was erroneous or has become erroneous by reason of changed circumstances.
- Contractor certifies that none of its principals, affiliates, agents, representatives or contractors are excluded, disqualified or ineligible for the award of contracts by any Federal agency and Contractor further certifies to the best of its knowledge and belief, that it and its principals:
    - Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal Department or Agency;
    - Have not been convicted within the preceding three-years of any of the offenses listed in 2 CFR 180.800(a) or had a civil judgment rendered against it for one of those offenses within that time period;
    - Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or Local) with commission of any of the offenses listed in 2 CFR 180.800(a);
    - Have not had one or more public transactions (Federal, State, or Local) terminated within the preceding three-years for cause or default.
- The Contractor agrees by signing this Contract that it will not knowingly enter into any subcontract or covered transaction with a person who is proposed for debarment, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction.

- Any subcontractor will provide a debarment certification that includes the debarment clause as noted in preceding bullets above, without modification.

21. NOTICES:

This Contract shall be managed and administered on District's behalf by the Department Contract Manager named below. All invoices shall be submitted and approved by this Department and all notices shall be given to District at the following location:

Contract Manager:	Paul Haifley Facility Development Project Manager
Dept./Location:	711 Grand Ave, Suite 110 San Rafael, CA 94901
Telephone No.:	(415) 226-0870
Email:	phaifley@marintransit.gov

Notices shall be given to Contractor at the following address:

Contractor:	Maria Katticaran Project Manager
Address:	201 California Street, Suite 1500 San Francisco, CA 94111-5002
Telephone No.:	(415) 546-4265
Email:	MariaAntony.Katticaran@hdrinc.com

22. ACKNOWLEDGEMENT OF EXHIBITS:

	☒	***Check applicable Exhibits***	**CONTRACTOR'S INITIALS**
EXHIBIT A.	☒	**Scope of Services**	
EXHIBIT B.	☒	**Fees and Payment**	
EXHIBIT C.	☐	**Insurance Reduction/Waiver**	
EXHIBIT D.	☒	**Federal Transit Administration Contract Provisions**	
EXHIBIT E.	☒	**Contractor's Debarment Certification**	
EXHIBIT F.	☒	**Subcontractor's Debarment Certification**	

23. COST ESTIMATES:

Any cost estimates or opinions of probable project/construction cost provided by Contractor are made on the basis of information available to Contractor and on the basis of Contractor's experience and qualifications, and represents its good faith effort and judgment as an experienced and qualified professional engineer. However, since Contractor has no control over the cost of labor, materials, equipment or services furnished by others, or over the construction contractors' methods of determining prices, or

over competitive bidding or market conditions, Contractor does not guarantee that proposals, bids or actual project or construction cost will not vary from opinions of probable cost Contractor prepares.

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IN WITNESS WHEREOF, the parties have executed this Contract on the date first above written.

CONTRACTOR

By: _____

Name: _____

Title: _____

APPROVED BY
MARIN COUNTY TRANSIT DISTRICT:

By:_____

COUNTY COUNSEL REVIEW AND APPROVAL ***(required if template content has been modified)***

County Counsel: _____ Date: _____

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EXHIBIT "A"

SCOPE OF SERVICES

This page will be replaced with PDF of final Scope of Services file.

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EXHIBIT "B"

FEES AND PAYMENT SCHEDULE

DISTRICT shall pay CONTRACTOR as follows:

(1) BASE CONTRACT FEE. DISTRICT shall pay CONTRACTOR a lumpsum contract fee of $6,094,633 during the term of the contract. The fee breakdown is detailed in Attachment B: Billing Rate Sheet to this Exhibit. CONTRACTOR shall submit requests for payment via invoice net 30 days following provision of services.

(2) MILEAGE. DISTRICT shall not pay CONTRACTOR for travel by private, leased or hired vehicles as required by this Contract.

(3) TRAVEL COSTS. DISTRICT shall not pay CONTRACTOR for meals, lodging, or other travel costs not included in this Contract.

(4) AUTHORIZATION REQUIRED. Services performed by CONTRACTOR and not authorized in this Contract shall not be paid for by DISTRICT. Payment for additional services shall be made to CONTRACTOR by DISTRICT if, and only if, this Contract is amended by both parties in advance of performing additional services.

(5) MAXIMUM CONTRACT AMOUNT. This Contract shall commence on June 1, 2026, and shall terminate on August 26, 2030. The maximum amount payable to Contractor under this Contract for this period shall be $6,094,633.

(6) INVOICES. Invoice shall be remitted to ap@marintransit.gov and to Marin Transit's contract manager.

A PDF file of Attachment B: Billing Rate Sheet will immediately follow this page.

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EXHIBIT "C"

INSURANCE REDUCTION/WAIVER (if applicable)

CONTRACTOR:___Not applicable._____

CONTRACT TITLE:_____

Contractor's professional liability insurance may be provided, in part, by self-insurance or large deductible as long as contractor provides: (1) evidence to the District that contractor has segregated amounts in a special insurance reserve fund meeting the contract's insurance requirements and restricted specifically to this project or (2) contractor's general insurance reserves are adequate to provide the necessary coverage and the Marin County Transit District may conclusively rely thereon.

This statement shall accompany all requests for a reduction/waiver of insurance requirements. Please check the box if a waiver is requested or fill in the reduced coverage(s) where indicated below:

	Check Where Applicable	***Requested Limit Amount***	***CAO Use Only***
General Liability Insurance	☐	**$**	
Automobile Liability Insurance	☐	**$**	
Workers' Compensation Insurance	☐		
Professional Liability Deductible	☐	**$**	

Please set forth the reasons for the requested reductions or waiver.

Contract Manager Signature: _____

Date: _____

_____

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EXHIBIT A: Scope of Services

MARIN TRANSIT
ZERO-EMISSION BUS (ZEB) OPERATIONS AND MAINTENANCE FACILITY
SCOPE OF WORK

Contract PC202606

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PROJECT OVERVIEW

HDR will deliver design and construction-phase services for the Marin Transit Zero-Emission Bus (ZEB) Operations and Maintenance Facility on a 3.5-acre site at 1075 East Francisco Boulevard, San Rafael, California. The scope advances the project from programming and schematic design through 100% Issue-for-Bid (IFB) construction documents, procurement support, and Design Support During Construction (DSDC). The work supports Marin Transit's transition to a zero-emission fleet consistent with the California Air Resources Board (CARB) Innovative Clean Transit (ICT) regulation. Services are organized into nine tasks; Task 5 has been removed as confirmed in prior coordination meetings. Work is governed by Baseline Assumptions, Scope Exclusions, and Deferred Submittals listed at the end of this document.

TASK 1.0 — PROJECT MANAGEMENT AND ADMINISTRATION

HDR will provide project leadership, communications, scheduling, quality, and BIM coordination across design phases through the construction support period.

1.1 Project Meetings

HDR will plan and lead recurring project meetings with Marin Transit and the design team to align on scope, schedule, technical issues, and decisions.

- Prepare notices, agendas, handouts, meeting minutes, and progress plans to support productive meetings.
- Track action items and decisions in a running log.

DELIVERABLES	LEAD
• Agendas • Meeting materials • Meeting minutes	HDR — M. Katticaran / S. Colominas

1.2 Project Schedule

- Prepare a Master Project Schedule in MS Project (Gantt format) with task dependencies and a critical path.

- Assist with and update the schedule through design reviews, with adjustments as needed to maintain Marin Transit's desired delivery dates.

DELIVERABLES	LEAD
• Master Project Schedule • Schedule updates (with monthly progress report or as needed)	HDR — M. Katticaran / S. Colominas

1.3 Project Reporting

- Monitor task and deliverable progress and report design progress to Marin Transit each month.
- Inform Marin Transit of issues and recommend corrective actions to avoid schedule or budget impacts.

DELIVERABLES	LEAD
• Monthly Progress Report	HDR — M. Katticaran / S. Colominas

1.4 Project Management Plan (PMP)

- Prepare a project-specific PMP and submit it to Marin Transit for approval.
- Distribute the PMP at an internal kickoff to confirm scope, objectives, design standards, and reporting framework with the team.

DELIVERABLES	LEAD
• Project Management Plan	HDR — M. Katticaran / S. Colominas

1.5 Quality Management Plan (QMP)

- Prepare a project-specific QMP defining quality requirements, review gates, and sign-off authorities.
- Educate the design team on quality expectations, deliverable standards, and review processes.

DELIVERABLES	LEAD
• QMP	HDR — J. Coronel

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1.6 BIM Management Plan

- Prepare a project-specific BIM Management Plan covering platforms, levels of development, and exchange protocols.
- Establish CAD standards for the team.
- Coordinate requirements between different modeling platforms used by HDR and subconsultants.

DELIVERABLES	LEAD
• BIM Management Plan	HDR — M. Simonton / Maria

1.7 Quality Control

- Prepare QA/QC process documentation and align on review responsibilities.
- Schedule and coordinate detailed check reviews at design milestones.
- Schedule and lead interdisciplinary reviews to confirm cross-discipline coordination.

DELIVERABLES	LEAD
• No standalone deliverable; QA/QC executed at each design milestone	HDR — J. Coronel

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TASK 2.0 — COMMUNITY ENGAGEMENT AND OUTREACH

Civic Edge will lead community engagement to verify outreach is purposeful, messaging is aligned with Marin Transit, and community input meaningfully informs design at the right milestones. Engagement progresses from preparatory alignment through three structured engagement phases tied to the design schedule.

2.1 Onboarding and Alignment of Engagement / Public Messaging

Coordinate with Marin Transit Planning and the design team to confirm where community input is useful during design development and refinement. This phase is preparatory and ensures messaging and FAQs are agreed upon before public-facing engagement begins.

DELIVERABLES	LEAD
• Engagement workback schedule tied to design milestones • Ongoing event/outreach feedback reporting document	Civic Edge — M. Chu (HDR) / L. Sunshine

2.2 Community Input Committee (CIC) Charter Development and Recruitment

- Draft the CIC Charter and establish membership criteria.
- Conduct stakeholder outreach and screening calls; confirm CIC roster.
- Coordinate onboarding and stipend administration.

DELIVERABLES	LEAD
• Public engagement list with confirmed contacts for ongoing invites, email updates, and website content	Civic Edge — M. Chu (HDR) / L. Sunshine

2.3 Phase 1: CIC Capacity Building and Facilitation

During early design development, Civic Edge will combine structured CIC brainstorming with introductory outreach at events the community already attends. Topics will include initial project benefits, community circulation improvements, and amenities.

DELIVERABLES	LEAD
• Interim engagement effectiveness summary (participation, language access, reach by format) with recommended adjustments • Monthly summaries of feedback themes across outreach activities	Civic Edge — M. Chu / L. Sunshine

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DELIVERABLES	LEAD
• CIC meeting agendas, materials, and summaries • Early design input summary identifying initial sentiments and preferences • Updated FAQs reflecting recurring community questions	

2.4 Phase 2: Mid-Design Engagement and Public Review

Engagement shifts toward structured public review while remaining accessible. Workshops, key community events, and digital engagement will reach a wider audience in the Canal neighborhood. The CIC continues a deeper discussion on design concepts. Feedback will inform design refinement rather than reopen settled decisions.

DELIVERABLES	LEAD
• Workshop materials and written summaries • Facebook Live materials and meeting summaries • Updated FAQs reflecting recurring community questions • Mid-design engagement outreach memo to inform design development and finalization	Civic Edge — M. Chu / L. Sunshine

2.5 Phase 3: Final Design Engagement and Board Decision Support

This phase emphasizes synthesis, clarity, and accountability. Engagement will focus on explanation, confirmation, and transparency — showing how community input shaped final design — rather than generating new ideas. Board materials will clearly link community input to final design decisions.

DELIVERABLES	LEAD
• Engagement evaluation document aligned with Marin Transit's adopted metrics (participants reached, format diversity, language access, feedback themes) to inform future Marin Transit engagement efforts • Town hall/workshop materials and written summaries • Public-facing close-the-loop email and newsletter content	Civic Edge — M. Chu / L. Sunshine

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2.6 Initial Public-Facing Messaging and FAQs

- Develop the messaging framework.
- Draft FAQs.
- Prepare web and outreach content, coordinate updates with Marin Transit.

DELIVERABLES	LEAD
• Initial public-facing messaging and FAQs	Civic Edge — M. Chu / L. Sunshine

2.7 Public Engagement List Management

- Develop and maintain the mailing list.
- Track participation and verify sign-in data.
- Support outreach communications.

DELIVERABLES	LEAD
• No standalone deliverable	Civic Edge — M. Chu / L. Sunshine

2.8 Final Outreach and Engagement Results Summary

Synthesize feedback across the engagement program; develop graphics and an appendix; and produce both a Board-ready and a public-facing version of the summary.

DELIVERABLES	LEAD
• Final Outreach and Engagement Results Summary for Board review and public posting	Civic Edge — M. Chu / L. Sunshine

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TASK 3.0 — FACILITY PROGRAMMING AND SCHEMATIC DESIGN (30%)

HDR will validate the program against Marin Transit's updated facility requirements, advance concept design with refined site configuration, conduct site investigations and surveys, and produce 30% design documentation, technical reports, and a 30% cost estimate.

3.1 Programming

- Develop a Space Needs Program based on Marin Transit operations and ZEB fleet requirements.
- Conduct one (1) Program Validation Meeting with Marin Transit.
- Compare the current program with Marin Transit's updated requirements and incorporate industry standards and recommendations, including:
  - Building size, including circulation and grossing factors.
  - Site size, including circulation and grossing factors.

DELIVERABLES	LEAD
• Draft and Final Space Needs Program	HDR — A. Roy

3.2 Conceptual Design

Approach

- Conduct conceptual design and revisit the site plan with a new configuration that includes updated building location, departmental adjacencies, feedback on final surcharge requirements, optimized vehicle and personal-vehicle circulation, ingress and egress, and evaluation of offsite placement of functional components where feasible.
- Battery Electric Bus (BEB) Planning: validate bus routes per the ZEV Rollout Plan, evaluate layover charging needs (where applicable), and estimate total power needs for electrification by procurement phase, from opening day through full BEB procurement.
- Analyze options for ZEB infrastructure.
- Analyze BEB use with HDR Zero+ tools (Marin Transit will provide GTFS data and GPS vehicle telematics from fleet management software).
- Analyze options for solar panel system design.
- Develop a brief Basis of Design covering Industrial Equipment, ZEV, Architecture, MEP/FLS, Civil, Structural, Landscape, Fueling, Interiors, Wayfinding, Sustainability, and Low Voltage. Develop solid, robust baseline design exhibits and Basis of Design narratives to initiate the detailed 30% Schematic Design phase.
- Develop a high-level Opinion of Probable Construction Cost for the final concept; only one (1) concept will be priced out.
- Deliver one (1) presentation with the final concept results to Marin Transit.

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DELIVERABLES	LEAD
• Updated conceptual site plan • Presentation materials for community outreach activities • Basis of Design narratives and exhibits • Concept Design High-Level Opinion of Probable Construction Cost	HDR — A. Roy

3.3 Subsurface Utility Investigation

- Request available record information from Marin Transit.
- Prepare work and safety plans.
- Perform field work using Electro-Magnetic, Sonic, and Ground Penetrating Radar technologies, supplemented by traditional methods (manhole dipping, visual exploration, fish-tape, duct rods).
- Mark utilities in the field, noting changes, inconsistencies, and unverified data; flag conflicts and missing data for additional research, typically by potholing.
- Soil conditions (heavy cobble, groundwater, rock, dense clay, buried debris) may limit detection methods.
- State law requires that excavations near buried utilities be researched and verified for location and depth via vacuum excavation prior to excavation.

DELIVERABLES	LEAD
• Utilities mapping	CP&Y — J. Dickey/Kirk (CSWT2)

3.4 Topographic Survey

Develop topographic survey at 1" = 20' scale with detail to support design. Survey control will tie to the City of San Rafael horizontal coordinate system and to a City of San Rafael benchmark of record. Only relevant record boundary lines will be shown, as ascertained from existing record maps. Encroachment permits and rights of entry required to perform surveys will be secured by Marin Transit, if necessary.

Survey will include:

- spot elevations and break lines to develop contours at a 1.0' interval.
- existing curbs, gutters, curb ramps, and sidewalks within the project area; existing streets surveyed at 50' sections, back-of-walk to back-of-walk.
- Fences, walls, gates, driveways, and walkways.
- Trees and tree wells.
- Above-ground evidence of utilities.

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- Invert elevations of drainage structures.
- Light poles, power poles, and signage.
- spot elevations within the project area for elevation checks.

DELIVERABLES	LEAD
• Topographic Survey	CP&Y — J. Dickey

3.5 Geotechnical Services

- Research available geotechnical data.
- Prepare work and safety plans.
- Prepare a geotechnical data and design report covering seismic hazards, earthwork and grading, shallow and deep foundation bearing capacity and settlements, and corrosion potential.

DELIVERABLES	LEAD
• Draft and Final Geotechnical Report	Miller Pacific — Scott Stephens

3.6 Technical Calculations and Reports

- Develop technical calculations and reports for structural, electrical, mechanical, plumbing, hydrology, stormwater control, compressor, fire suppression, and solar panel systems.
- Develop the Sustainability Plan, including LEED Scorecard and CAL Green Checklist; project pursues LEED Gold as an aspirational target with informed decisions on credit pursuit.
- Develop baseline and design energy models reflecting the design concept.

DELIVERABLES	LEAD
• Draft technical calculations and reports	HDR — J.A. Hernandez, R. Genato, K. Pillsbury, M. Cunha-Rigby, J. Greenfield

3.7 Industrial Equipment Coordination Guide

- Develop the Industrial Equipment Coordination Guide with technical information and cut sheets for industrial equipment associated with maintenance and repair areas.
- Equipment is assumed to be new.
- A maximum of 50 industrial equipment pieces is assumed.
- Condition assessment of existing equipment is not included.

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DELIVERABLES	LEAD
• Industrial Equipment Coordination Guide	HDR — O. Goulart Young

3.8 Risk Register

Develop a Risk Register identifying potential risks by phase, assessing likelihood and impact, and defining mitigation strategies.

DELIVERABLES	LEAD
• Risk Register	HDR — M. Katticaran / S. Colominas

3.9 Technical Drawings (30%)

- Advance the selected conceptual design and develop project documentation to a 30% design level.
- Develop a Table of Contents for technical specifications.
- Lead weekly coordination meetings to discuss and align technical items.
- Develop and maintain action items and queries log to record decisions throughout design.
- Hold one (1) meeting/charrette with the City's Design Advisory Committee (DAC) to present current design and obtain feedback.

Fire Protection Approach

- Fire Alarm and Fire Suppression scope includes "delegated-design" specifications and scoping of a proprietary, systems integrator–provided passive/active Special Hazard Fire Protection System for EV protection.
- High-bay industrial ventilation requirements and high-volume (ESFR / Deluge) fire sprinkler system, alongside standard mixed-fleet protection systems.
- Localized Special Hazards proprietary fire detection, alarm, and suppression systems for transition to a zero-emission fleet.
- Localized in-bus battery passive protection elements (intumescent plastics, etc.) for the zero-emission fleet.
- Fire protection designed as Extra Hazard Group 2 occupancy per NFPA 13, based on current industry practice.

DELIVERABLES	LEAD
• 30% Plans per the Sheet Index • Technical Specifications Table of Contents	HDR/Hatch — N. Gange, C. Wong, J.A. Hernandez, R. Genato, B. Branz, D. Koo, N. McDonald

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3.10 Cost Estimation (30%)

- Review of recent and relevant cost information from Marin Transit.
- Prepare the 30% cost estimate.

The Basis of Estimate Report will include:

- Narrative including assumptions and clarifications.
- Material quantity takeoffs.
- Unit prices at fair market rates.
- Labor and equipment rates at fair market rates.
- Cost escalations.
- Production rates.
- Subcontractor costs (or plugs).
- Scope assumptions and clarifications.
- Identification of long-lead procurement items.
- Market pricing received from material suppliers or subcontractors.

Lifecycle cost analysis or estimation is not included (typical for design milestones).

DELIVERABLES	LEAD
• 30% Cost Estimate	KMC — Cost Estimating Lead

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TASK 4.0 — DESIGN DEVELOPMENT (60%)

HDR will advance design from 30% to 60%, conduct value engineering, expand technical drawings and specifications, hold a contractor's outreach event, and produce a 60% cost estimate.

4.1 Value Engineering

- Hold a Value Engineering workshop with Marin Transit and other stakeholders (City agencies and potential general contractors) to identify and evaluate cost savings opportunities.
- If significant variations exist between projected funding and cost estimates, HDR will redirect the design approach to align budget and pricing.

DELIVERABLES	LEAD
• Value Engineering Report	HDR — R. Bernhard

4.2 Technical Calculations and Reports

- Complete technical calculations and reports for structural, electrical, mechanical, plumbing, hydrology, compressor, fire suppression, and solar panel systems.
- Update the Sustainability Plan, including LEED Scorecard and CALGreen Checklist.
- Update baseline and design energy models to reflect the current design.

DELIVERABLES	LEAD
• Final technical calculations and reports	HDR — J.A. Hernandez, R. Genato, K. Pillsbury, M. Cunha-Rigby, J. Greenfield, N. McDonald

4.3 Industrial Equipment Coordination Guide

- Update the Industrial Equipment Coordination Guide based on 60% design decisions.

DELIVERABLES	LEAD
• Updated Industrial Equipment Coordination Guide	HDR — O. Goulart Young

4.4 Risk Register

- Monitor and update the Risk Register as applicable.

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DELIVERABLES	LEAD
• Risk Register	HDR — M. Katticaran / S. Colominas

4.5 Technical Drawings (60%)

- Advance project documentation to a 60% design level.
- Lead weekly coordination meetings to discuss and align on technical items.
- Update the action items and queries log.
- Fire Protection: special hazards items will be heavily performance-specified with basic 60% scoping documents in those areas only. After 60%, the localized EV bus special hazards systems will be completed in performance specifications and proprietary cut sheets only.
- Hold up to two (2) meetings with local first responders and Marin safety staff to receive approval on fire safety specifications.

60% of drawings will include, at a minimum:

- 30% plans, advanced.
- Furniture Plan.
- Finish, Door, and Window Schedules.
- Interior and exterior building wayfinding and signage.
- Accessibility improvements.
- Construction staging and phasing plans.
- Other plans as required by the City.

DELIVERABLES	LEAD
• 60% Plans	HDR — N. Gange, C. Wong, J.A. Hernandez, R. Genato, B. Branz, D. Koo, N. McDonald

4.6 Technical Specifications (60%)

- Prepare the 60% Specifications Outline conforming to established design criteria and following the Construction Specifications Institute (CSI) Master Format.

DELIVERABLES	LEAD
• 60% Specifications Outline	HDR — N. Gange, C. Wong, J.A. Hernandez, R. Genato, B. Branz, D. Koo, N. McDonald

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4.7 Contractors Outreach

- Hold a one-day workshop to gauge contractor interest and present the project to the contracting community.

DELIVERABLES	LEAD
• Contractors Outreach Memo	HDR — M. Katticaran / S. Colominas

4.8 Plan Check Preliminary Consultation

- Reach out to applicable agencies in the Permit Matrix and initiate conversations on plan check approach and collaboration.

DELIVERABLES	LEAD
• No standalone deliverable	HDR — M. Katticaran / S. Colominas

4.9 Design Charrette with Design Advisory Committee (DAC)

- Hold a design charrette with the DAC to obtain consensus on the look and feel of the building and site.

DELIVERABLES	LEAD
• Charrette Report	HDR — M. Katticaran / S. Colominas

4.10 Cost Estimation (60%)

- Review recent and relevant cost information.
- Prepare the 60% cost estimate.

DELIVERABLES	LEAD
• 60% Cost Estimate	HDR — Cost Estimating Lead

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TASK 5.0 — REMOVED

Task 5 has been removed as confirmed in prior coordination meetings between HDR and Marin Transit. Task numbering for subsequent tasks (Tasks 6 through 9) is preserved for consistency with the contract WBS.

TASK 6.0 — FINAL DESIGN ENGINEERING (90%)

HDR will advance design to 90%, perform constructability review, conduct a second value engineering workshop, hold a final DAC charrette, technical specifications, and produce a 90% cost estimate.

6.1 Constructability

- Prepare the 90% Constructability Report based on the initial constructability assessment and updated design.
- Coordinate with Marin Transit and the City to determine potential staging areas, including equipment and material storage.

DELIVERABLES	LEAD
• Constructability Report	HDR — Sean O'Grady

6.2 Risk Register

- Monitor and update the Risk Register as applicable.

DELIVERABLES	LEAD
• Risk Register	HDR — M. Katticaran / S. Colominas

6.3 Value Engineering

- Hold a second Value Engineering workshop with Marin Transit and other stakeholders (City agencies and potential general contractors) to identify and evaluate cost savings opportunities.
- If significant variations exist between projected funding and cost estimates, redirect the design approach to align budget and pricing.

DELIVERABLES	LEAD
• Value Engineering Report	HDR — R. Bernhard with discipline lead support

6.4 Technical Drawings (90%)

- Advance project documentation to a 90% design level.

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- Lead weekly coordination meetings.
- Update the action items and queries log.

