Marin County Transit District Board of Directors

Monday, July 13, 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, July 12, 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
- All Marin Transit public meetings are held in accessible locations. Documents are available in additional languages and accessible formats by request. Requests for translation and disability-related accommodations or modifications for this meeting may be made to the District Secretary at 415-226-0855 or 711 (California Relay Service) no less than five business days before the meeting.
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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: April 2026

4. **Consent Calendar**
   a. Minutes for June 1, 2026 Board Meeting
   b. Federal Legislative Report
   c. Resolution #2026-07 of Local Support for Metropolitan Transportation Commission One Bay Area Grant 4 Program
   d. Authorize the General Manager to Negotiate and Approve Contract with Canal Alliance for Consulting and Community Engagement Services
   e. Marin Transit Safety Plan Annual Update
   f. Caltrans 5311 Authorizing Resolution

   ***Recommended Action*:** Approve.

5. **Set Public Hearing for Fare Policy Changes and Receive Title VI Analysis**

   ***Recommended Action*:**

   - Set public hearing for September 14, 2026 to receive public input on the following fare policy changes:
     - Elimination of cash transfers; and
     - Elimination of the paid Youth Pass (replaced by access to Clipper monthly fare maximums for youth riders)
   - Receive Title VI analysis of fare policy changes

6. **AB 2561 Vacancy Rate Reporting: Annual Informational Report and Public Hearing**

   ***Recommended Action*:** Staff recommends that your Board hold a public hearing in accordance with AB 2561.

Adjourn

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

July 13, 2026

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

Subject: **General Manager Report – Monthly Report: April 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 April 30, 2026. The monthly reports summarize statistics on the performance of Marin Transit services and customer comments.

Overall, Marin Transit experienced a slight dip in **systemwide ridership** in April 2026. Total ridership was 1% lower than the previous year (April 2025) and 3% higher than pre-COVID (April 2019).

Matching the systemwide trend, **fixed route ridership** dipped slightly this month, with ridership being 2% lower than the previous year (April 2025) and 10% higher than pre-COVID (April 2019).

Yellow Bus ridership was steady this month, with ridership 2% higher than the previous year (April 2025).

Marin Access ridership dipped this month, with ridership being 10% lower than the previous year (April 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

April 2026

Month: **April 2026**

Category	Fixed-Route Local	Fixed-Route Shuttle	Stagecoach & Muir Woods	Supplemental & Yellow Bus	Demand Response	Mobility Management	Systemwide	Total
	Program							
Commendation	**0**	**0**	**0**	**0**	**25**	**0**	**1**	**26**
Service Delivery Complaint	**37**	**10**	**5**	**1**	**4**	**0**	**2**	**59**
Accessibility	0	0	0	0	0	0	0	0
Driver Conduct Complaint	11	3	1	0	1	0	0	16
Driving Complaint	11	0	1	0	2	0	1	15
Early Trip	3	2	2	0	0	0	0	7
Equipment Issue	0	0	0	0	0	0	0	0
Farebox	0	1	0	0	0	0	0	1
Late Trip	6	3	0	0	0	0	1	10
Missed Connection	1	0	0	0	0	0	0	1
Missed Trip	0	0	0	0	0	0	0	0
No-Show	1	1	0	0	1	0	0	3
Off-Route	1	0	0	0	0	0	0	1
Pass-Up Complaint	3	0	1	1	0	0	0	5
Service Structure Complaint	**14**	**2**	**1**	**0**	**2**	**0**	**1**	**20**
Bus Stop Improvement Request	0	0	0	0	0	0	0	0
Fares	2	0	0	0	1	0	0	3
Other Complaint	3	1	1	0	1	0	1	7
Scheduling Complaint	0	0	0	0	0	0	0	0
Service Improvement Suggestion	9	1	0	0	0	0	0	10
Safety Complaint	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

	Fixed-Route Local	Fixed-Route Shuttle	Stagecoach & Muir Woods	Supplemental & Yellow Bus	Demand Response	Mobility Management	Systemwide	Total
Total Service Hours	10,275	3,190	1,295	188	2,189	0	17,066	17,066
Commendations per 1,000 Hours	0.0	0.0	0.0	0.0	11.4	-	0.1	1.5
Complaints per 1,000 Hours	5.0	3.8	4.6	5.3	2.7	-	0.2	4.6

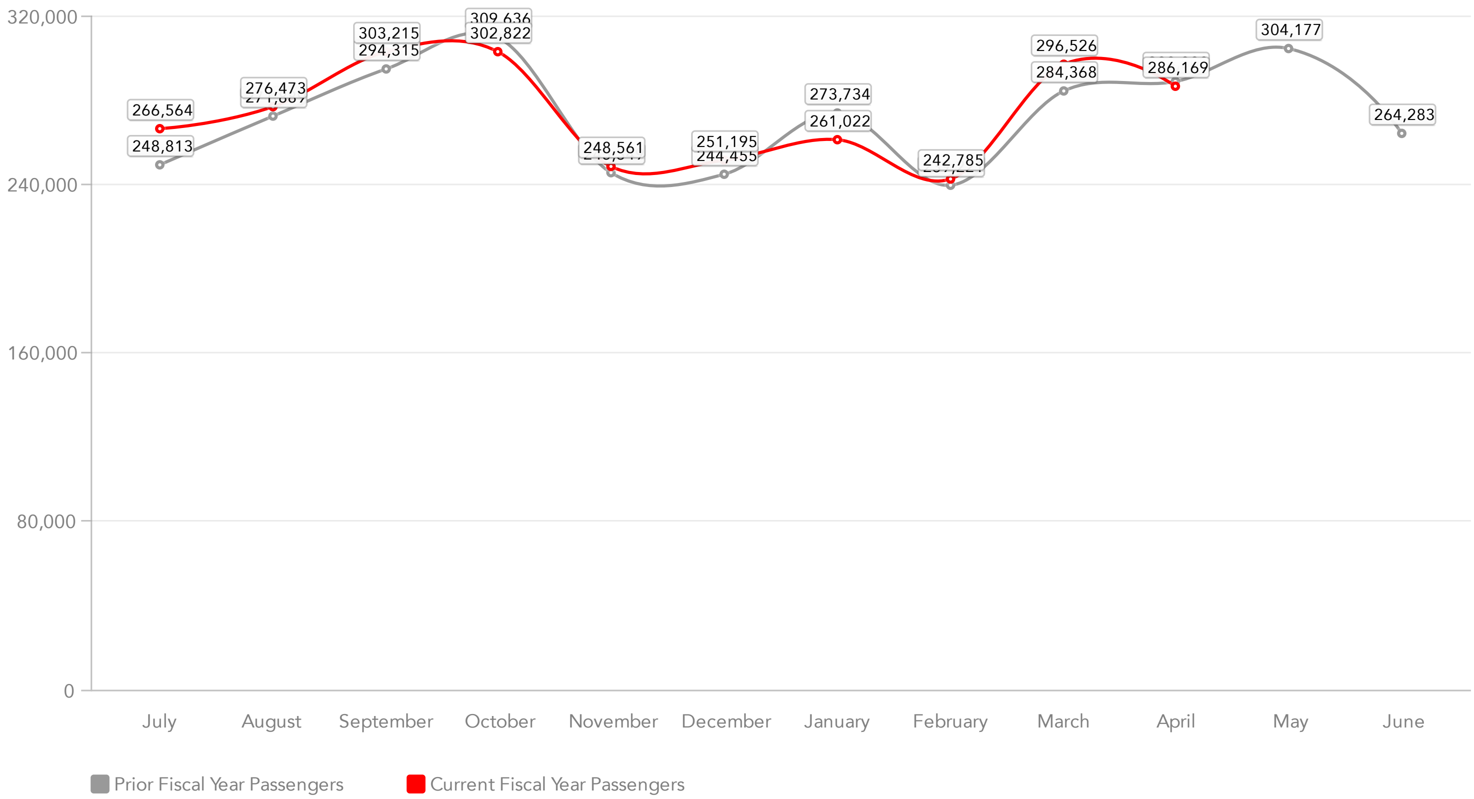
	Fixed-Route Local	Fixed-Route Shuttle	Stagecoach & Muir Woods	Supplemental & Yellow Bus	Demand Response	Mobility Management	Systemwide	Total
Total Passengers	219,620	35,155	9,732	6,103	3,813	2,988	292,970	292,970
Commendations per 1,000 Passenger	0.0	0.0	0.0	0.0	6.6	0.0	0.0	0.1
Complaints per 1,000 Passengers	0.2	0.3	0.6	0.0	1.6	0.0	0.0	0.3

FISCAL YEAR
2026

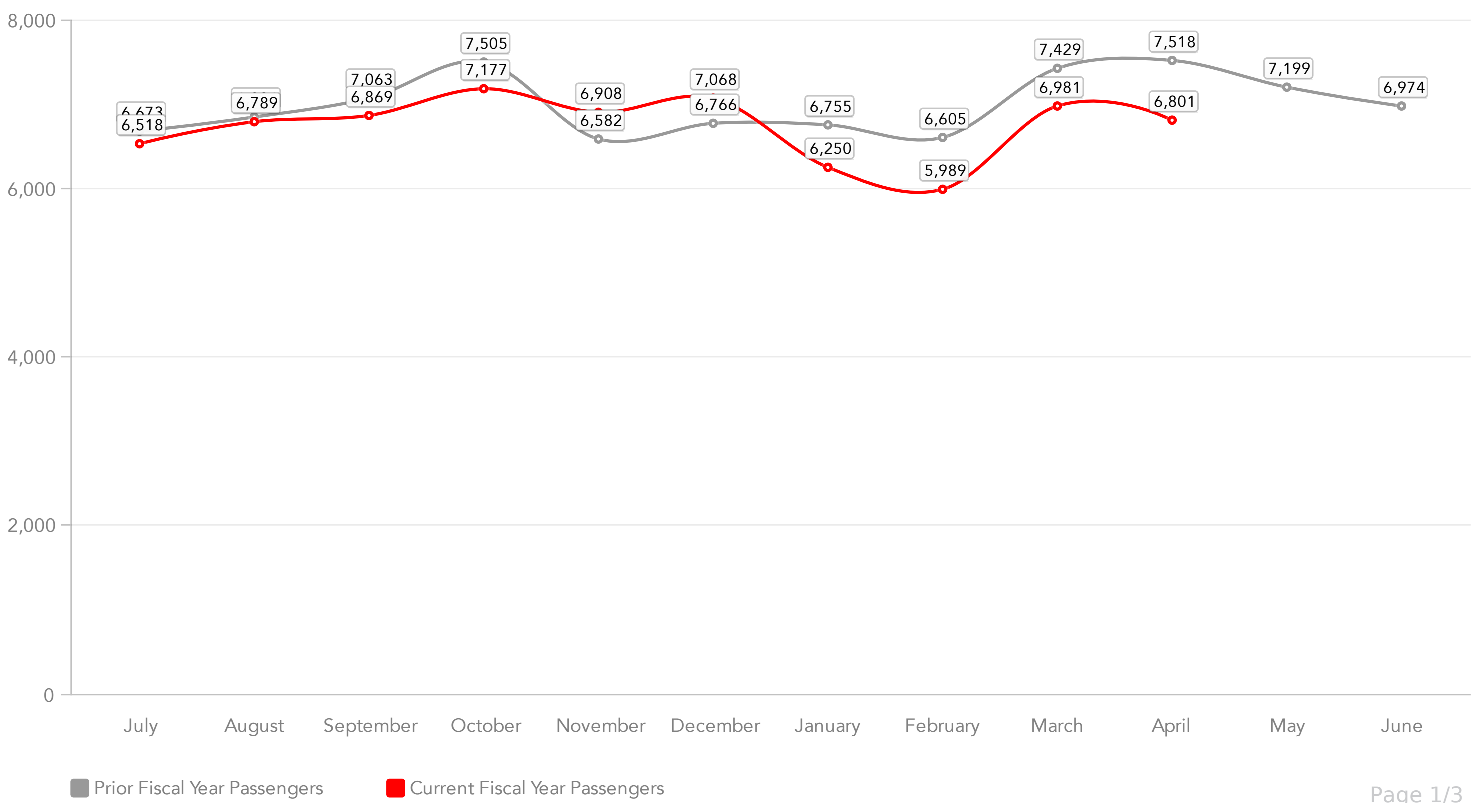
MONTH
All

Year-to-Date Ridership Trends

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



Demand Response Passengers by Month



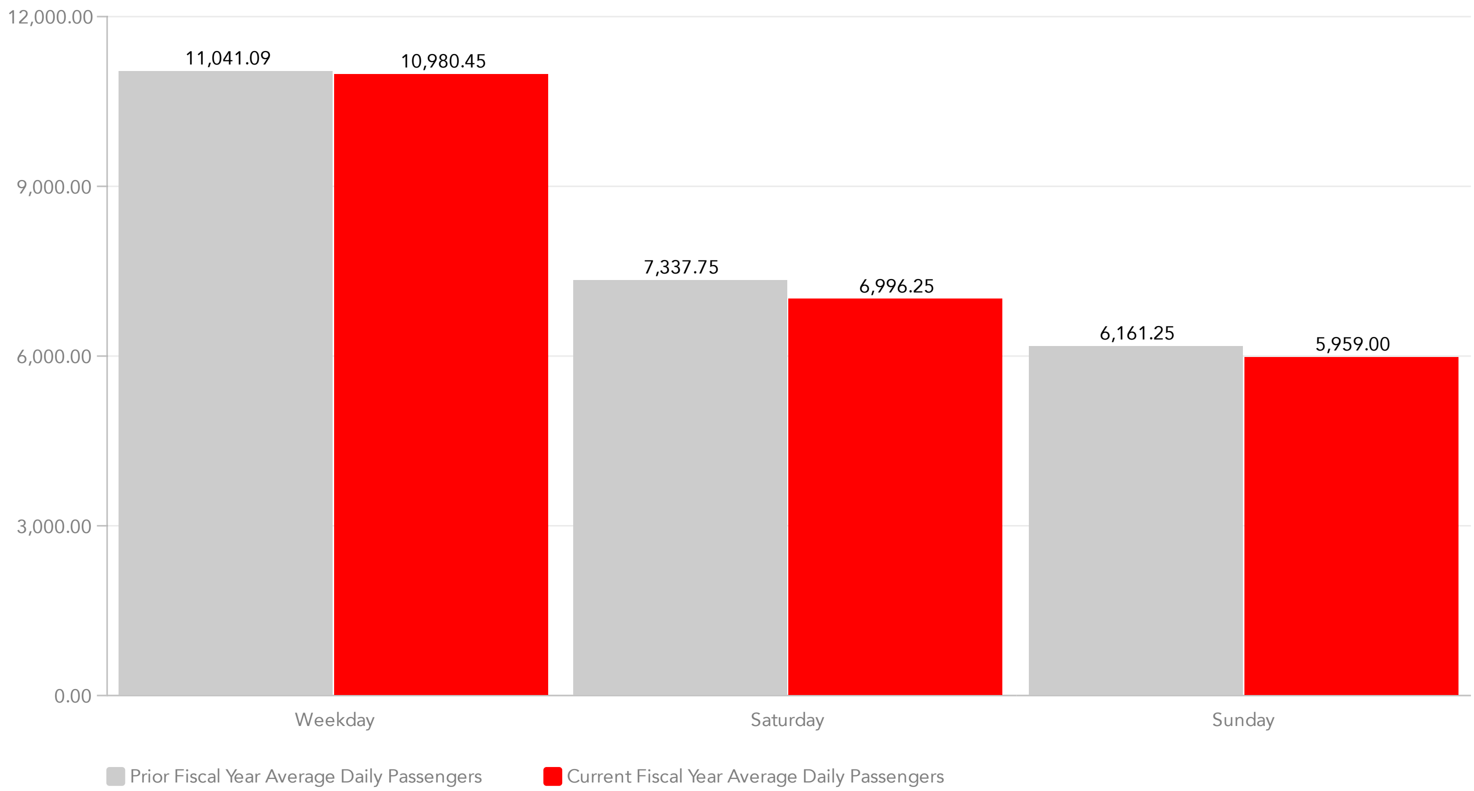
Attachment A

Monthly Comparison

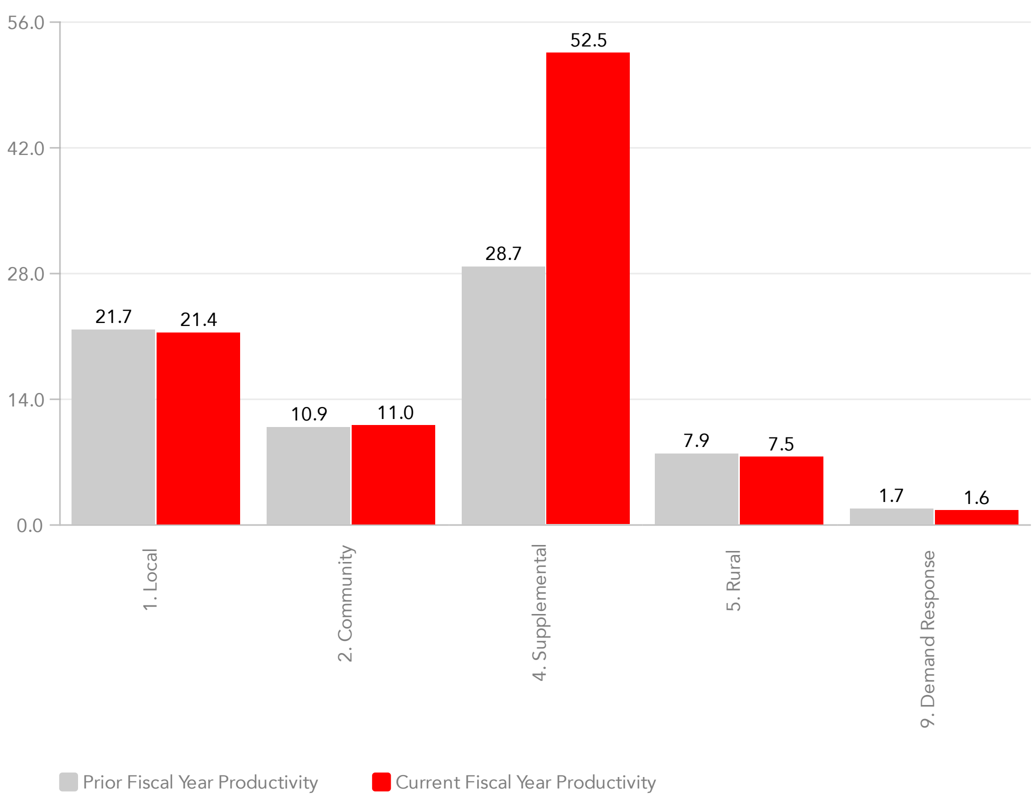
MONTH

Apr

Average Systemwide Daily Passengers



Productivity (pax/hr) by Typology



Route Typologies

1. Local:
   Routes 17, 22, 23, 30, 35, 36, 49, 71

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

4. Supplemental
   Routes 613, 619, 625, 629, 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, June 1, 2026 at 9:30 A.M.

Roll Call

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

Absent: **Director Rodoni**

Director Llorens Gulati was in attendance as a non-voting member.

Board President Sackett opened the meeting at 9:31 A.M.

1. Open Time for Public Expression

President Sackett asked if any member of the public wished to speak. Seeing none, she called for Board of Directors' Matters.

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: March 2026
        i. Item 3b – Staff Report

General Manager Robert Betts introduced the District's new Director of Operations & Service Development, Jonathan Steketee. Mr. Betts summarized upcoming free fare promotions. He reviewed the What About Age Transportation Fair and the Marin Access photoshoot. Mr. Betts announced that the Marin Access Fare Assistance (MAFA), Youth Pass, and College of Marin Pass will shift to Clipper. He provided an update regarding Muir Woods Shuttle ridership. He reported on fixed route and demand response ridership from March 2026. Mr. Betts explained that the California Air Resources Board voted to approve proposed amendments to the Cap-and-Invest program. He reported on Ross Valley Yellow Bus pass sales for the upcoming school year.

Supervisor Moulton-Peters commended the data found in the Marin Transit Quarterly Performance Report for the Third Quarter of FY 2025/26.

Director Colbert commended the operation of the Ross Valley Yellow Bus program.

President Sackett highlighted data regarding increased ridership. She expressed interest in data from after the implementation of the Marin-Sonoma Coordinated Transit Service Plan (MASCOTS).

Mr. Betts noted that the General Manager's Report for the July 13, 2026, Board of Directors meeting will include data from after the implementation of MASCOTS.