DELIVERABLES	LEAD
• Full 90% set of drawings	HDR — N. Gange, C. Wong, J.A. Hernandez, R. Genato, B. Branz, D. Koo, N. McDonald

6.5 Plan Check and Permitting

- Hold a preliminary consultation with applicable City agencies and stakeholders to discuss plan check approach, expectations, timelines, and technical items requiring resolution. Marin Transit will obtain the required building permits; HDR will prepare a single site design package for submittal to the City of San Rafael.

DELIVERABLES	LEAD
• Meeting notes	HDR — M. Katticaran

6.6 Technical Specifications (100% draft)

- Prepare Technical Specifications.

DELIVERABLES	LEAD
• 100% Technical Specifications	HDR/sub consultants — N. Gange, C. Wong, J.A. Hernandez, R. Genato, B. Branz, D. Koo, N. McDonald

6.7 Design Charrette with Design Advisory Committee (DAC)

- Hold a final design charrette with the DAC to obtain consensus on the look and feel of the building and site.

DELIVERABLES	LEAD
• Charrette Report	HDR — M. Katticaran / S. Colominas

6.8 Cost Estimation (90%)

- Review recent and relevant cost information.
- Prepare the 90% cost estimate.

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DELIVERABLES	LEAD
• 90% Cost Estimate	HDR/KMC — Cost Estimating Lead

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TASK 7.0 — FINAL 100% CONSTRUCTION DOCUMENTS — IFB SET

HDR will produce 100% Issue-for-Bid (IFB) construction documents. Before procurement, the single design package will be split into Packages A, B and C in coordination with Marin Transit to align with funding source requirements. HDR will plan check submittals, submit LEED Design documentation to GBCI, and produce the 100% cost estimate.

7.1 Technical Drawings — Packages A & B & C

- Advance project design documentation to 100%.
- Lead weekly coordination meetings.
- Update the action items and queries log.

DELIVERABLES	LEAD
• 100% Design Drawings • IFB Drawing Set	HDR — N. Gange, C. Wong, J.A. Hernandez, R. Genato, B. Branz, D. Koo, N. McDonald

7.2 Technical Specifications — Packages A & B & C

- Address comments from previous review periods.
- Update specifications as needed.

DELIVERABLES	LEAD
• 100% Design Specifications • IFB Specifications Set	HDR — N. Gange, C. Wong, J.A. Hernandez, R. Genato, B. Branz, D. Koo, N. McDonald

7.3 Plan Check and Permitting — Packages A & B & C

- Initiate the submittal and review process with the city when plans are approximately 95%

DELIVERABLES	LEAD
• Approved Plan Check Set	HDR — M. Katticaran / S. Colominas

7.4 LEED Design Submission

- Submit LEED Design Preliminary and LEED Design Final reviews to the Green Building Certification Institute (GBCI). LEED certification fees are excluded from HDR's scope.

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DELIVERABLES	LEAD
• LEED Design Submission Documents • GBCI-provided LEED Design Final Review Report	HDR — M. Cunha-Rigby / J. Greenfield

7.5 Cost Estimation — Packages A & B

- Prepare the 100% cost estimate.

DELIVERABLES	LEAD
• 100% Cost Estimate	HDR — Cost Estimating Lead

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TASK 8.0 — PROCUREMENT SUPPORT

HDR will support Marin Transit's procurement of the Construction Contractor by responding to bidder questions, issuing addenda, and supporting bid evaluation.

8.1 Clarifications

- Provide answers to potential bidders' questions as directed by Marin Transit.

DELIVERABLES	LEAD
• Q&A Matrix	HDR — M. Katticaran / S. Colominas

8.2 Addenda

- As applicable, update and issue revised plans and specifications in the form of addenda.

DELIVERABLES	LEAD
• Addenda (as applicable)	HDR — M. Katticaran / S. Colominas

8.3 Bid Evaluation

- Support evaluation of the bids received, as directed by Marin Transit.
- Preparation or completion of Bid Forms is not included.
- Cost Estimate adjustments for addenda issued are not included.
- Estimation reconciliations with other cost estimates or with contractor bids are not included.

DELIVERABLES	LEAD
• Bid Evaluation Memorandum	HDR — M. Katticaran / S. Colominas

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TASK 9.0 — DESIGN SUPPORT DURING CONSTRUCTION (DSDC)

HDR will provide Design Support During Construction services with a limited allowance of 3,129 labor hours based on an assumed 24-month construction schedule. The allowance covers setup of project collaboration systems, coordination with on-site inspection staff, selective participation in Owner / Architect / Contractor (OAC) meetings, targeted site observations, submittal reviews, RFI responses, ASIs and clarification sketches, punch list support, commissioning support, and close-out record drawing review.

The 3,129-hour allowance represents the total included level of effort for DSDC. Hours shown by task are planning assumptions only and may be adjusted between tasks as needed, provided total design support effort does not exceed 3,129 hours. Services required beyond this allowance are additional services and require written authorization before proceeding.

DSDC Allowance — Hours by Task

Task	Initial	Rev. & Resub.	Total Sub./Tasks	Avg. Hrs	FTE	Hrs per Visit/Task	Grand Total Hrs
Initial Set Up — Newforma + ACC	1	0	1	40	2	64	64
Coordination with On-Site Inspection	24	0	24	3	2	6	144
On-Site Support During Construction							
Select Owner / Architect / Contractor Meetings — GC to prepare minutes	52	0	52	3	1	3	156
Targeted Job Walks + HDR Field Observation Reports	30	0	30	4	2	8	240
Punch List Visits	1	1	2	8	3	24	48
Commissioning Visits	2	0	2	6	3	18	36
Commissioning Report Support	1	1	2	48	1	48	96
Submittals							
Product Data Submittals	34	8	42	10	1	10	420
Equipment Submittals	10	5	15	12	1	12	180
Shop Drawings	10	4	14	32	2	64	896

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Task	Initial	Rev. & Resub.	Total Sub./Tasks	Avg. Hrs	FTE	Hrs per Visit/Task	Grand Total Hrs
Close-Out Maintenance Submittals	2	1	3	6	1	6	18
RFIs	40	10	50	6	2	12	600
ASIs and/or Clarification Sketches	5	3	8	6	2	12	96
Close-Out Record Drawings Review	1	1	2	15.25	4	61	122
DSDC Allowance Management / Status Tracking	1	0	1	13	1	13	13
GRAND TOTAL DSDC SERVICES (hrs.)							**3,129**

Basis of 3,129-Hour DSDC Allowance

- Initial setup of Newforma and/or collaboration platform: 64 hours total.
- Twenty-four (24) coordination touchpoints with on-site inspection staff: 144 hours total.
- Fifty-two (52) selected OAC meetings, attended by one design representative; meeting minutes prepared by the GC: 156 hours total.
- Thirty (30) targeted job walks and HDR field observation reports by two staff: 240 hours total.
- One (1) punch list site visit and one (1) follow-up visit by three staff: 48 hours total.
- Two (2) commissioning visits by three staff: 36 hours total.
- Commissioning report support: 96 hours total.
- Thirty-four (34) product data submittals with eight (8) resubmittals: 420 hours total.
- Ten (10) equipment submittals with five (5) resubmittals: 180 hours total.
- Ten (10) shop drawing submittals with four (4) resubmittals: 896 hours total.
- Two (2) close-out maintenance submittals with one (1) resubmittal: 18 hours total.
- Forty (40) RFIs with ten (10) follow-up or revised responses: 600 hours total.
- Five (5) ASIs and/or clarification sketches with three (3) follow-up revisions: 96 hours total.
- Close-out record drawing review (one review and one follow-up review): 122 hours total.
- DSDC allowance management and status tracking: 13 hours total.
- Grand Total Design Support During Construction / CA Services: 3,129 hours.

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Service Components

HDR's DSDC services include the following components, scaled within the 3,129-hour allowance:

9.1 Site Visits / Field Observations

Targeted job walks and field observation reports as directed by Marin Transit, with progress notes and observations of deficiencies to be corrected.

DELIVERABLES	LEAD
• Field observation reports	HDR — M. Katticaran / S. Colominas

9.2 Construction Meetings

Selective participation in regularly scheduled OAC meetings with Marin Transit and the Construction Contractor; the GC will prepare meeting minutes.

DELIVERABLES	LEAD
• Meeting attendance and notes (as needed)	HDR — M. Katticaran / S. Colominas

9.3 RFI Review

Provide normal and reasonable interpretations and clarifications, including responses to RFIs previously reviewed and approved by the Construction Manager or Marin Transit representative.

DELIVERABLES	LEAD
• RFI responses	HDR — M. Katticaran / S. Colominas

9.4 Submittal Review

Receive, review, and act on product data submittals, equipment submittals, shop drawings, and close-out maintenance submittals as previously reviewed and approved by the Construction Manager or Marin Transit representative.

DELIVERABLES	LEAD
• Submittal review responses	HDR — M. Katticaran / S. Colominas

9.5 ASIs and Clarification Sketches

Issue Architect's Supplemental Instructions (ASIs) and clarification sketches in response to field conditions or RFIs as directed by Marin Transit.

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DELIVERABLES	LEAD
• ASIs and clarification sketches	HDR — M. Katticaran / S. Colominas

9.6 Commissioning Support

Attend two (2) commissioning visits and provide commissioning report support. Commissioning agent services are not included in HDR's scope.

DELIVERABLES	LEAD
• Commissioning visit notes • Commissioning report support	HDR — Discipline Leads

9.7 Punch List

Conduct a punch walk with the Construction Manager or Marin Transit representative and prepare punch list(s) before signing off on the Certificate of Substantial Completion. After the Construction Contractor addresses items, HDR will field-verify and issue a final punch list.

DELIVERABLES	LEAD
• Initial and final punch list	HDR — M. Katticaran / S. Colominas

9.8 Close-Out Record Drawings Review

Review record drawings prepared by the Contractor for completeness and consistency with field changes, including one initial review and one follow-up review.

DELIVERABLES	LEAD
• Record drawings review comments	HDR — M. Katticaran / S. Colominas

9.9 LEED Construction Submission

- Submit LEED Construction Preliminary and LEED Construction Final reviews to the Green Building Certification Institute (GBCI).
- The Construction Contractor is responsible for documenting LEED credits for the construction scope of work.

DELIVERABLES	LEAD
• LEED Construction Submission Documents	HDR — M. Cunha-Rigby

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DELIVERABLES	LEAD
• GBCI-provided LEED Final Review Report	

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ASSUMPTIONS AND EXCLUSIONS

To develop a realistic and achievable project plan, HDR has identified key assumptions for the proposed scope, schedule, and budget. These assumptions address site conditions, permitting, utility coordination, and environmental considerations. Clearly defining these assumptions reduces project risk and establishes a shared understanding with Marin Transit, supporting informed decision-making throughout project delivery.

Baseline Assumptions

The following assumptions apply unless otherwise noted:

- **Schedule and reviews.** To maintain the project schedule, the design team will continue work during the assumed three (3) week client review periods ("no pencils down"). Marin Transit's review comments will align with the previously approved direction established during over-the-shoulder design meetings.
- **Program Validation.** Detailed comparison of the current program with Marin Transit's updated requirements for the new facility, with incorporation of industry standards and recommendations for building size and site size (each including circulation and grossing factors).
- **Battery Electric Bus (BEB) Planning.** Validate bus routes per the ZEV Rollout Plan, evaluate layover charging needs (where applicable), and estimate total power needs for electrification by procurement phase, from opening day through full BEB procurement.
- **Concept Design Validation.** Revisit the site plan with a new configuration for updated building location with appropriate departmental adjacencies, feedback on final surcharge requirements, optimized vehicle and personal-vehicle circulation, ingress and egress, and evaluation of offsite placement of functional components where feasible. A high-level Opinion of Probable Construction Cost will be developed for the final concept; only one (1) concept will be priced out. Robust baseline design exhibits and Basis of Design narratives will be developed to initiate the 30% Schematic Design phase.
- **Permits, rights of entry.** Encroachment permits and/or rights of entry required to perform surveys will be secured and provided by Marin Transit, if necessary.
- **Site security and safety.** A formal site security or safety evaluation is not required. Conformance with standard FTA security and safety requirements is adequate.
- **Codes.** Work will be designed in accordance with the 2026 California Building Code. Electrical design will comply with NFPA 70 (National Electrical Code), 2026 Edition.
- **Offsite improvements.** No offsite improvements are included, except those associated with access areas.
- **Permitting.** Marin Transit will obtain the required building permits. A single site design package will be submitted to the City of San Rafael.
- **PG&E coordination.** Marin Transit will be responsible for PG&E coordination and will provide HDR with: transformer location; transformer capacity and physical dimensions; and PG&E-determined conduit requirements (number and size) between the transformer and electrical distribution equipment. HDR's electrical discipline will support PG&E

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coordination by providing updated electrical load calculations and site electrical plans to Marin Transit. PG&E will install primary conduit, conductor, easement, transformer, and meter.

- **Arc flash.** HDR will not perform an arc flash analysis or provide an Arc Flash Study as part of this scope. **Arc Flash Hazard Analysis — Assigned to Contractor**
- The arc flash hazard analysis is excluded from HDR's design scope and assigned to the Contractor for the following reasons: Arc flash analysis per IEEE 1584 requires as-built equipment data — actual nameplate ratings, conductor lengths, installed protective device settings — most accurately captured after equipment is delivered and installed. Arc flash labels must reflect the installed condition; performing the study during design requires re-validation after construction, regardless. The Contractor will use HDR's short circuit and coordination study results as direct inputs, eliminating duplicative work and reducing overall project cost. As part of the Arc Flash Hazard Analysis, new arc-flash labels are required for each piece of equipment in the design. This can only be performed once the equipment is installed and commissioned, and after the Arc Flash Hazard Analysis has been executed. **Specification Language — Division 26**, The Contractor shall perform an arc flash hazard analysis in accordance with NFPA 70E and IEEE 1584 using the short circuit and coordination study data provided by the Engineer of Record. The Contractor shall submit the completed arc flash report, updated one-line diagrams reflecting study results, and arc flash warning labels for all electrical equipment for the Engineer's review before energization. Contractor shall adjust all breaker trip settings based on final arc flash analysis. Arc flash labels shall be installed on all electrical equipment before Substantial Completion. Labels shall include incident energy level, arc flash boundary, required PPE category, and working distanced **Electrical Design — Studies and Analyses Included** Short circuit study (full system, both PG&E service entrances through downstream distribution) , Protective device coordination study, Load flow analysis, Voltage drop analysis, Grounding system design and calculations, Equipment sizing calculations (transformers, switchgear, conductors, conduits), PV system electrical integration and protection coordination

- **Design packaging.** HDR will prepare one (1) package of drawings, technical specifications, and reports at each design stage. Before procurement, this package will be split into Packages A and B in coordination with Marin Transit to align with funding source requirements.
- **Surcharge program.** Execution and monitoring of the approximately one-year staged surcharge program with wick drains is the responsibility of the client and/or other consultants. HDR's structural design relies on the results of this program; however, HDR's scope excludes surcharge design, construction, monitoring, or construction observation.
- **Settlement mitigation.** Mitigation of anticipated significant settlements (up to approximately 14 inches) in non-surcharged areas (e.g., parking areas and driving aisles) is the client's responsibility. HDR will provide detailing for flexible connections at structural

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and utility interfaces but does not include design for unmitigated large settlements in these areas.

- **EV charging equipment.** EV charging equipment for Battery Electric Buses (BEBs) will be Owner-Furnished, Contractor-Installed (OFCI) items provided by Marin Transit.
- **LEED Certification.** Marin Transit is committed to sustainability within the constraints of the project budget and schedule. HDR and our consultants will use LEED as an effective reminder to consider aspects of sustainability and will aim for LEED Gold as an aspirational target. The process will present the value and cost of pursuing key credits/performance to Marin Transit, allowing informed decisions on which strategies to incorporate and whether to formally pursue LEED Gold certification.
- **Solar Photovoltaic (PV) design.** HDR will deliver a contractor-bid-ready rooftop PV design package consisting of technical specifications (CSI format), basis of design, and electrical and structural sheets developed to a level of detail for a local contractor to bid on the project. The structural design integrates the PV system with the existing facility. The Contractor retains equipment supply flexibility: PV module supply is dynamic — driven by manufacturer availability, U.S. tariff conditions, and distributor relationships — and contractor flexibility allows the Contractor to leverage existing supply agreements, prioritize U.S.-based supply where required, and address fluctuations during procurement.
- **Industrial Equipment. E**quipment is assumed to be new. A maximum of 50 industrial equipment pieces is estimated.
- **Environmental Support.** HDR will review mitigation measures from the Environmental document and advise the design team at key milestones regarding potential design implications, ensuring consistency with the environmental report. Currently identified mitigation measures apply during construction.
- **CEQA.** A CEQA addendum is anticipated for the changed building location. The original CEQA document is a Mitigated Negative Declaration with Marin Transit as Lead Agency. No Board action is needed; the addendum requires Staff approval only.
- **Fire protection.** Fire protection will be designed as an Extra Hazard Group 2 occupancy according to NFPA 13, based on current industry practice. Fire Alarm and Fire Suppression scope includes "delegated-design" specifications and scoping of a proprietary, systems integrator–provided passive/active Special Hazard Fire Protection System for EV protection.
- **LEED Construction credits.** The Contractor is responsible for documenting LEED credits for the construction scope of work.
- **HDR Permit role across Tasks 4,6, and 7**
- **Task 4** — Plan Check Preliminary Consultation: HDR will conduct preliminary consultations with the City of San Rafael (Planning, Public Works, Fire Department), Marin Water, and San Rafael Sanitation District to confirm submittal requirements, identify plan check expectations, and surface any issues that could affect design direction before 60% documents.

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- **Task 6** — Plan Check and Permitting: HDR will prepare permit application packages, drawings, calculations, and supporting documentation for each applicable permit. HDR will respond to plan check comments, attend agency meetings as needed, and revise documents through plan check completion. MCTD will submit applications and pay all permit fees.
- **Task 7** — 100% IFB Set: HDR will incorporate all plan check comments, agency conditions of approval, and final permitting requirements into the 100% IFB documents. The final set will reflect a permitted, ready-to-bid configuration.

Scope Exclusions

The following items are explicitly excluded from HDR's scope of services:

- Preparation of easement documents or utility agreements.
- Land acquisition services.
- Payment of third-party permit or certification fees, including LEED certification fees.
- Compensatory mitigation assessments, research, or mitigation plans.
- Carbon monoxide or particulate matter hot spot modeling.
- Additional species surveys beyond protocol-level or focused surveys; if burrowing owl potential is identified, a protocol-level burrowing owl survey is excluded.
- Hazardous materials mitigation or remediation.
- Regulatory environmental permitting and FEMA floodplain analysis.
- Environmental services are not otherwise specifically identified.
- Subsurface shovel testing, test units, data recovery, or other archaeological excavations.
- Native American participation in cultural resources surveys.
- Tribal Cultural Resources Assessments.
- Archaeological, paleontological, tribal, or biological monitoring during construction.
- Section 106 agreement documents (e.g., Memorandum of Agreement or Programmatic Agreement).
- Intersection design at Francisco Boulevard East and Castro Avenue.
- Safety and security systems design: HDR will incorporate industry standards into the design, including FTA security requirements — access controls, fencing, gates, security cameras, intrusion detection, and lighting. Excluded is a site-specific security threat assessment that requires the collection of law enforcement data, crime statistics, and similar inputs to develop above-standard security measures. HDR will coordinate with Marin Transit to identify preferred security service providers and incorporate their preferred systems into project design and specifications. Site security during the construction phase is the responsibility of the General Contractor.
- Construction material testing services.
- Condition Assessment of existing industrial equipment.

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- Instrumentation and Controls design within the electrical scope, including Network Architecture / Communication Block diagrams, SCADA / HMI / PLC design, P&IDs, Input/Output lists, Process Coordination Strategies, and Asset/Equipment Tagging. This exclusion specifically addresses operational systems — dispatch operating systems, location services for buses, security incident call patching, fleet management software, and similar operational services rather than facility design services. These systems are typically procured and configured by the operator post-construction. **Included Building and Facility Controls. HVAC** controls, Lighting controls, Fire alarm system-(Delegated Design), Building Management System (BMS), Bus charging management system integration points, Electrical metering and monitoring required for code compliance and utility coordination
- PV monitoring at the inverter and string level is included. Integration with a broader enterprise fleet management platform is excluded.
- Sourcing specialty equipment (e.g., fitness equipment, music equipment, tools, laundry, kitchen/food service).
- Custom-designed furniture, features, staging, and decorating.
- Artwork.
- Lifecycle cost analysis or estimation.
- Preparation or completion of Bid Forms.
- Cost Estimate adjustments for addenda issued.
- Estimation reconciliations with other cost estimates or with contractor bids.
- Cost Estimation related to contractor change orders.
- Commissioning agent services and material testing services.

Deferred Submittals

The following items will be designed by the Construction Contractor or specialty subcontractors as deferred submittals:

- Curtain Wall and Storefront.
- Gates and Fences.
- Mass Timber. HDR will take the design through Construction Documents level to define design intent, including basic detailing; subcontractors will finalize installation detailing to achieve their warranties with maximum efficiency.
- Performance specifications for specialty services related to BEB areas within the building (Fire Alarm and Fire Suppression). Systems will be indicated in the drawings, but no details will be included; final detailing is the Contractor's responsibility. HDR will work with the Fire Marshal to specify the system requirements.
- Building Automation systems.

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MARIN COUNTY O&M FACILITY – DETAILED SCHEDULE

ID	Task Name	Type	Duration (days)	Start	Finish
1	MARIN COUNTY ZEV OPERATIONS AND MAINTENANCE FA	PROJECT	1096	Jun 15, 2026	Aug 26, 2030
2	TASK 1: PROJECT MANAGEMENT AND ADMINISTRATION	PHASE	540	Jun 15, 2026	Jul 7, 2028
3	**NTP**	MILESTONE	0	Jun 15, 2026	Jun 15, 2026
4	QMS Documentation (PMP, QMP, Safety, BIM Plan)	Task	10	Jun 15, 2026	Jun 26, 2026
5	**Kick Off Meeting**	MILESTONE	0	Jun 24, 2026	Jun 24, 2026
6	Project Management and Controls	Task	540	Jun 15, 2026	Jul 7, 2028
7	TASK 2: COMMUNITY ENGAGEMENT AND OUTREACH	PHASE	360	Jun 29, 2026	Nov 12, 2027
8	Onboarding and Alignment on Engagement/Public Messaging	Task	90	Jun 29, 2026	Oct 30, 2026
9	Design Engagement and Capacity Building	Task	90	Sep 7, 2026	Dec 7, 2026
10	Mid Design Engagement and Public Review	Task	60	Jan 11, 2027	Mar 12, 2027
11	Final Design Engagement and Board Decision Support	Task	90	Jul 12, 2027	Nov 12, 2027
12	TASK 3: FACILITY PROGRAMMING AND SCHEMATIC DESIGN	PHASE	95	Jun 29, 2026	Nov 6, 2026
13	Review Existing Documentation	Task	2	Jun 29, 2026	Jun 30, 2026
14	Program Validation	Task	8	Jul 1, 2026	Jul 10, 2026
15	Concept Design Validation	Task	10	Jul 13, 2026	Jul 24, 2026
16	Design Workshop	Task	2	Jul 21, 2026	Jul 22, 2026
17	Facility Program Report	Task	5	Jul 27, 2026	Jul 31, 2026
18	Quality Control	Task	5	Aug 3, 2026	Aug 7, 2026
19	**Program Report Submittal**	MILESTONE	0	Aug 7, 2026	Aug 7, 2026
20	Review documentation and preparation of field work	Task	15	Jun 29, 2026	Jul 17, 2026
21	Subsurface Utility Investigation	Task	5	Jul 20, 2026	Jul 24, 2026
22	Topographic Survey	Task	10	Jul 27, 2026	Aug 7, 2026
23	Geotechnical borings and field work	Task	2	Jul 27, 2026	Jul 28, 2026
24	Survey Drafting	Task	15	Aug 10, 2026	Aug 28, 2026
25	Geotechnical Report	Task	60	Jul 29, 2026	Oct 20, 2026
26	Technical Calculations	Task	10	Aug 10, 2026	Aug 21, 2026
27	Technical Drawings	Task	30	Aug 10, 2026	Sep 18, 2026
28	Design Charrette with DAC	Task	2	Sep 7, 2026	Sep 8, 2026
29	Quality Control	Task	20	Sep 21, 2026	Oct 16, 2026
30	Cost Estimation	Task	20	Sep 21, 2026	Oct 16, 2026
31	**Submittal to Marin Transit**	MILESTONE	0	Oct 16, 2026	Oct 16, 2026
32	**Page Turn Meeting**	MILESTONE	0	Oct 20, 2026	Oct 20, 2026
33	Client Review Period	Task	15	Oct 20, 2026	Nov 6, 2026
34	TASK 4: DESIGN DEVELOPMENT	PHASE	115	Oct 19, 2026	Mar 26, 2027
35	**Comment Resolution Meeting**	MILESTONE	0	Nov 11, 2026	Nov 11, 2026
36	Value Engineering and Workshop	Task	10	Nov 16, 2026	Nov 27, 2026
37	Constructability Review	Task	3	Dec 2, 2026	Dec 4, 2026
38	Technical Calculations and Reports	Task	15	Nov 30, 2026	Dec 18, 2026
39	Technical Drawings	Task	80	Oct 19, 2026	Feb 5, 2027
40	Design Charrette with DAC	Task	2	Dec 7, 2026	Dec 8, 2026
41	Contractors Outreach	Task	10	Jan 11, 2027	Jan 22, 2027
42	Plan Check Preliminary Consultation	Task	1	Dec 29, 2026	Dec 29, 2026
43	Technical Specifications Outline	Task	15	Jan 18, 2027	Feb 5, 2027
44	Quality Control	Task	20	Feb 8, 2027	Mar 5, 2027
45	Cost Estimation	Task	20	Feb 8, 2027	Mar 5, 2027
46	**Submittal to Marin Transit**	MILESTONE	0	Mar 5, 2027	Mar 5, 2027
47	**Page Turn Meeting**	MILESTONE	0	Mar 9, 2027	Mar 9, 2027
48	Client Review Period	Task	14	Mar 9, 2027	Mar 26, 2027
49	TASK 5: FINAL DESIGN ENGINEERING (90%)	PHASE	122	Mar 8, 2027	Aug 24, 2027
50	**Comment Resolution Meeting**	MILESTONE	0	Mar 31, 2027	Mar 31, 2027
51	Constructability Review	Task	3	Apr 5, 2027	Apr 7, 2027
52	Technical Drawings	Task	82	Mar 8, 2027	Jun 29, 2027
53	Design Charrette with DAC	Task	2	Jun 2, 2027	Jun 3, 2027
54	Technical Specifications	Task	30	May 19, 2027	Jun 29, 2027
55	Plan Check Follow Up	Task	1	May 20, 2027	May 20, 2027
56	Third Party Commissioning Plan	Task	15	Jun 9, 2027	Jun 29, 2027
57	Quality Control	Task	20	Jun 30, 2027	Jul 27, 2027
58	Cost Estimation	Task	20	Jun 30, 2027	Jul 27, 2027
59	**Submittal to Marin Transit**	MILESTONE	0	Jul 27, 2027	Jul 27, 2027
60	**Page Turn Meeting**	MILESTONE	0	Jul 29, 2027	Jul 29, 2027
61	Client Review Period	Task	20	Jul 28, 2027	Aug 24, 2027
62	TASK 6: FINAL 100% CONSTRUCTION DOCUMENTS - IFB SET	PHASE	113	Jul 27, 2027	Dec 30, 2027
63	**Comment Resolution Meeting**	MILESTONE	0	Aug 26, 2027	Aug 26, 2027
64	Technical Drawings	Task	43	Jul 27, 2027	Sep 23, 2027
65	Technical Specifications	Task	10	Sep 10, 2027	Sep 23, 2027
66	Plan Check Submittal	Task	1	Sep 17, 2027	Sep 17, 2027
67	Plan Check and Permitting Review - Agency Approvals	Task	45	Sep 24, 2027	Nov 25, 2027
68	Quality Control	Task	15	Sep 24, 2027	Oct 14, 2027
69	Cost Estimates	Task	15	Sep 24, 2027	Oct 14, 2027
70	**100% Design Package Submittal to Marin Transit**	MILESTONE	0	Oct 14, 2027	Oct 14, 2027
71	Client Review Period	Task	15	Oct 15, 2027	Nov 4, 2027

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72	Finalize Drawings and Specs	Task	15	Nov 26, 2027	Dec 16, 2027
73	Quality Control	Task	10	Dec 17, 2027	Dec 30, 2027
74	**IFB / Permit Ready Set Submittal**	**MILESTONE**	**0**	**Dec 30, 2027**	**Dec 30, 2027**
75	**TASK 7: PROCUREMENT SUPPORT**	**PHASE**	**75**	**Jan 17, 2028**	**Apr 28, 2028**
76	Publish Bid	Task	1	Jan 17, 2028	Jan 17, 2028
77	Clarifications, Q&A	Task	10	Feb 7, 2028	Feb 18, 2028
78	Addendas	Task	5	Feb 21, 2028	Feb 25, 2028
79	Bid Submittals Deadline	Task	1	Mar 17, 2028	Mar 17, 2028
80	Bid Evaluation and Board Approval	Task	30	Mar 20, 2028	Apr 28, 2028
81	**TASK 8: DESIGN SUPPORT DURING CONSTRUCTION**	**PHASE**	**586**	**May 29, 2028**	**Aug 26, 2030**
82	Contract Award	Task	1	May 29, 2028	May 29, 2028
83	Mobilization and Pre-Construction Meeting	Task	1	Jun 27, 2028	Jun 27, 2028
84	Construction Administration	Task	495	Jun 28, 2028	May 21, 2030
85	Commissioning	Task	30	Apr 1, 2030	May 10, 2030
86	Substantial Completion	Task	10	May 6, 2030	May 17, 2030
87	Punch Walk	Task	15	May 6, 2030	May 24, 2030
88	Owner Occupancy	Task	1	May 31, 2030	May 31, 2030
89	Close Out and Record Drawings	Task	30	Jul 1, 2030	Aug 9, 2030
90	LEED Certification	Task	1	Aug 26, 2030	Aug 26, 2030

DRAFT

EXHIBIT B: FEES AND PAYMENT SCHEDULE

RFQ PC202606 — Team Fee Summary by Task

TASK	HDR	C&P	Miller Pacific	CSW|ST2	Hatch	KMC	CEC	TEAM TOTAL
1.0 Project Management and Administration	$224,920	$1,332	$4,760	$1,836	-	-	-	$232,848
2.0 Community Engagement & Outreach	$66,284	-	-	$10,124	-	-	$138,688	$215,096
3.0 Facility Programming & Schematic Design	$817,767	$51,154	$44,950	$41,050	$80,612	$40,627	-	$1,076,160
4.0 60% Design Development	$1,146,751	-	$4,800	$76,531	$140,728	$67,415	-	$1,436,224
5.0 Engineering Documents	-	-	-	-	-	-	-	-
6.0 90% Construction Documents	$950,230	-	$4,960	$63,804	$136,790	$76,313	-	$1,232,097
7.0 Final 100% Construction Documents (IFB Set)	$723,527	-	$4,800	$48,748	$54,867	$45,578	-	$877,520
8.0 Bidding and Award Support	$119,014	-	$4,800	$7,312	$21,845	$20,052	-	$173,024
9.0 Construction Phase Services (DSDC)	$655,228	-	$19,520	$26,318	$31,932	-	-	$732,997
SUBTOTAL LABOR COST	$4,703,722	$52,486	$88,590	$275,722	$466,773	$249,986	$138,688	$5,975,966
REIMBURSABLE EXPENSES	$40,000	$7,500	$1,000	$1,000	$16,000	$0	$15,000	$80,500
3% Sub Markup	$38,167							$38,167
GRAND TOTAL —	$4,781,889	$59,986	$89,590	$276,722	$482,773	$249,986	$153,688	$6,094,633

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Fixed Route Zero Emission Bus Operations & Maintenance Facility

ENGINEERING, DESIGN, AND PLANS, SPECIFICATIONS, & ESTIMATES (PS&E) AWARD



June 1, 2026

marintransit.gov

Agenda

01 Project History

02 Design Contract Scope of Services

03 Procurement

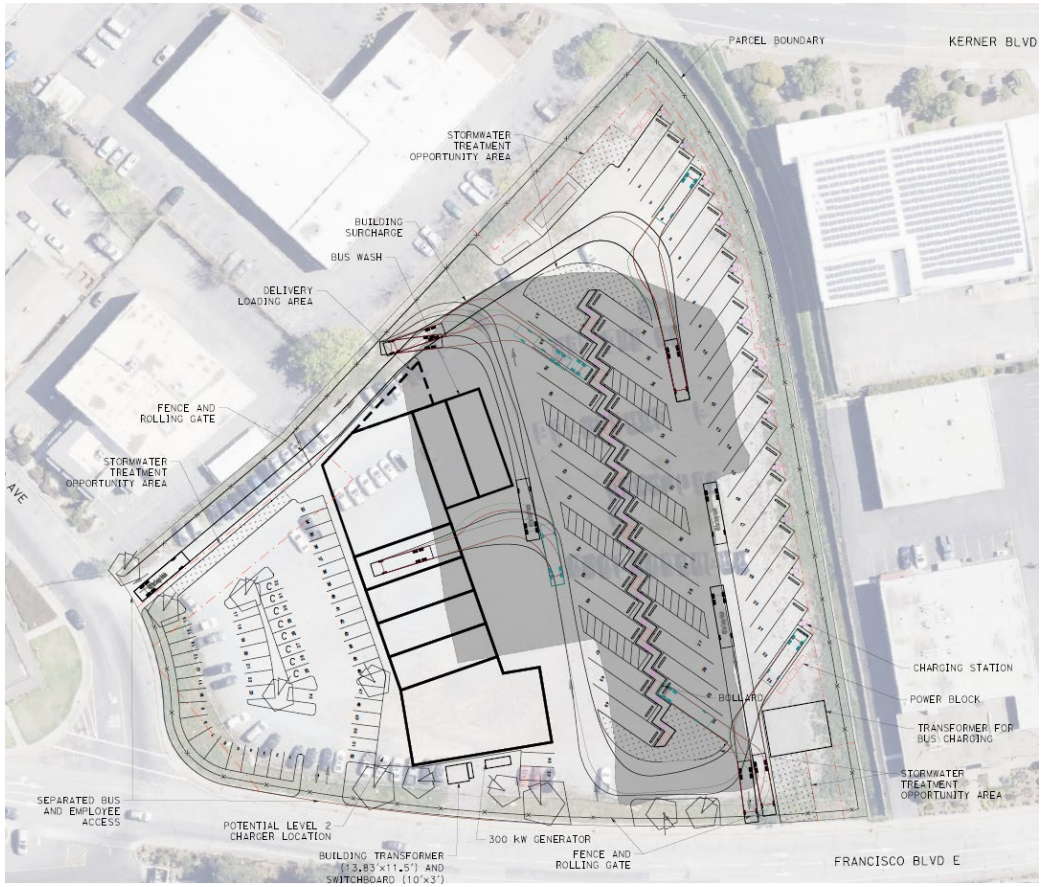
04 Final Negotiated Contract

05 Project Timeline

06 Fiscal and Staffing Impact

Project History

- 1075 Francisco Purchase – November 2024
- Environmental Concept Design – July 2025
- Need for Surcharge Work – June 2025
- Surcharge Design – November 2025
- CEQA Approval – January 2026
- NEPA Approval – April 2026
- Surcharge Construction – June thru Dec. 2026



Design Services Overview

Package A

OPERATIONS & MAINTENANCE FACILITY

5 Maintenance Bays

O&M Admin/Support Space

Bus Parking: ≤ 50 (40-ft) spaces

Employee/Visitor Parking: ≤ 60 spaces

Bus Wash

10,000 Gallon Diesel Tank

Package B/C Prep

Package B

SITE ELECTRIFICATION

Electrification Infrastructure

Charging Equipment (2030 Opening)

Capacity for 2040 Zero Emission Fleet

Package C

PV/SOLAR & BATTERY ENERGY STORAGE SYSTEM (BESS)

Not Included in Design Work Request

Solar Canopy over Parking

Battery System – Managed Charging and resiliency

Scope of Services:
Community Engagement and Community Benefits

- Comprehensive & Robust Approach
- Focus: Facility Design & Community Benefits
- Design incorporation at key milestones
- Outreach Phases:



Community Input



Mid-Design Engagement



Final Outreach Engagement

Scope of Services: Community Engagement & Community Benefits

- Identified potential non-Transit community uses during conceptual design
- FTA Requirements
- Feasible Items:
  - On-site
  - Curbside
  - Property perimeter
- Consider placemaking/ community integration
- "Gateway" to Canal

Non-Transit Uses Considered – Preliminary Determination

Potential Use	Siting Feasibility	FTA Allowable
EV Carshare	1-2 spaces on site or curbside	Yes – incidental use
Sidewalk & Lighting Improvements	Around property perimeter	Yes – incidental use
Food Truck	1 space on site or curbside	Yes – incidental use
EV Charging	1-2 spaces on site or curbside	Yes – incidental use
In Home Childcare Provider Training and Licensing	Off-site	Yes – childcare identified in grant
Transit Workforce Training Program	Off-site (e.g., College of Marin)	Yes – workforce training identified in grant
Micro-Transit Hub	Curbside or off site	Yes, if curbside and incidental
Community Gathering Space	Off-site	Yes, if incidental use
On-site Childcare Facility	Infeasible	Yes – identified in grant
On-site Housing	Economically infeasible	No – no funding partner
Day Laborer Center	Infeasible	No – no funding partner

Note: *Presented to MCTD Board on September 8, 2025 and included as guidance for bidders in the RFQ released December 22, 2025*
Final determination depends on final design parameters, community priorities, and funding availability

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Procurement

- Request for Qualifications (RFQ) released December 22, 2025
- Two Phase Procurement
  - Phase 1 – Firms submit Statement of Qualifications (SOQ). Interviews / presentations held with highest ranked firms
  - Phase 2 – Evaluation Committee finalizes firm rankings and negotiates scope and fee
- SOQ's received February 18, 2026 from nine firms
- Interviews held during week of March 9, 2026

Criteria	Points
Project Execution	20
Firm Qualifications	25
Qualifications of Key Personnel	20
References	15
Work Plan & Schedule	20
Total	**100**

Procurement (con't)

- All firms: Relevant experience, competent approach to project need and goals
- HDR demonstrated:
  - Strong understanding of project
  - Qualified personnel assignment
  - Tailored Design approach
- HDR best balanced operational needs, lifecycle considerations, funding limitations, and site constraints
  - Mitigation opportunities for poor soil on site



Firm Selection – Key Determinations

- Clear Project Understanding
- Depth of Knowledge
- Robust Community Engagement
- Defined Approach to Site Challenges
- Considers Durable & Resilient Design
- Sustainability
- Long term stewardship of public investment



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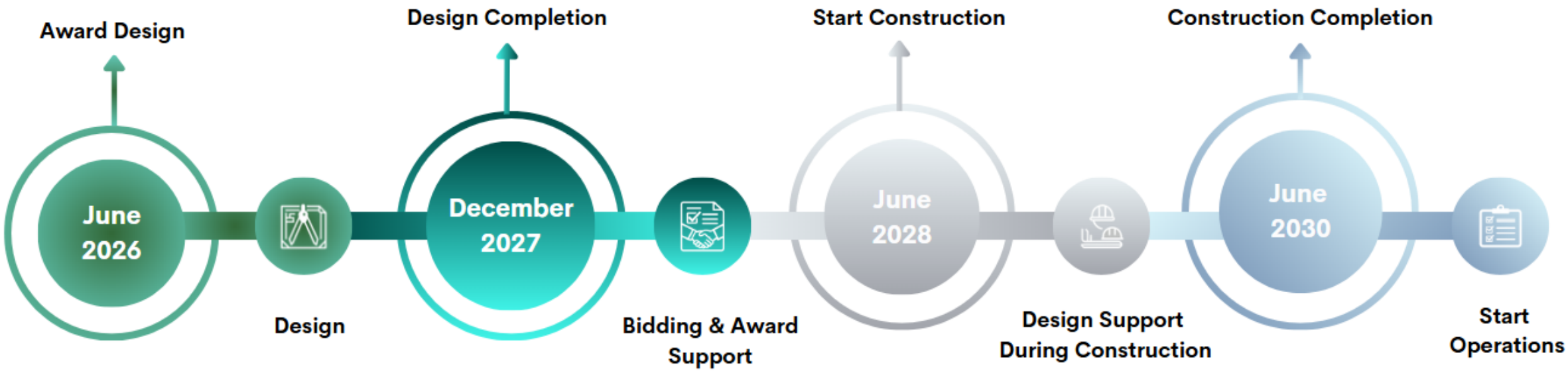
Final Negotiated Contract

- Includes Design of Package C (solar canopy)
- HDR Final Fee Amount: $6,094,633
  - Independent cost estimate: ~$4M (excludes package C)
- Cost Drivers
  - Technical and leadership positions
  - Level of effort across consultants and tasks
  - Enhanced construction support services across 24 months
  - Inclusion of Package C (Estimated value of ~$1M)



Solar Canopy over parking at Kerner Blvd

Project Timeline



Fiscal/Staffing Impact

- Project included in Capital Budget –FG – Facility - 1075 Francisco Facility
- Budget Amendment 2027-01 – Increases design budget within this project by $3,367,976

O&M Design/PS&E Funding Source	Amount
FTA Section 5339	$2,204,818
Property Tax Reserves	$222,182
RM3 Funds	$923,000
Local (capital reserves)	$3,367,976
Total	**$6,717,976**

Thank you

CONTACT

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Facility Development Project Manager

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marin transit

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San Rafael, CA 94901
ph: 415.226.0855
marintransit.gov

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Supervisor District 5

Maika Llorens Gulati
Alternate
City of San Rafael

June 1, 2026

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

Subject: **Resolution Approving Marin Transit's 2026 Title VI Program Update Submittal to the Federal Transit Administration**

Dear Board Members:

Recommendation

Approve Resolution 2026-05 approving Marin Transit's 2026 Title VI Program Update to ensure compliance with federal requirements to provide equal access to Marin Transit's services, programs and activities regardless of race, color and national origin.

Summary

As a recipient of Federal Transit Administration (FTA) funds, Marin Transit must complete a Title VI Program Update every three years to ensure compliance with the Civil Rights Act of 1964 that prohibits discrimination on the basis of race, color, or national origin in any program or activity receiving federal financial assistance. Failure to comply with FTA requirements can result in the delay of federal grant funding.

In 2023, Marin Transit did a comprehensive overhaul of our Title VI program to ensure compliance and clarity. The 2026-2029 Marin Transit Title VI program primarily focused on updating data sources throughout, resulting in key changes to the following:

1. Marin Transit Language Assistance Plan for Limited English Proficient (LEP) populations
2. Marin Transit Service Monitoring Program

Upon approval, the Marin Transit 2026 Title VI Program Update will be updated to include the resolution and submitted to FTA.

The Draft Resolution is included as Attachment A and the main Title VI Program Update document is included as Attachment B. The appendices are quite lengthy and thus only key appendices of the Title VI Program are included. Attachments C-E of the Board packet include Appendix A: Public Participation Plan; Appendix D: Limited English Proficiency Language Assistance Plan, and Appendix G: Service Performance Monitoring. All other appendices can be found here: http://www.marintransit.gov/titlevi.

Background

On October 1, 2012, the FTA released federal circular C4702.1B that provides directions and requirements related to the Civil Rights Act of 1964 for recipients receiving federal funding. Marin Transit staff has been preparing and submitting Title VI Program updates since 2014. The most recent program update was adopted by the board on June 5, 2023.

Program Update Contents

All recipients of FTA funding must complete the general requirements described in C4702.1B within their Title VI Program Update. The following table shows the requirements and the relevance to Marin Transit's Title VI Program Update.

Table 1: FTA General Requirements

FTA General Requirement for All Federal Transit Funding Recipients		Included in Marin Transit's Program Update
1	Notice to the Public	Yes, Chapter 2
2	Complaint policy and procedures	Yes, Chapter 3
3	Updated complaint forms to reflect changes associated with the Language Assistance Plan	Yes, Chapter 3
4	List of any Title VI investigations, complaints or lawsuits	None, noted in Chapter 4
5	Public Participation Plan, including overview of outreach undertaken since the last Title VI program submission	Yes, Chapter 5 and Appendices A-C
6	Language Assistance Plan for Limited English Proficient (LEP) populations	Yes, Chapter 6 and Appendix D
7	Report on racial breakdown of non-elected advisory committees	Does not apply, noted in Chapter 7
8	Subrecipient monitoring program	Yes, Chapter 8
9	Facility equity analysis for new transit-related facilities	Yes, Chapter 9 and Appendix E
10	Board minutes supporting the adoption of the Title VI Program Update	Upon approval, Board resolution will be noted in Chapter 16 and included as Appendix K

In addition to the general requirements shown above, transit agencies operating more than 50 peak vehicles and located in an Urbanized Area (UZA) of 200,000 or more in population are also required to provide the information shown in Table 2, below.

Table 2: Larger Transit Requirements

FTA Requirements for transit agencies operating more than 50 peak vehicles and located in an Urbanized Area (UZA) of 200,000 or more		Included in Marin Transit's Program Update
11	Transit service standards for vehicle load, vehicle headway, on-time performance and service availability	Yes, Chapter 10
12	Transit service policies for provision of transit amenities and vehicle assignment	Yes, Chapter 10
13	Current demographic and service area profile maps	Yes, Chapter 11
14	Demographic ridership and travel patterns based on most recent surveys	Yes, Chapter 12 and Appendix F
15	Results of performance monitoring program	Yes, Chapter 13 and Appendix G
16	A description of the public engagement process for setting the Major Service Change Policy, Disparate Impact Policy and Disproportionate Burden policy for use in assessing whether service or fare changes would result in impacts to minority or low-income populations	Yes, Chapter 14 and Appendix H and J
17	Results of service and or fare equity analyses conducted since the last Title VI program submission	Yes, Chapter 15 and Appendix I

Notable Changes to Title VI Program

In 2023, two new languages were identified as safe harbor languages in the Language Assistance Plan (LAP) for Limited-English Proficient (LEP) populations: Chinese and Vietnamese. In 2026, prevalence of these languages in the county dropped below the safe harbor level and thus Spanish remains the only safe harbor language (as explained in Appendix D, included here as Attachment D). Spanish remains the most prevalent non-English language by far.

Marin Transit plans to continue to provide Title VI notices in the three languages where already posted but will not translate new vital documents into Chinese and Vietnamese moving forward.

The Service Monitoring program has also been updated with new data, which shows that Marin Transit's service distribution and performance are not determined on the basis of race, color or national origin (see Attachment E).

A key note is that the Title VI program continues to rely on 2017 passenger survey data, which is now out of date. A new passenger survey is currently underway – results should be available later this summer but, unfortunately, missed the deadline for adoption of the Title VI program for this cycle. Upon receipt or survey results, Marin Transit will begin utilizing this new data for our Title VI program monitoring efforts to ensure service distribution and performance are not determined on the basis of race, color, or national origin.

Fiscal/Staffing Impact

None

Respectfully Submitted,



Cathleen Sullivan
Director of Planning

Attachment A: Resolution 2026-05 approving the 2026 Title VI Program

Attachment B: Marin Transit Draft Final 2026 Title VI Program Update

Attachment C: Appendix A: Public Participation Plan

Attachment D: Appendix D: Limited English Proficiency Language Assistance Plan

Attachment E: Appendix G: Service Performance Monitoring

Marin County Transit District
2026 Title VI Program
Submittal to the Federal Transit Administration

RESOLUTION No. 2026-05

WHEREAS, Title VI of the Civil Rights Act of 1964 states that no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving Federal financial assistance; and

WHEREAS, Marin Transit receives federal funds through the Federal Transit Administration (FTA) and is subject to Title VI and must complete a Title VI Program to demonstrate compliance; and

WHEREAS, Marin Transit must provide public transportation service in a nondiscriminatory manner, must promote full and fair participation in public transportation decision-making without regard to race, color, or national origin, and must ensure meaningful access to transit-related programs and activities by persons with limited English proficiency; and

WHEREAS, Per the FTA's updated Title VI Circular (FTA C 4702.1B), issued on October 1, 2012, Marin Transit must update the Title VI Program including the service monitoring program every three years and the Marin Transit Board of Directors must adopt the Update; and

WHEREAS, The service monitoring program compares the level of transit service and performance in predominantly minority areas with the level of transit service and performance in predominantly non-minority areas to ensure service equity; and

WHEREAS, If a disparate impact is found, Marin Transit shall consider alternatives to avoid, minimize, or mitigate the impact in order to remedy the disparity to the greatest extent possible and shall discuss the identified impacts and proposed actions in the Title VI Program;

THEREBY BE IT RESOLVED, That the Marin Transit Board of Directors approves Marin Transit's 2026-2029 Title VI Program Update including the results of the required system-wide monitoring of service standards and policies.

APPROVED AND PASSED this 1st day of June 2026.

_____

Mary Sackett
Marin Transit Board of Directors

ATTEST:

_____

Robert Betts, General Manager
Marin Transit

Title VI Program Update

2026-2029

DRAFT

June 2026

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1. Introduction

Marin Transit is committed to ensuring that no person is excluded from participation in, denied the benefits of, or discriminated against under its projects, programs, or activities on the basis of race, color, creed, national origin, sex or age, as provided in Title VI of the Civil Rights Act and 49 United States Code Section 5332. The Marin Transit Title VI Program addresses both the general and transit-specific requirements per Federal Transit Administration (FTA) Title VI guidance issued on October 1, 2012 (Appendix A of FTA circular 4702.1B).

Overview of Marin Transit

Marin County Transit District (Marin Transit or the District) was formed by a vote of the people of Marin County in 1964 and was given the responsibility for providing local transit service within Marin County. Although Marin Transit has responsibility for local transit services, it does not employ its own drivers. Instead, Marin Transit contracts with public, private, and/or nonprofit providers for local bus and paratransit services and maintenance. Staff are directly responsible for planning, capital investments, financial management, and operations oversight. Marin Transit is financially supported by Marin County Measure AA Funds, State Transportation Development Act Funds, fares, property taxes and Federal Section 5311 rural transit funds. Marin Transit services encompass all public bus routes that begin and end within Marin County.