President Sackett called for public comment.

Susan W. commented on the impact of service changes on riders traveling to Vintage Oaks.

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.

M/s: Director Colbert – Director Lucan

Ayes: President Sackett, Vice President Casissa, Second Vice President Bushey, Director Colbert, Director Moulton-Peters, Director Lucan

Noes: None

Absent: Director Rodoni

Abstain: None

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

Staff Report

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 budget. She highlighted key aspects of the budget reflecting a financial inflection point. Ms. Martinez Brennan noted that the future financial picture will be defined through the Short Range Transit Planning Process. Ms. Martinez Brennan provided an overview of the FY 2026/27 Capital budget and reviewed fluctuations between the FY 2017/18 and FY 2026/27 Capital budgets. She explained changes made to the FY 2026/27 Capital budget after the presentation of the draft budget on May 4, 2026. Ms. Martinez Brennan listed fare revenue assumptions in the FY 2026/27 budget and highlighted FY 2026/27 fare free days and periods.

President Sackett expressed appreciation for the reporting on the financial inflection point and fare revenue assumptions. She commented that fare free promotions encourage ridership.

Director Colbert commended the development of the budget.

Recommended Action: Adopt FY 2026/27 budget.

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

Ayes: President Sackett, Vice President Casissa, Second Vice President Bushey, Director Colbert, Director Moulton-Peters, Director Lucan

Noes: None

Absent: Director Rodoni

Abstain: None

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

Staff Report

Facility Development Project Manager Paul Haifley summarized the work of HDR Engineering, Inc. He reported on the history of the facility project at 1075 Francisco

Boulevard East. Mr. Haifley reviewed the design services bid packages for the facility project. He outlined the facility project's scope of services regarding community engagement and community benefits processes. Mr. Haifley summarized the procurement of the engineering, design, and Plans, Specifications, and Estimates (PS&E) contractor for the facility project. He reviewed the final negotiated contract with HDR Engineering, Inc. Mr. Haifley presented the facility project's timeline as well as its fiscal and staffing impact.

Director Lucan asked about current and future vehicle charging costs.

General Manager Robert Betts commented regarding the assessment of current vehicle charging costs. He stated that assumptions may be made regarding future charging costs.

Mr. Haifley added that there will be a defined model of charging infrastructure at 1075 Francisco Boulevard East.

Sampath Goolla from HDR Engineering, Inc. stated that HDR Engineering, Inc. will collaboratively develop a charging infrastructure model and analysis.

Director Lucan suggested the development of a comparison between estimated charging costs at 1075 Francisco Boulevard East and current charging costs. He asked about coordination with PG&E.

Mr. Haifley summarized efforts to coordinate with PG&E. He stated that continued engagement with PG&E will be driven by charging strategy in the facility design.

Director Lucan suggested following up with PG&E every three months.

Mr. Betts noted that the facility project is the third project involving coordination with PG&E.

Second Vice President Bushey asked when surcharge work will begin. She asked about adherence to the City of San Rafael's construction management practices and schedules.

Mr. Haifley provided an update regarding the surcharge work schedule and coordination with the City of San Rafael.

Second Vice President Bushey asked if surcharge work will begin in June 2026.

Mr. Haifley stated that surcharge work is targeted to begin in June 2026.

Mr. Betts added that the Board of Directors will be continually updated regarding the construction schedule.

Director Llorens-Gulati asked how the design phase of the facility project will coordinate with community engagement.

Mr. Haifley replied that the design phase will occur concurrently with community engagement.

Director Llorens-Gulati asked when community engagement will be complete.

Mr. Haifley explained that community engagement will operate through October 2026.

Director Llorens-Gulati noted that the summer season is a disadvantageous time to conduct community engagement processes.

President Sackett called for public comment.

Susan W. commented on the amount of weight that the site at 1075 Francisco Boulevard East will hold.

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

M/s: Director Colbert – Director Lucan

Ayes: President Sackett, Vice President Casissa, Second Vice President Bushey, Director Colbert, Director Moulton-Peters, Director Lucan

Noes: None

Absent: Director Rodoni

Abstain: None

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

Staff Report

Director of Planning Cathleen Sullivan highlighted the importance of Title VI Program, which is updated every three years. Ms. Sullivan explained that the 2023 Title VI Program

Update was a comprehensive overhaul of the Title VI Program. She noted that the 2026 Title VI Program Update is less comprehensive than the 2023 Update. She reviewed changes included in the 2026 Title VI Program Update regarding the Limited English Proficiency Language Assistance Plan and Service Performance Monitoring.

Mr. Betts clarified the recommended action approved for agenda item six.

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.

M/s: Director Llorens-Gulati – Vice President Casissa

Ayes: President Sackett, Vice President Casissa, Second Vice President Bushey, Director Colbert, Director Moulton-Peters, Director Lucan

Noes: None

Absent: Director Rodoni

Abstain: None

Adjourn President Sackett adjourned the meeting at 10:27 A.M.

SINE DIE

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PRESIDENT

ATTEST:

____

CLERK

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

July 13, 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 May 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 May 2026

CARPI & CLAY

Federal Update

June 1, 2026

Fiscal Year 2027 Appropriations Update

The House continued advancing FY2027 spending bills in May, with the Military Construction–Veterans Affairs bill passing the full House on May 15. The full Appropriations Committee also advanced the Commerce–Justice–Science, Energy and Water Development, and Legislative Branch bills, while the Interior–Environment and Transportation–Housing and Urban Development bills each advanced their respective subcommittees.

In the Senate, Appropriations Committee Chair Susan Collins (R-ME) has provided interim subcommittee allocations, but Democrats have withheld support pending a bipartisan agreement on overall spending levels. Senate Republicans are aiming to begin subcommittee markups in June.

Both chambers held numerous hearings throughout the month, including reviewing the FY27 budget requests for the Departments of Defense, Housing and Urban Development, Justice, Labor, Transportation, and Veterans Affairs; the US Army Corps of Engineers; the Bureau of Reclamation; and the Environmental Protection Agency.

FY27 Appropriations Bill	House Subcommittee Allocation (in Billions)	House Subcommittee Markup	House Full Committee Markup	House Floor
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	Passed on April 30 by an 8–6 vote	Passed on May 13 by a 32–28 vote	
Defense		June 11	June 24	
Energy–Water Development		Passed on May 15 by a voice vote	Passed on May 20 by a 34–25 vote	
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		Passed on May 21 by a 7–5 vote	June 3	
Labor–HHS–Education		June 5	June 9	
Legislative Branch	$7.3	Passed on April 30 by a 5–4 vote	Passed on May 13 by a 34–28 vote	
Military Construction–VA	$157	Passed on April 17 by a voice vote	Passed on April 21 by a 58–0 vote	Passed on May 15 by a 400–15 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 3	

OMB Proposes Sweeping Overhaul of Federal Grant Regulations

On May 29, the Office of Management and Budget (OMB) published a **proposed rule** that would represent a significant overhaul of federal grant regulations. It would give federal agencies broad authority to terminate grants on the basis that they no longer serve program goals, agency priorities, or national interest. Key provisions also include placing senior political appointees in charge of screening grant proposals; instituting new reviews of recipients' foreign connections; barring grant recipients from implementing DEI policies, gender transition services, or voter registration drives; requiring grant materials to be written in English; and requiring recipients to pass E-Verify immigration status screening. The proposal would also prohibit universities receiving federal grants from requiring speakers to pay security costs. The rule has a 45-day public comment period with a target implementation date of October 1, 2026.

FEMA Review Council Releases Final Report

On May 7, the President's Council to Assess the Federal Emergency Management Agency (FEMA) released its **final report**, following months of delays. The Council was established by Executive Order 14180 on January 24, 2025, to conduct a full-scale evaluation of FEMA and recommend structural changes. The report's guiding doctrine is that disaster response should be locally executed, state or tribally managed, and federally supported, and it calls for implementing reforms over a phased two-to-three-year period. The Council's ten recommendations are: equipping states, local governments, tribes, and territories to lead disaster response with the federal government in a supporting role; enhancing critical federal programs and resources to support communities; realigning the criteria for federal disaster assistance; replacing the Hazard Mitigation Grant Program with a two-phase funding structure; streamlining the Individual Assistance program into a single direct payment program; reforming the Public Assistance program to provide direct funding; reforming the National Flood Insurance Program for financial stability and risk resilience; reducing administrative costs; revitalizing a unified national network for partnership; and transforming the agency. Several recommendations require congressional action to implement, including the replacement of the

Hazard Mitigation Grant Program, streamlining of the Individual Assistance program, reform of the Public Assistance program, reform of the National Flood Insurance Program, and the broader agency transformation.

Trump Administration Appointments

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

Department/Agency	Position	Appointee
Homeland Security	Administrator, Federal Emergency Management Agency	Cameron Hamilton
Homeland Security	Administrator, Transportation Security Administration	David Cummins
Surface Transportation Board	Member	Karen Jean Hedlund

LEGISLATIVE ACTIVITY

Senate Confirms Trump Administration Nominees. On May 18, the Senate voted 46–43 to confirm 49 of President Trump's nominees, the fourth time Republicans have used a new process allowing nominees to be grouped together to advance confirmations. Among those confirmed are:

- Seval Oz, Assistant Secretary of Transportation for Research and Technology
- Daniel Edwards, Assistant Secretary of Transportation for Aviation and International Affairs
- Richard Kloster, Member of the Surface Transportation Board
- Michael Graham, Member of the National Transportation Safety Board
- Steven H. Haines, Assistant Secretary of Commerce for Industry and Analysis
- Robert Harvey, Federal Maritime Commissioner
- Stevan Pearce, Director of the Bureau of Land Management
- Kyle Haustveit, Under Secretary of Energy
- Matthew Anderson, Deputy Administrator of the National Aeronautics and Space Administration
- Wesley Brooks, Assistant Secretary of State for Oceans and International Environmental and Scientific Affairs

House Committee Approves BUILD America 250 Act. On May 22, the House Transportation and Infrastructure Committee approved the Building Unrivaled Infrastructure and Long-Term Development for America's 250th Act or the BUILD America 250 Act (H.R. 8870) by a 62–2 vote. The bill would reauthorize surface transportation programs beyond the expiration of the Infrastructure Investment and Jobs Act on September 30. It would authorize more than $580 billion over five years for surface transportation programs, including the following levels for the following agencies:

- Federal Highway Administration (FHWA): $393.34 billion
- Federal Transit Administration (FTA): $102.74 billion
- Federal Railroad Administration (FRA): $64.53 billion
- Office of the Secretary (OST): $10.78 billion
- National Highway Traffic Safety Administration (NHTSA): $5.68 billion
- Federal Motor Carrier Safety Administration (FMCSA): $5.18 billion
- Pipeline and Hazardous Materials Safety Administration (PHMSA): $614.13 million

House and Senate Subcommittees Hold Hearings on FY27 DOT Budget Request. On May 19 and May 21, the **Senate** and **House** Appropriations Subcommittees on Transportation, Housing and Urban Development, and Related Agencies held respective hearings on the Department of Transportation's (DOT) FY27 budget request, with Transportation Secretary Sean Duffy testifying at both. Key topics included the ongoing air traffic control modernization effort and controller hiring surge, the upcoming expiration of the *Infrastructure Investment and Jobs Act*, proposed funding cuts to Amtrak and the Essential Air Service program, discretionary grant programs, port and maritime infrastructure investment, and commercial driver's license enforcement.

Bill Introduced to Require Data Centers to Pay for Own Power and Grid Upgrades. On May 18, Senator Adam Schiff (D-CA) introduced the *Energy Cost Fairness and Reliability Act* (**S. 4559**), which would require large load facilities with peak demand exceeding 50 megawatts, including data centers, to bring their own power and pay 100 percent of the cost of grid network upgrades required for their interconnection. The bill would also direct the Federal Energy Regulatory Commission to update transmission policies to allow data centers to reduce demand during peak energy periods and to allow grid operators to curtail power to data centers during peak demand. It would prohibit data centers from drawing power from existing generating facilities already serving other customers. The bill would also direct the Department of Energy to collect data on data center energy use and establish an AI testbed at a national laboratory.

CONGRESSIONAL LETTERS

Senate Democrats Urge Continued IIJA-Level Advance Appropriations for Transportation Programs. On May 12, Commerce, Science, and Transportation Committee Ranking Member Maria Cantwell (D-WA) led 44 Senate Democrats in sending a **letter** to Senate leadership and the Chairs and Ranking Members of the Senate Appropriations Committee and its Transportation, Housing, and Urban Development Subcommittee urging robust funding for the full transportation system in the FY27 appropriations process. The letter comes as $36.8 billion in annual advance appropriations provided by the 2021 *Infrastructure Investment and Jobs Act* (IIJA) are set to expire at the end of FY26. The senators warned that programs not funded through the Highway Trust Fund face the most significant cuts, citing programs including the Port Infrastructure Development Program, the MEGA grant program, the Bridge Formula Program, the Consolidated Rail Infrastructure and Safety Improvements program, and the Capital Investment Grants program. Cantwell also released a **14-page report** detailing the potential impact of the expiring advance appropriations and the FY27 budget request on freight, passenger rail, economic development, and airport projects.

House Democrats Urge Strong Transit Investment in Surface Transportation Reauthorization. On May 11, Representatives Lateefah Simon (D-CA), John Garamendi (D-CA), and Jesús García (D-IL) led a **letter** signed by more than 30 Members of Congress to House Transportation and Infrastructure Committee Chairman Sam Graves (R-MO) and Ranking Member Rick Larsen (D-WA) urging robust federal investment in public transportation in the upcoming surface transportation reauthorization. The letter calls specifically for maintaining the $950 million annual advance appropriation for the Section 5337 State of Good Repair program provided under the *Infrastructure Investment and Jobs Act* and integrating it into the core Highway Trust Fund formula baseline.

FEDERAL FUNDING OPPORTUNITIES

FHWA Publishes BIP NOFO. The Federal Highway Administration (FHWA) has published a **NOFO** for the availability of $3 billion through the Bridge Investment Program (BIP). The NOFO will fund projects under two categories: Planning (supports planning, feasibility analyses, and revenue forecasting associated with the development of a future BIP eligible project) and Project (supports bridge replacement, rehabilitation, preservation, and protection projects with total eligible costs up to $100 million). Planning applications are due June 15. Project applications are due June 29.

FRA Publishes Railroad Crossing Elimination Grant Program NOFO. The Federal Railroad Administration (FRA) published a **NOFO** for the availability of $1.1 billion through the Railroad Crossing Elimination Grant Program. The program helps to fund highway-rail or pathway-rail grade crossing improvement projects, including but not limited to elimination projects, that improve safety and mobility of people and goods. Applications are due June 8.

FTA Publishes Pilot Program for TOD Planning NOFO. The Federal Transit Administration (FTA) has published a **NOFO** for the availability of $28.5 million through the Pilot Program for Transit-Oriented Development (TOD) Planning. The program helps fund projects that help local communities to integrate land use and transportation planning around a new fixed guideway or core capacity improvement project. Per statute, any comprehensive or site-specific planning funded through the program must examine ways to improve economic development and ridership, foster multimodal connectivity and accessibility, improve transit access for pedestrian and bicycle traffic, engage the private sector, identify infrastructure needs, and enable mixed-use development near transit stations. Applications are due July 10.

FEDERAL FUNDING AWARDS

DOT Announces RIA Grant Program Awards. DOT has **announced** $20 million to 20 projects in 17 states through the Regional Infrastructure Accelerators (RIA) grant program to accelerate the delivery of regional infrastructure through innovative approaches to planning, financing, and partnerships. These projects will expand transportation options, spur economic development, and bolster important regional connections.

FEDERAL AGENCY ACTIONS AND PERSONNEL CHANGES

OPM Proposes Governmentwide NDA for Federal Employees. On May 27, the Office of Personnel Management **published** a draft nondisclosure agreement (NDA) for public comment that federal agencies could elect to require of both new and existing employees. The proposed NDA would require employees to acknowledge and agree to comply with existing legal obligations to protect non-public, confidential, or proprietary government information, and would remain in effect after an employee leaves federal service. Former employees who signed the NDA would need written permission from an authorized agency official before disclosing information designated as confidential. Violations could result in legal penalties including financial restitution. OPM states the NDA preserves existing whistleblower protections and does not create new restrictions on employee speech beyond those that already exist in law. The NDA would be optional for individual agencies to adopt. Public comments are due June 26.

DOT Publishes National Freight Strategic Plan. On May 18, the Department of Transportation (DOT) published the **2026 National Freight Strategic Plan**, a multi-year strategy to modernize the nation's nearly seven-million-mile freight network. This roadmap aims to help enhance the safety, security, and efficiency of the multimodal network that moves more than 54 million tons of goods valued at more than $68 billion across the country daily.

DOT Publishes Administrative Rulemaking, Guidance, and Enforcement Procedures Final Rule. DOT has published a **final rule** that reinstates and expounds upon procedural reforms for the Department's rulemakings, guidance documents, and enforcement actions rescinded by a final rule published by the Department on April 2, 2021, "Administrative Rulemaking, Guidance, and Enforcement Procedures." Accordingly, this final rule revises and updates the Department's internal policies and procedures relating to the issuance of rulemaking documents. In addition, this final rule updates the Department's procedural requirements governing the review and clearance of guidance documents, and the initiation and conduct of enforcement actions, including administrative enforcement proceedings and judicial enforcement actions brought in federal court. The final rule went into effect on May 27.

DOT Announces Beautifying Transportation Infrastructure Council Public Meeting. DOT announced the next **public meeting** of the Beautifying Transportation Infrastructure Council will take place on June 24.

EPA Launches Interactive Permitting Authority Map. On May 6, the Environmental Protection Agency (EPA) launched the **EPA Permitting Authority Map**, an interactive online tool that allows users to identify which regulatory agency holds permitting authority for EPA environmental permit programs at any given location. The tool is intended to reduce uncertainty in the permitting process by consolidating permitting authority information in a single, publicly accessible resource. EPA also released new informational tools to help communities, local officials, and developers assess the suitability of Brownfield and Superfund sites for industrial reuse, including data center development, through an updated Redevelopment Mapper.

FTA Withdraws EEO Guidance Circular. On May 20, the Federal Transit Administration (FTA) **withdrew** guidance document "Circular 4704.1A, Equal Employment Opportunity (EEO) Requirements and Guidelines for Federal Transit Administration Recipients," effective immediately.

##

marin transit

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

July 13, 2026

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

Subject: **Resolution #2026-07 of Local Support for Metropolitan Transportation Commission One Bay Area Grant 4 Program**

Dear Board Members:

Recommendation

Adopt resolution of local support for Metropolitan Transportation Commission (MTC) One Bay Area Grant 4 (OBAG 4) program.

Summary

Staff requests that your Board approve the attached resolution (2026-07) for local support of the FY 2026/27 OBAG 4 program funding. The OBAG 4 program guides how MTC distributes $820 million in federal transportation funding to projects and programs that improve safety, spur economic development, and help the Bay Area meet climate change and air quality improvement goals.

On July 22, 2026, Marin Transit will submit an application to the Transportation Authority of Marin (TAM) for up to $9.9 million in OBAG 4 grant funds. These funds will support the electrification of the new Operations and Maintenance Facility at 1075 Francisco Boulevard East in San Rafael.

TAM will review project applications within Marin County and will nominate projects for funding to MTC.

Background

Recognizing the need for a zero emission bus operations and maintenance facility, in June 2023 the Federal Transit Administration (FTA) awarded a $31.5 million grant to Marin Transit for the project. The FTA grant includes funding for acquisition of property, environmental studies, design and engineering of the facility, construction, and workforce development. Since the award of the grant in 2023, Marin Transit has been following the current federal administration's expressed preference for low-emission (CNG, diesel/electric hybrid) bus technology. Additionally, recent observed construction cost increases and future cost uncertainty are likely to drive the facility project cost beyond currently available funding.

Marin Transit will address the co-equal goals of the FTA grant and CARB's

Innovative Clean Transit Regulation to transition to a zero-emission bus fleet by 2040 by seeking funding opportunities targeted at facility electrification. The One Bay Area Grant cycle 4 program represents such an opportunity.

Project

Marin Transit is requesting OBAG 4 funding to electrify its new centralized bus facility located at 1075 Francisco Boulevard East in San Rafael, CA. This project eliminates redundant, county-wide leased operations to save costs and achieve state and local emission goals. The facility will house Marin Transit's fixed route bus maintenance, parking, and the eventual charging of 49 vehicles that provide local mobility to primarily low-income and minority riders. Federal funding has been secured for the purchase, design, and construction of the facility; however, additional funding is needed to complete the full electrification components. Without charging infrastructure, it will be impossible to add additional electric buses in the future and meet statewide emission goals. The funding will ensure charging infrastructure is ready for zero-emission vehicles serving the county's vulnerable populations.