Marin Transit offers services under the following broad categories:

- Traditional local fixed route service operated in high-capacity transit vehicles on major travel corridors.
- Community shuttle service operated in smaller vehicles and tailored to serve lower density neighborhoods.
- Rural fixed route service providing a link between rural west Marin County and the major activity centers in the county.
- Muir Woods Shuttle – a service operated in partnership with the National Park Service to relieve congestion around the Muir Woods National Monument.
- School services, offered through Supplemental transit routes and a dedicated home to school yellow school bus service.
- Demand-response paratransit services for those eligible under the Americans with Disabilities Act (ADA).
- Specialized services and programs for the older adult and disability community though its Marin Access program.

In addition, the District utilizes over 600 bus stops in Marin County that serve regional and/or local bus routes. While Marin Transit does not own any of these bus stops, it shares responsibility for maintaining and improving most stops throughout the County.

Overview of Title VI Program

The commitment to comply with Title VI is an essential element of Marin Transit's service operation. Marin Transit's Title VI Program will continue to evolve through lessons learned while conducting planning analyses, evaluating service impacts, and putting into place inclusive participation programs and outreach activities. Every three years, Marin Transit updates this document for the Federal Transit Administration as a record of the District's most current Title VI Program.

The efforts associated with updating the Language Assistance Plan and the Public Participation Plan assist the District in developing strategies and practices that continue to ensure on-going compliance with Title VI principles. These include:

1. Updated Language Assistance Plan and Public Participation Plans focused on improving upon and integrating language assistance measures into day-to-day activities.
2. Developing staff training materials and practices to ensure that staff and contracted staff are familiar with Title VI requirements, policies, and procedures.
3. Ensuring that agency vital documents are translated into safe harbor languages.
4. Continuing to ensure that all federal compliance activities, including Title VI, are included in future work plans.

2. Title VI Notice to Beneficiaries

Marin Transit District provides a Title VI notice to beneficiaries in key locations including the District's administrative offices, the District's contractor offices that are open to the public, on the Marin Transit website, on Marin Transit vehicles, and at major transit hubs.

In the 2023 update of the Title VI Program, text of the notice was revised to include two new safe harbor languages of Vietnamese and Chinese (Written Simplified Chinese). Marin Transit updated this Notice in all relevant locations upon adoption of the last Title VI Program. Chinese and Vietnamese no longer qualify as safe harbor languages, but Marin Transit will continue to make these notices available in these languages where already provided, but they are no longer included in this official Title VI Program.

English

Marin Transit Passenger – Non-Discrimination Policy

Marin Transit grants all citizens equal access to transportation services and is committed to ensuring that no person is excluded from participation in or denied the benefits of its services on the basis of race, color, or national origin as protected by Title VI of the Civil Rights Act of 1964. For more information on our Title VI program or how to file a complaint, contact (415) 226-0855 or TDD 711, email info@marintransit.gov or visit our offices at 711 Grand Avenue, Suite 110, San Rafael, CA 94901.

For more information about Marin Transit's Title VI program, please visit www.marintransit.gov/titlevi or call (415) 226-0855 or TDD 711.

If information is needed in another language, contact Marin Transit at (415) 226-0855.

Spanish

Pasajero de Marin Transit - Política de no discriminación

Marin Transit otorga a todos los ciudadanos la igualdad de acceso a sus servicios de transporte. Marin Transit tiene el compromiso de garantizar que ninguna persona sea excluida de participar o que se le nieguen los beneficios de sus servicios sobre la base de raza, color u origen nacional, según se proteja por el Título VI de la Ley de Derechos Civiles de 1964. Para obtener más información sobre nuestro programa Título VI o cómo presentar una queja, comuníquese con (415) 226-0855 o TDD 711, envíe un correo electrónico a info@marintransit.gov o visite nuestras oficinas en 711 Grand Avenue, Suite 110, San Rafael, CA 94901.

Para obtener más información sobre el programa Título VI de Marin Transit, visite http://www.marintransit.gov/titlevi o llame al (415) 226-0855 o TDD 711.

Si necesita información en otro idioma, comuníquese con Marin Transit al (415) 226-0855.

3. Title VI Complaint Procedures and Complaint Form

As a recipient of federal dollars, Marin Transit is required to comply with Title VI of the Civil Rights Act of 1964 and ensure that services and benefits are provided on a nondiscriminatory basis. Marin Transit has developed a Title VI Complaint Procedure that outlines a process for the disposition of Title VI complaints and is consistent with guidelines found in the FTA Circular 4702.1B.

The following Complaint Procedure is posted on the www.marintransit.gov website:

Title VI Complaint Procedure

If you believe that you have received discriminatory treatment by Marin Transit on the basis of your race, color, or national origin, you have the right to file a complaint with the Civil Rights Officer. The complaint must be filed no later than 180 calendar days of the alleged discriminatory incident. This document and the Title VI complaint form are available on Marin Transit website www.marintransit.gov/titlevi

The preferred method is to file your complaint in writing using the Title VI Complaint Form, and send it to:

Civil Rights Officer
Marin Transit
711 Grand Avenue, Suite 110
San Rafael, CA 94901

Verbal complaints will be accepted and transcribed by the Civil Rights Officer. To make a verbal complaint, call (415) 226-0855 or TDD 711.

You also have the right to file a complaint with an external entity such as the Department of Transportation (DOT), a federal or state agency, or a federal or state court. Should a complaint be filed with Marin Transit and an external entity simultaneously, the external complaint shall supersede Marin Transit complaint and Marin Transit's complaint procedures will be suspended pending the external entity's findings.

The Marin Transit Civil Rights Officer will review and investigate all Title VI complaints that are complete. Once the complaint is received, Marin Transit will review it to determine if our office has jurisdiction. The complainant will receive an acknowledgement letter informing her/him whether the complaint will be investigated by our office. Reasonable measures will be undertaken to preserve any information that is confidential. The investigation may include a review of all relevant documents, practices and procedures as well as discussion(s) of the complaint with all affected parties to determine the nature of the problem. The investigation will be conducted and generally completed within 60 days of receipt of a formal complaint.

Based on the information received, an investigation report will be prepared by the Civil Rights Officer for submittal to the Marin Transit General Manager. On behalf of the General Manager, the Civil Rights Officer will issue one of two letters to the complainant: 1) a closure letter or a 2) a Letter of Finding. A closure letter summarizes the allegations and states that there was not a Title VI violation and that the

case will be closed. A Letter of Finding summarizes the allegations and the interviews regarding the alleged incident, and explains whether any disciplinary action, additional training of the staff member or other action will occur. Parties will have 14 calendar days from the date of the outcome letter to appeal. If the complainant wishes to appeal the decision, he or she may appeal directly to the United States Department of Transportation, the Equal Employment Opportunity Commission or the California Department of Fair Employment and Housing, as appropriate.

A person may also file a complaint directly with the Federal Transit Administration, at FTA Office of Civil Rights, 1200 New Jersey Avenue SE, Washington, DC 20590.

Investigation Procedures

The Civil Rights Officer will maintain a log of Title VI complaints received that shall include the date the complaint was filed, a summary of the allegations, the status of the complaint, and actions taken by Marin Transit in response to the complaint.

If requested, documents describing Marin Transit's Title VI Policy Statement and Complaint Procedures can be translated into languages other than English.

Title VI Complaint Forms

Marin Transit provides Title VI Complaint Forms in the safe harbor languages of English and Spanish, as shown below.

Figure 1 Title VI Complaint Form-English

Marin Transit Title VI Complaint Form

Marin Transit is committed to ensuring that no person is excluded from participation in, or denied the benefits of its services on the basis of race, color or national origin as protected by Title VI of the Civil Rights Act of 1964, as amended ("Title VI").

Please provide the following information necessary in order to process your Title VI complaint. Assistance is available upon request.

1. Complainant's Name _____
2. Address_____
3. City, State and Zip Code_____
4. Telephone Number (home) _____ (business) _____
5. Electronic Mail Address_____
6. Accessible Format Requirements? Large Print Audio Tape
   a. TDD Other
7. Person discriminated against (if someone other than the complainant)

   Name_____
   a. Address_____
   b. City, State and Zip Code_____
8. Which of the following best describes the reason you believe the discrimination took place? Was it because of your:
   a. Race_____
   b. Color_____
   c. National Origin_____
9. What date did the alleged discrimination take place? _____

10. In your own words, describe the alleged discrimination. Explain as clearly as possible what happened and why you believe you were discriminated against. Describe all persons who were involved. Include the name and contact information of the person(s) who discriminated against you (if known) as well as names and contact information of any witnesses. Include the date of the encounter, the route number and direction of travel, and the time the incident occurred. If you have it, include the bus number. Please use the back of this form if additional space is required

    _____
    _____
    _____
    _____
    _____
    _____
    _____
    _____

11. Have you filed this complaint with any other federal, state, or local agency; or with any federal or state court? _____ Yes _____ No

12. If yes, check all that apply: _____Federal agency _____ Federal court _____State agency _____State court _____Local agency

13. Please provide information about a contact person at the agency/court where the complaint was filed.

    Name_____
    Address_____
    City, State, and Zip Code _____
    Telephone Number _____

14. Please sign below. You may attach any written materials or other information that you think is relevant to your complaint.

    _____
    Complainant's Signature Date

    Mail or Deliver the Completed Form to:

    Civil Rights Officer
    Marin Transit
    711 Grand Avenue, Suite 110
    San Rafael, CA 94901

Figure 2 Title VI Complaint Form-Spanish

Formulario de Queja conforme al Título VI de Marin Transit

Marin Transit tiene el compromiso de garantizar que a ninguna persona se le excluya de participar en sus servicios o se le nieguen los beneficios de sus servicios sobre la base de raza, color u origen nacional, según se proteja por el Título VI de la Ley de Derechos Civiles de 1964, y sus enmiendas ("Título VI").

Por favor, proporcione la siguiente información necesaria para procesar su queja conforme al Título VI. Se puede obtener ayuda al solicitarla.

1. Nombre de quien presenta la queja _____
2. Dirección_____
3. Ciudad, estado, código postal_____
4. Número telefónico (casa) _____ (empresa) _____
5. Dirección de correo electrónico_____
6. ¿Requiere formatos accesibles? Letra grande Cinta de audio
   TDD Otro
7. Persona discriminada (si no es quien presenta la queja)

   Nombre_____
   a. Dirección_____
   b. Ciudad, estado, código postal_____
8. ¿Cuál de las siguientes describe mejor la razón por la que cree que ocurrió la discriminación? ¿Fue por su...?
   a. Raza_____
   b. Color_____
   c. Origen nacional_____
9. ¿En qué fecha ocurrió la presunta discriminación? _____

10. En sus propias palabras, describa la presunta discriminación. Explique lo más claramente que pueda lo que pasó y por qué cree usted que le discriminaron. Describa todas las personas que estaban involucradas. Incluya el nombre y la información de contacto de la(s) persona(s) que le discriminaron (si se los sabe) así como los nombres y la información de contacto de los testigos que hubiera. Incluya la fecha del incidente, el número de la ruta y la dirección del viaje, y la hora en que ocurrió el incidente. Incluya el número de autobús si lo tiene. Por favor, use la parte de atrás de este formulario si necesita más espacio

    _____
    _____
    _____
    _____
    _____
    _____
    _____
    _____

11. ¿Ha presentado esta queja con otra agencia federal, estatal o local, o ante alguna corte federal o estatal? _____ Sí _____ No

12. Si es así, marque todas las que apliquen: _____Agencia federal _____ Corte federal _____Agencia estatal _____Corte estatal _____Agencia local

13. Por favor proporcione la información de contacto de una persona en la agencia o corte donde se presentó la queja.

    Nombre_____
    Dirección_____
    Ciudad, estado, código postal _____
    Número telefónico _____

14. Por favor firme abajo. Puede adjuntar cualquier material escrito u otra información que crea pertinente para su queja.

    _____ _____
    Firma de la persona que presenta la queja Fecha

    Envíe o entregue el formulario llenado a:

    Civil Rights Officer
    Marin Transit
    711 Grand Avenue, Suite 110
    San Rafael, CA 94901

4. List of Transit-Related Title VI Investigations, Complaints, and Lawsuits

There have been no specific Title VI investigations, complaints or lawsuits that have been filed against Marin Transit between April 1, 2023 and March 31, 2026. Title VI complaints, if any, are tracked via the District's centralized feedback repository, TransTrack. Complaints are reviewed internally by the District's Civil Rights Officer and summarized on an annual basis in the following format, as presented in Table 1.

Table 1 Title VI investigations, complaints, and lawsuits summary form (none for this period)

	Date (Month, Day, Year)	Summary (include basis of complaint: race, color, or national origin)	Status	Action(s) Taken
Investigations				
1.				
2.				
Lawsuits				
1.				
2.				
Complaints				
1				
2.				

5. Public Participation Plan

Marin Transit takes an expansive approach to public engagement and seeks to engage with and address the needs of the wide range of stakeholders across the County. Agency goals for public engagement are aimed at amplifying the voices that have been historically underrepresented or left out of the decision-making process. Marin Transit's goals for public engagement are to:

1. Educate and Inform;
2. Encourage Broad Participation;
3. Ensure Engagement Activities are Inclusive and Accessible for All; and
4. Evaluate the Effectiveness and Impact of Engagement Activities

The concerns, issues, ideas, and needs of community members gathered through the public participation process will inform Marin Transit's projects, plans and/or activities and will lead to improved and more inclusive decision making. The full Public Participation Plan can be found in *Appendix A.*

The *Public Participation Plan* describes the scope of the District's approach to community participation when Marin Transit undertakes planning activities, project development, and local bus service and fare changes. The Plan details numerous communication strategies and tactics to offer early and continuous opportunities for the public to participate and influence decision-making.

The plan relies on robust partnerships with Community Based Organizations, social service agencies, neighborhood groups, advocacy organizations and other local partners that can help amplify our engagement. A list of examples of these groups can be found in *Appendix B.*

Outreach undertaken since the last Title VI Program Update through December 2025 is included in *Appendix C.*

6. Language Assistance Plan

Marin Transit is committed to providing meaningful access to public transit services for Limited English Proficient (LEP) customers. Marin Transit uses various methods to accomplish this goal and has enhanced those methods during and after the last update to the Title VI Program. Eliminating any potential barriers to participation by persons of limited-English-speaking abilities has a positive impact not only on LEP individuals themselves, but also on the community as a whole. Marin Transit's goal is to make all reasonable efforts to ensure that members of our customer base are not denied access to public transit services due to a limited ability to speak, read, write and/or understand English.

To assist in understanding the needs of those who speak English less than very well, the District undertook an individualized agency assessment that considers the following four factors as recommended by FTA guidance:

1. The number or proportion of LEP persons eligible to be served or likely to encounter a program, activity, or service of the recipient or grantee;
2. The frequency with which LEP individuals come in contact with the program;
3. The nature and importance of the program, activity, or service provided by the recipient to people's lives; and
4. The resources available to the recipient and costs for translation services.

The assessment revealed that Spanish continues to be the predominant language spoken by those who speak English "less than very well" as required by the federal guidance. No other language is spoken by greater than 1,000 persons in the county or more than 5% of the population; as such, translating vital documents into Spanish only is recommended. However, vital documents that were translated into Vietnamese and Chinese based on the last update to the Title VI program will continue to be made available to the public.

The full Language Assistance Plan can be found in *Appendix D.*

7. Membership of Decision-Making Bodies

As of June 2026, Marin Transit does not have non-elected committees or councils with membership chosen by Marin Transit.

8. Subrecipient Monitoring

Marin Transit has one subrecipient for Federal Transit Administration funding: the Transportation Authority of Marin (TAM) due to a 5307 grant for the Part-Time Transit Lane (PTTL, a.k.a. Bus on Shoulder) project on Southbound U.S. 101 between San Rafael and Novato. In early 2023, TAM and Marin Transit were awarded a $1.1 million Transit Performance Initiative (TPI) Investment Program grant from the Metropolitan Transportation Commission (MTC) to support development of this PTTL project. They entered into a grant agreement to program these funds in July 2023.

TAM's Title VI Program has been under development to comply with this and other federal grant funding the agency has received. On May 28, 2026, the TAM Board is scheduled to adopt the Title VI program: https://www.tam.ca.gov/boc/#meetingagendasandmaterials. As part of this adoption, TAM is utilizing the allowance that subrecipients may choose to adopt the primary recipient's notice to beneficiaries, complaint procedures and complaint form, public participation plan, and language assistance plan. The geographical purview of the two agencies is the same: the entirety of Marin County.

Key milestones for TAM's compliance with Title VI are:

1. After Board adoption, staff will develop their own complaint process, which will be posted on the TAM website along with links to the Marin Transit Title VI program.
2. Return to the Board with a Title VI program tailored to TAM as a primary recipient within a year as part of its compliance with its directly awarded federal grants.

TAM will provide regular reports to Marin Transit's Title VI officer, including key submissions at the above major milestones. In the meantime, Marin Transit is in regular communication with TAM to monitor their compliance with Title VI requirements. Key elements of this monitoring are:

- TAM does not have any transit-related non-elected planning boards, advisory councils, or committees.
- Following federal rules and Caltrans/MTC requirements in all their activities.
- Referencing the regional documents that govern these efforts, including utilizing the MTC Plan for Special Language Services to Limited English Proficient (LEP) Populations https://mtc.ca.gov/about-mtc/public-participation/language-assistance.
- Posting the Title VI notice on their website and in their office.
- Tracking Title VI complaints. At the time of this plan's adoption, they have never received a Title VI complaint.
- Through the Countywide Transportation Plan and Community Based Transportation Plans, TAM identifies the mobility needs of minority populations; these two documents are a key component of how they consider these needs within the planning process. The Transportation Equity Mapbook Appendix to the CTP maps equity populations and how to incorporate equity scoring and selection criteria into existing and future funding programs. (https://www.tam.ca.gov/ctp)

9. Facility Equity Analysis

During the last three years, Marin Transit has undertaken one Facility Equity Analyses for the proposed transit facility at 1075 E. Francisco in San Rafael. The full Board reports for the proposed facility (an information item where the Title VI analysis was presented and the final board action) can be found in *Appendix E.*

10. Service Standards and Service Policies

Introduction

All fixed route transit providers are required to set quantitative service standards and policies for each specific fixed-route mode of service they provide. These standards and policies must address how service is distributed across the transit system and must ensure fair distribution across different populations; transit service and amenities must be allocated without regard to race, color or national origin.

Marin Transit adapted and refined the system-wide service standards from its Short Range Transit Plan (SRTP) to reflect FTA guidance and Marin Transit's system-wide policies. These service standards will be used in the required Service Performance Monitoring contained in Chapter 13.

The existing standards address:

- *Vehicle load for each mode*: Generally expressed as the ratio of passengers to the number of seats on a vehicle.
- *Vehicle headways for each mode*: The amount of time between two vehicles traveling in the same direction on a given line or combination of lines.
- *On-time performance for each mode:* A measure of runs that reach their timepoint stops at the scheduled times.
- *Service availability for each mode*: A general measure of the distribution of routes within an agency's service area.

The existing policies address:

- *Siting of Transit Amenities*, i.e. shelters and benches, within the jurisdiction of the operator; and
- *Vehicle Assignment* for the type of service offered.

Vehicle Load Standard

A vehicle load factor is the ratio of the number of seats on a vehicle to the number of passengers on-board. Load factor is an indicator of the extent of or potential for overcrowding. It may indicate a need for additional service or larger vehicles to provide quality service. Marin Transit works closely with its contractors to ensure passengers are not left behind due to overcrowding or overloads. Overcrowding is particularly monitored on routes to and from the Canal area of San Rafael (one of the highest ridership areas in the service area), routes that provide service along Highway 101, routes that provide supplemental school service, and West Marin Stagecoach routes that provide weekend Summer service.

Standard: Marin Transit's system-wide goal is to have an average maximum load factor for local service not to exceed 1.25, as measured by a ratio of total passengers to seats on board the vehicles. This equates to a maximum of approximately 10 standees on a 40' vehicle.

Vehicle Headway Standard

Vehicle headways are the frequency at which individual routes travel in one direction. In the most densely populated areas or peak travel times, it is more desirable to provide more frequent service (shorter headways) to accommodate higher demand. In less densely populated or rural areas, or at non-peak times of day, it is common to have less frequent service as demand warrants. Additionally, some service types may not have a standard, as they respond to events or seasonal travel time periods. Marin Transit provides frequent bus service in the high-ridership Canal area of San Rafael to minimize overcrowding and ensure passengers wait no longer than a combined 15 minutes for the next bus (including a variety of routes) during peak periods, and often wait times are shorter.

Standard: Marin Transit's system-wide goal is to provide service at least every 60 minutes during the peak and off-peak times with additional frequency as warranted by demand. As many routes provide overlapping service within a given corridor, corridor frequencies are typically much higher than route level frequencies. Services in rural areas and on school routes will be deployed as demand warrants.

On-Time Performance

Service that runs on time provides riders with a sense that the bus will be there as scheduled. Marin Transit defines "on-time" as up to 5 minutes late and no more than 1 minute early.

Standard: To ensure reliable services, Marin Transit aims to have an 80% on-time performance target at timepoint stops for fixed route operations. In addition, the agency standard is less than 1% of fixed-route trips missed or removed from the daily schedule. (Altered slightly from SRTP for purposes of this report.)

Service Availability

Service availability reflects the route design and service frequency and can be influenced by population density, service frequency, and stop spacing.

Standard: Marin Transit's goal is to provide transit within ½ mile of 85% of all County residents, jobs, large multifamily developments, middle & high schools (excluding those served by yellow bus), senior residents, zero-car households, and low-income residents. (Altered slightly from current adopted SRTP for purposes of this report; staff anticipates updating upcoming SRTP to match Title VI.)

Transit Amenities

Transit amenities policies ensure that improvements to the riders' waiting experience at stops and stations are distributed according to rider need. Transit amenities include items such as benches, shelters, signage or real-time passenger information signs.

Policy: When resources allow for improvements at multiple stop locations, Marin Transit will prioritize resources based on passenger activity – e.g. boarding and alighting activity – and transfer opportunities.

Vehicle Assignment

Assigning vehicles by policy helps ensure that vehicles are placed into service based on service type, ridership demand or roadway requirements rather than by other conditions, such as neighborhood demographics, that could result in discriminatory outcomes. All vehicles used in local service are Americans with Disabilities Act (ADA) accessible, accommodating at least two wheelchairs and two bicycles.

Policy: Vehicle size and capacity will be assigned based on demand and passenger load factors. Those routes with the lowest passenger demand will be assigned a 24-foot cutaway, those with medium and high demand will be assigned a 30-foot, 35-foot, or 40-foot vehicle. Due to challenging terrain and roadways in rural West Marin, vehicle assignments and features may be adjusted to allow for safe operations.

11. Demographic and Service Profile Maps

Introduction

Demographic and service profile maps representing Marin Transit's service area are presented below. Marin Transit's service area boundary is coterminous with Marin County.

Methodology

To create minority and low-income maps, staff calculated the share of the total service area population that is low-income and minority. Minority population is defined as anyone self-identifying as something other than Non-Hispanic White only. Low-income population is defined as any household with an annual income that is below 200% of the federal poverty guidelines. The Marin Transit service area (Marin County) is 34.9% minority and 16.5% low income – these are the "countywide baseline averages." Any block group with a share of minority or low-income population greater than the countywide baseline average is considered a "minority block group" or "low-income block group' respectively. The 2020-2024 American Community data was used for minority and income designations.

Maps

The maps below show key attractors and generators of bus trips in the Marin Transit service area and county, including schools, libraries and medical facilities as well as Marin Transit routes and major transit facilities.

Figure 3 highlights the census block groups that have a higher percentage of minority residents than the countywide baseline average.

Figure 4 highlights the census block groups that have a higher percentage of low-income residents than the countywide baseline average.