Marin Transit will provide TAM with options for segmenting the operations and maintenance facility electrification project with different OBAG funding amounts, ranging from $4 million to $9.9 million. Full funding provides electric infrastructure and charging dispensers for 49 electric buses. Reduced funding provides electric infrastructure but fewer charging dispensers. Scaling or phasing the project will enhance the application's competitiveness. If OBAG 4 funds are not made available for the full project, other funding will be needed, and other grant opportunities will be pursued.

Fiscal/Staffing Impact

Marin Transit will provide a 18.5% local match, exceeding the program requirement of at least 11.47% of the total project cost. Up to $2.3 million in matching funds will be required if the full project request is awarded. Marin Transit will use a combination of the District's local property tax allocations and Capital reserves to meet the local match requirement.

Respectfully Submitted,

Grisel Martinez

Grisel Martinez
Interim Director of Finance

Attachment A: 2026-07 OBAG 4 Resolution of Local Support

Resolution of Local Support
Resolution No. 2026-07

Authorizing the filing of an application for funding assigned to MTC and committing any necessary matching funds and stating assurance to complete the project

WHEREAS, MARIN COUNTY TRANSIT DISTRICT (herein referred to as APPLICANT) is submitting an application to the Metropolitan Transportation Commission (MTC) for up to $9,950,000 in funding assigned to MTC for programming discretion, which includes federal funding administered by the Federal Highway Administration (FHWA) and federal or state funding administered by the California Transportation Commission (CTC) such as Surface Transportation Block Grant Program (STP) funding, Congestion Mitigation and Air Quality Improvement Program (CMAQ) funding, Carbon Reduction Program (CRP) funding, Transportation Alternatives (TA) set-aside/Active Transportation Program (ATP) funding, and Regional Transportation Improvement Program (RTIP) funding (herein collectively referred to as REGIONAL DISCRETIONARY FUNDING) for the Marin County Transit District Operations and Maintenance Facility Site Electrification (herein referred to as PROJECT) for the One Bay Area Grant 4 Program (herein referred to as PROGRAM); and

WHEREAS, the United States Congress from time to time enacts and amends legislation to provide funding for various transportation needs and programs, (collectively, the FEDERAL TRANSPORTATION ACT) including, but not limited to the Surface Transportation Block Grant Program (STP) (23 U.S.C. § 133), the Congestion Mitigation and Air Quality Improvement Program (CMAQ) (23 U.S.C. § 149), the Carbon Reduction Program (CRP) (23 U.S.C. § 175), and the Transportation Alternatives (TA) set-aside (23 U.S.C. § 133); and

WHEREAS, state statutes, including California Streets and Highways Code §182.6, §182.7, and §2381(a)(1), and California Government Code §14527, provide various funding programs for the programming discretion of the Metropolitan Planning Organization (MPO) and the Regional Transportation Planning Agency (RTPA); and

WHEREAS, pursuant to the FEDERAL TRANSPORTATION ACT, and any regulations promulgated thereunder, eligible project sponsors wishing to receive federal or state funds for a regionally-significant project shall submit an application first with the appropriate MPO, or RTPA, as applicable, for review and inclusion in the federal Transportation Improvement Program (TIP); and

WHEREAS, MTC is the MPO and RTPA for the nine counties of the San Francisco Bay region; and

WHEREAS, MTC has adopted a Regional Project Funding Delivery Policy (MTC Resolution No. 3606, revised) that sets out procedures governing the application and use of REGIONAL DISCRETIONARY FUNDING; and

WHEREAS, APPLICANT is an eligible sponsor for REGIONAL DISCRETIONARY FUNDING; and

WHEREAS, as part of the application for REGIONAL DISCRETIONARY FUNDING, MTC requires a resolution adopted by the responsible implementing agency stating the following:

- the commitment of any required matching funds; and
- that the sponsor understands that the REGIONAL DISCRETIONARY FUNDING is fixed at the programmed amount, and therefore any cost increase cannot be expected to be funded with additional REGIONAL DISCRETIONARY FUNDING; and

- that the PROJECT will comply with the procedures, delivery milestones and funding deadlines specified in the Regional Project Funding Delivery Policy (MTC Resolution No. 3606, revised); and
- the assurance of the sponsor to complete the PROJECT as described in the application, subject to environmental clearance, and if approved, as included in MTC's federal Transportation Improvement Program (TIP); and
- that the PROJECT will have adequate staffing resources to deliver and complete the PROJECT within the schedule submitted with the project application; and
- that the PROJECT will comply with all project-specific requirements as set forth in the PROGRAM; and
- that APPLICANT has assigned, and will maintain a single point of contact for all FHWA- and CTC-funded transportation projects to coordinate within the agency and with the respective County Transportation Agency (CTA), MTC, Caltrans, FHWA, and CTC on all communications, inquires or issues that may arise during the federal programming and delivery process for all FHWA- and CTC-funded transportation and transit projects implemented by APPLICANT; and
- in the case of a transit project, the PROJECT will comply with MTC Resolution No. 3866, revised, which sets forth the requirements of MTC’s Transit Coordination Implementation Plan to more efficiently deliver transit projects in the region; and
- in the case of a highway project, the PROJECT will comply with MTC Resolution No. 4104, which sets forth MTC’s Traffic Operations System (TOS) Policy to install and activate TOS elements on new major freeway projects; and
- in the case of an RTIP project, state law requires PROJECT be included in a local congestion management plan, or be consistent with the capital improvement program adopted pursuant to MTC’s funding agreement with the County Transportation Agency (CTA); and

WHEREAS, that APPLICANT is authorized to submit an application for REGIONAL DISCRETIONARY FUNDING for the PROJECT; and

WHEREAS, there is no legal impediment to APPLICANT making applications for the funds; and

WHEREAS, there is no pending or threatened litigation that might in any way adversely affect the proposed PROJECT, or the ability of APPLICANT to deliver such PROJECT; and

WHEREAS, APPLICANT authorizes its Executive Director, General Manager, or designee to execute and file an application with MTC for REGIONAL DISCRETIONARY FUNDING for the PROJECT as referenced in this resolution; and

WHEREAS, MTC requires that a copy of this resolution be transmitted to the MTC in conjunction with the filing of the application.

NOW, THEREFORE, BE IT RESOLVED that the APPLICANT is authorized to execute and file an application for funding for the PROJECT for REGIONAL DISCRETIONARY FUNDING under the FEDERAL TRANSPORTATION ACT or continued funding; and be it further

RESOLVED that APPLICANT will provide any required matching funds; and be it further

RESOLVED that APPLICANT understands that the REGIONAL DISCRETIONARY FUNDING for the project is fixed at the MTC approved programmed amount, and that any cost increases must be funded by the APPLICANT from other funds, and that APPLICANT does not expect any cost increases to be funded with additional REGIONAL DISCRETIONARY FUNDING; and be it further

RESOLVED that APPLICANT understands the funding deadlines associated with these funds and will comply with the provisions and requirements of the Regional Project Funding Delivery Policy (MTC Resolution No. 3606, revised) and APPLICANT has, and will retain the expertise, knowledge and resources necessary to deliver federally-funded transportation and transit projects, and has assigned, and will maintain a single point of contact for all FHWA- and CTC-funded transportation projects to coordinate within the agency and with the respective County Transportation Agency (CTA), MTC, Caltrans, FHWA, and CTC on all communications, inquires or issues that may arise during the federal programming and delivery process for all FHWA- and CTC-funded transportation and transit projects implemented by APPLICANT; and be it further

RESOLVED that PROJECT will be implemented as described in the complete application and in this resolution, subject to environmental clearance, and, if approved, for the amount approved by MTC and programmed in the federal TIP; and be it further

RESOLVED that APPLICANT has reviewed the PROJECT and has adequate staffing resources to deliver and complete the PROJECT within the schedule submitted with the project application; and be it further

RESOLVED that PROJECT will comply with the requirements as set forth in MTC programming guidelines and project selection procedures for the PROGRAM; and be it further

RESOLVED that, in the case of a transit project, APPLICANT agrees to comply with the requirements of MTC's Transit Coordination Implementation Plan as set forth in MTC Resolution No. 3866, revised; and be it further

RESOLVED that, in the case of a highway project, APPLICANT agrees to comply with the requirements of MTC's Traffic Operations System (TOS) Policy as set forth in MTC Resolution No. 4104; and be it further

RESOLVED that, in the case of an RTIP project, PROJECT is included in a local congestion management plan, or is consistent with the capital improvement program adopted pursuant to MTC's funding agreement with the County Transportation Agency (CTA); and be it further

RESOLVED that APPLICANT is an eligible sponsor of REGIONAL DISCRETIONARY FUNDING funded projects; and be it further

RESOLVED that APPLICANT is authorized to submit an application for REGIONAL DISCRETIONARY FUNDING for the PROJECT; and be it further

RESOLVED that there is no legal impediment to APPLICANT making applications for the funds; and be it further

RESOLVED that there is no pending or threatened litigation that might in any way adversely affect the proposed PROJECT, or the ability of APPLICANT to deliver such PROJECT; and be it further

RESOLVED that APPLICANT authorizes its Executive Director, General Manager, City Manager, or designee to execute and file an application with MTC for REGIONAL DISCRETIONARY FUNDING for the PROJECT as referenced in this resolution; and be it further

RESOLVED that a copy of this resolution will be transmitted to the MTC in conjunction with the filing of the application; and be it further

RESOLVED that the MTC is requested to support the application for the PROJECT described in the resolution, and if approved, to include the PROJECT in MTC's federal TIP upon submittal by the project sponsor for TIP programming.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the District that it hereby authorizes the submittal of the following project nomination(s) and allocation request(s) to the Department in FY 2026-27 OBAG 4 funds:

Project Name: Operations and Maintenance Facility Site Electrification
Amount of OBAG 3 funds requested: Up to $9,950,000
Short description of project: Provide funding for Marin County Transit District Operations and Maintenance Facility Site Electrification, with District to provide local matching funds.
Contributing Sponsors (if applicable):

APPROVED AND PASSED this 13th day of July 2026

Agency Board Designee:

BY: ____________________________

marin transit

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

July 13, 2026

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

Subject: **Authorize the General Manager to Negotiate and Approve Contract with Canal Alliance for Consulting and Community Engagement Services**

Dear Board Members:

Recommendation

Authorize the General Manager to negotiate and approve contract with Canal Alliance for Consulting and Community Engagement Services for an amount not to exceed $20,000.

Background

Marin Transit has strengthened our partnership with Canal Alliance throughout the last several years. Staff provided an update on Canal Neighborhood Community Engagement efforts to your Board in December 2025 and presented in partnership with Canal Alliance and our Community Transit Ambassador cohort in March 2026. The Community Capacity Building training that Staff undertook earlier this year was completed under our Planning On-Call contract led by Kimley-Horn Associates, under which Canal Alliance is currently a subcontractor.

Discussion

As the next step in this ongoing partnership, staff recommends that your Board approve a contract for the District to work directly with Canal Alliance on a range of consulting and community outreach activities. The draft contract and scope of work is included as Attachment A. It includes the following tasks:

1. Project Management
2. Community Outreach and Engagement
3. Consulting Services
4. Capacity Building for Transit Ambassadors

This contract will offer many benefits such as: further strengthen our partnership with this trusted non-profit partner, improve the ability for District staff to seamlessly work with Canal Alliance staff directly, improve our ability to directly educate and work with our community transit ambassadors, as well as expand the cohort and offer new training and capacity building within the Canal community, and get targeted advice and help on developing culturally sensitive approaches and messaging to reach our riders. The primary focus of the work under this contract will be Clipper outreach, education, and marketing.

Fiscal/Staffing Impact

This contract commits up to $20,000 for consulting and community engagement services from our FY 2026/27 professional services local service budget which was approved by your Board in June 2026.

Respectfully Submitted,

Cathleen Sullivan
Director of Planning

Attachment A: Draft Contract and Scope of Work

PROFESSIONAL SERVICES AGREEMENT

THIS PROFESSIONAL SERVICES AGREEMENT, dated this **July 15, 2026**, BETWEEN Marin Transit Conty District, a California public transit agency ("Agency") and Canal Alliance, a California nonprofit public benefit corporation ("Contractor").

BACKGROUND:

A. Agency desires to retain Contractor to provide professional consulting and community engagement services related to transit outreach and participation, as more fully described in Exhibit A – Scope of Work.

B. Contractor represents that it has the professional qualifications, experience, and expertise necessary to perform such services.

C. The Parties desire to set forth the terms and conditions under which such services will be provided.

IN CONSIDERATION OF the matters described above and of the mutual benefits and obligations set forth in this Agreement, the receipt and sufficiency of which consideration is hereby acknowledged, the Agency and the Contractor (individually the "Party" and collectively the "Parties" to this Agreement) agree as follows:

<u>Services Provided</u>

1. Contractor shall furnish all labor, materials, equipment, supervision, and expertise necessary to perform the services described in Exhibit A (Scope of Work) (the "Services"). Exhibit A is attached hereto and incorporated by reference.
2. Services may evolve by mutual written agreement of the Parties, provided that any material modification to scope, budget, or term is approved in writing by Agency.

<u>Term of Agreement</u>

3. The term of this Agreement will begin on the date of this Agreement and will remain in full force and effect until **June 30, 2027**, subject to earlier termination as provided in this Agreement. The Term of this Agreement may be extended by mutual written agreement of the Parties.
4. In the event that either Party wishes to terminate this Agreement prior to **June 30, 2027**, that Party will be required to provide at least 30 days' notice to the other Party.

<u>Compensation</u>

5. **Compensation Structure.** Contractor shall be compensated on a time-and-materials basis in

accordance with the hourly rates and terms set forth in Exhibit A, subject to a not-to-exceed amount of $20,000.

6. **Invoices.** Contractor shall submit invoices quarterly (or as otherwise specified in Exhibit A) using Agency's pre-approved invoice template. Invoices shall include a summary of services by task and hours by role. Invoice shall be remitted monthly to **AP@marintransit.gov** and to Agency's contract manager and the Agency shall make payment within thirty (30) calendar days after each invoice is received and approved.
7. **Payment.** Agency shall pay undisputed invoices within thirty (30) days of receipt.
8. **Expenses and Transit Ambassador Payments.** Reimbursable expenses, if any, require prior written approval from Agency's Project Manager. Community stipends or transit ambassador payments funded by Agency shall be invoiced at cost with basic backup documentation, as described in Exhibit A.

Project Management and Coordination

A. **Agency Project Manager**. Agency shall designate a Project Manager who will serve as the primary point of contact and have authority to administer this Agreement.
B. **Contractor Project Lead.** Contractor shall designate a named Project Lead responsible for overall coordination and performance. Contractor shall provide written notice to Agency of any change in Project Lead within ten (10) business days. Agency shall be given the opportunity to provide input on any contemplated changes in the Project Lead.
C. **Coordination.** Contractor shall work collaboratively with Agency staff and other identified partners to support effective, culturally responsive engagement.

Confidentiality

9. **Confidential Information.** Each Party agrees to protect any non-public, confidential, or proprietary information received from the other Party and to use such information solely for purposes of performing under this Agreement.
10. **Community Data and Safe Use.** Contractor shall handle any personally identifiable or sensitive community information in a manner consistent with applicable law and best practices for data minimization, confidentiality, and culturally responsive engagement. Data shall only be shared with Agency as necessary to fulfill the Scope of Work.
11. These obligations shall survive termination of this Agreement.

Ownership of Materials and Intellectual Property

12. Unless otherwise specified in Exhibit A, work products developed specifically for Agency under this Agreement shall be owned by Agency. Contractor retains the right to use general knowledge, skills, and non-confidential materials developed during performance of the Services for nonprofit and educational purposes.

Capacity/Independent Contractor

13. In providing the Services under this Agreement it is expressly agreed that the Contractor is acting as an independent contractor and not as an employee. The Contractor and the Agency acknowledge that this Agreement does not create a partnership or joint venture between them, and is exclusively a contract for service.

Termination

A. **For Convenience.** Either Party may terminate this Agreement without cause upon thirty (30) days' written notice.
B. **For Cause.** Either Party may terminate for material breach if such breach is not cured within ten (10) calendar days of written notice.
C. **Effect of Termination.** Contractor shall be compensated for Services satisfactorily performed through the effective date of termination. Each Party shall promptly return the other's property and confidential information.

Insurance

Contractor shall maintain insurance coverage customary for nonprofit professional services organizations, in amounts and types reasonably acceptable to Agency, upon request.

Notice

14. All notices, requests, demands or other communications required or permitted by the terms of this Agreement will be given in writing and delivered to the Parties of this Agreement as follows:

a. Canal Alliance
711 Grand Ave, Suite 200, San Rafael, CA 94901, USA
Or via email to **aaronb@canalalliance.org**

b. Contractor
711 Grand Ave, Suite 110, San Rafael, CA 94901, USA
Or via email to **jhuitt@marintransit.gov**

Indemnification

15. Except to the extent paid in settlement from any applicable insurance policies, and to the extent permitted by applicable law, each Party agrees to indemnify and hold harmless the other Party, and

its respective affiliates, officers, agents, employees, and permitted successors and assigns against any and all claims, losses, damages, liabilities, penalties, punitive damages, expenses, reasonable legal fees and costs of any kind or amount whatsoever, which result from or arise out of any act or omission of the indemnifying party, its respective affiliates, officers, agents, employees, and permitted successors and assigns that occurs in connection with this Agreement. This indemnification will survive the termination of this Agreement.

Legal Expenses

16. In the event that legal action is brought to enforce or interpret any term of this Agreement, the prevailing Party will be entitled to recover, in addition to any other damages or award, all reasonable legal costs and fees associated with the action.

Modification of Agreement

17. Any amendment or modification of this Agreement or additional obligation assumed by either Party in connection with this Agreement will only be binding if evidenced in writing signed by each Party or an authorized representative of each Party.

Assignment

18. The Contractor will not voluntarily, or by operation of law, assign or otherwise transfer its obligations under this Agreement without the prior written consent of the Agency.

Entire Agreement

19. It is agreed that there is no representation, warranty, collateral agreement or condition affecting this Agreement except as expressly provided in this Agreement.

Governing Law

20. It is the intention of the Parties to this Agreement that this Agreement and the performance under this Agreement, and all suits and special proceedings under this Agreement, be construed in accordance with and governed, to the exclusion of the law of any other forum, by the laws of California, without regard to the jurisdiction in which any action or special proceeding may be instituted.

Severability

21. In the event that any of the provisions of this Agreement are held to be invalid or unenforceable in whole or in part, all other provisions will nevertheless continue to be valid and enforceable with the invalid or unenforceable parts severed from the remainder of this Agreement.

Waiver

22. The waiver by either Party of a breach, default, delay or omission of any of the provisions of this Agreement by the other Party will not be construed as a waiver of any subsequent breach of the same or other provisions.

IN WITNESS WHEREOF the Parties have duly affixed their signatures under hand and seal on this 15 day of July, 2026.

Contractor:

Signature:____________________________

Name, Title: Robert Betts, General Manager

Canal Alliance:

Signature:____________________________

Name, Title: Aaron Burnett, Director of Policy and Civic Engagement

Scope of Work

Project Title: Consulting and Community Engagement Services
Contractor: Canal Alliance
Agency: Marin Transit

1. Description of the Work

Canal Alliance will support Marin Transit in increasing the quantity and quality of feedback and outreach among disadvantaged populations in Marin County, in particular San Rafael and the Canal neighborhood, through developing culturally responsive community engagement strategies and partnering with community transit ambassadors. This work will primarily focus on educating the community about upcoming fare changes and the Next Generation Clipper system, encouraging use of Clipper cards for fare payment, and supporting community members to get Clipper cards, including discounted cards (i.e. Clipper Youth, Senior, START, and Access). The work may also include strategic efforts to facilitate & promote residents' participation in new and existing transit programs and support to navigate available resources.

Activities will focus on direct outreach to the community to educate and distribute Clipper cards and complete Clipper discount program applications. It will also include outreach and invitations to Marin Transit events and initiatives; support for focus groups, community discussions and feedback sessions including co-creating and facilitating "pre-meetings" to prepare residents to participate meaningfully in transit-related discussions and decision-making processes. Canal Alliance will also advise Marin Transit staff on effective, culturally competent engagement strategies; and administer payments to recognize community members' time and expertise.

Services will remain flexible and will be provided on an as-needed basis, in coordination with Marin Transit's Project Manager.

2. Tasks

Task 1: Project Management

- Canal Alliance will schedule check-ins with Marin Transit two times a month and submit quarterly invoices, and submit all required deliverables.
- Canal Alliance will administer transit ambassador payments to recognize community members for their participation and expertise.
- Canal Alliance will manage payment logistics to transit ambassadors; payments are issued on a per-person basis.

Deliverables: Named project lead & contact info, Quarterly Invoices, Check-ins

Task 2: Community Outreach & Engagement

- Canal Alliance will conduct in-person and online outreach to San Rafael community members, particularly those who live, work or access services in the Canal neighborhood. In person outreach will primarily happen via transit ambassadors and will also include Canal Alliance staff support for office hours, workshops, and focus groups. Online outreach will primarily be via social media, including advertising, public service announcements, and FB Live events.
- The focus will be to share information about Marin Transit programs and services including upcoming fare changes, benefits of and how to access and use Clipper cards, and information about other transit initiatives.
- Canal Alliance may participate in Marin Transit Board meetings, workshops, and community events.

- Canal Alliance will provide reminders and follow-up with community members to support ongoing engagement, help community members access services, and encourage sustained participation.
- Canal Alliance will support recruitment of participants for focus groups designed to collect feedback on topics including but not limited to fare payment, public facing collateral and resources, service structure, outreach methods, etc.

Deliverables: Outreach & engagement activity summary, Outreach & engagement activity materials, Transit Ambassador Payments roster/log, 2026-2027 engagement timeline (living document), and Event & Information sharing & promotion through Canal Alliance's social media channels

Task 3: Consulting Services

- Canal Alliance will advise Marin Transit staff on culturally responsive approaches, messaging, and logistics to effectively engage the Canal community, reduce participation barriers, and improve access to services such as Clipper cards and current transit programs.
- Canal Alliance will provide consulting services on topics relevant to the Canal community, including outreach strategies, service navigation, and opportunities to increase awareness and use of local bus service.
- Canal Alliance will monitor success metrics and recommend changes to strategies and other adjustments in response to lessons learned and community feedback. These updates will be shared at check-ins.

Deliverables: Review and provide feedback on Spanish-language materials and track success metrics (living document)

Task 4: Capacity Building for Transit Ambassadors

- Canal Alliance will co-create and co-facilitate capacity building curricula to train transit ambassadors. Participants will include those previously trained as part of the early 2026 Community Capacity Building Curriculum, as well as new transit ambassador candidates.
- Canal Alliance will be responsible for preparation of agendas and basic materials for "pre-meetings" that orient residents to specific policy/program topics ahead of Marin Transit meetings and other related community meetings.

Deliverables: Pre-meeting agendas/notes/materials, Transit Ambassador Payments roster/log, 2026-2027 engagement timeline (living document)

3. Deliverables

DELIVERABLE	FORMAT	DUE DATE	ACCEPTANCE CRITERIA
Task 1: Two times per month check-ins with Canal Alliance and Marin Transit	Calendar invite	Assigned	Meeting invite acceptance by Marin Transit staff
Task 2: Outreach & engagement activity summary (attendance highlights, number of contacts, language of contacts, outreach channels used)	Editable format	As assigned	Reviewed/approved by Marin Transit Project Manager (PM)
Task 2: Outreach & engagement activity materials, such as Presentations. Includes list of staff and transit ambassadors involved.	Editable format	As assigned	Reviewed/approved by Marin Transit PM
Task 3: Review/provide feedback on Spanish-language materials provided by Marin Transit to ensure they are clear, culturally appropriate, and easily understood by the Canal community to support effective communication & improved outcomes.	Editable format	As assigned	Reviewed/approved by Marin Transit PM
Task 4: Pre-meeting agendas, notes & basic materials	PDF & editable	As assigned	Reviewed/approved by Marin Transit PM
Tasks 2 and 4: Transit Ambassador Payments roster/log (names, dates, amounts)	Editable format	Per event	Reviewed/approved by Marin Transit PM
Task 1: Named project lead & contact info	Email confirmation	At contract start	Acknowledged by Marin Transit PM
Tasks 2 and 4: 2026-2027 engagement timeline (living document)	Editable format	As assigned	Reviewed/approved by Marin Transit PM
Task 1: Quarterly Invoices using the Marin Transit's pre-approved invoice template	PDF & editable	Quarterly	Submitted on pre-approved invoice template; accepted by Marin Transit per invoicing standards
Task 2: Event & Information sharing & promotion through Canal Alliance's social media channels; Post and repost on Canal Alliance's Facebook Stories about events or advertise services. Referring to this contract.	Social media post	2 posts (1 Instagram/ 1 FB) per event at minimum	Requested by Marin Transit PM via email or in meeting
Task 2: Facebook (FB) Live event(s) FB Live promotion via social media and other outlets. One bilingual staffer with FB access to translate audience Q&A in real time for Facebook Live event(s); One staffer to provide technical support for Facebook Live event(s)	Recordings	2-3	Requested by Marin Transit PM via email or in meeting
Task 3: Track Success Metrics (living document)	Editable format	Monthly	Reviewed/approved by Marin Transit PM
Task 3: Summary report of best practices and final success metrics (data and stories)	Editable format	Annual	Reviewed/approved by Marin Transit PM

4. Success Metrics

Success will be measured through a combination of engagement reach, participation levels, and Clipper-related outcomes, using both quantitative tracking and qualitative observations. Metrics will be reported regularly through outreach summaries and check-ins.

A. Total Reach

Tracking all touch points at a high level. Further details are below.

- Number of community members engaged through in-person outreach (e.g., street outreach, events, office hours)
- Estimated reach at large workshops, community events and fairs
- Number of people reached through digital engagement (e.g., Facebook posts, Facebook Live views)
- General tracking of community characteristics when feasible (e.g., language spoken, approximate age group, geography), based on observation or voluntary participation

B. Participation and Deeper Engagement

Tracks meaningful participation where participants share more information and sign up for services.

- Number of individuals who:
    - Attend workshops, events, or office hours
    - Participate in pre-meetings, focus groups, or discussions
    - Engage in follow-up interactions (e.g., requesting more information, office hours)
- Attendance at Facebook Live events (live and recorded views)
- Number of transit ambassadors trained and activated, and their participation in outreach activities

C. Clipper Access & Application Support (Key Outcome)

Tracks direct outcomes tied to Marin Transit priorities.

- Number of individuals who:
    - Receive assistance with Clipper card setup or applications
    - Begin or complete Clipper discount program applications (e.g., Clipper START, Youth, Senior, Access)
    - Successfully obtain or activate a Clipper card (when trackable)
    - Attend Clipper-focused office hours or support sessions

D. Qualitative Insights & Continuous Improvement

Provide context beyond numbers.

- Key themes, barriers, and feedback heard from community members
- Observations on:
    - Awareness and understanding of transit programs
    - Barriers to accessing Clipper or transit services
- Assessments on knowledge acquired by transit ambassadors (included in curriculum)
- Adjustments made to outreach strategies based on community feedback and observed outcomes

5. Method of Payment

- Time-and-materials, billed at the hourly rates below by labor category.
- Total not-to-exceed amount: $20,000.
- Indirect costs (administration/billing associated with this agreement) do not exceed 10% of the total contract amount.
- Transit Ambassador Payments to community members are funded by Marin Transit and invoiced at cost, with basic name/date/amount backup. Canal Alliance manages community payment logistics.
- Invoices submitted quarterly with a summary of services by task and hours by role, using Marin Transit's pre-approved invoice template.
- Reimbursable expenses for printing, food and translation services at in-person focus groups, workshops and prep meetings with transit ambassadors, if needed. They require prior written approval from the Project Manager and must follow Marin Transit reimbursement guidelines.

Attachment A

Example of an invoice temple:

Services Invoice

Date:
Invoice #:
Total Amount Due:

Contract Name: Consulting and Community Engagement Services
Contract Period:
Contract Amount: $

Transit Ambassador/Community Payments

Name	Hours worked	Task(s)	Amount Due

Total Transit Ambassador/Community amount:

Canal Alliance Staff Costs

Personnel	Dates and Hours worked	Rate*	Task(s)	Amount Due

Canal Alliance Administration amount:

***Includes fringe benefits**

TOTAL AMOUNT DUE: ________________________

Hourly Rates* by Role

Personnel	Per Hour Rate
Community Engagement Consultant: Ricardo G. Huerta Niño**	$250.00
PACE Director: Aaron Burnett	$90.00
Senior Planner: Diana Benitez	$76.44
Civic Engagement Manager: Cristina Parra-Hernandez	$60.37
Planner	$59.13
Marketing Coordinator	$55.50
Assistant Planner	$43.50
Civic Engagement Coordinator: Sheila Alvarez	$39.60
Community Volunteer/Transit Ambassador	$27.00

***Includes fringe benefits**

**** Agreed upon non-profit rate as our sub-contractor.**

marin transit

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

July 13, 2026

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

Subject: **Marin Transit Safety Plan Annual Update**

Dear Board Members:

Recommendation

Approve annual updates to the Marin County Transit District Public Transit Agency Safety Plan (PTASP) for FY 2026/27.

Summary

The Marin Transit Safety Plan uses data reported to the National Transit Database (NTD) over a rolling three-year period to continuously update its goals as a living document focused on the safety of the Marin Transit fixed route and demand response operations.

As required by the Federal Transit Administration (FTA), Marin Transit is obligated to update the PTASP annually, and to transmit the Safety Plan to the appropriate parties at the state and federal authorities. Changes to the Plan this year include updates to Safety Performance Targets and Risk Reduction Targets, Staff Composition, Safety Promotion Methodology, and responsibilities under California Assembly Bill 394. A copy of the updated DRAFT Safety Plan is included in Attachment A.

Background

On July 13, 2020, the Board approved the original Marin County Transit District PTSAP, containing significant systemwide policy updates introduced in response to the COVID-19 pandemic.

On November 15, 2021, President Biden signed into law the Infrastructure Investment and Jobs Act, also known as the Bipartisan Infrastructure Law, to provide funding and aid to public transit and safety programs, among others. With the enactment of the Bipartisan Infrastructure Law, the District is required to implement regular updates to the safety plan.

The primary updates to the Safety Plan include:

1. Updates to District Safety Goals.
2. Updates to appropriate key positions.
3. Updates regarding installed vehicle safety promotion equipment.

4. Updates regarding California AB 394.

District Safety Goals

As outlined in the Bipartisan Infrastructure Law, staff use the average data from a rolling three-year period to continuously update our Agency Safety Plan goals in three major categories, based on pre-defined NTD standards – Injuries (falls, assaults, or other occurrences requiring reporting to NTD, shown as occurrences per 100,000 miles), Safety Events (accidents, incidents, and occurrences requiring reporting to NTD, shown as occurrences per 100,000 miles), and Reliability, (revenue miles traveled between in-service vehicle breakdowns). Our previously set goals and results from FY 2025/26 are detailed in **Table 1: Fiscal Year 2025-2026 Goals** below.

Table 1: Fiscal Year 2025-2026 Goals

	Fixed Route Service			Demand Response Service		
FY25-26	**Injuries**	**Safety Events**	**Reliability**	**Injuries**	**Safety Events**	**Reliability**
Goal	≤ 0.142	≤ 0.183	≥ 28,800	≤ 0.191	≤ 0.226	≥ 130,500
Actual	0.214	0.086	19,300	0.206	0.206	80,750

While Marin Transit succeeded in meeting some of our goals, we will continue to work on improving all reported safety standards and on reducing the number of non-reportable safety incidents and injuries that are reported by each of our contractors by working with our operating partners to identify and implement new methods to reduce these incidents.

Our full and complete goals for the next three fiscal years are outlined in Attachment A: Marin Transit Bus Safety Plan v5. Marin Transit remains committed to providing safe travel for our customers and a safe working environment for our operators.

Fiscal/Staffing Impact

None.

Respectfully Submitted,

Jonathan Steketee

Director of Operations and Service Development

Attachment A: Marin Transit Bus Safety Plan (v5)

Attachment A

Marin County Transit District Operations Safety Plan

1. Transit Agency Information

<table>
<tr><td>Transit Agency Name</td><td colspan="3">Marin County Transit District (“Marin Transit”, “MCTD”)</td></tr>
<tr><td>Transit Agency Address</td><td colspan="3">711 Grand Avenue, Suite 110, San Rafael, CA, 94901</td></tr>
<tr><td>Name and Title of Accountable Executive</td><td colspan="3">Robert Betts, General Manager</td></tr>
<tr><td>Name of SMS Executive</td><td colspan="3">Jonathan Steketee, Director of Operations and Service Development</td></tr>
<tr><td>Mode(s) of Service Covered by This Plan</td><td>Fixed Route Bus (MB) and Paratransit (DR)</td><td>List All FTA Funding Types</td><td>5307, 5310, 5311, 5339</td></tr>
<tr><td>Mode(s) of Service Provided by the Transit Agency (Directly operated or contracted service)</td><td colspan="3">Fixed Route Bus (MB) and Demand Response Paratransit (DR)</td></tr>
<tr><td>Does the agency provide transit services on behalf of another transit agency or entity?</td><td>Yes</td><td>Description of Arrangement(s)</td><td>Manages ADA paratransit service on behalf of Golden Gate Transit</td></tr>
<tr><td>Name and Address of Transit Agency(ies) or Entity(ies) for Which Service Is Provided</td><td colspan="3">Golden Gate Transit
1011 Andersen Drive, San Rafeal, CA 94901</td></tr>
</table>

2. Plan Development, Approval, and Updates

<table>
<tr><td>Name of Entity that Drafted This Plan</td><td colspan="2">Marin County Transit District</td></tr>
<tr><td rowspan="2">Approval by the Marin Transit Safety Committee</td><td colspan="2">Date of Approval</td></tr>
<tr><td colspan="2">June 30, 2026</td></tr>
<tr><td></td><td>Signature of Accountable Executive</td><td>Date of Signature</td></tr>
</table>

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Signature by the Accountable Executive		**July 2, 2026**
Approval by the Board of Directors or an Equivalent Authority	**Individual / Entity that Approved this Plan**	**Date of Approval**
	Marin County Transit District Board of Directors	
	Relevant Documentation – title and location	
	\\thomas\Shared\04 MCTD Programs\04.09 Safety\FTA Bus Agency Safety Plan\Marin Transit Drafts\Plan and Attachments\2026	
Certification of Compliance	**Individual / Entity that Certified this Plan**	**Date of Certification**
	Robert Betts – General Manager	
	Relevant Documentation – title and location	
	\\thomas\Shared\04 MCTD Programs\04.09 Safety\FTA Bus Agency Safety Plan\Marin Transit Drafts\Plan and Attachments\2026	

Version Number and Updates

Version	Section or Pages Affected	Reason for Change	Date Approved
1	N/A	Initial release and approval of Safety Plan	7/13/2020
2	Multiple	Compliance with Bipartisan Infrastructure Law updates and changes to 49 U.S.C 5329(d)	10/25/2022
3	Multiple	Updates to Safety Performance Targets, Staff Composition, and Operations Contractors.	01/08/2024
4	Multiple	Updates to Safety Performance Targets, District policies / procedures, and document formatting.	09/08/2025
5	1, 2, 3, 6, 7	Updates to Safety Performance Targets and Risk Reduction Targets, Staff Composition, Safety Promotion Methodology, and responsibilities under California AB394	07/13/2026

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Annual Review and Update of the Public Transportation Agency Safety Plan

Marin Transit's Bus Safety Plan (the "Public Transit Agency Safety Plan", "PTASP", or "ASP") is a living document that all contractors and staff use to proactively identify, address, and manage issues associated with system safety. Marin Transit will update this Plan when the District SMS identifies a need for change.

Each fiscal year, the Accountable Executive, SMS Executives, and executive management will complete a review of the implementation of the Safety Plan by August 1st. At minimum, Marin Transit will revise the Safety Plan and training activities based on the findings of this annual review. As the Accountable Executive, Marin Transit's General Manager annually certifies the District's SMS compliance with 49 C.F.R. Part 673. Annually, the plan will be reviewed and approved by the Marin Transit Board of Directors.

3. Safety Performance Targets – FY2026-2027

Safety Performance Targets								
	Fatalities		Injuries		Operator Assaults	Safety Events		System Reliability
Mode of Transit Service	**Total Number per Year**	**Rate per 100k VRM**	**Total Number per Year**	**Rate per 100k VRM**	**Total Number per Year**	**Total Number per Year**	**Rate per 100k VRM**	**Failures per VRM**
MB (Fixed Route Transit)	0	0	≤ 4	≤ 0.163	≤ 1	≤ 3	≤ 0.147	≥ 27,500
DR (Demand Response Paratransit)	0	0	≤ 2	≤ 0.211	0	≤ 1	≤ 0.193	≥ 114,250

Agency Definitions

Marin Transit determines the classification of an event based on the definitions described in the National Transit Database Safety & Security Policy Manual.

- **Fatalities:** Total Number of fatalities reported to NTD and rate per total vehicle revenue miles (VRM) by mode. The rate is calculated as (# of fatalities x 100,000)/ VRM.
- **Injuries:** Total number of injuries reported to NTD and rate per total VRM by mode. The rate is calculated as (# of injuries x 100,000)/ VRM.
- **Safety Events:** Total number of safety events reported to NTD and rate per total VRM by mode. The rate is calculated as (# of injuries x 100,000)/ VRM.
- **System Reliability:** Mean distance between major mechanical failures by mode. The rate is calculated as (VRM/Major Failures).

Methodology:

The targets in the table above are based on data submitted to the National Transit Database for the prior three fiscal years and reflect the historical average of data submitted in those three years. These calculations are based on FTA guidance.

<table>
<tr><th colspan="3">Safety Performance Target Coordination</th></tr>
<tr><td colspan="3">Marin Transit transmits safety performance targets to Caltrans Division of Rail and Mass Transit (Caltrans) and to the Metropolitan Transportation Commission (MTC). After the annual review of the Safety Plan, the District will transmit safety performance targets to Caltrans and MTC. Marin Transit will submit annual targets no later than the end of September each year. Marin Transit personnel are available to coordinate with Caltrans and MTC regarding the selection of safety performance targets upon request.</td></tr>
<tr><td rowspan="2">Targets Transmitted to the State</td><td>State Entity Name</td><td>Date Targets Transmitted</td></tr>
<tr><td>California Department of Transportation (CalTRANS)
(Transmitted electronically to Safety Management System contact, Brian Travis: brian.travis@dot.ca.gov)</td><td></td></tr>
<tr><td rowspan="2">Targets Transmitted to the Metropolitan Planning Organization(s)</td><td>Metropolitan Planning Organization Name</td><td>Date Targets Transmitted</td></tr>
<tr><td>Metropolitan Transportation Commission
(Transmitted electronically to Transit Asset Management contact, Shruti Hari: shari@bayareametro.gov)</td><td></td></tr>
</table>

4. Safety Management Policy

Safety Management Policy Statement

Marin Transit is committed to developing, implementing, maintaining and constantly improving processes to ensure that all activities associated with transit service maintenance, operations, and delivery reflect a balanced allocation of organizational resources, achieve the highest level of safety performance, and meet the established District's standards.

The General Manager (GM) will act as the Accountable Executive. Each of Marin Transit's operations contractors will have a designated Chief Safety Officer who will directly report to the GM. The GM and Chief Safety Officers will ensure that all employees have the means to report on safety concerns and suggestions without the risk of retaliation. All levels of management and all employees are accountable for the delivery of this highest level of safety performance, starting with the GM.