Figure 3 Minority Map

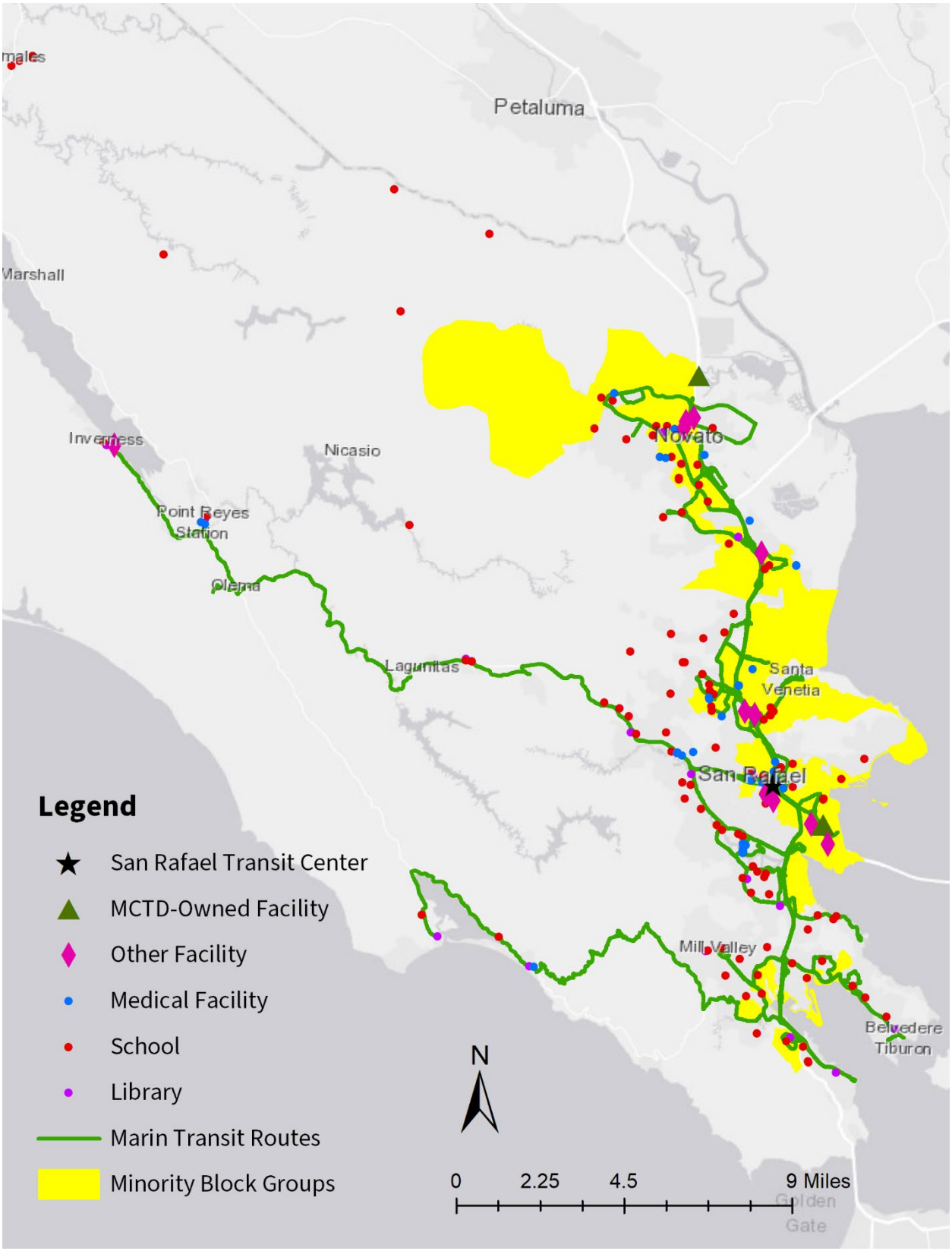
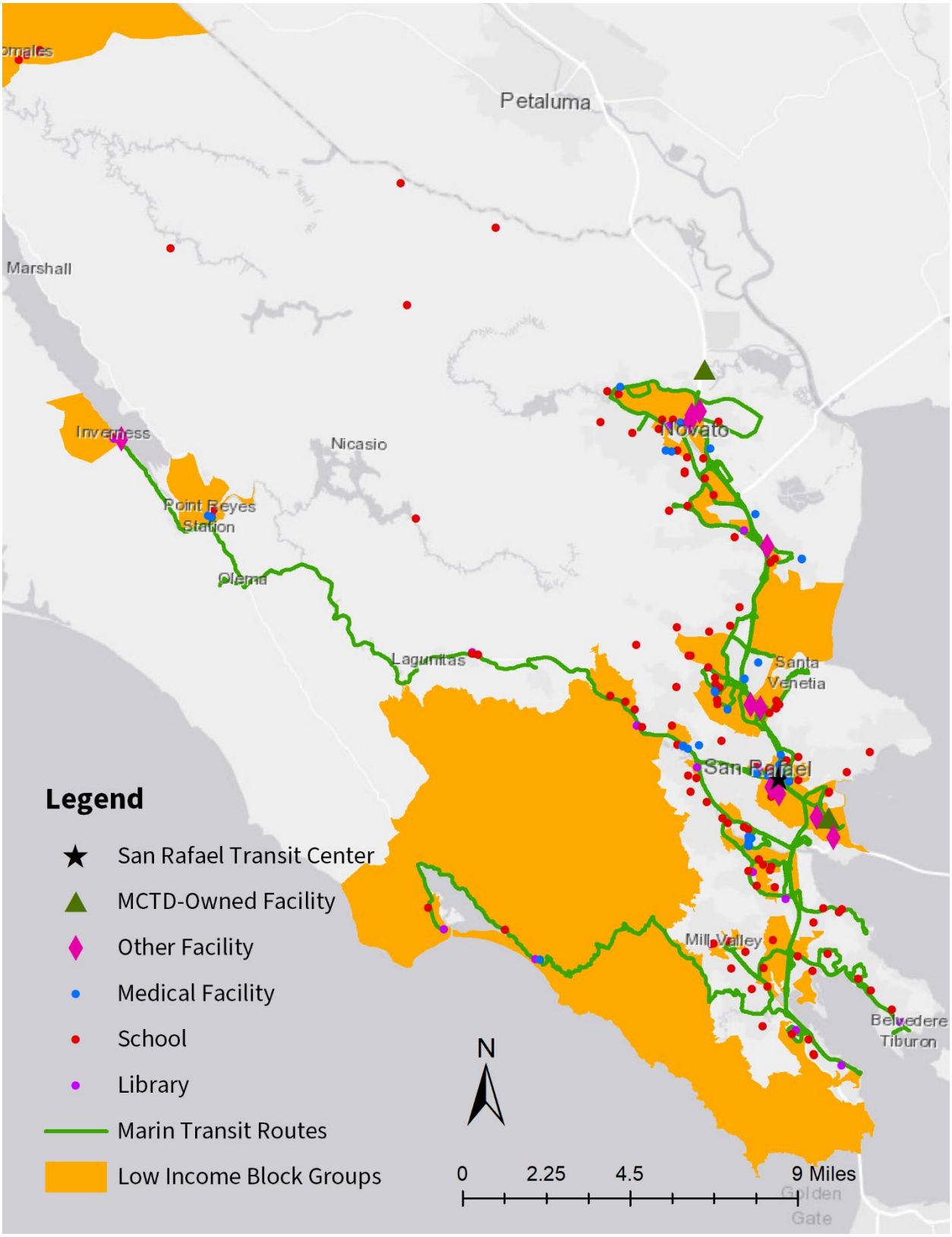


Figure 4 Low Income Block Groups Map



12. Demographic Ridership and Travel Patterns

Introduction

In Spring 2017, Marin Transit conducted a passenger survey in partnership with the Metropolitan Transportation Commission (MTC) in both English and Spanish to better understand characteristics of riders, including transfer activity, rider origins, demographics, and stop-level information. A rider survey was planned to occur in 2020; however, due to the COVID pandemic, the survey was delayed to address social distancing procedures and ridership changes with the region's transit operators. The next on-board ridership survey is currently underway in spring 2026 and results were not available as of the adoption of this Title VI Program update. Marin Transit will continue actively monitoring route-level performance and demographics as new data information becomes available and will use data from the new on-board survey when it is received to ensure compliance with Title VI.

Absent updated onboard survey data, Marin Transit reviewed census and ridership data to determine if any major underlying demographic changes may have occurred in the years since the last survey. The data presented below suggests that no major demographic changes have taken place in the county. The 2017 on-board survey data represents the most accurate and timely data available.

Demographic and Ridership Comparison 2017-2024

Census Data

American Community Survey (ACS) data from table S0102 was analyzed to assess if there are differences in select population characteristics between the 2017 and 2024 ACS 5-year samples. This included characteristics that may influence transit ridership (such as employment status, disability, and poverty status) as well as general population characteristics such as ethnicity, Limited English Proficiency, and educational attainment. There was relatively little difference between the 2017 and 2024 5-year samples in Marin County, most estimates changing less than 5%. This provides justification for using prior on-board survey results in this analysis. Table 2 presents the census comparison.

Table 2 2017 - 2024 Population Comparisons

Characteristic	2017 Estimate	2024 Estimate	Difference
Total Population			
Population	260,814	257,969	-2,845 (-1%)
Sex And Age			
Male	48.90%	49.20%	0.3%
Female	51.10%	50.80%	-0.3%
Median age (years)	46.1	47.4	1.3

Characteristic	2017 Estimate	2024 Estimate	Difference
Race and Hispanic or Latino Origin			
One race	95.30%	87.70%	-7.6%
White	78.20%	67.70%	-10.5%
Black or African American	2.20%	2.20%	0.0%
American Indian and Alaska Native	0.30%	0.70%	0.4%
Asian	5.70%	6.20%	0.5%
Native Hawaiian and Other Pacific Islander	0.20%	0.20%	0.0%
Some other race	8.70%	10.70%	2.0%
Two or more races	4.70%	12.30%	7.6%
Hispanic or Latino origin (of any race)	15.90%	19.50%	3.6%
White alone, not Hispanic or Latino	71.50%	65.10%	-6.4%
Educational Attainment			
Population 25 years and over	191,055	189,753	1,302
Less than high school graduate	6.80%	7.20%	0.4%
High school graduate, GED, or alternative	11.20%	10.70%	-0.5%
Some college or associate's degree	24.50%	21.00%	-3.5%
Bachelor's degree or higher	57.50%	61.10%	3.6%
Disability Status			
Civilian noninstitutionalized population	256,100	254,598	1,502
With any disability	9.20%	10.00%	0.8%
No disability	90.80%	90.00%	-0.8%
Language Spoken at Home And Ability to Speak English			
Population 5 years and over	248,260	246,644	1,616
English only	77.30%	76.10%	-1.2%
Language other than English	22.70%	23.90%	1.2%
Speak English less than "very well"	8.90%	9.60%	0.7%
Employment Status			
Population 16 years and over	213,034	214,754	1,720
In labor force	64.30%	62.30%	-2.0%
Civilian labor force	64.20%	62.30%	-2.0%
Employed	61.30%	58.50%	-2.8%
Unemployed	2.90%	3.80%	0.9%
Percent of civilian labor force	4.50%	6.10%	1.6%
Armed forces	0.10%	0.10%	0.0%
Not in labor force	35.70%	37.70%	2.0%
Income in The Past 12 Months (In Inflation-Adjusted Dollars)			
Households	104,846	103,018	-1,828

Characteristic	2017 Estimate	2024 Estimate	Difference
With earnings	79.00%	75.90%	-3.10%
Mean earnings (dollars)	$153,568	$227,120	$73,552
Poverty Status in the Past 12 Months			
Population for whom poverty status is determined	254,628	253,599	-1,029
Below 100 percent of the poverty level	8.10%	8.30%	0.2%
100 to 149 percent of the poverty level	5.10%	3.70%	-1.4%
At or above 150 percent of the poverty level	86.90%	88.00%	1.1%

Source: American Community Survey (ACS) Table S0102

Ridership Comparison

We also reviewed recent Marin Transit ridership data to determine whether changes in route-level ridership patterns would suggest that demographic or travel trends would render significant changes to the demographic assumptions. As shown in Table 3, below, total ridership has grown by 18% since FY 2017, and ridership changes by route have varied due to service changes that have occurred over the period. Overall, there was relatively little change in route-level ridership *as a percentage of total ridership*, with a few exceptions (discussed below). This signals that, even though ridership has grown and some shifts have occurred, similar overall travel patterns exist between 2017 and 2025.

The largest change is Route 71, which has grown significantly as a percentage of total ridership. The growth in Route 71 is primarily due to changes at the regional level: Golden Gate Transit, the regional operator, has significantly reduced service along Highway 101, and Route 71 has picked up a large number of local riders who previously used the regional service for local trips along Highway 101. The other larger change is the decline in ridership on Route 35. This is because of a major service reorganization in late 2023 that shortened Route 35. Those riders have largely switched to routes 71 and 49, both of which are showing an increase.

Table 3 Route Level Ridership Comparison (2017-2025)

Route	Ridership FY 2017	Ridership FY 2025	% Change (2017-2025)	Route % of Total Ridership FY 2017	Route % of Total Ridership FY 2025	Difference
17	247,998	225,810	-9%	10%	7%	-2%
22	215,758	183,628	-15%	8%	6%	-2%
23	248,405*	316,562	27%	10%	10%	1%
29	40,103	15,802	-61%	2%	1%	-1%
35	658,869	626,968	-5%	25%	20%	-5%
36	342,178	319,923	-7%	13%	10%	-3%
49	237,236	384,205	62%	9%	13%	3%
57	164,632*	186,624	13%	6%	6%	0%
61	36,328	40,909	13%	1%	1%	0%
68	76,598	78,354	2%	3%	3%	0%
71	121,141	485,591	301%	5%	16%	11%
219	50,449	36,488	-28%	2%	1%	-1%
228	71,340	81,442	14%	3%	3%	0%
233	42,798	42,870	0%	2%	1%	0%
245	49,766	44,632	-10%	2%	1%	0%
Total	2,603,599	3,069,808	18%			

* Note that FY17 in this table includes routes 23 & 23X for Route 23 and routes 251 & 257 for Route 57.

Finding

The 2017 on-board survey represents the most comprehensive data available, and this data appears to still be valid based on the comparisons shown above. While it's ideal to have current demographic and ridership data, using this data for comparison and analysis is warranted until the current on-board survey data is available later this year. A summary of the 2017 On-Board Survey is provided below.

2017 On-Board Survey

The following provides a summary of the 2017 on-board survey results. The full survey, including sampling plan and methodology, is presented in *Appendix F.*

Travel/Usage Patterns

- **Transfers**: About 40% of riders say they will use two or more transit vehicles (buses, trains, ferries) on their one-way trip. This is most commonly another Marin Transit bus or a Golden Gate Transit bus.
- **Access Mode**: Most riders walk to reach their first bus/transit vehicle (94%), and most riders also walk from their last bus/other transit vehicle to their final destination (93%).

- **Fare Payment**: More than half of Marin Transit riders paid for their trip with cash (60%), while only 15% said they used a Clipper card.
- **Usage Frequency**: Nearly two-thirds of riders (64%) use Marin Transit five or more days per week. Most riders (93%) use Marin Transit at least once per week.

Marin Transit Riders

The following is a summary of key characteristics of Marin Transit riders.

- **Internet Access**: While 80% of riders say they access the Internet on a smartphone or tablet, 13% say they do not access the Internet at all.
- **Youth riders**: Youth, including high school and college students, are key audience.
    - Notably, 15% of Marin Transit riders pay a youth fare.
    - In addition, 14% pay with either a K-12 pass (7%) or a Marin College pass (7%)
- **Spanish-speaking riders**: Hispanic riders/Spanish or bilingual speakers are another key audience for Marin Transit.
    - 23% of respondents completed the survey in Spanish; Route 36 had the highest share of respondents completing the survey in Spanish, while Route 61 had the lowest share of respondents completing a Spanish language survey.
    - In addition, more than half of respondents (52%) said they are of Hispanic, Latino, or Spanish ethnicity.
- **Vehicle Ownership**: The average Marin Transit rider household has only 1 vehicle.
- **Household Size**: Three to four people live in average rider household and 2 of them are working.

13. Service Performance Monitoring

The FTA requires providers of public transportation that operate 50 or more fixed route vehicles in peak service and are located in a UZA of 200,000 or more in population to monitor the performance of their transit system relative to their system-wide service standards and service policies (described in Chapter 10) no less than every three years.

Marin Transit has a robust performance monitoring program that includes a variety of performance metrics. Every quarter, the Marin Transit Board reviews the performance of services against established standards. However, these standards are separate from the Title VI standards and policies outlined in this report.

There are two components of the Title VI monitoring program: service standards and service policies. The service standards are used to compare the performance of Marin Transit routes that are primarily operated in minority areas (“minority routes'') with lines that are primarily operated in non-minority areas (“non-minority routes”). The Marin Transit service policies are designed to monitor the results of vehicle assignment practices and the distribution of transit amenities to ensure that such practices are not conducted in a discriminatory manner.

It should be noted that Marin Transit implemented a service change in April 2026 that affected several routes. This change is reflected in the service monitoring program included in this report. It should be further noted that Marin Transit is contemplating service and fare changes over the next several years that could change service performance monitoring results, as well.

The entire Service Performance Monitoring program, including results, is included in *Appendix G.*

14. Major Service Change, Disparate Impact and Disproportionate Burden Policies

In 2013, Marin Transit adopted its Title VI policies which include the following:

- **Major Service Change Policy**: Defines what constitutes a "major service change" for Marin Transit; only "major service changes" are subject to a service equity analysis.
- **Disparate Impact Policy**: Establishes a threshold to determine when adverse effects of proposed service or fare changes are borne disproportionately by minority populations.
- **Disproportionate Burden Policy**: Establishes a threshold to determine when adverse effects of proposed service or fare changes are borne disproportionately by low-income populations.

To allow for public review of the policies and associated thresholds when the policies were initially established, Marin Transit conducted extensive public engagement. A public hearing was held on May 20, 2013, which initiated a 45-day public comment period. Four public meetings were held in advance of the May 20, 2013 public hearing; Novato on May 2, San Rafael on May 4 and 8, and Marin City on May 7. The May 4 meeting was organized in cooperation with Asian Advocacy; it included over 20 Vietnamese residents and was conducted through a translator. The May 8 meeting was organized by Grassroots Leadership Network and was conducted simultaneously in Spanish; it included approximately 25 participants. Staff sent out media announcements and distributed posters in Spanish and English to advertise the meetings, and the three proposed Title VI policies were made available and presented at the public meetings. Throughout this engagement, staff received constructive feedback and thoughtful input to assist in developing ongoing Title VI-related outreach.

Marin Transit's Board of Directors held a second public hearing at the June 24, 2013 meeting to consider revised policies that had been updated to reflect public input. In preparation for the June hearing, staff issued public hearing notices in English and Spanish, incorporated input received at the May 20 public hearing, and consulted with representatives of community and advocacy organizations in Marin. At the June meeting, these policies were presented in draft final form with the intent to consider any additional public input regarding these policies in the development of the District's full Title VI Program throughout the remainder of 2013. The Board officially adopted the policies with approval of the full Title VI Program on April 21, 2014.

In spring of 2023, staff made administrative revisions to the Major Service Change, Disparate Impact and Disproportionate Burden policies. These changes were made to: 1) streamline and clarify language to ensure clear understanding of the intent of the policies and consistent application across staff and over time, 2) update formatting and 3) extract them from the Title VI Program to be stand-alone official Board policies that are easier to view and access. At the April 3, 2023 Marin Transit Board of Directors meeting, Board members considered and adopted these administrative updates.

The revisions do not make any substantive changes to the meaning of the policies. No changes were made to the thresholds that establish when a major service change or fare change would result in a Disparate Impact to minority populations or a Disproportionate Burden to low-income populations.

The current adopted policies are included in *Appendix H.*

15. Results of Service and/or Fare Equity Analyses

There have been three Service and Fare Equity Analyses completed since the last Title VI Program Update that are included in *Appendix I*:

1. Participation in the Regional Transfer Discount Pilot Program (November 2024)
2. Free Summer Fares for Youth (July 2025)
3. Marin-Sonoma Coordinated Transit Service Plan (MASCOTS) Service Change (December 2025)

16. Board Adoption of the Title VI Program

Appendix K presents the resolution that reflects the Board adoption of the 2026 Title VI Program Update on June 1, 2026.

Appendix A: Public Participation Plan

Introduction

Marin Transit's Public Participation Plan (PPP) provides a framework to guide a strategic approach to public participation. Marin Transit will use this framework to collect and consider input from riders, the general public, and other stakeholders and use it as an integral input into planning, policies, service design, and project development activities. The PPP addresses language, institutional, cultural, economic, or other barriers that may be preventing minority, low-income, and limited English proficient (LEP) populations from participating effectively in Marin Transit's decision-making process. This document complements the District's current and planned activities for reaching and improving accessibility for individuals with limited English proficiency that are described in Marin Transit's Language Assistance Plan (LAP).

What is Marin Transit?

Marin County Transit District (Marin Transit) was formed by a vote of the people of Marin County in 1964 and was given the responsibility for providing local transit service within Marin County. Marin Transit develops and delivers a range of programs and services to meet the diverse transportation needs of community members. Marin Transit's bus and shuttle services carry over 3.4 million passenger trips each year and include several service types for different markets: local fixed route, community shuttle, supplemental school, rural fixed route, and the Muir Woods Shuttle. Marin Transit also offers a suite of programs and services designed for older adults and people with disabilities under the brand Marin Access.

What is the purpose of the Public Participation Plan?

The primary purpose of the PPP is to detail Marin Transit' strategies and methods for public engagement. The PPP outlines opportunities for the community to get involved and provide input into Marin Transit's planning, service design, policies, projects, and operations.

Summary of Plan Development

This PPP identifies existing outreach and public engagement methods that are used to provide information about Marin Transit's services and solicit input, as well as additional ways that Marin Transit can engage traditionally underrepresented or underserved groups in order to develop more inclusive plans for the future and better represent rider interests in the agencies' work.

Marin Transit selects appropriate participation methods based on a variety of factors. These include the composition of the affected population, the type of public participation process planned, the type of input needed for a project or initiative, and available staffing and financial resources. Marin Transit coordinates with community partners and other stakeholders to tailor participation methods to particular audiences and particular purposes.

Stakeholders are those who are either directly or indirectly affected by a proposed initiative, such as a change in service or fares, a proposed project, and/or a study or plan and its resulting recommendations. Those who may be adversely affected, or who may be denied the benefits of this initiative, are of particular interest in this initial identification process. Stakeholders can include many different individuals, populations, groups, or entities, including, but not limited to local residents, Marin Transit riders, minority and low-income persons, public agencies, private and non-profit organizations, or local businesses.

Once Marin Transit identifies the affected stakeholders for an initiative, staff will develop a tailored engagement plan to maximize awareness and participation opportunities for the affected stakeholders. Ultimately, Marin Transit seeks to use the input collected to address community concerns, meet community needs, and accomplish the goals of the initiative.

The PPP is developed as part of Marin Transit's Title VI Language Assistance Plan (LAP) and incorporates language considerations for safe harbor languages as defined in the LAP.

Who do we engage?

Marin Transit is committed to engaging and collecting input from a range of stakeholders. Primary audiences include the following:

- **General Public** – All residents of, employees of, and visitors to Marin County, including existing riders and potential riders. The general public is comprised of various groups that may have specific needs and warrant special consideration, including:
    - ***Youth and Students*** – Marin Transit engages this population to get feedback on service offerings related to school service, supplemental service, youth fare products, and yellow bus support.
    - ***Older Adults*** – Marin Transit engages this population to get feedback on the needs of older adults and to inform efforts to update and improve Marin Access programs and services.
    - ***People with Disabilities*** - Marin Transit engages this population to get feedback on ADA-mandated paratransit, to understand the needs of people with disabilities, to inform efforts to update and improve Marin Access programs and services, and to ensure that all Marin Transit services are accessible for all.
    - ***Community Members with Limited Incomes*** – Marin Transit engages this population to understand the needs of community members with limited incomes and ensure that these community members are aware of fare assistance programs available to them.
    - ***Community Members with Limited English Proficiency*** – Marin Transit engages this population to understand the needs of community members with limited English proficiency and to ensure that community members are familiar with opportunities to receive information in their primary language.
    - ***Community Members in Equity Priority Communities*** – Marin Transit engages this population to ensure that these historically-underserved communities have equitable access to transportation.

    - ***West Marin residents*** – Marin Transit engages this population to ensure that lifeline services are available to residents in rural areas of the county.

- **Community Partners** – Community-based organizations that serve users and potential users of Marin Transit and Marin Access programs and services. Community partners include a wide range of organizations including special interest nonprofit organizations, advocacy groups, and business associations. Marin Transit engages these organizations to identify shared interests, areas for coordination, and to further our reach into the community. *Appendix B* contains a sample list of community partners with whom Marin Transit collaborates.
- **Peer Agencies** – Other transportation agencies like the Transportation Authority of Marin, Sonoma-Marin Area Rail Transit (SMART), the Golden Gate Bridge, Highway and Transportation District, and public transit operators in Sonoma County and beyond. Marin Transit engages these agencies to identify shared interests, areas for coordination, and advocacy priorities to ensure that riders have a seamless experience traveling in Marin County and beyond. Relationships with peer agencies can also be leveraged to better reach riders and potential riders and enhance the effectiveness of public engagement efforts.
- **Local Governments** – Local governments and jurisdictions in Marin County. Examples of ongoing coordination efforts include participation in the Marin County Public Works and Marin County Planning Directors monthly meetings. Marin Transit engages these entities to identify shared interests and areas for coordination. Relationships with local governments can also be leveraged to better reach riders and potential riders and enhance the effectiveness of public engagement efforts.

Goals for Public Engagement

Marin Transit takes an expansive approach to public engagement and seeks to engage with and address the needs of a wide range of people across the County. Agency goals for public engagement are aimed at amplifying the voices that have been historically underrepresented and left out of the decision-making process in particular.

Marin Transit's goals for public engagement are to:

1. **Educate and Inform** – Marin Transit seeks to facilitate broad community awareness of public transportation options that are available in Marin County. Effective community education involves investing in relationship building to allow Marin Transit to be seen as a trusted source of information.
2. **Encourage Broad Participation** – Marin Transit seeks to encourage participation from all members of the community, to provide a range of opportunities to provide input, and to use a variety of methods to access different audiences and "meet people where they are at." Marin Transit seeks to provide two-way communication channels in order to learn from the experiences of community members and partners across the County and integrate that learning into service and project development.
3. **Ensure Engagement Activities are Inclusive and Accessible for All** – Marin Transit seeks to create an inclusive environment throughout the engagement process and to ensure that all

activities are accessible to all. Staff recognize that public engagement activities must include clear communication that is appropriate, in both content and format, for the intended audience. Staff tailor methods and provides accommodations to meet the needs of vulnerable populations and those that have been historically underrepresented or left out of the decision-making process.