In making this commitment Marin Transit will:

- Ensure that appropriate resources are allocated to support the management of safety in transit vehicle operation, maintenance and all aspects of transit and paratransit service delivery;
- Integrate the management of safety among the primary responsibilities of all managers and employees;
- Encourage an organizational culture that consistently fosters safe practices and effective employee safety reporting and communications, and manages safety with the same attention to results as afforded to all other District management systems;
- Clearly define for all staff, managers, employees, and contractors, their accountabilities and responsibilities for the delivery of the organization's safety performance and the performance of our safety management system;
- Establish and operate activities to identify and analyze hazards and evaluate safety risks. This includes an employee safety reporting program to identify safety concerns and potential hazards, and eliminate or mitigate such risks to maintain a level of safety performance that meets this Plan's objectives and targets;
- Ensure that no action will be taken against any employee who discloses a safety concern through the employee safety reporting program and is integral to effective management practices, unless such disclosure indicates beyond any reasonable doubt an illegal act, gross negligence, or a deliberate or willful disregard of regulations or procedures. Employees will be responsible for identifying and reporting on operation and maintenance safety hazards. They will also report on policies and procedures the District may need to be modified, safety events, and all information required to evaluate the causes of an event;
- Comply with and exceed legislative and regulatory requirements and standards, wherever possible;
- Ensure that sufficiently skilled and trained human resources are assigned to implement safety management processes;
- Ensure that all staff are provided with adequate and appropriate safety-related information and training, are competent in safety management matters, and are allocated only tasks commensurate with their skills;
- Establish and measure Marin Transit's safety performance against realistic and data-driven safety performance targets; and
- Ensure the timely delivery of externally supplied systems and services to support bus and paratransit operations and meet our safety performance standards.
- Ensure that all contractors start to or continue to track vehicular and pedestrian accidents as they relate to visibility impairments for bus operators, to allow MCTD to address or implement measures to reduce visibility impairments.
- Ensure that all contractors start to or continue to track all incidents involving operator assault, to allow MTCD to implement measures and training programs to help protect our operators.

Safety Management Policy Communication

Marin Transit's Safety Management Policy is communicated to all employees, contractors, and the Marin Transit Board of Directors. The policy was originally communicated to the Board at a scheduled meeting on July 13, 2020 and will be discussed annually after a review when staff identify and incorporate changes to the Safety Plan or safety performance targets.

Marin Transit staff will distribute a copy to each contractor that operates and maintains the District's transit bus and demand response services. Marin Transit directs the safety officers for each contractor to disseminate the safety policy and safety information to employees through regular trainings, meetings, and posting the policy in a common area such as a operator breakroom.

Marin Transit will post a copy of the Safety Management Policy in a public space in Marin Transit administrative offices, and the policy will be available online at https://marintransit.org/.

Marin Transit and each of its contractors will review the Safety Management Policy annually at an operations safety meeting and at regularly scheduled meetings throughout the year.

Authorities, Accountabilities, and Responsibilities

An organizational chart is provided as an attachment to this document and shows the relationships between the Marin Transit Accountable Executive and Key Staff for the operators.

Accountable Executive:

The General Manager is the Accountable Executive and ensures that Marin Transit's SMS is effectively implemented.

Accountable Executive:

- Makes decisions about resources to support asset management, SMS activities, and capital investments.
- Responsible for carrying out the Agency Safety Plan and the Transit Asset Management Plan
- Approves SMS implementation documents
- Annually certifies SMS compliance with 49 C.F.R. Part 673
- Communicates the Safety Management Policy to Marin Transit's Board of Directors and throughout the District
- Communicates Marin Transit Safety Management Policy to Marin Transit's contractors
- Endorses the SMS implementation team and SMS processes
- Provides guidance to Key Staff on the District's recommended SMS actions and decision making
- Ensures that safety concerns and identified hazards are adequately addressed
- Controller directs the human and capital resources needed to develop and maintain the ASP and the TAM Plan, and
- Ensures that the agency's SMS is effectively implemented, and action is taken, as necessary, to address substandard performance in the agency's SMS.

SMS Executive:

The SMS Executive has the authority and responsibility to implement Marin Transit's SMS Agency Plan and oversees all contracted operators to ensure compliance.

SMS Executive:

- Develops and maintains SMS documentation
- Directs safety risk management activities
- Briefs the Accountable Executive on the District's SMS
- Assists with safety management training
- Reviews the SMS agency plan on an annual basis with the Accountable Executive, leadership, and executive management
- Ensures the Safety Management Policy (SMP) is communicated through the agency
- Ensures that staff communicate all follow-up information regarding identified safety concerns from the employee safety reporting program.
- Ensures that contracted operators have an approved safety plan that the contractor implements and reviews annually
- Ensures that contractor adequately address safety concerns and identified hazards
- Transmits safety performance targets to Caltrans and MTC on an annual basis
- Ensures that the District reviews and updates the SMP annually.

Marin Transit Administrative Key Staff

The Operations Manager, Senior Operations Analyst, and Director of Administrative Services will work with the District's contractors to identify safety concerns and hazards and assess and mitigate risks through safety management.

Operations Manager:

- Assists with identifying safety concerns and hazards
- Assesses and mitigates risk through safety risk management
- Oversees employee safety reporting program for contractors; communicates the program to Marin Transit employees and to the Chief Safety Officer for each contract operator
- Ensures that staff investigate and document each accident/injury
- Ensures that the Safety Management Policy is posted publicly at Marin Transit
- Ensures that the Chief Safety Officer for each contractor complies with the contract terms for SMS implementation and ongoing safety regulation
- Supports the annual review and update of the policy

Senior Operations Analyst(s):

- Acts as a liaison to the Chief Safety Officer for each of Marin Transit's contractors
- Ensures each accident/injury is investigated and documented
- Assists with identifying safety concerns and hazards
- Assesses and mitigates risk through safety risk management
- Supports the annual review and update of the policy

Director of Administrative Services:

- Publicly posts the Safety Management Policy at Marin Transit
- Communicates the Safety Management Policy throughout the District

- Updates the Marin Transit Policies and Procedures Manual, and disseminates new information to employees including updates to the Safety Plan

Operations Contractor Key Staff

Marin Transit contracts with three different providers for the operation and maintenance of our fixed route bus service and demand response (including mandated complementary paratransit) service. Each contractor develops their own safety plan and SMS that Marin Transit will incorporate into the District's Safety Plan. The Key Staff person for each contractor will be their respective Chief Safety Officer, Safety Manager, or equivalent position ("Safety Officer"). Contractor roles and responsibilities as they relate to this Plan are the responsibility of the Safety Officer.

Contractor Safety Officer:

- Develop and maintain SMS documentation
- Direct safety risk management activities
- Direct safety management training
- At minimum, review and update the contractor safety plan and SMS on an annual basis with the Accountable Executive and submit an update to Marin Transit.
- Ensure the Safety Management Policy Statement is communicated throughout the organization.
- Ensure documentation and communication of follow-up information on identified safety concerns through the employee safety reporting program.
- Ensure contractor investigates and documents each accident/injury
- Identify safety concerns and hazards
- Assess and mitigate risk through safety risk management

Marin Transit Employees and Workplace

Marin Transit directly employs 21 employees who are responsible for administrative, finance, planning, and contractor/operation oversight duties. Per the "Marin Transit Personnel Policies and Procedures Manual," these employees work in an office environment and are expected to bring any workplace safety hazards to the attention of the Director of Administrative Services and the Accountable Executive. Employees communicate workplace safety hazards via email, phone, or in person. Marin Transit management will take appropriate steps to identify, evaluate, and mitigate unsafe conditions or workplace hazards and train employees on safe work practices.

Bus Operations

Marin Transit contracts with Golden Gate Transit (GGT), Marin Airporter (MA), and for the operation and maintenance of the District's fixed route bus services. Marin Transit contracts with Transdev (TDV) for the operation and maintenance of the District's mandated complementary paratransit service and demand response programs. Each contractor independently provides bus storage, fueling, and bus maintenance at separate facilities. Each contractor is also responsible for recruiting and training bus operators.

Contract Requirements

Marin Transit requires each contractor to develop and maintain a safety and security program that:

- Describes contractor procedures, training actions, and policies to assure a safe and secure environment for passengers and employees;
- Identifies dedicated safety and security personnel;
- Describes contractor emergency planning and implementation activities; and
- Includes a safety and security reporting system.

Marin Transit safety-related requirements for MA and TDV are listed in Section 316 Safety, Security and Emergency Management of the contract. For GGT, these requirements are listed in Section 315 of the interagency agreement. Each operations and maintenance contractor provides the safety, security, and emergency management plan as attachment to the contract.

TransTrack

In addition to a safety and security program, each contract includes reporting requirements (MA, TDV, & GGT in Section 501. Required Reports). Under the reporting requirements, contractors submit information to Marin Transit using the District's TransTrack database program. TransTrack is a web-based data management system that staff can access via a standard internet connection and does not require a virtual private network (VPN) or dedicated network connection.

All Marin Transit employees and key contractor staff have access to this system that captures required data for customer feedback, accidents and incidents, fleet preventive maintenance, and road call activity.

Marin Transit has developed and delivered training materials for each contractor to ensure that they provide accurate and timely collection of data in the system.

The District contractually obligates contractors to provide the following safety information:

- **Daily Accident/Incident Reporting:** Contractor staff will enter a daily accident/incident report directly into TransTrack within 24 hours of each accident/incident that occurs on a Marin Transit route. Any major accident involving injuries or significant damage to Marin Transit vehicles will be immediately reported through direct person-to-person contact. Each contractor uses a contact list to reach Marin Transit employees in the event of a major accident.
- **Daily Road Call/Missed Trip/Incident Report:** Contractor must enter all road calls, missed trips, and incidents directly into the TransTrack system within 24 hours of the event. Missed trips and major incidents are reported to Marin Transit staff immediately via email.

Monthly Coordination Meetings

In addition to the use of TransTrack to capture safety information, Marin Transit staff meet monthly with management staff from each contractor to review the operations. This is an opportunity for contractor staff to identify any safety issues in the field, on a bus, or at their maintenance facility. These meetings review and discuss customer feedback and any related safety and training issues.

Marin Transit staff track these issues and steps toward resolution using a platform-based project management tool, Microsoft Planner. There are specific procedures to follow when contractor and Marin Transit staff identify a safety issue that is the responsibility of Marin Transit to mitigate. Marin Transit staff add a card to the Microsoft Planner board and assign a Marin Transit staff member as owner to oversee the mitigation of the risk and communicate progress to the contractor.

Operator Feedback

Marin Transit has installed "Operator Feedback" boxes in breakrooms at Marin Airporter and Transdev. The District encourages operators to provide feedback directly to Marin Transit staff using the provided cards. A operator may choose to identify themselves by name or to provide an anonymous suggestion. The process functions as follows:

1. The driver completes the feedback form located next to the "Driver Feedback" box and places the form in the box.
2. A Marin Transit employee picks up the form at the regularly scheduled monthly coordination meeting
3. The Marin Transit operations team reviews these suggestions quarterly.
4. If a driver reports a hazard or safety concern, the Operations Manager adds this concern to the Safety Risk Register for evaluation. Staff tracks each action item to mitigate the hazard as a card in the Microsoft Planner program. Staff shares the evaluation and any action items assigned to the contractor with the management team of the relevant contractor and requests that they review, address, and report on resolution to Marin Transit staff.

Direct contracted front-line staff also have tools to send feedback to Marin Transit administrative staff anonymously via our public, general email.

Conditions that Protect a Reporting Employee from Discipline or Enforcement Action:

Per the Marin Transit Personnel Policies and Procedures Manual, Section 2.5 Whistleblower Rights, District employees or applicants for employment are entitled to disclose to the District, without reprisal, facts that may be deemed to constitute gross mismanagement, significant waste of public funds, abuse of authority, and/or substantial and specific danger to public health or safety.

- **Disclosure Procedure:** Any District employee or applicant for employment with information that may be considered gross mismanagement, a significant waste of funds, an abuse of authority, and/or substantial and specific danger to public health or safety should file with the General Manager or District human resources staff a written statement of facts within sixty calendar days of the act or event. If the complaint involves conduct of the General Manager, the statement may be directed to the President of the District Board of Directors. This filing shall be under penalty of perjury. The statement must include: the name, classification, and signature of the employee; his/her mailing address; the date of filing; and a clear statement of the facts of the complaint and the date upon which the event occurred giving rise to the complaint.
- **District Investigation:** Within 21 calendar days of receipt of the written statement of facts, the General Manager, or Board President if the complaint is about the conduct of the General Manager, will investigate the complaint, may confer with the complainant, determine appropriate action to solve the problem, if any, and will render a decision in writing. If the complainant is dissatisfied with the decision, an appeal may be filed with the Board of Directors within seven calendar days of

the date of the written decision of the General Manager or Board President. The Board of Directors will conduct a hearing on the complaint, and its decision will be final.

- **Confidentiality:** Nothing contained in this policy will be deemed to make any record public if the record is preempted from disclosure by Government Code Section 6254, or to require a public hearing or meeting that could otherwise be conducted as a closed session pursuant to Government Code Section 54956.
- **No Reprisals:** The General Manager or President of the Board will make every reasonable effort to assure that any person who files a complaint pursuant to this policy is not subject to reprisals denominated in Government Code Section 53928.

Contractor Specific Processes

The attached contractor safety plans describe their employee safety reporting policies and processes.

5. Safety Risk Management Process

Safety Hazard Identification

Marin Transit makes every effort to identify and address hazards before they cause problems. The District has processes and reporting tools already in place to assist with identifying hazards. Marin Transit and our contractors include FTA and other oversight authorities as a source of hazard information. A hazard is defined as any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportations system; or damage to the environment. Marin Transit relies on its staff and contract operators to identify and report hazards.

If a hazard is identified through any of the established channels of communications, the Chief Safety Officer for the specific contractor will document the hazard and notify Marin Transit. The hazard information is shared with Marin Transit's operations staff so that they are aware of the risk. Marin Transit's Operations Manager will monitor and manage risk mitigation in the Microsoft Planner project management tool that District operations staff use daily to monitor task and project completion. See the Safety Management System workflow diagram included as an attachment to this Bus Safety Plan.

Contractor Reporting Responsibility

Marin Transit's operations contracts and intergovernmental agreements (Section 501. Reporting) require each contractor to report a variety of operational data directly to the District's TransTrack database.

Marin Transit staff have developed training materials and provide regular training to contractor staff to ensure that they are comfortable with the database and are able to input accurate data. Marin Transit's operations staff monitor the submitted data at regular intervals. Operations staff use this data to identify hazards and subsequently initiate investigations to obtain data required to assess and mitigate the risk.

Marin Transit requires contractors to report information regarding how they:

- Document and respond to customer service inquiries assigned to the Contractor and document responses within the system;

- Document all daily service disruptions including the type of disruption, any impacts on service levels (adjustments to number of trips, changes in hours/miles), and any relevant description of the incident;
- Document all relevant information for any accident or safety and security incident;
- Document all relevant information for any road call or equipment failure that occurs during revenue service;
- Document all vehicle maintenance issues including when vehicles are not available for service due to maintenance issues, reason for unavailability, and when released for service, etc.;
- Document preventative maintenance by vehicle including type of service performed, mileage, etc.
    - This report will match the Contractor's maintenance records.
    - Marin Transit will audit these records on a random announced or unannounced basis;
- Upload vehicle fluid sample test results;
- Enter end of year vehicle mileage; and
- Maintain an updated operator list.

In addition to required reporting, Marin Transit staff meet monthly with contractors to discuss the day-to-day operations. These meetings are an opportunity to share information. The contractors and their staff are the eyes and ears of Marin Transit services. Marin Transit encourages contractors to report any hazardous conditions that their operators, maintenance staff, and supervisors observe.

Safety Risk Assessment

Marin Transit and its contractors will conduct a detailed analysis of each identified hazard and its potential consequences. Marin Transit will request additional information from the contractor.

District staff will work with the contractor's Chief Safety Officer and management to analyze the risk through a series of steps.

They will document a complete description of the hazard and gather supporting documentation, including photos and videos. In partnership with the contractor, Marin Transit staff will develop a suggestion to resolve and eliminate or mitigate the hazard.

If a hazard cannot be eliminated, the safety risk must be managed. Staff will analyze this risk in terms of how likely it is to happen (probability or frequency) and how bad it could be (severity).

1. **Risk Probability**
   The definition of risk probability is the likelihood that the consequence of the hazard might occur, considering the worst foreseeable - but credible - condition. In determining risk probability, safety management staff must include existing mitigations. The subjective measure is ranked as follows:

Likelihood of Occurrence of the Consequence		
Definition	*Meaning*	*Value*
Frequent	Likely to Occur Frequently in the life of an item	**A**

Probable	Likely to Occur Several Times in the life of an item	**B**
Occasional	Likely to Occur Sometime in the life of an item	**C**
Remote	Very Unlikely to Occur in the life of an item	**D**
Improbable	Almost inconceivable that the event will occur in the life of an item	**E**

2. **Risk Severity**

Risk severity is the anticipated effect of a consequence of the hazard should it materialize. It is a subjective assessment of the damaging potential of the consequence of the hazard under the worst foreseeable – but credible – condition. In determining the severity of a risk, staff will consider existing mitigations. Risk severity is categorized as follows:

Severity of the consequence if it were to materialize		
Definition	*Meaning*	*Value*
Catastrophic	Could result in one or more of the following: death, permanent total disability, irreversible significant environmental impact, or monetary loss equal to or exceeding $10M.	**1**
Critical	Could result in one or more of the following: permanent partial disability, injuries or occupational illness that may result in hospitalization of at least three personnel, reversible significant environmental impact, or monetary loss equal to or exceeding $1M but less than $10M.	**2**
Marginal	Could result in one or more of the following: injury or occupational illness resulting in one or more lost workday(s), reversible moderate environmental impact, or monetary loss equal to or exceeding $100K but less than $1M.	**3**
Negligible	Could result in one or more of the following: injury or occupational illness not resulting in a lost workday, minimal environmental impact, or monetary loss less than $100K.	**4**

3. **Risk Assessment Matrix**

The Risk Assessment Matrix calculates the risk level based on the risk probability and risk severity analysis. The risk assessment enables Marin Transit to evaluate the acceptability of the safety risk and prioritize safety risk mitigation efforts.

The Risk Assessment Matrix, and the corresponding color code tolerability key, are as follows:

Risk Assessment Matrix

	Severity			
Likelihood	**1 (Catastrophic)**	**2 (Critical)**	**3 (Marginal)**	**4 (Negligible)**

A (Frequent)	**1A**	**2A**	**3A**	**4A**
B (Probable)	**1B**	**2B**	**3B**	**4B**
C (Occasional)	**1C**	**2C**	**3C**	**4C**
D (Remote)	**1D**	**2D**	**3D**	**4D**
E (Improbable)	**1E**	**2E**	**3E**	**4E**

Tolerability Color Code

"Tolerability", based on identified severity and likelihood.	
	Unacceptable under the existing circumstances.
	Acceptable based upon existing or proposed mitigations.
	Acceptable with senior management informed approval.

4. **Risk Impact**
   Risk Impact describes the effects or consequences of the risk associated with the hazard.

Safety Risk Mitigation

When Marin Transit staff or contractor employees identify a hazard, District and contractor staff will track the hazard in a Safety Risk Register log using the FTA template. The log describes the risk, the rating of the risk, and the actions that staff will take to address it. Staff will monitor and manage risk mitigation in the Microsoft Planner project management tool that the operations department uses daily to monitor task and project completion.

The hazard will be rated with an "as reported" risk assessment ranking. Safety management staff will conduct a re-evaluation after implementing an appropriate mitigation strategy. Re-evaluation will be conducted after an agreed upon period of time to monitor the mitigation strategy. During the re-evaluation, staff will evaluate each action of the mitigation strategy to determine if it should be continued, modified, or discontinued. Staff will use the Safety Risk Register to identify next steps and actions to be taken and will monitor completion of new action items in the project management tool, Microsoft Planner.

Special Considerations – Infectious Disease Prevention and Mitigation

With the addition of safety equipment purchased for Marin Transit through the CARES Act funding, Marin Transit and our contract operators now have the equipment and policies ready to enact to maintain a strict level of sanitation and disease mitigation. These policies include a more rigorous cleaning of vehicles using FDA and FTA approved methods and an increased focus on personal hygiene and social distancing.

Marin Transit remains committed to the safety and wellbeing of all our operators, front line staff, and passengers. In times of infectious outbreak, we have the ability to increase the frequency that the high-touch areas on all our regular service and demand response vehicles are sanitized, encourage passengers to socially distance onboard vehicles, and adjust service levels to meet differing public demand.

Marin Transit is committed to ensuring the safety and wellbeing of all passengers and operators within our service, and we remain prepared to receive guidance from local and federal authorities including the FTA, county, state, and federal OSHA, and with our local and county Public Health Officers to ensure that safety. We understand and are prepared to adjust our service and policies as new events emerge and continue to support our contractors as they take steps to ensure the highest levels of safety for operators.

Marin Transit understands that operators can meet changing health and safety guidelines through the methods deemed appropriate and necessary at the discretion of their designated Safety Officer with collaboration from the District SMS Executive (including but not limited to):

- Infrared temperature checks for all operators at the start of each shift.
- Physical social distancing reminders and barriers.
- Mask requirements for operators while behind the wheel or in other high-traffic areas.

Safety Risk Reduction

Marin Transit staff will continue to work with contractors to identify and implement training and best practice methods to reduce the rate of significant safety events over a rolling three fiscal-year period. Additionally, reporting of both the risk targets and reduction targets will include two new categories – first, a rate per VRM to track assaults against transit and transportation employees. The FTA defines assault against transit operators in two categories; verbal assault, including things like threats, harassment, and intimidation, and physical assault, which include instances like spitting or coughing on an operator, striking an operator with bodily parts or an object, and using or threatening to use a weapon against an operator. The second new category that Marin Transit will track is a rate per VRM of accidents involving transit vehicles that were determined to be caused by situational visibility impairment.

The Marin Transit Safety Committee will continue to operate in close partnership with the individual safety committees of each contractor to keep to goals set in this plan. These goals will be met in part by the creation and tracking of recurring contractor safety training programs, for both operations and maintenance personnel, which will include specific situational de-escalation training. Marin Transit will continue monitoring the respective safety plans from our contractors to ensure compliance with FTA requirements.

The separate tracking methods for Fixed Route Transit and Demand Response Paratransit are outlined as follows, with rolling three-fiscal-year goals.

Safety Risk Reduction Targets

	Fatalities	Assaults on Operators	Injuries	Safety Events	System Reliability
Fixed Route Transit Bus	**Rate per 100k VRM**	**Rate per 100k VRM**	**Rate per 100k VRM**	**Rate per 100k VRM**	**VRM between Failures**

FY25-26	0	≤1	≤0.163	≤0.147	≥27,500
FY26-27	0	0	≤0.155	≤0.139	≥31,000
FY27-28	0	0	≤0.147	≤0.131	≥34,500
Demand Response	**Rate per 100k VRM**	**Rate per 100k VRM**	**Rate per 100k VRM**	**Rate per 100k VRM**	**VRM between Failures**
FY25-26	0	0	≤0.211	≤0.193	≥114,250
FY26-27	0	0	≤0.2	≤0.189	≥119,500
FY27-28	0	0	≤0.189	≤0.185	≥124,750

6. Safety Assurance

Safety Performance Monitoring and Measurement

Standard System Monitoring for Compliance

Marin Transit has installed independent CAD/AVL systems onboard every vehicle responsible for providing fixed route and demand response service. Staff monitors vehicle operations regularly and conducts spot checks in the field to ensure that operators are conducting themselves in a safe and professional manner.

All Marin Transit fixed route vehicles delivered on or after December of 2026 will have the ability upon leaving a transit stop to deploy a flashing warning sign to demonstrate to other vehicles the legal requirement to yield to transit vehicles that are merging back into traffic, as permitted by California Vehicle Code Sec. 24617(a). Static sign decals will be installed on Marin Transit fixed route vehicles already in service to meet the same commitment to safety.

Marin Transit uses the TransTrack database to monitor contractor safety performance. Each contract includes reporting requirements. Contractors submit required reporting information to Marin Transit using TransTrack (Section 501. Reporting). Staff access the TransTrack system via any standard internet connection.

All Marin Transit employees have access and TransTrack captures required data for customer feedback, accidents and incidents, fleet preventive maintenance, and road call activity. Contractors are contractually obligated to provide the following safety information:

- **Daily Accident/Incident Reporting:** A daily accident/incident report entry will be placed directly into TransTrack within twenty-four hours of each accident/incident occurring on a Marin Transit route. Any major accident involving injuries or significant damage to Marin Transit vehicles will be immediately reported through direct person-to-person contact. Each contractor has a list of Marin Transit employees to contact in the event of a major accident.
- **Daily Road Call/Missed Trip/Incident Report:** Contractor staff will input road calls, missed trips, and incidents directly into the TransTrack system within 24 hours of the event. Missed trips and major incidents will be reported to Marin Transit staff immediately via email.

Marin Transit observes trends that indicate whether the contractor is not performing. For example, if there is an increase in accidents or road calls, Marin Transit will issue a formal letter to the contractor notifying them of non-compliance with the contract. Marin Transit may also seek liquidated damages as allowed under the contract when the contractor is out of compliance.

Marin Transit works closely with contractors to improve performance and to ensure safe and reliable transit services.

The attached contractor safety plans provide more information about the performance monitoring activities for each contractor. In addition, contractors are required to hold regular safety meetings with their bus operators. The attached contractor safety plans describe how each contractor schedules and manages safety meetings.

Identification of Migigations that may be Innefective, Innapropriate, or Incorrectly Implemented

Marin Transit staff will conduct monitoring to identify safety risk mitigations that may be ineffective, inappropriate, or were not implemented as intended. Monitoring may include safety audits at contractor locations, maintenance audits of District-owned vehicles maintained by contractor, and site visits to bus stops that have had safety improvements to assess effectiveness. Marin Transit staff will work with our contractor's Chief Safety Officer to identify the root cause of any identified failure, address the issue, and implement appropriate solutions. The SMS Executive with support from the Operations Manager is responsible for reviewing the results of monitoring implemented safety risk mitigations and determining measures to take when a mitigation is insufficient.

Marin Transit Operations staff will use the Microsoft Planner project management tool to monitor the contractor's progress in addressing the issue.

For more information about each individual contractor's safety risk mitigations, see the attached contractor safety plans.

Investigation of Safety Events

This is the process for conducting investigations for safety events to identify causal factors:

1. A contractor or public safety officer notifies Marin Transit Operations staff of the safety event.
2. Marin Transit Operations staff request video of the event and a written report from the Contractor Safety Officer for the relevant contractor.
3. Marin Transit Operations staff review the submitted materials.
4. Marin Transit Operations staff meet with the contractor to discuss the event, determine the root cause, and identify next steps. This information is documented in the Safety Risk Register.
5. Marin Transit Operations staff monitor the relevant TransTrack records to track contractor due dates and deliverables and confirm that next steps are completed.
6. Once all action items are completed, staff closes the record and the review is completed.

For more information about each individual contractor's safety investigations, see the attached contractor safety plans.

Monitoring Internally Reported Safety Information

Marin Transit Operations staff monitor information reported through our safety reporting programs via the TransTrack web-based project management tool. If an event occurs that requires review, response, and contractor resolution, Marin Transit assigns an owner to the TransTrack record. The owner is responsible for following up with the contractor to ensure that they took the proper steps to mitigate the safety risk and to collect any supporting documentation.

For more information about each individual contractor's internal safety reporting programs, see the attached contractor safety plans.

7. Safety Promotion

Competencies and Training: Marin Transit Employees

All Marin Transit employees are given a Marin Transit Policies & Procedures Manual when they join the District. Whenever a policy is updated, the Director of Administrative Services issues updated materials.

The District seeks out and supports training specifically for employees responsible for safety. This includes training from FTA, the National Transit Institute (NTI), and at industry conferences.

Competencies and Training: Operations and Maintenance Contractors

Per the contracts and agreements between Marin Transit and each contractor (SEC. 202 personnel performance standards and requirements), contractors are responsible for requiring that all employees complete their Training Program.

Contractors are responsible for implementing all aspects of this Training Program throughout the term of the contract. Training shall include courses and instruction in all aspects of the operation and maintenance of services. Any material changes to the contractor's Training Program requires Marin Transit's prior written approval. Training must include:

1. **ADA Sensitivity Training.** Contractor shall require vehicle operators, dispatch personnel, schedulers, public contact personnel, and supervisory employees to complete ADA sensitivity training to better prepare those employees to address situations relating to the physical and cognitive disabilities of passengers. This training should give particular emphasis to situations that may arise in working with clients who experience cognitive or psychiatric impairments.
2. **Drug and Alcohol Program.** Contractor shall require that all safety-sensitive employees, as defined by the FTA, complete drug and alcohol training in accordance with 49 CFR Part 655. In addition, contractor shall provide a Drug and Alcohol Program Manager who has been trained, through an FTA-approved Drug and Alcohol Program Management course, within ninety (90) Days after Contract award, or as soon thereafter as practical, based on course availability.
3. **Required Safety and Security Training.** Contractor shall provide the following safety and security training including annual refresher training, maintained in a separate employee file:
    i. Emergency Response training for all employees.

ii. National Incident Management System (NIMS) training and Incident Command System (ICS) training for CONTRACTOR operations and safety managers as specified in Section 316B(a).

iii. Training in Marin Transit and contractor policies, procedures, and protocols, including safety, security and incident response plans for all employees, position appropriate.

iv. OSHA-required training (i.e., Occupational Safety and Health Training, Personal Protective Equipment, Drug-Free Workplace, Lock Out Tag Out, Confined Spaces, Hazardous Communications, etc.).

v. De-escalation training (i.e., Crisis Prevention Institute training, Verbal Judo, SAMHSA Safe Scene training, or other training designed to reduce conflict and respond to potential crises situations).

Timing of Training. Contractor shall implement its Training Program in a way that will assure that vehicle operator training is not conducted during peak service hour periods at the expense of providing on-time Revenue Service.

Costs of Training. Contractor acknowledges and agrees that all costs of training required for this Contract are included in its Service Hour Rate, including the cost of training associated with any new Revenue Vehicles.

Post Training Testing Program. Contractor shall, on a regular basis throughout the term of the Contract, conduct the post-training testing program developed by contractor to ensure that the information provided during training was understood and absorbed by the employees. Any employee who receives a failing grade will be required to receive additional training and testing until that employee receives a passing grade. Until the employee receives a passing grade, contractor shall not permit that employee to perform any function that could jeopardize the safety of the Marin Transit or the Marin Transit's customers.

For more information about each individual contractor's training programs and procedures, see the attached contractor safety plans.

Safety Communication

Marin Transit expects the Chief Safety Officer for each contractor to be responsible for holding regular safety meetings and trainings for bus operators assigned to Marin Transit's routes. Detailed safety communication plans are included in each contractor's safety plan provided as attachments to this document.

Contractors will document their safety communication program objectives, content, target audience, format, frequency, and ways to ensure understanding.

Marin Transit staff monitor safety trainings and information through the monthly coordination meetings. Safety is a standing item on the meeting agenda.

California AB 394

With the approval of California Assembly Bill 394 in October 2025, and the subsequent amendment of the California Code of Civil Procedure Section 527.8 and California Penal Code Section 243.3, Marin Transit has dispersed the appropriate information regarding the ability of a transit agency and a contracted provider of public transportation services to seek a restraining order on behalf of any employee of a transit agency or contracted provider that has suffered harassment, unlawful violence, or a credible threat of violence in their line of work.

In the event that a temporary or permanent restraining order is granted, Marin Transit would suspend the use of public transit services to the perpetrator of such harassment, unlawful violence, or credible threat of violence for the extent of the restraining order as permitted by the law.

8. Additional Information

Marin Transit and our contractors will retain the above information for at least three years (electronically). It can be made available by request from the FTA, or other Federal entity, CPRA request, or a State Safety Oversight Agency having jurisdiction.

Supporting Documentation

The following documentation has been referenced or used to implement or carry out this Agency Safety Plan and will be included.

1. Marin Transit Personnel Policies and Procedures Manual
2. Operations and Maintenance Contract between Marin Transit and Golden Gate Bridge, Highway and Transportation District (effective 10/1/2022)
3. Fixed Route Operations and Maintenance Contract between Marin County Transit District and Marin Airporter (effective 7/1/2025)
4. Operations and Maintenance Contract between Marin County Transit District and Transdev (effective 2/1/2021)

List of Definitions of Special Terms Used in this Agency Safety Plan

- **Accident** means an Event that involves any of the following: A loss of life; a report of a serious injury to a person; a collision of public transportation vehicles; a runaway train; an evacuation for life safety reasons; or any derailment of a rail transit vehicle, at any location, at any time, whatever the cause.
- **Accountable Executive** means a single, identifiable person who has ultimate responsibility for carrying out the Public Transportation Agency Safety Plan of a public transportation agency; responsibility for carrying out the agency's Transit Asset Management Plan; and control or direction over the human and capital resources needed to develop and maintain both the agency's Public Transportation Agency Safety Plan, in accordance with 49 U.S.C. 5329(d), and the agency's Transit Asset Management Plan, in accordance with 49 U.S.C. 5326.
- **Assault against a Transit Operator** means any verbal or physical acts of violence or threats or intimidation of violence toward a public transit operator while on duty, regardless of whether they are operating a vehicle at the time of the altercation.
- **Event** means any Accident, Incident, or Occurrence.

- **Hazard** means any real or potential condition that can cause injury, illness, or death; damage to or loss of the facilities, equipment, rolling stock, or infrastructure of a public transportation system; or damage to the environment.
- **Incident** means an event that involves any of the following: a personal injury that is not a serious injury; one or more injuries requiring medical transport; or damage to facilities, equipment, rolling stock, or infrastructure that disrupts the operations of a transit agency.
- **Investigation** means the process of determining the causal and contributing factors of an accident, incident, or hazard, for the purpose of preventing recurrence and mitigating risk.
- **Microsoft Planner** means a program-based project management system.
- **National Public Transportation Safety Plan** means the plan to improve the safety of all public transportation systems that receive Federal financial assistance under 49 U.S.C. Chapter 53.
- **Occurrence** means an Event without any personal injury in which any damage to facilities, equipment, rolling stock, or infrastructure does not disrupt the operations of a transit agency.
- **Operator of a public transportation system** means a provider of public transportation as defined under 49 U.S.C. 5302.
- **Performance measure** means an expression based on a quantifiable indicator of performance or condition that is used to establish targets and to assess progress toward meeting the established targets.
- **Performance target** means a quantifiable level of performance or condition, expressed as a value for the measure, to be achieved within a time period required by the FTA.
- **Public Transportation Agency Safety Plan (or Agency Safety Plan)** means the documented comprehensive Agency Safety Plan for a transit agency that is required by 49 U.S.C. 5329 and Part 673.
- **Risk** means the composite of predicted severity and likelihood of the potential effect of a hazard.
- **Risk mitigation** means a method or methods to eliminate or reduce the effects of hazards.
- **Safety Assurance** means processes within a transit agency's Safety Management System that function to ensure the implementation and effectiveness of safety risk mitigation, and to ensure that the transit agency meets or exceeds its safety objectives through the collection, analysis, and assessment of information.
- **Safety Management Policy** means a transit agency's documented commitment to safety, which defines the transit agency's safety objectives and the accountabilities and responsibilities of its employees regarding safety.
- **Safety Management System** means the formal, top-down, organization-wide approach to managing safety risk and assuring the effectiveness of a transit agency's safety risk mitigation. SMS includes systematic procedures, practices, and policies for managing risks and hazards.
- **Safety performance target** means a performance target related to safety management activities.
- **Safety Promotion** means a combination of training and communication of safety information to support SMS as applied to the transit agency's public transportation system.
- **Safety risk assessment** means the formal activity whereby a transit agency determines Safety Risk Management priorities by establishing the significance or value of its safety risks.
- **Safety Risk Management** means a process within a transit agency's Agency Safety Plan for identifying hazards and analyzing, assessing, and mitigating safety risk.

- **Safety Risk Reduction** means the developed goals to reduce safety incidents, measured by vehicle miles, as well as the plans to reduce said incidents.
- **Serious injury** means any injury which: (1) Requires hospitalization for more than 48 hours, commencing within 7 days from the date when the injury was received; (2) Results in a fracture of any bone (except simple fractures of fingers, toes, or noses); (3) Causes severe hemorrhages, nerve, muscle, or tendon damage; (4) Involves any internal organ; or (5) Involves second- or third-degree burns, or any burns affecting more than 5 percent of the body surface.
- **Transit agency** means an operator of a public transportation system.
- **Transit Asset Management Plan** means the strategic and systematic practice of procuring, operating, inspecting, maintaining, rehabilitating, and replacing transit capital assets to manage their performance, risks, and costs over their life cycles, for the purpose of providing safe, cost-effective, and reliable public transportation, as required by 49 U.S.C. 5326 and 49 CFR Part 625.
- **TransTrack** means a web-based database system for data collection and reporting.

List of Acronyms Used in this Agency Safety Plan

- **CAD/AVL** means a Computer-Aided Dispatch and Automatic Vehicle Location program.
- **Caltrans** means the California Department of Transportation.
- **FTA** means the Federal Transit Administration.
- **GGT** means Golden Gate Transit.
- **GM** means the General Manager.
- **MA** means Marin Airporter.
- **MTC** means the Metropolitan Transportation Commission.
- **NTD** means the National Transit Database.
- **OSHA** means the Occupational Safety and Health Administration.
- **SMS** means the Safety Management System.
- **TDV** means Transdev.

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July 13, 2026

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

Subject: **Caltrans 5311 Authorizing Resolution**

Dear Board Members:

Recommendation:

Adopt Resolution 2026-08.

Summary

The California Department of Transportation (Caltrans) requires an authorizing resolution to specify a position authorized to file and execute grant agreements on behalf of Marin County Transit District (Marin Transit).

Marin Transit receives Federal Administration Section 5311 Rural Transit funds, administered through Caltrans. Your Board has previously passed an authorizing resolution to allow receipt of these funds, which is typically valid for three years.

Marin Transit used the Section 5311 Rural Transit funds to operating assistance in the West Marin Stagecoach program. Future funding may also be used for bus purchases and bus-related equipment for the rural service.

Staff recommends that your Board adopt Resolution 2026-08, authorizing the General Manager to file and execute applications and assurances and submit and approve requests for reimbursement with Caltrans for Section 5311 funding.

Fiscal/Staffing Impact

None.

Respectfully Submitted,

Karina Sawin
Accounting Manager

Attachment A: Resolution Authorizing Federal Transit Administration Section 5311 Funding with Caltrans.

Authorizing Resolution for FTA Funds
State of California
Division of Local Assistance

RESOLUTION NO. 2026-08

RESOLUTION AUTHORIZING THE FEDERAL FUNDING UNDER FTA SECTION 5311 (49 U.S.C. SECTION 5311) and/or 5339 (49 U.S.C. SECTION 5339) WITH CALIFORNIA DEPARTMENT OF TRANSPORTATION

WHEREAS, the U. S. Department of Transportation is authorized to make grants to states through the Federal Transit Administration to support capital/operating assistance projects for non-urbanized public transportation systems under Section 5311 of the Federal Transit Act (**FTA C 9040.**1G), and Section 5339 of the Federal Transit Act (**FTA C 5100.1)**; and

WHEREAS, the California Department of Transportation (Department) has been designated by the Governor of the State of California to administer Section 5311 and Section 5339 grants for transportation projects for the general public for the rural transit and intercity bus; and

WHEREAS, the Marin County Transit District desires to apply for said financial assistance to permit operation of service/purchase of capital equipment in Marin County; and

WHEREAS, the Marin County Transit District has, to the maximum extent feasible, coordinated with other transportation providers and users in the region (including social service agencies).

NOW, THEREFORE, BE IT RESOLVED AND ORDERED that the Board of Directors of the Marin County Transit District does hereby Authorize the General Manager, to file and execute applications on behalf of with the Department to aid in the financing of capital/operating assistance projects pursuant to Section 5311 of the Federal Transit Act (**FTA C 9040.1G)**, as amended, and pursuant to Section 5339 of the Federal Transit Act (**FTA C 5100.1**), as amended.

That General Manager is authorized to execute and file all certification of assurances, contracts or agreements or any other document required by the Department.

That General Manager is authorized to provide additional information as the Department may require in connection with the application for the Section 5311 and/or Section 5339 projects.

That General Manager is authorized to submit and approve request for reimbursement of funds from the Department for the Section 5311 and or Section 5339 project(s).

PASSED AND ADOPTED by the Board of Directors of the Marin County Transit District, State of California, at a regular meeting of said Commission or Board Meeting held on the by the following July 13, 2026 by the following vote:

AYES:
NOES:
ABSENT:

(Please Print)
Name: ______________________________ Title: ______________________________
Signature: ______________________________ Date: ______________________________

marin transit

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July 13, 2026

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

Subject: **Set Public Hearing for Fare Policy Changes and Receive Title VI Analysis**

Dear Board Members,

Recommendation

- Set public hearing for September 14, 2026 to receive public input on the following fare policy changes:
  - Elimination of cash transfers; and
  - Elimination of the paid Youth Pass (replaced by access to Clipper monthly fare maximums for youth riders)
- Receive Title VI analysis of fare policy changes

Summary

In March, staff provided an update on the implementation of the recommendations of the Fare Collection Study adopted by your Board in 2024. There are two major fare collection transitions that are happening in 2026: 1) transition to Next Generation Clipper, and 2) replacement of validating fareboxes with mechanical drop fareboxes. Staff requests that your Board set a public hearing for the September 2026 Board meeting to receive public input on fare policy changes that are needed to support these fare collection transitions.