4. **Evaluate the Effectiveness & Impact of Engagement Activities** – Marin Transit seeks to engage in efforts to evaluate the effectiveness and impact of engagement activities. A focus on ongoing monitoring allows staff to identify opportunities for improvement for future activities.

Opportunities for Ongoing Participation

To meet the above goals, Marin Transit uses a range of strategies and methods. This section describes tools and methods that Marin Transit uses on an ongoing basis to engage riders and the general public. Methods that are specifically targeted to reach residents who speak Spanish is briefly described here, more detail is provided in the LAP. For specific initiatives (e.g., plans, studies, campaigns, projects, service or fare changes), Marin Transit will design and implement tailored, more-detailed public participation plans that take into account the targeted audiences, affected stakeholders and unique subject matter.

Pursuant to Federal Title VI regulatory guidance, Marin Transit will continue to ensure that underserved populations have meaningful access to public participation processes through tailored engagement methods. This includes efforts to improve access for low-income, minority and LEP populations, using the methods shown here and in the LAP.

Marin Transit Board of Directors

Stakeholders are invited to engage with Marin Transit's Board of Directors at regularly scheduled monthly Board meetings, public hearings, and issue-specific convenings of the Board of Directors. Regular Board meetings are generally held on the first Monday of the month; agendas are available at least 72 hours prior to Board meetings and are posted at Marin Transit's office in San Rafael and on Marin Transit's website. Additional Board information is available at https://marintransit.gov/board. Board agendas and materials are available in languages other than English by request.

The following provides highlights of the methods utilized to ensure the public has meaningful access to information presented to the Board and the decision-making processes:

- All Marin Transit Board meetings reserve time for public comments on every item and for items not on the agenda, and translators are available on request at least 72 business hours in advance of the meeting.
- Meetings are held in the Marin County Civic Center, which is easily accessible by public transit, and are streamed on the Internet and archived on the District's website www.marintransit.gov.
- Board agendas, staff reports, and meeting minutes are available at: http://www.marintransit.gov/board.
- All Board meeting agendas include information about opportunities to comment on agenda items in safe harbor languages.

- Board meetings that discuss major service changes and fare changes (non-promotional) are advertised on a broader scale and include a public hearing (see below).
- Community members that require Translation Assistance, American Sign Language Interpreters, Assistive Listening Devices, or other accommodations to participate in a meeting may request them by calling 415-226-0855 (voice) or contact the California Relay Service by dialing 711 to connect to the telephone listed above. Requests must be received no less than five working days prior to the meeting to help ensure availability.

Public Hearings

The public hearing process is one method that Marin Transit Board of Directors uses to solicit and receive public comments about decisions affecting the community and Marin Transit riders. A public hearing is warranted when the matter under consideration is significant enough that it warrants extra effort to ensure public awareness of the matter and solicit public input. Details on the topics that warrant a public hearing and the methods for public hearings can be found in the Board-adopted Public Hearing Policy (*Appendix J)*.

Marin Transit Advisory Committees

Riders and community members are invited to participate in Marin Transit's Advisory Committees: the Marin Paratransit Coordinating Council (PCC) and the Marin Mobility Consortium (MMC). The PCC provides an ongoing forum for riders and other stakeholders to provide input and receive updates about the District's ADA-mandated paratransit program. The MMC provides an ongoing forum for community partners and stakeholders to provide input and receive updates about the District's efforts toward expanding mobility for all community members, particularly as they relate to the Marin Access suite of programs.

As of March 2026, the PCC is held in-person with a remote option for all members. Marin Transit's PCC meetings are held at the Marin Transit Administrative Office in San Rafael; a location that is both transit and Americans with Disabilities Act (ADA) accessible. The MMC is held virtually via Zoom. Information about the meetings is published on the Marin Transit website at https://marintransit.gov/meetings.

All materials are presented in English with translation assistance provided upon request. Accessibility accommodations are made in accordance with those described in the Marin Transit Board of Directors section.

Partner Agency Meeting Participation

Staff also provide updates at peer agency and community partner forums including: Golden Gate Bridge Highway and Transportation District's Bus Passenger Advisory Committee and the Advisory Committee on Accessibility, the Transportation Authority of Marin's Citizens Oversight Committee, and the Marin County Commission on Aging's Housing & Transportation Committee.

Customer Service

Customer service includes support for complaints, commendations, service inquiries, or service suggestions as related to the programs and services offered by Marin Transit. Community members can seek and receive customer service support in a variety of ways. Community members can engage directly with Marin Transit staff members; contact information for all staff is available at https://marintransit.gov/contact. Additionally, community members can call the Marin Transit Administrative office at 415-226-0855 (voice) or contact the California Relay Service by dialing 711. Support is available in English and Spanish with support in additional languages available by use of an on-demand translation service, the Language Line.

Additional customer service support is available at the San Rafael Transit Center Customer Service center weekdays from 7am – 6pm. Community members can seek support in both locations via email, phone, or in person during scheduled business hours. Support is available in English and Spanish with support in additional languages available by use of an on-demand translation service, the Language Line.

Direct Rider Engagement

Marin Transit staff initiate and perform direct rider engagement through surveys, focus groups, direct engagement at transit hubs or bus stops, community meetings and events, and travel training.

- **Travel Training –** Travel training, also known as "transit tours," is a hands-on training of how to use the public transit system. A Marin Transit representative provides a tour of the system including planning a trip and taking a trip with the group. These trips usually take a few hours and are ideally tailored to the area in which the group requesting a "tour" will be traveling. There is no cost for this service.
- **Surveys –** Marin Transit engages riders through surveys, conducted periodically as needed for general public riders and annually for Marin Access program participants. Generally, surveys are incentivized and are either mailed or emailed directly to riders or collected in person on-board vehicles or at key transit hubs or bus stops; survey respondents can choose to complete the survey on paper and return via US Mail or complete the survey online.
- **Transit Stops –** In-person engagement is conducted at key transit hubs or bus stops and/or other community locations to collect input for specific initiatives, as well as on a regular basis to inform service development.
- **Community Events/Workshops/Focus Groups –** Community meetings, focus groups, workshops, and events provide stakeholders an opportunity for more sustained conversations and discussions in an interactive setting, and for community discussion with multiple stakeholders present. These may consist of brief presentations with brainstorming discussions, full project or service proposal reviews, or small informational sessions; they may use exercises or breakout groups to generate ideas and feedback. These types of in-person events may be appropriate at key decision-points in a planning effort or project and/or when major service or fare changes are proposed. Focus group participants are usually compensated for their participation and participation incentives may also be distributed at other in-person

engagement events. Information about these types of events is published on the Marin Transit website at https://marintransit.gov/meetings.

- **Partner Organization Meetings –** Marin Transit works with community partners to leverage already-scheduled meetings in low-income, minority, and LEP communities to integrate public participation efforts into existing community and neighborhood activities. Additionally, staff works with community-based organizations and other partners when scheduling these events to meet the needs of specific communities.

Focus groups and community meetings are held either in person or remotely depending on the needs and preferences of the target attendee population. Staff perform direct engagement activities at various times of the day and on weekends when possible, to accommodate working families, individuals, and seniors and to maximize opportunities for individuals to provide input. Marin Transit's in-person meetings and focus groups are held at locations that are transit and Americans with Disabilities Act (ADA) accessible.

For all methods, translation assistance is provided upon request. Staff ensure all digital versions of all collateral materials are accessible and that forms can be completed by individuals with low or no vision.

Community members that require Translation Assistance, American Sign Language Interpreters, Assistive Listening Devices, or other accommodations to participate in a meeting may request them by calling 415-226-0855 (voice) or contact the California Relay Service by dialing 711 to connect to the telephone listed above. Requests must be received no less than five working days prior to the meeting to help ensure availability.

Marin Transit Website

The Marin Transit website provides all information that is pertinent to the public about its services, projects, Board and Committees, and provides opportunities for input. Google Translate allows visitors to instantly translate the website content into 14 languages including Spanish (see Figure 1, below).

For service changes and other major initiatives, Marin Transit creates special web pages with links to informational materials and calendars of upcoming participation opportunities. Links and information may also be shared via various community partner organizations' e-newsletters. Figure 2 shows the dedicated webpage that was created to collect feedback to inform service changes proposed for April 2026.

Additional information available on the Marin Transit website includes interactive route maps, a trip planner tool, real-time arrival information, rider alerts and contact information to reach Marin Transit staff. The website provides information about the District's Title VI Program, ADA Complaint process, and Reasonable Modification Request process. A dedicated link provides direct access to information about the Marin Access suite of mobility programs and services for older adults and individuals with disabilities: www.marinaccess.org. The purchasing page includes information and links on current and upcoming procurements, and the District's Disadvantaged Business Enterprise Program.

The Marin Transit website also provides an opportunity for community members to provide feedback via an online form and detailed information about the many ways community members can contact and engage with the District (see Figure 3, below).

Figure 1: Marin Transit Website Translation Options

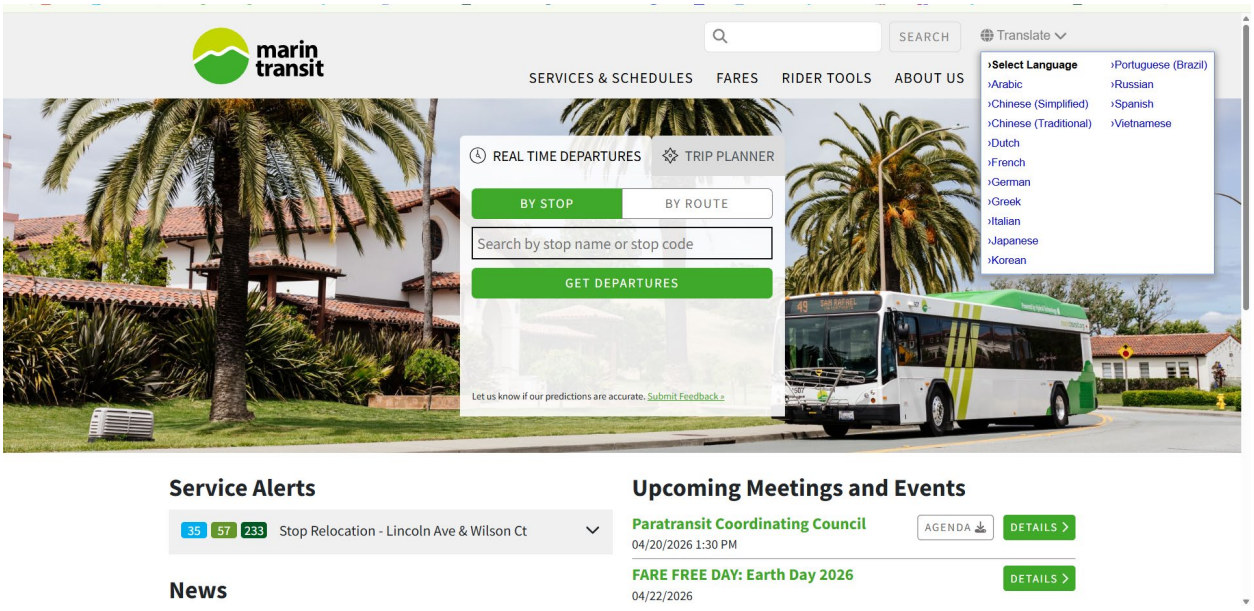


Figure 2: Dedicated Website for Proposed Service Changes

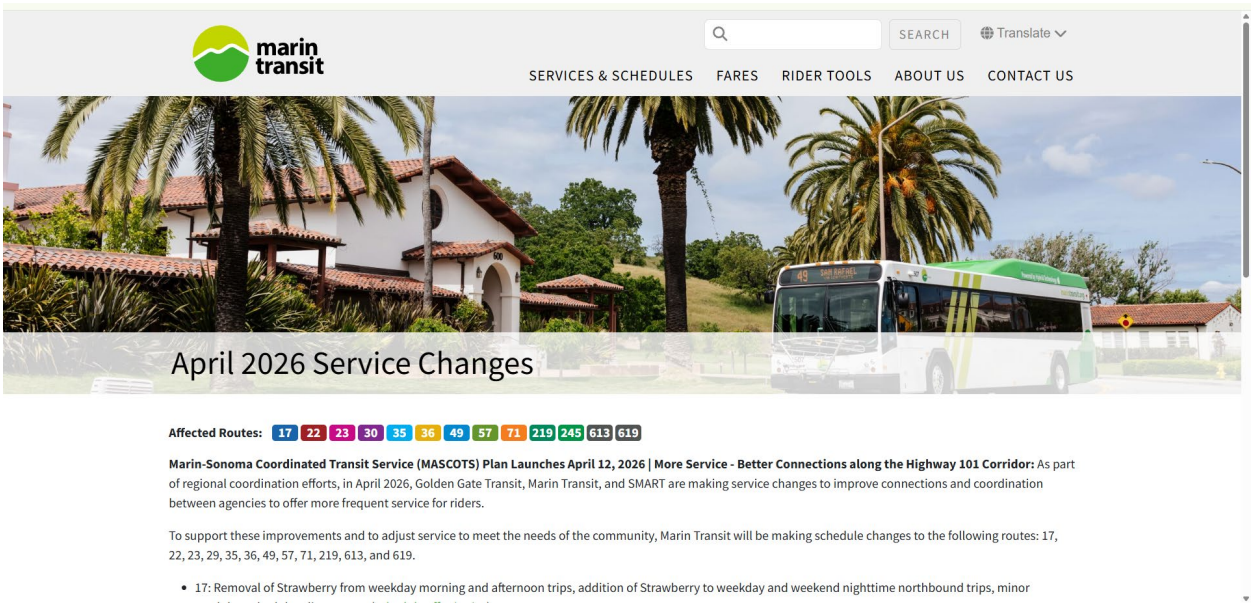
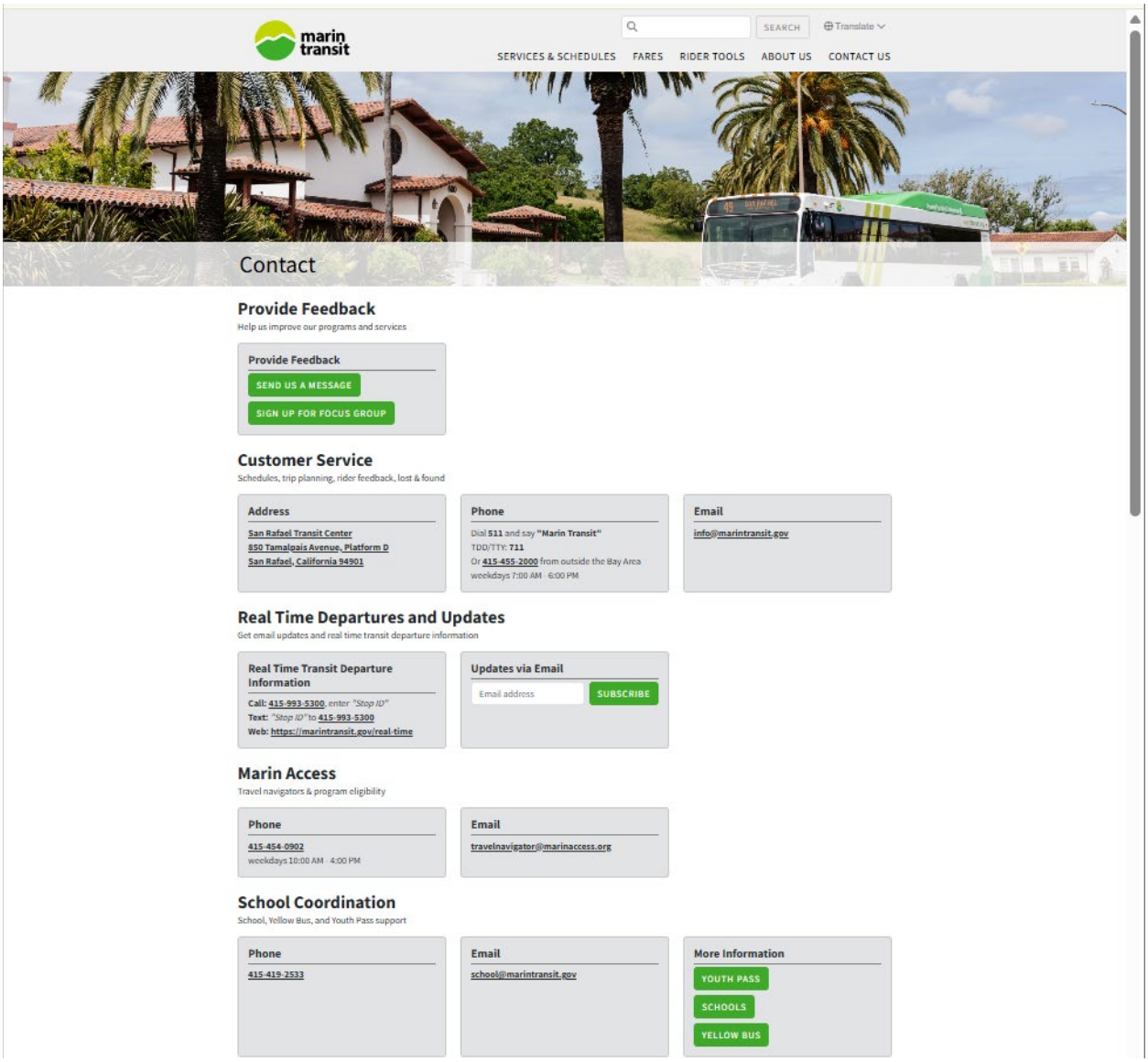


Figure 3: Marin Transit Website "Contact Us" Page



Digital Communication Methods

Marin Transit aims to expand its reach to community members who are unable to attend or do not regularly participate in traditional public meetings and board hearings by utilizing various digital communication methods, such as social media and electronic communication. This approach is taken to ensure that all members of the community have access to the District's services, are aware of changes and initiatives, and are able to provide input and participate.

The District maintains a presence on social media via Facebook, Instagram, and NextDoor to encourage ongoing participation and dialogue with community members. An online and social media presence provides for two-way communication between meetings, strengthens the dialogue, and supports a transparent planning process. Marin Transit has a Social Media Policy, found at the bottom of this webpage: https://marintransit.gov/contact.

Email blasts facilitate communication and feedback from the public and may also be used to communicate with community-based organizations, stakeholders, advocacy groups, merchants' organizations, neighborhood groups and other interested individuals. Marin Transit also maintains a general email list consisting of those who have indicated they wish to be notified of general Marin Transit news and activities. The public can notify Marin Transit of their interest at http://www.marintransit.gov , by phone, in person, by mail, and at meetings.

Marin Transit's Main Social Media Channels include:

- Facebook – https://www.facebook.com/marintransit/
- Twitter – https://twitter.com/marintransit
- Instagram – https://www.instagram.com/marintransit/
- YouTube - https://www.youtube.com/@marintransit7955

Printed Materials: Guides, Brochures and Other Materials

Marin Transit publishes guides, brochures and other information materials to provide information to riders, community partners and community members including the Marin Transit Rider's Guide and the Marin Access Rider's Guide. All vital documents, as defined in Marin Transit's Title VI Language Assistance Plan, are available in safe harbor languages. Community members can access all documents via the Marin Transit website and can order paper copies to display at their location(s) at https://marintransit.gov/brochures. Staff also proactively notify community partners of the availability of these documents and makes efforts to ensure they are distributed widely throughout Marin County and in formats that meet the needs of the various populations.

All brochures and information materials are developed to be user-friendly accessible documents, use plain language, and include maps and graphics as possible to illustrate concepts or information.

Assessing the Impact of Engagement

Marin Transit is committed to educating and informing the public and collecting broad input to inform decision-making processes, in alignment with the goals described at the start of this plan. To this end, the District strives to provide the public with multiple avenues for engagement beyond traditional public meetings and hearings. Marin Transit's goal is to provide all audiences, including disadvantaged and historically underrepresented communities, with the information and perspective necessary to provide thoughtful and considered input on service and fare development, plans and studies, as well as overall system performance.

Marin Transit will measure and report on the effectiveness of its public participation activities as follows:

- Maintaining records of activities and input when soliciting public comment, particularly in low-income and limited English proficient communities, including the content and quantity of the public comment received.
- Utilizing tools available to the District including TransTrack and Hootsuite to track and report on engagement activities.

- Examining the results of engagement efforts to gauge effectiveness and engaging in a continual improvement process to use lessons learned to refine future activities.
- Comparing outreach efforts with best practices and industry peers.
- Adapting future efforts to enhance the ability of the public to participate in Marin Transit's public engagement and outreach process.
- Providing updates on activities and effectiveness to the Marin Transit Board of Director's via quarterly reports and an annual Board Update.

Recent Outreach

Outreach undertaken since the last Title VI Program Update is included in Marin Transit's Title VI Plan, *Appendix C*.

Conclusion

Marin Transit is committed to providing comprehensive, accessible, and effective public participation processes and engaging in a continual improvement process to use lessons learned and best practices to refine future activities. Staff seek to use these activities to promote trust in the community, ensure effective use of Marin Transit resources, and ensure rider and community perspectives are considered in decision making. This document should be used in conjunction with the Language Assistance Plan to meet the needs of all members of our community.

Appendix D: Limited English Proficiency Language Assistance Plan

Introduction

Title VI prohibits discrimination by recipients of Federal financial assistance on the basis of race, color, and national origin, including the denial of meaningful access for limited English proficient (LEP) people. As a recipient of Federal funds, Marin Transit District (or "The District") must "take reasonable steps to ensure meaningful access to their programs and activities by LEP persons."[1]

On August 11, 2000, President William Jefferson Clinton signed Executive Order 13166, "Improving Access to Services for Persons with Limited English Proficiency" that requires Federal agencies and recipients of Federal funds to examine the services they provide, identify any need for services to those with limited English proficiency (LEP), and develop and implement a system to provide those needed services so that LEP persons can have meaningful access to them. Further guidance was provided in 2012 with the release of the Federal Transit Administration (FTA) circular--FTA C 4702.1B—that further codified the FTA's objective to "promote full and fair participation in public transportation decision-making without regard to race, color, or national origin; and ensure meaningful access to transit-related programs and activities by persons with limited English proficiency." [2]

As a means of ensuring this access, the FTA Office of Civil Rights has created a handbook for public transportation agencies to use that includes step-by-step instructions for conducting the required LEP needs assessment and developing a Language Assistance Plan (LAP). The LAP becomes a blueprint for ensuring that language does not present a barrier to access to the agency's programs and activities.

To develop the LAP necessary to comply with the guidance, an individualized agency assessment is required that balances the following four factors:

- Factor 1: The number or proportion of LEP persons eligible to be served or likely to encounter a program, activity, or service of the recipient or grantee;
- Factor 2: The frequency with which LEP individuals come in contact with the program;
- Factor 3: The nature and importance of the program, activity, or service provided by the recipient to people's lives; and
- Factor 4: The resources available to the recipient and costs for translation services.

To ensure compliance with federal guidance, the District undertook an assessment with the goal that all reasonable efforts should be made to ensure that members of our customer base are not denied access to their services due to a limited ability to speak, read, write and understand English. The District believes in the rights of all residents within its community, and furthermore supports the overriding

[1] Federal Register Volume 70, Number 239 (Wednesday, December 14, 2005)

[2] FTA Circular 4702.1B- Title Vi Requirements And Guidelines For Federal Transit Administration Recipients, October 1, 2012.

goal of providing meaningful access to its services by LEP persons. Eliminating the barrier to persons of limited-English-speaking abilities will have a positive impact not only on LEP individuals themselves, but also on the impact that Marin Transit has in the community.

Agency Background

Marin County Transit District (Marin Transit) was formed by a vote of the people of Marin County in 1964 and was given the responsibility for providing local transit service within Marin County. Marin Transit operates a variety of programs and services including fixed route bus service, supplemental school bus service, demand-response services, and a suite of mobility management programs. Marin Transit services are operated under purchased transportation contracts and one interagency agreement. The District's bus and shuttle services carry over 3.4 million passenger trips each year.

Marin Transit Language Assistance Plan Methodology

A variety of data points provide the basis for development of the LAP. The District consulted census data for Marin County to assist in determining the languages in which it is necessary to provide assistance. The LAP was also informed by the translation services being provided through existing District programs, as well as by employees who may provide frontline interaction with the community.

Summary of Findings

By consulting the data sources identified above, the findings reveal the main language in the service area that will inform the LAP is Spanish.

By a large margin, Spanish is the most prominent non-English language spoken within the County. As a result, while other languages may be considered for translation assistance, as reflected in the LAP, continued care should be taken to translate information into Spanish to ensure that members of our primary non-English speaking population are not presented with barriers to access Marin Transit's services and planning processes based on their English language ability. Other languages will be provided translation services upon request.

Chinese and Vietnamese were historically safe harbor languages and vital documents that have been translated into these two additional languages are still provided in those languages. For Chinese, due to the greater prevalence of Mandarin speakers in Marin County, documents were translated into Simplified Chinese which is the written form of Mandarin.

Limited English Proficiency: Four Factor Framework Analysis

Factor 1: Determining the number or proportion of LEP persons in the service area who may be served or are likely to encounter Marin Transit's services or activities

The first step in the LAP development process was to quantify the number of persons in the service area who do not speak English fluently and would benefit from language assistance. This process included examining the District's prior experience with LEP populations and using census and Department of Education data to identify concentrations of LEP persons in the county.