Background

In February 2024[1], your Board approved the recommendations of the Fare Collection Study, which were: 1) transition to Automated Passenger Counters (APCs) for official ridership counts, 2) replace Genfare Odyssey validating fareboxes (GFI) with mechanical drop fareboxes, and 3) promote Clipper as our primary fare collection method.

Clipper Transition is Underway

Since the last Board update on this transition in March of 2026, the Metropolitan Transportation Commission (MTC) has successfully transitioned all active Marin

[1] February 2024 Board Agenda: https://marin.granicus.com/GeneratedAgendaViewer.php?view_id=31&clip_id=12097

Transit's riders' Clipper cards to the Next Generation Clipper system (any card that has been tapped on a Marin Transit bus since April 2025).

At the March meeting, Staff recommended reserving a minimum four-month window between the transition of Marin Transit Clipper cards to the Next Generation Clipper system and the removal of GFI fareboxes to give riders the opportunity to adopt Clipper to pay transit fares. During this four-month window, staff committed to implementing a comprehensive marketing and education campaign to encourage and incentivize riders to transition to Clipper. The marketing and education campaign is now underway, and we plan to give riders approximately five months to make this transition.

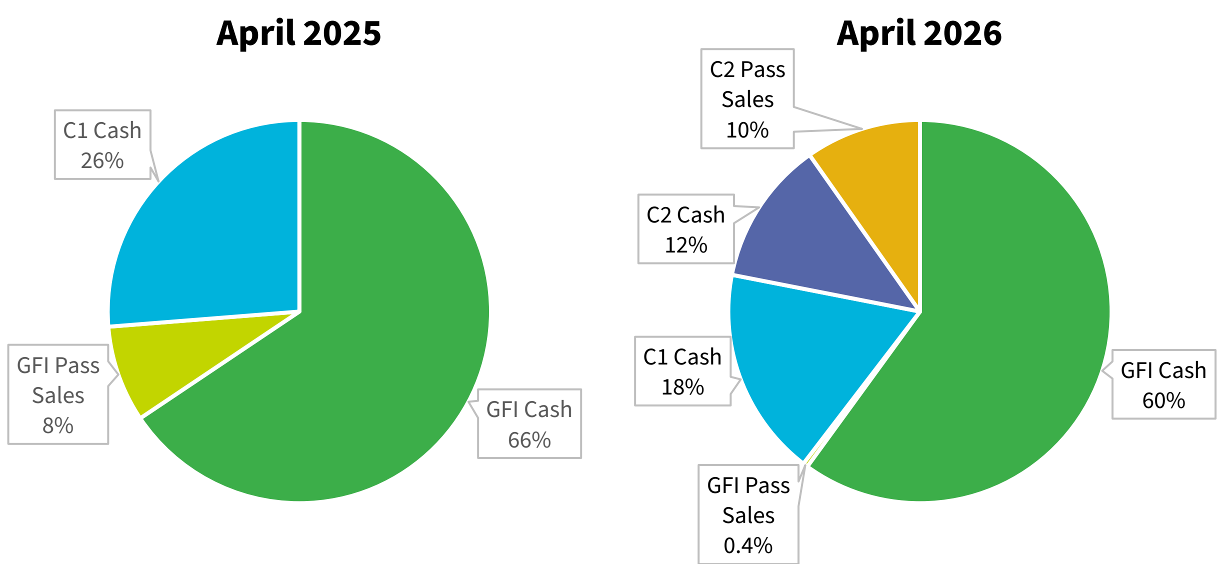
Clipper Usage Is Increasing

In 2023, as part of the District's Fare Collection Study, staff analyzed the breakdown of how riders paid fares. At that time, 11% of fixed route ridership used Clipper for fare payment. Under the old Clipper system, Marin Transit pass products were not available; riders could only use Clipper to pay for individual fares. With the launch of Next Generation Clipper in December of 2025, many new features are available to riders and the region has increased promotion of Clipper and these new features. As a result, the share of riders using Clipper to pay their fare has increased organically on Marin Transit even without the District promoting it directly to riders. In April of 2025, Clipper e-cash transactions made up 26% of fixed route fare revenue[2]. By April 2026, this number increased to 30%. Cash transactions during the same period decreased from 66% to 60%.

In addition, in March 2026, Marin Transit transitioned sales of all new 31-day passes to Clipper. Now all new purchases of 31-day passes are on Clipper.

Figure 1 shows the full breakdown of fare revenue for both months.

Figure 1: Fare Revenue Breakdown (April 2025 vs April 2026)



As paper pass products are phased out, pass ridership on Clipper will continue to increase. The transition of payment of individual fares from cash to Clipper, however, is particularly heartening, as

[2] This figure only looks at cash, clipper, and 31-day pass revenue. Youth pass, College of Marin pass, single-ride tickets, and other non-standard fare types are excluded.

this is the ridership segment that would be most significantly impacted by the proposed discontinuation of free transfers for cash-paying riders. Staff anticipate Clipper uptake among this ridership segment to increase significantly as the District launches its own local Clipper marketing and education campaign.

Discussion

Now that the Clipper transition to the Next Generation system is fully underway, it is time to advance the fare payment changes that were envisioned as part of the Fare Study. These include:

- Elimination of GFI fare products:
    - Change cards – Transition riders to Clipper e-cash (note: usage of change cards is currently low)
    - Day passes – Encourage riders to take advantage of Daily Fare Maximum on Clipper (note: usage of day passes is currently very low)
    - Monthly or 31-day passes - Transition monthly pass riders to Clipper-based monthly pass and/or Monthly Fare Maximum (note: this is already well underway)
    - Cash Transfer - Transition riders to Clipper to access free transfers in Marin County and discounted transfers throughout Bay Area
- Transition flash passes to Clipper: This includes College of Marin, K-12 youth pass, and MAFA passes (note: MAFA transitioned on July 1, 2026; the school passes will transition this fall)
- Transition single ride tickets to new flash pass product and Clipper where feasible

Most of these changes do not change the underlying cost to the rider and thus do not affect fare policy. The discontinuation of the paper transfer is the most substantive change to Marin Transit's fare policy and your Board must adopt this through a formal public hearing process. Further, staff propose eliminating the paid K-12 youth pass as we transition riders to Clipper, as discussed below. This also constitutes a fare change requiring a public hearing. These two changes require preparation of a Title VI analysis, also described below.

Free/Discounted Transfers

Mechanical drop fareboxes do not have the ability to give change nor to issue transfers to cash paying riders. Under this new fare collection system, riders will have access to free/discounted transfers only if they use Clipper or open loop (i.e. credit/debit card or digital wallet) payment. Riders using Clipper or open loop will have access to free transfers within Marin County and discounted transfers to/from all other agencies in the Bay Area.[3] Under the new fare payment system, riders will have access to two options to pay fares:

1. Use Clipper or open loop and access the new/upgraded features, including Marin Transit 31-day pass, free Marin Transit bus local transfers, discounted regional transfers (up to $2.85), daily

[3] Marin Transit Board approve adoption of the Regional Transfer Pilot Program in November 2024, after a public hearing in October 2024.
October Board agenda: https://marin.granicus.com/GeneratedAgendaViewer.php?view_id=31&clip_id=12361;
November Board agenda: https://marin.granicus.com/GeneratedAgendaViewer.php?view_id=31&clip_id=12402

and monthly fare maximums, and 50% off fares via discounted Clipper card categories (Clipper Access, Senior, Youth, and START); or

2. Deposit exact cash payment into the mechanical drop farebox (overpayment will be accepted, but no change will be given). Riders that continue to pay their fare in cash will not have access to free or discounted transfers.

This new fare payment will make Clipper the superior way for riders to pay fares. The elimination of free transfers for cash paying riders entails a change to the District's fare policy and requires adoption by your Board. Staff recommends your Board change the fare policy to offer free transfers within the Marin Transit system only if riders use Clipper or open loop payment. This fare policy change will also eliminate free and discounted transfers to/from Golden Gate Transit for cash-paying riders. Draft changes to the District's fare policy for your Board's consideration are included in Attachment A.

Staff analyzed what share of riders would be impacted by this change. Based on currently available data, cash transfers represent approximately 16% of ridership. This will be our largest target market for our education and marketing campaign to ensure these riders: 1) understand the benefits of switching to Clipper, 2) understand the costs of not switching, 3) are readily able to access to the Clipper system, and 4) understand and apply for discounted card options as applicable.

Before finalizing this recommendation for your Board, staff completed a thorough exploration of options including technology alternatives for maintaining cash transfers and other fare policy solutions. Alternative transfer options explored include stand-alone transfer printers, transfers printed via other on-board technologies like the CAD/AVL system, scannable QR code/electronic transfers via mobile phone, and driver-issued transfer media. Each of these had at least one fatal flaw, including: inability to implement across the fleet due to two different fixed route contractors, operator labor rules that preclude solutions that rely on drivers, reliance on mobile phones which cash-paying riders may not have access to (and if they do, they can use Clipper), new costs that outweigh the benefit of mechanical drop fareboxes, and logistical/staffing challenges with maintaining and/or stocking paper printer solutions.

In general, the transit industry is moving in the direction of electronic fare payment systems. Clipper is the best way for riders to pay transit fares in the Bay Area; it offers convenient new features and access to discounts to meet the needs of all rider types. Several Bay Area agencies have already eliminated cash transfers as part of their transitioned to Clipper including Valley Transportation Authority (VTA), County Connection, AC Transit, FAST (Fairfield and Suisun Transit), and Wheels (Livermore Amador Valley Transit Authority). The recommended change to the fare policy provides an incentive to use Clipper, reduces agency costs, and simplifies the fare payment environment.

Youth Pass

As part of this transition, staff also propose eliminating the paid K-12 Youth Pass. The free Youth Pass will continue to be offered and will be transitioned to Clipper. There are many reasons staff recommend eliminating the paid K-12 Youth Pass. First, paid youth passes represent a very small share of youth passes overall: 96% of the youth passes are distributed for free to low-income youth; in the 2025-26 school year, only 50 total youth passes were purchased. Further, the collection and accounting of payments for these passes is burdensome and time-consuming for school coordinators and Marin Transit staff. Finally, new and improved products are available to youth under the Next Generation Clipper system. Riders with Youth Clipper cards will have access to fare maximums under the new system that allow them to “pay as they go.” The Youth Clipper fare maximums are $2.50 per day and $40 per month; riders pay $1 per ride and when a rider reaches these maximums in the given time period, their fares will be capped and they will ride for free for the remainder of the day/month.

Given the advantages of these new fare products and the fact that youth ride free during June, July and August each year, staff recommend discontinuing sales of the paid Youth Pass. If a rider reaches the $40 monthly fare maximum every month September to May of each school year, they will pay a total of $360, so this does technically represent a fare increase over the current paid youth pass cost of $325/year. However, to consistently reach the $40 maximum every single month, a rider must ride at least twice a day for every single weekday of the entire year including holidays. On the whole, staff believe most families will pay equal or less than they currently do for the paid youth pass due to the fare maximums feature in Clipper.

Rider Education and Engagement Campaign

Staff has developed a Rider Marketing and Education Plan to educate riders, market the Next Generation Clipper system, and encourage riders to transition to Clipper; this plan is included in Attachment C. It includes:

1. Working with the transit ambassador trainee cohort (trained through the Community Capacity Building curriculum in early 2026) to understand barriers to Clipper adoption, work together to overcome these barriers, and broadly promote the benefits of the Clipper system to riders.
2. Working in close partnership with Canal Alliance and other community partners on a promotional effort to encourage riders to transition to Clipper, including supporting enrollment in discounted Clipper card options such as Clipper START (designed for adult riders with income barriers) whenever applicable. This effort will specifically target riders who operate largely in the cash economy, recent immigrants, limited-English proficiency populations, and others who may face barriers in understanding and using the Clipper system.
3. Incentivizing the transition to Clipper by offering Clipper cards to current riders at no cost, with pre-loaded value or period passes.
4. A robust marketing and education campaign for youth riders through school coordinators to get Youth onto Clipper and transition the K-12 Youth Pass program to Clipper.

Staff is also working with the MTC to increase the number of retail locations across the County, especially in Equity Priority Communities (the Canal neighborhood, Novato, Marin City, etc.), where Clipper cards can be acquired and value or passes can be loaded with cash. This will increase the accessibility of the Clipper system and ensure that cash-paying riders can easily access and use Clipper cards to pay transit fares.

Title VI Fare Equity Analysis

The discontinuation of free transfers for cash-paying riders and the paid youth pass constitute fare increases and require both a public hearing per the District’s Public Hearing Policy and a Fare Equity Analysis per Federal Transit Administration (FTA) regulation under Title VI of the Civil Rights Act of 1964.

Attachment B is the Fare Equity Analysis as required under Title VI. Note that it does not factor in recent trends in Clipper adoption or the District’s planned Clipper marketing campaign and conservatively assumes that FY 2024/25 levels of cash-paying riders will continue. The analysis shows that minority and low-income riders would experience a fare increase 11-12% higher than non-minority and non-low-income riders, this difference falls below the District's adopted threshold of 20% for an impact or burden to be considered disparate or disproportionate, so the report concludes that there is no impact under Title VI. Further, this conservative methodology may be overestimating the current fare increase given recent Clipper trends.

Public Hearing

In alignment with the District's public hearing policy[4], staff requests that your Board set a public hearing for your September 14, 2026 Board meeting to receive comments from riders and the public about the fare policy changes under consideration. To ensure a broad understanding of the fare policy change under consideration and allow adequate public notification of the opportunity to provide input at the public hearing, between July and September, staff will:

- Post meeting noticesl
- Issue an e-blast and information on the District's website and social media channelsl
- Publish a notice in the newspaperl
- Alert partner agencies and partner organizationsl and
- Conduct other outreach activities in alignment with the public hearing policy

Next Steps

The schedule of activities to implement the fare collection changes and fare policy changes described herein is shown in the table below.

Timeframe	Action
July 13, 2026	Your Board to consider setting public hearing for fare policy changes; staff launches Clipper marketing campaign.
July - October 2026	Staff continues Clipper marketing campaign and notifies public and riders of upcoming public hearing and fare policy changes under consideration.
September 14, 2026	Your Board to hold fare policy change public hearing.
October 5, 2026	Your Board to consider adoption of fare policy change.
October-December 2026	Ongoing outreach, education, and marketing to transition riders to Clipper and education of upcoming fare policy changes (if approved).
By December 31, 2026	Remove validating fareboxes and install new mechanical drop fareboxes; implement new fare policy.
January 2027	Assist riders who did not transition to get Clipper card.
February 2027 and beyond	Ongoing Clipper education and marketing at outreach events/activities.

[4] Public Hearing Policy: https://marintransit.gov/sites/default/files/2025-01/2.2%20MCTD%20Public%20Hearing%20Policy_011325.pdf

Fiscal Impact

There is no significant fiscal impact associated with the proposed fare policy change and staff estimate a cost of $40,000-$50,000 to support marketing and outreach of Clipper and the proposed fare changes. This contract commits up to $20,000 for consulting and community engagement services from the FY 2026/27 professional services local service budget which was approved by your Board in June 2026.

Item	Projected Cost
Community engagement support from Canal Alliance	$20,000
Community engagement support from additional consultants	$10,000
Event supplies and ancillary costs	$10,000
Clipper fares	$5,000
Total	$45,000

The Fare Equity Analysis does indicate a fare increase and thus this fare policy change could entail new fare revenue for the District; however, that fare equity analysis conservatively assumed no change in rider behavior since FY 2024/25, and already the rate of Clipper usage has increased. Many riders currently paying with cash will be eligible for new discounts if they use Clipper (e.g. a 10% discount on single rides, four discounted Clipper card types, and fare maximums), and as such any increase in fare revenue associated with cash riders paying more is likely offset by other riders accessing new discounts.

There is also the possibility of a near-term reduction in fare revenue associated with Clipper promotion efforts, including distribution of Clipper cards loaded with cash value and other incentives offering to encourage Clipper adoption. However, these reductions are short term, and staff does not anticipate any significant long-term fiscal impact associated with these activities.

Respectfully Submitted,

Cathleen Sullivan
Director of Planning

Attachment A: Draft Revised Fare Policy

Attachment B: Fare Equity Analysis: Discontinuation of Cash Transfers and Paid Youth Pass

Attachment C: Fare Transitions Marketing and Education Plan

Attachment D: Presentation

MARIN TRANSIT FARE POLICY

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Policy #:	AD-08
Subject:	Fare Policy
Effective Date:	July 7, 2025
Revision Date:	~~n/a~~July 13, 2026

Fare Policy

Background/Purpose

Marin County Transit District (the District) strives to keep bus fares affordable to ensure access to our services by riders of all abilities and incomes, and to maximize the benefit of the service to the community. Many riders face income barriers and keeping fares affordable is critical to maintaining and increasing the mobility of community members.

Discounted and free fare programs encourage transit ridership and also represent a loss of revenue to Marin Transit. The District's fare policy strives to balance this loss with community needs. Marin Transit's fare policy approach is to keep the base fare low and target deeper discounts to the highest need populations; this ensures access by the most vulnerable individuals (e.g., older adults, youth, people with disabilities, and individuals with income barriers) while collecting fares from those individuals who can pay in order to provide the best possible service to the community.

Federal Requirements

Marin Transit, as a federally subsidized transit provider, is required by the Federal Transit Act to provide discounted fares to seniors, people with disabilities, and Medicare cardholders – the District may not charge more than half of the peak fare for fixed route transit during off-peak hours for these populations.

Current Fares and Discounts

Marin Transit has kept the base fare low, at $2.00, for over 20 years. In addition, for decades, Marin Transit has gone beyond the required discount to offer 50% off for these populations at all times (peak and off-peak), as well as 50% off for youth 18 and under and free fares to low-income seniors (age 65+) and low-income youth. The region has also created the Clipper START program, which Marin Transit elected to participate in, to offer 50% off single rides to low-income adults on all transit providers region wide. Finally, Marin Transit offers discounts for frequent riders through day passes and monthly passes. These discounts are summarized in Table 1.

Table 1: Summary of Existing Fare Discounts

Rider Category	Discounts	Additional Discounts for Low-Income Riders
Adults	• Discounts for frequent riders via fare maximums (daily and monthly) and ~~day passes and~~ 31-day ~~monthly~~ passes • 10% off Clipper single ride	• 50% off single ride with Clipper START card
Senior/ ADA	• 50% discount on single rides, fare maximums (daily and monthly), and 31-day ~~day passes, monthly~~ passes	• Marin Access Fare Assistance (MAFA) program • Free annual bus pass • Subsidized Marin Access fares
Youth	• 50% discount on single rides and ~~day passes~~daily fare maximums	• Free annual bus pass

The regional Clipper program is the foundation of our fare payment system and the best way for riders to access fare discounts including free transfers within the Marin Transit system and discounted transfers to/from other Bay Area transit systems. The Clipper readers also accept open loop payment (i.e. credit/debit card or digital wallet) that also offers access to free/discounted transfers. As of January 1, 2027, riders using cash will not have access to free transfers within the Marin Transit system, nor discounted transfers to/from any other transit agency.

Promotional Fares

"Promotional fares" include modifications to fare structures that are established on a short-term basis for the specific purpose of promoting service, encouraging increased ridership, and/or addressing equity. Each year the Board approves a set of fare-free days and periods, such as free summer youth, free fares during the Marin County Fair, and free fares on election day.

Other Discounts

Marin Transit offers discounts for organizations who want to purchase single ride tickets in bulk (Policy AD-09). The District also has a long-standing program that provides free single-use tickets to some community organizations to distribute to high-need populations such as individuals transitioning out of homelessness; the District otherwise does not offer free fare media. Marin Transit does not offer discounts on bulk purchase of monthly or day passes.

Fare Changes

Ample rider communications and education should be conducted prior to, during and after any fare change or change to fare media/payment methods.

Per the Marin Transit Public Hearing (Policy #AD-02), all fare increases require a public hearing prior to adoption by the Board. This includes any increases in the charges and fees assessed for use of District public transit services including cash fares, ticket fares, pass fares, transfer fares, or amendments to eligibility criteria for fare categories, or major changes to fare media or types of fare products that has the potential to negatively impact riders. Promotional fares are not subject to public hearings.

In addition, any fare change requires an equity analysis to determine if the proposed change may have unequal impact. The District's federal Title VI Program includes a Policy for Establishing Disparate Impact or Disproportionate Burden (CR-02) which sets thresholds for determining when the impact of a proposed change constitutes a disparate impact on minority populations or a disproportionate burden on low-income populations. Marin Transit must present the findings of the equity analysis prior to Board adoption of the changes.