Data Sources

The following data were consulted to determine the most prevalent languages spoken in the service area, as well as those that may benefit from language assistance:

- American Community Survey 2024 1-year sample languages of people that speak English less than "Very Well"[3]
- California Department of Education (DOE) 2024-25 Census of English Learners
- 2017 Rider survey (the most recent survey that is available)

Data Analysis

Using data from the American Community Survey (ACS) 2024 1-Year Estimate within Marin County, the estimated percentage of the population that indicated they speak English "Less than Very Well" is 9.5%. Table 1 presents the breakdown by language for those within the county that speak English "Less Than Very Well."

Per Federal Department of Transportation (DOT) guidelines regarding "Safe Harbor Provision" for translation of written materials that requires the identification of "Safe Harbor Languages," careful attention must be paid to the absolute numbers as well as the percentage of the population that do not speak English in the development of the LAP. FTA Circular 4702.1B states the following with respect to the Safe Harbor Provision:

> *The Safe Harbor Provision stipulates that, if a recipient provides written translation of vital documents for each eligible LEP language group that constitutes five percent (5%) or 1,000 persons, whichever is less, of the total population of persons eligible to be served or likely to be affected or encountered, then such action will be considered strong evidence of compliance with the recipient's written translation obligations. Translation of non-vital documents, if needed, can be provided orally. If there are fewer than 50 persons in a language group that reaches the five percent (5%) trigger, the recipient is not required to translate vital written materials but should provide written notice in the primary language of the LEP language group of the right to receive competent oral interpretation of those written materials, free of cost.*

[3] This represents the most recent 1-year estimate at this time, per Census Branch Chief, Data Products Development Branch, American Community Survey, US Census Bureau

There is one language that has more than 1,000 persons or over 5% who speak English less than "Very Well": Spanish. Thus, per the guidelines, this qualifies as a "Safe Harbor" language requiring the translation of vital documents. According to FTA guidance under C4702.1B, vital written documents include, but are not limited to, consent and complaint forms; intake and application forms with the potential for important consequences; written notices of rights; notices of denials, losses, or decreases in benefits or services; and notices advising LEP individuals of free language assistance services. LEP populations that qualify as Safe Harbor Languages and their share of the total LEP population is summarized in Table 2.

This table does not include several groups of languages (for example, "Other Indo-European Languages") that may have more than 1,000 individuals represented because the languages cannot be disaggregated to determine if each individual language is above the threshold.

Table 1: Marin County Residents That Speak English "Very Well" and "Less than Very Well" by Language

Language	Population in Marin County		Speak English less than "very well"	
	Population	% of Total County Population	Population	% of Total County Population
Spanish	35,692	14.6%	16,032	6.5%
Other Indo-European languages	9,624	3.9%	2,843	1.2%
Other Asian and Pacific Island languages	2,749	1.1%	1,559	0.6%
Chinese (incl. Mandarin, Cantonese)	2,640	1.1%	895	0.4%
Tagalog (incl. Filipino)	1,545	0.6%	599	0.2%
Vietnamese	629	0.3%	427	0.2%
Korean	427	0.2%	427	0.2%
Russian, Polish, or other Slavic languages	1,591	0.6%	259	0.1%
German or other West Germanic languages	1,730	0.7%	115	0.0%
French, Haitian, or Cajun	3,253	1.3%	53	0.0%
Other and unspecified languages	266	0.1%	30	0.0%
Arabic	-	0.0%	-	0.0%
Total Non-English	**60,146**	**24.6%**	**23,239**	**9.5%**
Speak only English	184,796	75.4%		
Total Population	**244,942**	**100.0%**		

Source: Table C16001 American Community Survey 1-year Estimate 2024. Excludes children under 5.

Table 2: Safe Harbor Languages in Order of Prominence

Language Spoken	Individuals Speaking English "Less than Very Well"	Percentage of Total LEP Population
Spanish	16,032	69.0%
All other non-Safe Harbor languages	7,207	31.0%

Additional data was also analyzed using the American Community Survey 1-Year Estimates from 2024 to help understand the percentage of the community that may experience language barriers. The Census defines a "linguistically isolated" household as one in which no member over the age of 14 years speaks English only or the household members speak a non-English language and don't speak English "very well." Individuals in these households may face significant language barriers because they may not be able to rely on an adult relative who speaks English well to provide translation assistance. This data confirms that Spanish is the predominant language of those who are linguistically isolated. Table 3 shows percentages of the total households in Marin County that would be considered linguistically isolated along with the languages of those households.

Table 3: Linguistically Isolated Households in Marin County

Household Language Spoken	% of Marin County Linguistically Isolated Households
Spanish	69.3%
Other Indo-European languages	14.5%
Asian and Pacific Island languages	15.5%
Other languages	0.7%
Percent of Marin County households Considered "Linguistically Isolated"	***4.0%***

Source: Table S1602 American Community Survey 1-year Estimate 2024

According to the guidelines set forward by the FTA, the LEP analysis should also review alternate and local sources of data. For this analysis, the California Department of Education (DOE) 2024-25 Census of English Learners provides an overview of the primary languages of the English Learners in the service area. The English Learner survey does not provide the most useful data for the LEP analysis, as it is collected among students and not the population as a whole. However, it provides another means of cross-checking census data analyses. Spanish remains the most predominant language of all the language learners by a large margin, representing over 90% of the language learners.

Table 4 provides the results of the Department of Education English Learners Census for the school districts in Marin County that have greater than 5 speakers in the school year beginning in 2024. The "Safe Harbor" language is highlighted.

Table 4: Department of Education Language Learners in Marin County

Language Name	Total	Percent of Total
Spanish; Castilian	4,819	91.67%
Portuguese	71	1.35%
Russian	46	0.88%
Uncoded languages (Other non-English languages)	34	0.65%
Vietnamese	33	0.63%
French	30	0.57%
Mayan languages	18	0.34%
Panjabi; Punjabi	14	0.27%
Mandarin (Putonghua, Guoyu)	13	0.25%
Philippine languages	13	0.25%
Gujarati	13	0.25%
Persian (Farsi)	12	0.23%
Japanese	12	0.23%
Haitian; Haitian Creole	10	0.19%
Arabic	10	0.19%
Cantonese	9	0.17%
Hindi	8	0.15%
German	7	0.13%
Ukrainian	7	0.13%
Korean	7	0.13%
Hebrew	7	0.13%
Polish	7	0.13%
Urdu	7	0.13%

Source: California Department of Education English Language Learners SY 2024-25

Rider Surveys

According to the 2017 On Board Survey, 63% of riders speak a language other than English at home. Of this, the vast majority indicate Spanish as their home language. Further, of these riders, over half speak English “not well” or “not at all,” indicating a high need for translation.

Table 5: On Board Survey Results of languages other than English at home

Language Name	# respondents	% of Total	Share of language by English Ability			
			Very Well	Well	Not Well	Not at all
Spanish	**910**	**46%**	**23%**	**25%**	**44%**	**8%**
French	50	3%		60%	40%	
English and Spanish equally	**40**	**2%**	**40%**	**30%**	**30%**	
Tagalog/Filipino	30	2%	67%		33%	
Portuguese	28	1%		100%		
Farsi/Persian	24	1%	25%	25%	50%	
Fijian	24	1%	100%			
Japanese	19	1%		100%		
Hindi	18	1%	100%			
Russian	18	1%	100%			
Urdu	17	1%	100%			
Cantonese	15	1%	100%			
Nepali	13	1%		100%		
Tibetan	12	1%	100%			
German	11	1%		100%		
Vietnamese	9	0%		100%		
Amharic	7	0%	100%			
English-Only	*711*	*36%*				
ASL	*16*	*1%*				
Total All Respondents	***1972***	***100%***				
Total Non-English (excl. English-Only, ASL)	**1245**	**63%**				
Share of Grand Total by level of language ability			**18%**	**18%**	**23%**	**4%**

Factor 1 Findings

Factor 1 of the LEP Plan was undertaken to determine the number of persons in the service area who do not speak English fluently and may benefit from language assistance. The findings reveal:

- 1 language qualifies under the "Safe Harbor Provision" for written materials: Spanish.
- Spanish represents the predominant non-English language spoken in the county and the highest need for translation.

Table 6, below, combines the outputs of the data considered, and presents a ranking of the languages spoken by LEP populations by the different data sets. Using this comparison to confirm the prevalence

of the Safe Harbor language, the Spanish is identified as one that should be considered for written or verbal translation service. Across all datasets, it is over four times as prevalent as other languages.

Table 6: Predominant Languages within Marin County

Safe Harbor Languages	American Community Survey	Department of Education	Rider Survey (Speak English less than "very well")
Spanish	1	1	1
Portuguese		2	3
Russian		3	
Other non-English languages		4	6
Vietnamese		5	9
French		6	2
Mayan languages		7	
Panjabi; Punjabi		8	
Mandarin (Putonghua, Guoyu)		9	
Philippine languages		10	8
Gujarati		11	
Persian (Farsi)		12	5
Japanese		13	4
Haitian; Haitian Creole		14	
Arabic		15	
Cantonese		16	
Hindi		17	
German		18	7
Ukrainian		19	
Korean		20	
Hebrew		21	
Polish		22	
Urdu		23	

Factor 2: The frequency with which LEP Populations come in contact with Marin Transit's programs, activities and services.

Assessing the frequency with which LEP populations come in contact with Marin Transit's services, programs and activities helps the agency determine which languages need to be considered for language translation services. Generally, "the more frequent the contact, the more likely enhanced language services will be needed."[4] Strategies that help serve an LEP person on a one-time basis will be very different from those that may serve LEP persons on a daily basis. For purposes of estimating the frequency of contact with LEP individuals and refining the languages encountered, Marin Transit

[4] Implementing the Department of Transportation's Policy Guidance Concerning Recipients' Responsibilities to Limited English Proficient (LEP) Persons--A Handbook for Public Transportation Providers, 2007

reviewed their programs and services in addition to consulting front-line employees that may have direct connection with LEP populations.

Marin Transit's Service and Programs

Table 7 presents a general description of Marin Transit's programs, activities and services that may be encountered by LEP populations.

Table 7: Marin Transit's Services and Programs

Program		Description of Activities or Services
General Administration	1	General agency administration including soliciting public input, conducting public hearings and providing Language Assistance for Board meetings as requested
	2	Planning activities as related to service, fare, or other policy changes
	3	Providing information about Title VI policies, processes, and protections, including filing a complaint
	4	Marin Transit and Marin Access websites
	5	Marin Access Mobility Management Services and outreach efforts
Transit Service Operations	1	Signage using visual and tactile methods for non-English speaking riders
	2	Kiosks and signs at Transit Centers and stops with display information
	3	Title VI Notice to Beneficiaries located onboard buses, at stops and at administrative offices
	4	Call in Customer Service, wayfinding and trip planning

Data Sources

The following data were consulted to determine the frequency with which LEP Populations come in contact with Marin Transit's staff, programs, services and activities, as well as those that may benefit from language assistance:

- Annual call center data for Marin Access and Customer Service call centers
- Annual Language Line usage data
- Marin Transit Staff & Contracted Staff Language Survey

Frontline Staff Interactions and Capabilities

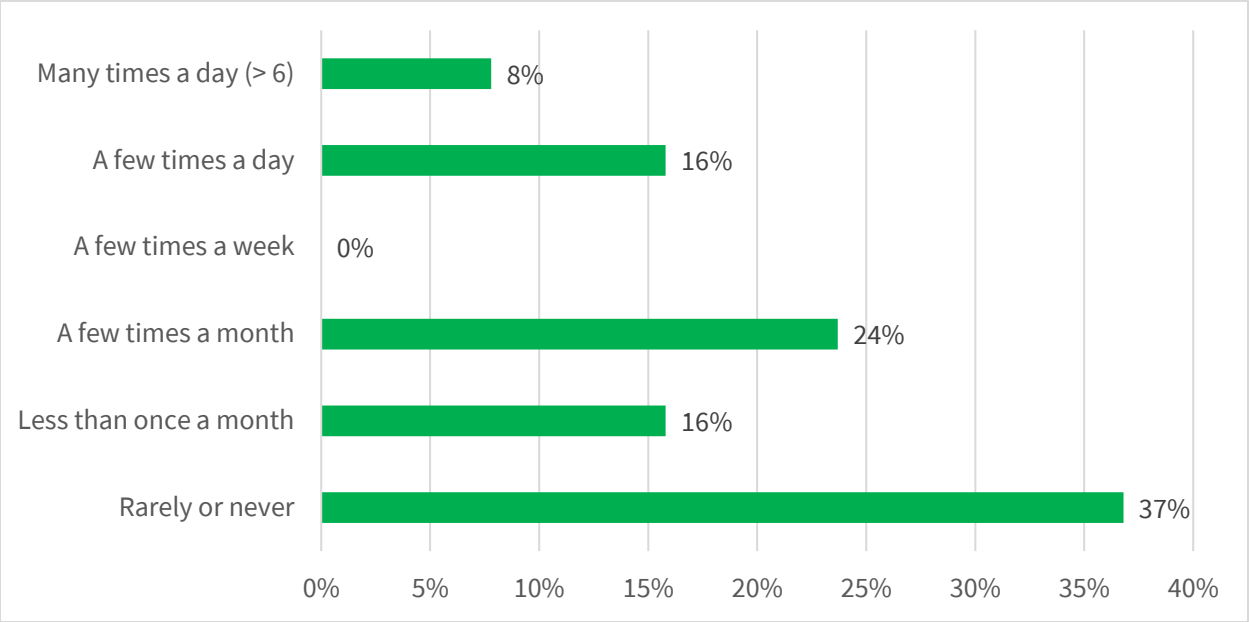
Staff collected feedback from internal and contracted frontline staff via a web-based survey in 2022 to understand staff language capabilities and the frequency with which frontline staff interacted with LEP populations. 38 individual respondents completed the survey.

When staff members interact with LEP populations, staff either assist the patron by utilizing their ability to communicate in the necessary language, refer to another staff member for support, or indicate that they will engage the use of Language Line to assist with the call and complete the request.

Approximately 24% of the surveyed staff or contractors responded that they had somewhat frequent interactions with LEP populations. However, the remainder (76%) indicated that they had very little or

no interactions with LEP populations. This would signify that while interpretation services may be needed by some LEP populations, they are not the preponderance of encounters of those frontline employees. The findings of this survey are displayed in Figure 1 below:

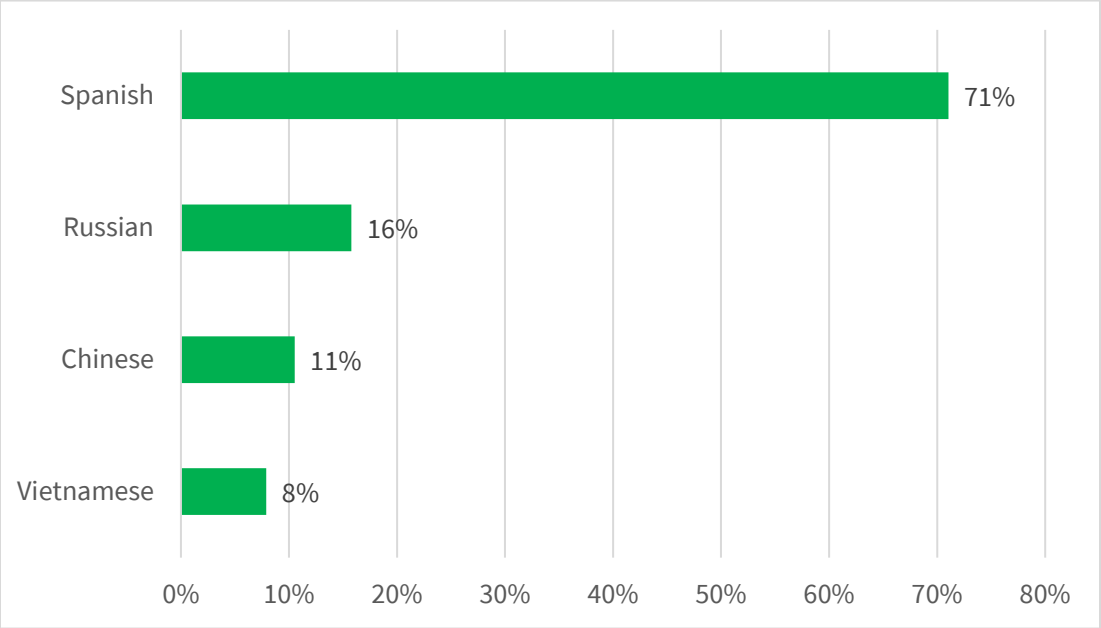
Figure 1: Survey Responses regarding Staff and Contractor Interactions with LEP Populations



We also consulted data regarding the frequency with which interpretation or translation requests are received for various live meetings or events. Interpretation or translation requests must be received no less than five working days prior to each meeting or event to allow staff sufficient time to coordinate resources. However, in the last year, there have been no requests for interpretation or translation requests.

The survey also confirmed that Spanish remains the language most often encountered by frontline employees. About 70% of those who responded had identified Spanish as the most predominant language, followed by Vietnamese, Chinese and Russian. Figure 2 presents the findings; due to staff reporting encountering more than one language on a frequent basis, the totals below do not sum to 100%.

Figure 2: Survey responses of top languages frequently encountered by staff



Survey data also shows that Marin Transit has a large percentage of staff that can speak another language, with the most common language being Spanish. Approximately 42% of the total staff and contractors indicated that they were proficient in Spanish, while other languages including Vietnamese, Portuguese, Laotian and Arabic are also spoken by employees. Table 8 presents the staff language capabilities that could provide in-house interpretation services; some staff speak multiple languages thus the totals to not sum to 100%.

Table 8: Staff Language Capabilities

Language	Proficient Internal Staff	Proficient Staff Contractors	Total Proficient	Percent of Total
Spanish	8	8	16	42%
Vietnamese		1	1	3%
Portuguese	2		2	5%
Laotian		1	1	3%
Arabic	1		1	3%
Total Speakers	10	10	20	53%
Total Respondents	21	17	38	100%

Data from the staff survey aligned with census data and demonstrated that Spanish remains the most predominant language requested by a large margin, representing over 90% of the translation assistance requested.

Staff who reported that they regularly interact with the public largely cited Spanish as the language most frequently spoken.

Call Center

Call Center data was reviewed regarding both the languages requested via Language Line as well as the percentage of total calls received to determine whether language assistance requests uncovered insights about those seeking information. This does not include calls that were handled independent of Language Line by Call Center employees who speak Spanish and can provide the language assistance directly. Spanish was the predominant language where Language Line assistance was used, representing 88% of calls completed using live translation assistance. While there are Spanish speaking staff available on the call center teams, Language line was needed and used where a Spanish speaking staff person was not immediately available (e.g. they were on another call, out of the office on a break, etc.). A summary of the call center data is shown in Table 9.

Table 9: Call Center Language Assistance (FY2025 – FY2026 YTD)

	Minutes of Call Time: FY 2025	Minutes of Call Time: FY 2026 YTD	% of Total Language Assistance
Spanish	3,088	1,778	88%
Russian	289	136	8%
Vietnamese	43	78	2%
Farsi	64	33	2%
Turkish	6	10	0%
Mandarin	-	10	0%
German	-	8	0%
French	-	7	0%
Haitian Creole	-	4	0%
Hindi	-	4	0%
Total	3,490	2,068	100%

Marin Access Survey & Client Information

Staff reviewed other data sources to assess the interactions of LEP populations with other services. Marin Access survey data and the Marin Access client database indicate that nearly 8% of clients report a language other than English as their primary language, with those with a primary language of Spanish representing a little more than 4% of the total Marin Access database. Ensuring that vital documents related to Marin Access services are available in Safe Harbor languages is still a crucial element to ensure that language is not a barrier to Marin Access services.

This data aligns with the other data consulted and demonstrates that Spanish is the predominant language by a large margin. This data does not provide the most useful data for the LEP analysis, as it represents a small sample size and is collected among Marin Access participants only and not the rider population as a whole. It does, however, afford the opportunity to confirm other findings. A summary of the findings from Marin Access data sources is shown below in Table 10.

Table 10: Marin Access Database - Primary Language

Primary Language Spoken	% Total Eligible
English	92.1%
Spanish	4.2%
Russian	0.74%
Vietnamese	0.74%
Farsi	0.70%
Mandarin	0.41%
Korean	0.18%
Cantonese	0.14%
Hindi	0.14%
Creole	0.10%
Japanese	0.10%
Tagalog	0.08%
Urdu	0.08%
Arabic	0.06%
French	0.06%
Total Limited English Proficiency	**7.87%**

Factor 2 Findings

- Contact with LEP members of the public is significant among a limited number of employees and contractors; the majority have little or no contact with non-English speaking customers.
- While Marin Transit provides language assistance services for non-English speakers, ensuring that vital documents are translated is warranted to ensure access for Marin Access riders.
- The languages most often heard by staff correspond to the languages identified in Factor 1.
- A large percentage of employees and contractors speak languages other than English, enabling them to engage members of the LEP community directly and providing staff to which LEP persons could be referred if necessary.
- Language Line service remains an important component of the Marin Transit language assistance measures in order to provide assistance for languages beyond Spanish.

Factor 3: The nature and importance of the program, activity, or service provided by the recipient to people's lives.

"The more important the activity, information, service, or program, or the greater the possible consequences of the contact to the LEP individuals, the more likely language services are needed."[5]

Use of Marin Transit Bus Services

Marin Transit fixed route operations serve all residents of and visitors to Marin County, but the service is especially important for low-income residents, who are more likely to be transit-dependent and more likely to be using transit to reach a wide variety of destinations, many of which are not served by regional transit. In addition to serving commute trips within the county, fixed route services provide access to medical facilities, schools, senior programs, groceries, and other destinations within Marin County.

There are three regionally designated Equity Priority Communities in Marin, and all three receive high-quality, frequent fixed route services to support mobility for these communities. The Canal district of San Rafael has an especially large low-income and transit-dependent population and is served by four (out of fifteen total) local routes, with greater frequency than any other area of the county (outside downtown San Rafael and the San Rafael Transit Center). The Marin Transit Rider Guide provides all information in both English and Spanish to support the most common language spoken by LEP riders.

According to the on-board survey results, about 95% of the Marin Transit riders use the bus at least once each week. About two-thirds of these riders speak English "Not Well" or "Do Not Speak English." This also holds true for more casual riders who use the service 3 or fewer times per month. This data helps to better understand how important Marin Transit service is to the LEP community. Table 11 presents the 2017 On Board Survey Results comparing frequency of riding the bus with the ability to speak English.

Table 11: Frequency of Riding Bus and English Proficiency

Frequency of Riding Bus	Speak English "Very Well"	Speak English "Well"	Speak English "Not Well"	"Do Not Speak English"	Total "Not Well" or "Do Not Speak English"	Percentage of Total Population
5 times per week or more	11%	24%	55%	11%	66%	75%
1-4 times per week	11%	18%	55%	17%	72%	20%
1-3 times per month	7%	7%	56%	30%	86%	2%
Less than 1 time per month	21%	25%	38%	17%	55%	2%

Source: MTC Marin Transit On-board survey 2017

[5] Implementing the Department of Transportation's Policy Guidance Concerning Recipients' Responsibilities to Limited English Proficient (LEP) Persons--A Handbook for Public Transportation Providers, 2007

Customer Service

Marin Transit provides a call-in customer service number that provides trip planning and other transit-related customer services. This includes calls in non-English languages for which translations or interpretations are required. Marin Transit uses Language Line interpretation service; consequently, in many cases, the customer service agents are the first line of communication for those who may not speak English. As reflected in Factor 2, a good percentage of all employees are bilingual and are able to provide language assistance in addition to the Language Line service.

Marin Transit offers riders several options to access a call-in customer service. These options include:

- Assistance for General Public Riders via Customer Service Center at San Rafael Transit Center
    - A team of customer service staff assist with trip planning and other transit-related customer service requests.
    - This team has bilingual staff that speak Spanish on duty during all hours of operation and access to the Language Line to support requests in other languages.
- Assistance from Staff at the Marin Transit Administrative Office
    - Marin Transit staff assist with trip planning and other transit-related customer service requests.
    - Several staff members are bilingual and are available to assist callers or visitors to the Marin Transit Administrative Office in Spanish. Callers or visitors that need assistance in other languages are referred to the Customer Service Center or Travel Navigator Call Center for assistance via the Language Line.

Marin Access

Marin Transit initiated an innovative mobility management program, Marin Access, to develop and deliver efficient travel options and improve information for older adults and persons with disabilities. A team of Travel Navigators coordinate and match eligible riders with different types of mobility programs, including local paratransit, travel training, volunteer driver, and mobility wallet as described below.

Assistance is available for Marin Access Riders via Travel Navigators in San Rafael, which includes:

- A team of Travel Navigators that provide information and eligibility assistance for the Marin Access suite of mobility programs, including: ADA mandated paratransit; a volunteer driver reimbursement program; and, a fare assistance program. The Travel Navigators also assist with trip planning and technical assistance so that riders can select the most appropriate option to make their trips.
- The Travel Navigators have bilingual staff that speak Spanish and access to the Language Line to support requests in other languages.

As demonstrated in Factor 2, there is a small number of LEP riders who use the service. However, providing translations for vital documents related to Marin Access will help ensure that English proficiency is not a barrier to ride.

Factor 3 Findings

Marin Transit services provide essential mobility for transit riders to reach important destinations within the county. Insofar as it is practical, ensuring that critical information is available in the most spoken languages in the county is important to ensure access to critical services and programs for LEP populations. Given the services that Marin Transit provides, the following represent the most important general areas where the District should ensure that language is not a barrier to access:

- Information about how to use fixed route bus services, this includes written information, schedules and pictograms at transit centers and stops and the Rider Guide
- Call-in Customer Service that provides general information on bus service, including trip planning
- Application forms and/or other forms required to use services (e.g. Clipper card application, ADA Paratransit application)
- Notice to beneficiaries of Title VI protections and complaint forms
- Information regarding how to obtain translation services for those who do not speak English

Marin Transit will continue to assess and identify critical areas that require language assistance to ensure LEP access to services. Marin Transit will periodically assess information that is available about programs and activities to understand and remedy language barriers that could have serious consequences to LEP customers. Marin Transit will also seek input on its programs, activities and services from LEP customers to help identify how to best meet their needs; this will include working with the community directly as well as through Community-Based Organizations to ensure the benefits of services are equally experienced by English-speaking and LEP riders and the general community.

Factor 4: The resources available to Marin Transit and costs associated with translation services

Marin Transit assessed the cost of currently available resources that are used to provide LEP assistance. Marin Transit has several resources available for translation services including in-house translation or interpretation support by staff, contracted staff translation or interpretation support, written materials translation, and on-demand language interpretation services. However, costs associated with some bilingual staff that provide language assistance are embedded in salaries and thus, are not included in this estimate.

Marin Transit currently provides translation or interpretation assistance in Spanish by default; and provides other languages as requested by the public. Internal resources are used as often as possible for Spanish translation and interpretation support as these staff understand the context and nature of transit services that may be useful to ensure translations accurately convey the information. Contracted staff are provided a pay incentive for fluency in Spanish.

External resources are used for other languages as needed. Table 12 below shows costs for various services provided. As previously mentioned, Marin Transit staff are called upon to provide some language assistance at no additional cost to the agency. This practice will continue if staffing continues to offer this skill set.

Table 12: Translation Assistance Costs

Service	Consecutive Interpreting	Simultaneous Interpreting
ASL Interpreting	$120 / hour	$240 / hour
Face-to-Face Interpreting	$95 - $120 / hour depending on language	$110 - $195 / hour depending on language
Virtual Interpreting	$95 - $120 / hour depending on language	$110 - $195 / hour depending on language
Document Translation	$45 / hour	$45 / hour

Other annual expenses may include:

- In-house translation support by staff including training
- Contracted staff translation support
- Written materials translation (such as complaint forms, if needed)
- In-person / virtual language interpretation support
- Language line on-demand language interpretation

Marin Transit's budget does not provide a specific line item for translations currently. Translations of specific documents such as printed materials or Language Line services are included in the program-level costs.

Language Line Costs

Staff reviewed Language Line costs to provide a better understanding of Marin Transit's costs associated with providing on-demand interpretation services. Table 13, below, provides the summary of Language Line's costs for the Customer Service Call Center and the Marin Access Call Center in both an annual total and monthly average (rounded to nearest $10). This total is similar to other agencies in the Bay Area who have similar language assistance needs.

Table 13: Language Line Costs

	FY25 Monthly Average	FY25 Total	FY26 Monthly Average *(through March)*	FY26 Total *(through March)*
Customer Service Call Center	$90	$1,060	$70	$650
Marin Access Call Center	$270	$2,980	$180	$1,610
Total		**$4,040**		**$2,260**

Factor 4 Findings

Marin Transit will continue to seek to budget for and track the costs of translations or interpretation services to provide an understanding of the costs associated with all language assistance measures that the agency undertakes as well as the languages that are served. While it is not be possible to have all language assistance measures fall under one line-item in the budget due to contracting mechanisms, project-specific budgets that have outreach activities or front-line employee interactions can include a line-item for language services costs. This is the best practice that allows the agency to monitor the usefulness of the translation expenses and ensure that translation services are taken into consideration during the development of outreach efforts.

Limited English Proficiency: Language Assistance Plan

Language Assistance Plan Overview

1. Identifying LEP Individuals Who Need Language Assistance

The Four Factor analysis considered several data sets to determine the languages that would require "Safe Harbor" consideration and prominent languages used by county residents. These data included Census data (American Community Survey 2021 1-year sample) and the Department of Education English Learners data and the last rider survey. Approximately 9.5% of the population in Marin County speak English less than "Very Well" and would be considered an LEP population.

The following represents the findings from Factor 1:

- One language qualifies under the "Safe Harbor Provision" for written materials due to having greater than 1,000 individuals or more than 5% of the population in Marin County: Spanish.
- Spanish represents the principal non-English language spoken in the county and the highest need for translation.

Because Spanish remains the predominant language of LEP households, Marin Transit will continue to focus language assistance to Spanish speaking populations. Marin Transit will continue to provide language translations beyond Spanish for Complaint Forms and Notices to Beneficiaries in historical "Safe Harbor" languages of Vietnamese and Chinese.[6]

Marin Transit may identify LEP persons who needs language assistance through the following activities:

- Examining customer service center records for language assistance provided in person or over the phone;
- Having Marin Access Mobility Management Program eligibility coordinators and dispatchers record and report on passenger requests for language assistance;
- Work with community-based organizations to identify LEP needs;
- Scheduling public meetings in neighborhoods where LEP residents are concentrated and advertise the availability of translation assistance at least two weeks in advance and then tracking requests received;
- Providing Census Bureau Language Identification Flashcards at Marin Transit events near the registration table. While Marin Transit may not be able to accommodate individuals that self-identify as persons not proficient in English at an event, this information assists staff in anticipating needs for future events; and
- Educating bus operators and front-line staff on identifying specific language assistance needs and potential demographic trends among riders and connecting LEP passengers to Customer

[6] Due to the greater prevalence of Mandarin speakers in Marin County, documents are translated into Simplified Chinese which is the written form of Mandarin.

Service for language assistance; enabling passengers to easily connect with the Language Line service that provides immediate translation in 200 languages.

2. Providing Language Assistance Measures

Marin Transit is committed to providing meaningful access to their services for LEP customers. Marin Transit uses various methods to accomplish this goal but is planning on enhancing those methods to include all necessary languages. Methods pertaining to general rider and public outreach/engagement are discussed in Marin Transit's Public Participation Plan (PPP); methods related to bus service and rider customer service are identified here.

Currently, Marin Transit's primary language assistance tools include:

- Providing Title VI Notice to Beneficiaries and Title VI complaint form in Spanish, with translations in Chinese (Written Simplified Chinese) and Vietnamese still available due to being Safe Harbor languages historically.
- Spanish-speaking Customer Service staff to assist those with limited English proficiency
- Language Line assistance for those who call in and need on-demand interpretation services
- Providing notification of available translation services on website and printed materials in Spanish, such as Board meeting notices
- Rider Guide translated into Spanish, with plans to include a statement in Chinese (Written Simplified Chinese) and Vietnamese about how to get a translated copy
- Having "Google Translate" bar on the website (www.marintransit.gov)
- Spanish translations on informational brochures and meeting notices
- Translators for public hearings
- Posting Marin Transit public hearing notices, news releases and advertisements to newspapers in other languages as determined by project need
- CBO and other agencies' assistance in outreach to LEP populations for major planning or environmental efforts

LEP Attachment 1 provides some examples of documents that have been translated in the past.

The following are recommendations that would improve the level of service that Marin Transit provides to its LEP customers and that can be implemented within the next several years:

- Continue to use a variety of Social Media in other languages
- Continue to work with CBOs to serve multilingual communities
- Continue to track language needs and identify new translation needs

Vital Documents Guidelines

Marin Transit is committed to full compliance with Title VI and Executive Order 13166 to provide meaningful access and reduce barriers to services and benefits for persons with limited English proficiency. An effective Language Assistance Plan includes the translation of vital and other documents into the languages of frequently encountered LEP customers. According to federal

guidance, vital written documents include, but are not limited to, consent and complaint forms; intake and application forms with the potential for important consequences; written notices of rights; notices of denials, losses, or decreases in benefits or services; and notices advising LEP individuals of free language assistance services.[7] Classification of a document as "Vital" depends upon the importance of the program, information, service, or encounter involved, and the consequence to the LEP person if the information in question is not provided accurately or in a timely manner.

Based on the Four Factor analysis, the one "Safe Harbor" Language for vital document translation is Spanish.

Table 14 below lists both vital and non-vital documents and categories of documents (such as promotional materials) and identifies the language category into which they should be translated. However, the District may provide a summary of a vital document and/or notice of free language assistance in the "Safe Harbor" languages, rather than a word-for-word translation of the vital document.

Marin Transit reserves the right to translate documents into more languages as circumstances dictate and resources allow. Additionally, due to the critical nature of safety and security information, Marin Transit may rely on pictographs to the extent possible, so that information is communicated regardless of language spoken.

Table 14: Vital and Non-Vital Document List

Document	Languages	Vital Document?
Title VI Public Notice	All Safe Harbor Languages	Yes
Title VI Complaint Form and Procedures	All Safe Harbor Languages	Yes
Notice of Free Language Assistance	All Safe Harbor Languages	Yes
Public Hearing Notices	Spanish and translations upon request	Yes
Participation Applications or Forms	Spanish and translations upon request	Yes
Safety and Security Information	Use of Pictographs or translations	Depends on subject matter
General Promotional Materials (including Marin Transit Rider Guide)	Spanish and translations upon request	No
Construction Notices	As determined by location	No

The following represents the current documents that are translated into Spanish per the Vital Document table, above:

- Title VI Public Notice
- Title VI Complaint Form and Procedures
- ADA Public Notice
- ADA Complaint Form and Procedures

[7] FTA Circular 4702.1B

- Reasonable Modification Public Notice
- Reasonable Modification Form and Procedures
- Notice of Free Language Assistance
- Public Hearing Notices
- Rider Guide
- Other documents such as marketing materials have been translated into other languages as determined by project outreach strategies.

3. Training Staff

Marin Transit trains staff on its role and responsibilities in providing meaningful access to services for LEP persons through the following activities:

- Develop curriculum and a corresponding PowerPoint that educates Marin Transit staff and contractors on the Title VI requirements for providing meaningful access to services for LEP persons, including sensitivity to cultural differences. Conduct training for all current and new staff;
- Distribute LEP curriculum and training materials to contractors for their use in training drivers and front-line staff who deliver and support Marin Transit fixed route services;
- The above two trainings will include the following
    - A description of language assistance services offered by Marin Transit;
    - Specific procedures to be followed when encountering an LEP person, including how to handle a potential Title VI/LEP request or complaint; and
    - Instructions on use of the U.S. Census Bureau Language Identification Flashcards and/or Language Line brochure.

With the adoption of the Language Assistance Plan, all training materials will be refreshed to reflect the new data, languages, and language assistance strategies.

4. Providing Notice to LEP Persons of Language Assistance Measures

The methods that Marin Transit will use to notify LEP customers of language assistance services include the following:

- Post Language Assistance Notification on the marintransit.gov website
- Provide Language Assistance Notification on Board agendas and public hearing notices
- Provide Language Assistance Notification on Rider Guide and other educational materials as appropriate
- Provide Google Translate on website to promote language inclusion
- Use of foreign language media outlets as appropriate whenever possible

5. Monitoring and Updating the Plan

This plan is designed to be flexible and will evolve with changes in Marin County's population and Marin Transit ridership. As such, it is important that the District monitor changes in demographics and consider whether new documents and services need to be made accessible for LEP persons.

Marin Transit updates this Language Assistance Plan (LEP Plan) every three years as required by the Federal Transit Administration. Staff will review and update the plan when it is clear that higher concentrations of LEP individuals are present in Marin Transit service area, especially those speaking languages other than Spanish. As the basis for updating the LEP Plan, Marin Transit will monitor and evaluate its LEP activities through analysis of:

- Input from customers through Marin Transit's System-wide Passenger Surveys, the next of which is underway in 2026 as of the preparation of this update;
- Needs identified by front line staff during employee training activities related to Limited English Proficiency populations or in the course of day-to-day operations of the system;
- Needs identified by community partners or LEP individuals during outreach activities or other interactions with Marin Transit staff, including informal meetings with leaders of community-based organizations and social service providers;
- Complaints from LEP individuals received by Marin Transit or its contract operators; and
- Assessment of usage of translation services
- Assessments that may include surveys of coach operators and other front-line staff, including Travel Navigators, dispatchers, schedulers, and the District's service development planners on their experience concerning contacts with LEP persons.

Dissemination of Marin Transit Language Assistance Plan (LEP Plan)

Marin Transit disseminates the Language Assistance Plan to customers and Marin County residents through the following:

- A link to Marin Transit LEP Plan and Title VI Program is provided on Marin Transit website, http://www.marintransit.gov/titlevi;
- Marin Transit distributes the LEP Plan with human service and multicultural organizations in Marin County; and
- Any person or agency with internet access can access and download the plan from Marin Transit's website. Alternatively, any person or agency may request a copy of the plan via telephone, fax, mail, or in person, and shall be provided a copy of the plan at no cost. LEP individuals may request translated copies of the plan that Marin Transit will provide as feasible.

LEP Attachment 1: Examples of Translated Materials

Below are examples of translated materials for a variety of campaigns.

Image posted to Marin Transit social media sites on Facility outreach event (September 2025)



Invitation to Community Open House (July 2025)



Promotional materials for Clipper card contactless payment (2026)



Flyer advertising satellite outreach hours in the Canal District (2025-2026)



Appendix G: Service Performance Monitoring

Marin Transit 2026 Service Performance Monitoring

Overview

The FTA requires providers of public transportation that operate 50 or more fixed route vehicles in peak service and that are located in a UZA of 200,000 or more in population to monitor the performance of their transit system relative to their system-wide service standards and service policies (i.e., vehicle load, vehicle headway, vehicle assignment, transit amenities, etc.) no less than every three years.

The guidelines presented in the FTA Circular 4702.1B lay out the following methodology:

- Identify routes as Minority or non-Minority transit routes – a route that has at least one-third of its total revenue mileage in a Minority Census block group is considered a minority route. Minority Census Block Groups are defined as those that have a percentage minority population that meets or exceeds the service area baseline percentage of minority population;
- Assess the performance of each Minority and non-Minority route for each of the transit provider's service standards and service policies;
- Compare the transit service observed in the assessment to the transit provider's established service policies and standards;
- For cases in which the observed service for any route exceeds or fails to meet the standard or policy, analyze why the discrepancies exist, and take steps to reduce the potential effects;
- Evaluate transit amenities policy to ensure amenities are being distributed throughout the transit system in an equitable manner;
- Develop a policy or procedure to determine whether disparate impacts exist on the basis of race, color, or national origin, and apply that policy or procedure to the results of the monitoring activities; and
- Submit the results of the monitoring program as well as documentation to verify the board's awareness, consideration, and approval of the monitoring results to FTA every three years as part of the Title VI Program.

Identification of Minority and Non-Minority Routes

According to the methodology outlined in the FTA guidance, a Minority transit route is a route that has at least one-third of its total route mileage in a Minority Census Block Group. To identify Minority routes, staff conducted a Geographic Information System (GIS) based analysis using block group data from the American Community Survey along with outputs from Marin Transit's scheduling software for route length. As a result of the analysis, staff found that 11 of the 15 routes are designated Minority Routes. This route designation provided the basis for the performance analysis, which reviews the performance of all 15 routes as appropriate. Table 1 presents the Minority and Non-Minority Routes and percentage of total route length in Minority Block Groups.

Table 1: Minority and Non-Minority Route Designation

Route Number	Total Route Length	Total Route Length within Minority Block Groups	Percentage of Route Length within Minority Block Groups	Minority Route Designation
17	45.2	16.5	37%	Yes
22	23.8	3.2	14%	No
23	18.3	8.2	45%	Yes
30	4.0	3.7	94%	Yes
35	17.6	16.5	93%	Yes
36	22.3	11.7	52%	Yes
49	39.0	35.0	90%	Yes
57	47.2	34.5	73%	Yes
61	49.6	6.7	13%	No
68	55.3	1.2	2%	No
71	40.0	27.1	68%	Yes
219	10.7	3.7	35%	Yes
228	23.2	6.4	28%	No
233	11.4	9.6	85%	Yes
245	16.0	14.1	89%	Yes
Total Minority Routes				11
Total Non-Minority Routes				4
Total Routes				15
Minority Routes as Percent of Total Routes				73%
Non-Minority Routes as Percent of Total Routes				27%

Headway Analysis

Headway represents the amount of time between buses on a particular route; a lower number indicates a shorter wait for riders. For the purpose of this data analysis, rural routes with 4-8 trips per day were

not included, as they are not scheduled based on a standard headway. Headway measures were calculated on an average value if headways were operated on a range of values based on their service design.

The following Table 2 presents the average peak and non-peak headways by route number.

Table 2: Peak and Non-Peak Headway (Frequency) by Route

Route Number	Minority Route Designation	Peak Headway	Off-Peak Headway
17	Yes	30	45*
22	No	30	45*
23	Yes	30	60
30	Yes	30	NA
35	Yes	30	30
36	Yes	30	30
49	Yes	30	45*
57	Yes	60	60
61**	No	NA	NA
68**	No	NA	NA
71	Yes	30	30
219	Yes	60	60
228	No	60	60
233	Yes	60	60
245	Yes	60	60

**Routes 17, 22, and 49 operate 30-minute headways during the mid-day off-peak on weekdays, but operate 60-minute headways on weekends and holidays. The average off-peak headway of 45 minutes is used for the purposes of this analysis*

***Rural Routes are coverage based and are not scheduled by headway. They are excluded from this analysis.*

When reviewing the frequencies from a systemwide perspective, non-minority routes operate at a 10% lower frequency during the peak and a 9% lower frequency during the off-peak than the minority routes. Table 3 provides the Average Peak Frequency Analysis by service type.

Table 3: Average Headway by Service Type

Average Headway by Service Type	Average Peak Headway	Average Off-Peak Headway
Average All Minority Routes	41	48
Average All Non-Minority Routes	45	53
Average All Routes	42	49
Percent Difference between Minority and Non-Minority	10%	9%

Load Factor

Load factor measures the amount of service that is effectively available to riders, as it considers not just the number of daily trips, but the number of seats available on the bus. The non-minority routes have significantly lower load factors due to operating in low ridership areas. In particular, rural routes 61 and 68 operate in very low-density areas. The minority routes primarily operate along high-ridership transit corridors, which leads to greater loads on the routes that serve these corridors. It is also worth noting that all routes are well below the service standard maximum of 1.25 and that although the difference between the minority and non-minority load factor is a larger percentage difference, the average load factors are very low. Route 30 is a new route (As of April 2026) that does not yet have ridership data available and is excluded from this analysis.

Table 4 provides historical load factors.

Table 4: Load Factor by Year

Route	Ridership	FY 2026 YTD Load Factor	FY 2025 Load Factor	FY 2024 Load Factor
17	168,509	0.41	0.45	0.42
22	144,959	0.38	0.36	0.36
23	252,967	0.72	0.67	0.60
35	443,775	0.44	0.47	0.44
36	234,446	0.48	0.49	0.46
49	280,912	0.62	0.63	0.57
57	136,660	0.50	0.51	0.44
61	34,654	0.38	0.35	0.28
68	52,897	0.26	0.30	0.28
71	366,621	0.61	0.61	0.57
219	28,515	0.14	0.13	0.12
228	68,719	0.48	0.42	0.40
233	30,876	0.24	0.24	0.24
245	38,676	0.29	0.25	0.28
Average Minority Load Factor		0.45	0.45	0.41
Average Non-Minority Load Factor		0.37	0.36	0.33
% Difference btw Minority and Non-Minority		18%	22%	23%

Vehicle Assignment

Per the Marin Transit Vehicle Assignment standard, assigning vehicles by policy helps ensure that vehicles are placed into service based on service type, ridership demand, or roadway requirements rather than by other conditions, such as neighborhood demographics, that could result in discriminatory outcomes. Routes with the lowest passenger demand will be assigned a 24’ cutaway, while those with higher demand will be assigned a 35’ or 40’ vehicle. However, if terrain and street design warrants, vehicle assignments may be adjusted for safe operations.

Systemwide, the average age of the fleet is approximately 7 years. Average age by route is calculated as a weighted average of the vehicle age for every vehicle used on the route, weighted by number of pullouts. In the most recent fiscal year, the average age of vehicles on minority routes is within 5% of the average age on non-minority routes. Table 5 presents the average vehicle age by route and year. Note that Route 30 is a new route as of April 2026 and has limited data availability.

Table 5: Vehicle Age by Route

Route	Minority Route Designation	Average Model Year	FY 2026 Vehicle Age	FY 2025 Vehicle Age	FY 2024 Vehicle Age
17	Yes	2017	9.2	8.8	7.8
22	No	2018	8.4	7.5	6.4
23	Yes	2022	4.4	3.3	13.5
30	Yes	2016	10.2	NA	NA
35	Yes	2021	5.5	5.0	6.2
36	Yes	2020	5.9	5.3	6.6
49	Yes	2018	8.1	7.4	7.5
57	Yes	2016	9.8	8.8	7.2
61	No	2020	6.3	5.1	4.5
68	No	2019	6.5	5.9	4.5
71	Yes	2020	6.5	5.4	6.5
219	Yes	2021	5.3	4.2	3.8
228	No	2021	5.3	4.2	3.5
233	Yes	2021	5.2	4.3	3.4
245	Yes	2021	5.2	4.2	3.4
Average Model Year of Fleet		2019	6.8	5.7	6.0
Average Model Year Minority Routes		2019	6.8	5.7	6.6
Average Model Year Non-Minority Routes		2019	6.6	5.7	4.7
Absolute Difference Between Minority and Non-Minority			0.2	0.0	1.9
Percentage Difference Between Minority and Non-Minority			3%	0%	33%

On Time Performance

Marin Transit defines “on time” as up to 5 minutes late and 1 minute early upon arrival at a timepoint. On Time performance is determined by the percentages of runs completed. This data represents the percentage of times all service was within this metric. A higher number indicates better reliability for riders.

On Time performance for the FY 2026 Year-To-Date has been 8% better for Minority Routes than Non-Minority Routes. Only small differences in on-time performance were experienced in the prior years. Table 6 presents the on-time performance by route and year. Note that Route 30 is new as of April 2026 and does not yet have on-time performance data available.

Table 6: On-Time Performance (OTP)

Route	Minority Route	FY26 YTD	FY25	FY24
17	Yes	77%	74%	71%
22	No	72%	70%	71%
23	Yes	72%	74%	77%
30	Yes	NA	NA	NA
35	Yes	78%	80%	80%
36	Yes	79%	82%	80%
49	Yes	65%	62%	67%
57	Yes	66%	63%	70%
61	No	60%	58%	64%
68	No	67%	68%	72%
71	Yes	74%	75%	78%
219	Yes	69%	65%	63%
228	No	64%	63%	69%
233	Yes	79%	81%	71%
245	Yes	76%	77%	73%
OTP Minority Routes		74%	73%	73%
OTP Non-Minority Routes		66%	65%	69%
Difference Between Minority and Non-Minority		8%	9%	4%

Service Availability

Service availability is evaluated in the Marin Transit service area by analyzing the distance from the centroid of each Census Block Group in the service area to its nearest bus stop to assess the percentage of the population in both Minority Block Groups and Non-Minority Block Groups with access to transit (block groups with a bus stop contained inside them are all considered to be served by transit regardless of the centroid). Marin Transit's goal is to provide transit within ½ mile of 85% of all County residents, jobs, large multifamily developments, middle & high schools (excluding those served by yellow bus), senior residents, zero-car households, and low-income residents.

In general, most of the targets were exceeded. In Minority Block Groups, all targets were exceeded. In Non-Minority Block Groups, some targets were not met. Table 7 presents the findings.

Table 7: Access to Transit

	Minority			Non-Minority		
	Service Area Total	Within ½ mile	Percent	Service Area Total	Within ½ Mile	Percent
Population	92,658	87,260	94%	165,311	127,541	77%
Large Residential Buildings	3,083	3,083	100%	1,697	1,620	95%
Jobs	48,484	46,004	95%	62,220	48,132	77%
Middle Schools	20	18	90%	37	31	84%
High Schools	12	11	92%	20	17	85%
Older Adults	18,218	16,719	92%	43,127	32,436	75%
Zero-Car Households	2,455	2,393	97%	2,602	2,205	85%
Low-Income Residents	23,714	23,359	99%	18,109	14,605	81%

Transit Amenities

Transit amenities include improvements to the riders' waiting experience at stops and stations, which are distributed according to rider need, including benches, shelters, signage or real-time passenger information signs. In general, transit amenities are more likely to be located in minority block groups than in non-minority block groups due to the higher ridership in minority block groups. Table 8 presents the Transit Amenities analysis for stops within Minority Block Groups and Non-Minority Block Groups.

Table 8: Transit Amenities by Block Groups

	Benches	Shelter	All Stops
Within Minority Block Groups	141	96	228
Within Non-Minority Block Groups	175	106	315
Total	316	202	543
% of Stops in Minority Block Groups w Amenities	61.8%	42.1%	
% of Stops in Non-Minority Block Groups w Amenity	55.6%	33.7%	
% of All Stops with Amenity	58.2%	37.2%	
Difference between Minority and Non-Minority	6.3%	8.5%	