Fare Equity Analysis: Discontinuation of Cash Transfers and Paid Youth Pass

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Introduction

This report is intended to serve as the fare equity analysis for the Marin County Transit District (Marin Transit) as it considers two fare changes: (1) the discontinuation of free transfers for cash-paying riders , and (2) the discontinuation of the paid youth pass. As a federal grant recipient, Marin Transit is required to maintain and provide to the Federal Transit Administration (FTA) information on its compliance with Title VI of the Civil Rights Act of 1964 (Title VI), which prohibits discrimination by recipients of federal financial assistance. The FTA further requires that some recipients of FTA financial assistance, including Marin Transit, conduct a Fare Equity Analysis on all fare changes to assess the impacts of those changes on low-income and minority populations.

Marin Transit is currently considering two fare changes:

1. Marin Transit's fare policy allows riders unlimited free transfers within a 2-hour window of paying a single-ride fare. For riders who pay their fare electronically (via a Clipper card or open loop, i.e. credit/debit/mobile wallet card with tap-to-pay functionality), the transfer is digitally associated with their electronic payment method. For riders who pay with cash, they can request a paper transfer which will allow them to board on other buses for free for the 2-hour window. The District is considering the discontinuation of paper transfers for cash-paying single riders. Transfers would still be available via the electronic payment methods described above, which includes the ability to store cash value on a Clipper card.
2. Marin Transit offers youth passes to school-aged riders (K-12), which cost $325 and are valid for the entire school year. For low-income youth, the fee is waived and riders receive the pass for free. The District is considering the discontinuation of the paid youth pass program; low-income youth would still be able to receive the youth pass for no cost, but for youth that are not income-qualified, they would need to use other fare products, such as single-ride fares, 31-day passes, and the daily and/or monthly fare maximums via a Clipper card.

The proposed changes would constitute a fare change requiring a Fare Equity Analysis under the FTA's Title VI regulations. **The following analysis concludes that the proposed changes would create neither a disparate impact based on race nor a disproportionate burden on low-income individuals for Marin Transit riders.**

Title VI Policies

In October 2012, the FTA released Circular 4702.1B (Circular), which provides guidelines for compliance with Title VI. Under the Circular, transit operators are required to study proposed fare changes and "major service changes" before the changes are adopted to ensure that they do not have a discriminatory effect based on race, color, national origin or low-income status of affected populations. As a first step, public transit providers must adopt their own "Major Service Change," "Disparate Impact," and "Disproportionate Burden" policies. Marin Transit's Board of Directors originally adopted these policies in April 2014, and adopted the most recent update to these policies in April 2023 (policies included here: https://marintransit.gov/titlevi). The adopted Disparate Impact and Disproportionate Burden policies, which apply to Fare Equity Analyses, are described below.

Disparate Impact Policy

The Disparate Impact Policy establishes a threshold for determining whether proposed fare or major service changes have a disproportionately adverse effect on minority populations relative to non-minority populations on the basis of race, ethnicity or national origin. Per the Marin Transit Policy for Establishing Disparate Impact or Disproportionate Burden:

> Fare or major service change proposals are determined to have a Disparate Impact on minority populations if, cumulatively, the benefits of the changes accrue to minority populations 20% less than to non-minority populations, or the adverse effects of the changes accrue to minority populations 20% more than to non-minority populations.

In summary, the Disparate Impact threshold is 20%.

Disproportionate Burden

The Disproportionate Burden Policy establishes a threshold for determining whether proposed fare or major service changes have a disproportionately adverse effect on low-income populations relative to non-low-income populations. Per the Marin Transit Policy for Establishing Disparate Impact or Disproportionate Burden:

> Fare or major service change proposals are determined to have a Disproportionate Burden on low-income populations if, cumulatively, the benefits of the changes accrue to low-income populations 20% less than to non-low-income populations, or the adverse effects of the changes accrue to low-income populations 20% more than to non-low-income populations.

In summary, the Disproportionate Burden threshold is 20%. The policy also includes the following definition of low-income: “For the purposes of this policy, definition of low-income should adhere to regional definition of low-income, which is 200% of the Federal Poverty Guidelines at time of writing per MTC Clipper START policy.”

Public Outreach to Establish Title VI Policies

As required under Title VI, this section summarizes the public outreach activities that were undertaken before adopting Marin Transit’s Title VI policies.

These policies were initially developed in 2013 as part of the District’s Title VI plan. In April 2013, the Marin Transit Board of Directors considered proposed analysis tools and methods for the Disparate Impact Policy and Disproportionate Burden policy. As part of this process, the Board set a public hearing and initiated a 45-day public comment period. These policies were revised and presented for Board consideration at their June meeting.

Additionally, Marin Transit held four public meetings in advance of the public hearing. The meetings were held in various areas across the County. To encourage participation, Staff sent out media announcements and distributed posters in Spanish and English. The policies were made available and presented at the public meetings. Following the public meetings and hearing, the policies were then updated to reflect public input prior to approval by the Marin Transit Board of Directors.

In 2023, an administrative update was made to extract the Disparate Impact and Disproportionate Burden policies from the Title VI plan as two new stand-alone policies with official policy numbers for ease of reference and to ensure these appear within the official policy framework of the agency. The update was presented to and approved by the Marin Transit Board of Director's in April 2023. During the Board meeting, members of the Board and members of the public had an opportunity to provide feedback and request clarification on the policies.

Discontinuation of Cash Transfers

Marin Transit's fare policy allows riders unlimited transfers within a 2-hour window of paying a single-ride fare. For riders who pay their fare electronically (via a Clipper card or credit/debit/mobile wallet card with tap-to-pay functionality), the transfer is digitally associated with their electronic payment method. For riders who pay with cash, they can currently request a paper transfer which will allow them boarding on other buses for the 2-hour window. The District is considering the discontinuation of paper transfers for cash-paying single riders. Transfers would still be available via the electronic payment methods described above, which includes the ability to store cash value on a Clipper card.

The impetus for this proposed change is technological constraint. The fareboxes currently in use on Marin Transit buses are reaching the end of their useful life and need to be replaced. In February 2023, the Marin Transit Board of Directors approved a recommendation, born out of an in depth Fare Collection Study, to replace the current validating fareboxes with simplified mechanical drop fareboxes. In addition to being less expensive to acquire, the mechanical drop fareboxes are also cheaper to maintain and last longer than validating fareboxes.

The mechanical drop fareboxes cannot support paper transfers for cash-paying single-riders. The District did research other technology solutions to provide transfers for cash-paying single-riders but was unable to find one that would work within the constraints of the District's existing operations contracts.

Current and Proposed Single-Ride Fares

Under the proposed fare change, single rides would still be eligible for free transfers. However, riders would need to use an electronic payment method in order to transfer without paying again. To make this transition easier for riders, Marin Transit has created a Fare Transitions Marketing Plan included in Attachment C of the associated July 2026 Board Letter.

For a full breakdown of Marin Transit fares currently and under the proposed changes, including the ridership associated with each fare type, see Table 1 in the section below.

Discontinuation of Paid Youth Pass

Marin Transit offers youth passes to school-aged riders (K-12), which cost $325 and are valid for the entire school year. For low-income youth, the fee is waived and riders receive the pass for free. The District is considering the discontinuation of the paid youth pass program; low-income youth would still be able to receive the youth pass for no cost, but for youth that are not income-qualified, they would need to use other fare products, such as single-ride fares, 31-day passes, and the daily and/or monthly fare maximums.

The youth pass program is very popular among Marin Transit's youth riders: In FY 2025/26, over 1,200 passes were distributed. However, 96% of those youth passes were distributed for free. FY 2025/26 was not an anomaly; in FY 2024/25, paid youth passes accounted for only 2% of the youth passes distributed. The low number of paid youth passes means that the staff time necessary to collect payments for passes is extremely high on a per-pass basis.

The impetus for the proposed discontinuing of the paid youth pass is twofold. First, it would significantly reduce staff time to administer the program, while affecting a minimal number of riders. Second, with the new daily and monthly fare maximums available via the Next Gen Clipper system, the paid youth pass does not provide significant financial savings to most riders.

The Bay Area region is in the process of upgrading its electronic fare payment system, Clipper, to the new Next Gen Clipper system. One of the major changes coming to Marin Transit as part of this upgrade is the introduction of fare maximums. Under Next Gen Clipper, riders have a maximum fare they would have to pay in any given amount of time. This effectively amounts to a pass, but instead of needing to pay the full cost upfront, riders can pay as they go until they reach the fare maximum. For youth riders, each individual ride is $1.00. The daily fare maximum is $2.50, and the monthly fare maximum is $40.00.

Most youth pass riders do not ride often enough to reach the fare maximum every month due to school holidays and breaks. For these riders, putting $325 on a Clipper card at the start of the school year will get them through the year via a combination of single-ride fares and fare maximums, potentially with some value left over. For heavy riders who do reach the fare maximum every month, the most they would pay during the school year is $40 per month times 9 months (youth ride free during the 3 summer months), which totals $360 (compared to the current youth pass cost of $325).

Current and Proposed Youth Fares

Under the proposed fare change, all youth would be eligible for single-ride fares, 31-day passes, and the fare maximums described above. Low-income youth would remain eligible for the youth pass as well. For a full breakdown of Marin Transit fares currently and under the proposed changes, including the ridership associated with each fare type, see Table 1 in the section below.

Equity Analysis

Although most riders will be able to change their method fare payment to avoid paying more, this analysis conservatively treats the proposed fare changes (described above) as a fare increase. The purpose of the analysis is to examine whether the burden of that increase would disproportionately accrue to minority and/or low-income riders. To answer the question, this report uses an average fare analysis methodology, described further in the Impact Assessment section below. Table 1 below breaks down every possible fare type on Marin Transit services, the existing and proposed fare for each type, the annual ridership for each fare type, and the percentage of minority and low-income riders for each fare type. Using this data, Table 2 and Table 3 calculate the average fare paid by minority, non-minority, low-income, and non-low-income riders, both currently and under the proposed fare changes. The changed fares are highlighted in the tables.

Table 1: Breakdown of Current and Proposed Fare Types, Average Fares, and Usage

Fare Type	Existing Average Fare	Proposed Average Fare	% Change	Annual Ridership	% Total Ridership	% Minority	% Non-Minority	% Low-Income	% Non-Low-Income
Cash - ADA	$1.00	$1.00	0%	34,594	1%	44%	56%	69%	31%
Cash - Adult	$2.00	$2.00	0%	529,669	18%	81%	19%	51%	49%
Cash - Senior	$1.00	$1.00	0%	155,115	5%	54%	46%	55%	45%
Cash - Youth	$1.00	$1.00	0%	120,346	4%	72%	28%	47%	53%
Clipper - ADA (RTC)	$1.00	$1.00	0%	10,175	0%	30%	70%	100%	0%
Clipper - ADA (RTC) - Transfer	$0.00	$0.00	0%	4,588	0%	0%	100%	100%	0%
Clipper - Adult	$1.80	$1.80	0%	185,827	6%	62%	38%	33%	67%
Clipper - Adult - Transfer	$0.00	$0.00	0%	76,876	3%	67%	33%	41%	59%
Clipper - Low Income (START)	$1.00	$1.00	0%	7,702	0%	81%	19%	100%	0%
Clipper - Low Income (START) - Transfer	$0.00	$0.00	0%	4,345	0%	85%	15%	100%	0%
Clipper - Senior	$1.00	$1.00	0%	24,809	1%	43%	57%	48%	52%
Clipper - Senior - Transfer	$0.00	$0.00	0%	12,885	0%	52%	48%	51%	49%
Clipper - SMART Transfer	$0.00	$0.00	0%	7,841	0%	30%	70%	25%	75%
Clipper - Youth	$1.00	$1.00	0%	5,576	0%	69%	31%	30%	70%
Clipper - Youth - Transfer	$0.00	$0.00	0%	1,010	0%	78%	22%	19%	81%
COM Pass	$0.00	$0.00	0%	180,303	6%	66%	34%	54%	46%
Comp - Child	$0.00	$0.00	0%	53,823	2%	73%	27%	49%	51%
Comp - Clipper Error	$0.00	$0.00	0%	6,526	0%	59%	41%	40%	60%
Comp - Employee	$0.00	$0.00	0%	2,383	0%	35%	65%	52%	48%
Comp - Homeward Bound	$0.00	$0.00	0%	61,848	2%	80%	20%	100%	0%
Comp - Other	$0.00	$0.00	0%	146,340	5%	73%	27%	49%	51%
Comp - Promo	$0.00	$0.00	0%	72,526	2%	73%	27%	49%	51%
Day Pass - Adult	$1.77	$1.77	0%	1,421	0%	75%	25%	48%	52%

Fare Type	Existing Average Fare	Proposed Average Fare	% Change	Annual Ridership	% Total Ridership	% Minority	% Non-Minority	% Low-Income	% Non-Low-Income
Day Pass - Senior ADA	$0.77	$0.77	0%	973	0%	46%	54%	59%	41%
Day Pass - Youth	$0.92	$0.92	0%	114	0%	100%	0%	0%	100%
MAFA Pass	$0.00	$0.00	0%	19,542	1%	50%	50%	100%	0%
Monthly Pass - Adult	$0.69	$0.69	0%	248,420	8%	75%	25%	48%	52%
Monthly Pass - Senior ADA	$0.39	$0.39	0%	114,478	4%	46%	54%	59%	41%
Transfer - ADA	$0.00	$1.00	100%	6,331	0%	42%	58%	78%	22%
Transfer - Adult	$0.00	$2.00	100%	207,670	7%	85%	15%	58%	42%
Transfer - Other	$0.00	$1.63	100%	43,484	1%	80%	20%	59%	41%
Transfer - Senior	$0.00	$1.00	100%	60,522	2%	62%	38%	75%	25%
Transfer - Youth	$0.00	$1.00	100%	21,804	1%	59%	41%	39%	61%
Underpayment	$1.50	$1.50	0%	67,294	2%	73%	27%	49%	51%
Youth Pass - Full Price	$0.49	$0.75	54%	31,458	1%	86%	14%	0%	100%
Youth Pass - Reduced Price	$0.00	$0.00	0%	458,036	15%	95%	5%	100%	0%
Total				**2,986,653**		**74%**	**26%**	**60%**	**40%**

Notes:
Annual Ridership represents only ridership for which fare type data is available.
Transfer – Other represents riders who forgot to ask for a transfer when they paid their fares, and the “proposed” fare is estimated using the average cash fare.
The proposed fare for Youth Pass – Full Price represents three quarters of the full youth fare, since youth ride free during the summer (3 months per year).
The following fare types were not tracked in the rider survey: Comp – Other, Comp – Promo, and Underpayment. Therefore, they assume the survey-wide demographics.
This analysis conservatively assumes a $0 fare for Underpayment fares; actual fares for this fare type vary.
The fares listed for pass products (i.e. Monthly Passes, Day Passes, and Youth Pass – Full Price) represent estimated average fares based on the cost of the pass and average ridership per pass. Individual users’ average fares will vary.

Table 2: Calculation of Average Fares and Proposed Fare Change for Minority and Non-Minority Riders

Fare Type	Minority Riders	Non-Minority Riders	Minority Average Fares Before Change	Minority Average Fares After Change	Non-Minority Average Fares Before Change	Non-Minority Average Fares After Change
Cash - ADA	15,392	19,202	$15,392	$15,392	$19,202	$19,202
Cash - Adult	428,845	100,824	$857,689	$857,689	$201,649	$201,649
Cash - Senior	84,464	70,651	$84,464	$84,464	$70,651	$70,651
Cash - Youth	86,309	34,037	$86,309	$86,309	$34,037	$34,037
Clipper - ADA (RTC)	3,016	7,158	$3,016	$3,016	$7,158	$7,158
Clipper - ADA (RTC) - Transfer	0	4,588	$0	$0	$0	$0
Clipper - Adult	115,233	70,594	$207,420	$207,420	$127,069	$127,069
Clipper - Adult - Transfer	51,250	25,626	$0	$0	$0	$0
Clipper - Low Income (START)	6,239	1,463	$6,239	$6,239	$1,463	$1,463
Clipper - Low Income (START) - Transfer	3,695	650	$0	$0	$0	$0
Clipper - Senior	10,611	14,198	$10,611	$10,611	$14,198	$14,198
Clipper - Senior - Transfer	6,745	6,141	$0	$0	$0	$0
Clipper - SMART Transfer	2,352	5,489	$0	$0	$0	$0
Clipper - Youth	3,862	1,714	$3,862	$3,862	$1,714	$1,714
Clipper - Youth - Transfer	786	224	$0	$0	$0	$0
COM Pass	119,420	60,883	$0	$0	$0	$0
Comp - Child	39,441	14,382	$0	$0	$0	$0
Comp - Clipper Error	3,868	2,658	$0	$0	$0	$0
Comp - Employee	840	1,543	$0	$0	$0	$0
Comp - Homeward Bound	49,781	12,067	$0	$0	$0	$0
Comp - Other	107,237	39,103	$0	$0	$0	$0
Comp - Promo	53,147	19,379	$0	$0	$0	$0
Day Pass - Adult	1,066	355	$1,883	$1,883	$628	$628

Fare Type	Minority Riders	Non-Minority Riders	Minority Average Fares Before Change	Minority Average Fares After Change	Non-Minority Average Fares Before Change	Non-Minority Average Fares After Change
Day Pass - Senior ADA	449	524	$348	$348	$406	$406
Day Pass - Youth	114	0	$105	$105	$0	$0
MAFA Pass	9,771	9,771	$0	$0	$0	$0
Monthly Pass - Adult	186,275	62,145	$129,358	$129,358	$43,156	$43,156
Monthly Pass - Senior ADA	52,848	61,630	$20,666	$20,666	$24,100	$24,100
Transfer - ADA	2,657	3,674	$0	$2,657	$0	$3,674
Transfer - Adult	175,980	31,690	$0	$351,959	$0	$63,381
Transfer - Other	34,733	8,751	$0	$56,642	$0	$14,270
Transfer - Senior	37,746	22,776	$0	$37,746	$0	$22,776
Transfer - Youth	12,828	8,976	$0	$12,828	$0	$8,976
Underpayment	49,313	17,981	$73,969	$73,969	$26,972	$26,972
Youth Pass - Full Price	26,980	4,478	$13,101	$20,235	$2,174	$3,359
Youth Pass - Reduced Price	434,500	23,536	$0	$0	$0	$0
Total	**2,217,793**	**768,860**	**$1,514,432**	**$1,983,399**	**$574,579**	**$688,839**
Average Fare			**$0.68**	**$0.89**	**$0.75**	**$0.90**

Table 3: Calculation of Average Fares and Proposed Fare Change for Low-Income and Non-Low-Income Riders

Fare Type	Low-Income Riders	Non-Low-Income Riders	Low-Income Average Fares Before Change	Low-Income Average Fares After Change	Non-Low-Income Average Fares Before Change	Non-Low-Income Average Fares After Change
Cash - ADA	23,775	10,819	$23,775	$23,775	$10,819	$10,819
Cash - Adult	269,997	259,672	$539,993	$539,993	$519,345	$519,345
Cash - Senior	84,918	70,197	$84,918	$84,918	$70,197	$70,197
Cash - Youth	56,401	63,945	$56,401	$56,401	$63,945	$63,945
Clipper - ADA (RTC)	10,175	0	$10,175	$10,175	$0	$0
Clipper - ADA (RTC) - Transfer	4,588	0	$0	$0	$0	$0
Clipper - Adult	62,006	123,822	$111,610	$111,610	$222,879	$222,879
Clipper - Adult - Transfer	31,734	45,142	$0	$0	$0	$0
Clipper - Low Income (START)	7,702	0	$7,702	$7,702	$0	$0
Clipper - Low Income (START) - Transfer	4,345	0	$0	$0	$0	$0
Clipper - Senior	11,846	12,963	$11,846	$11,846	$12,963	$12,963
Clipper - Senior - Transfer	6,633	6,252	$0	$0	$0	$0
Clipper - SMART Transfer	1,960	5,881	$0	$0	$0	$0
Clipper - Youth	1,671	3,905	$1,671	$1,671	$3,905	$3,905
Clipper - Youth - Transfer	196	814	$0	$0	$0	$0
COM Pass	97,711	82,592	$0	$0	$0	$0
Comp - Child	26,593	27,230	$0	$0	$0	$0
Comp - Clipper Error	2,600	3,926	$0	$0	$0	$0
Comp - Employee	1,240	1,143	$0	$0	$0	$0
Comp - Homeward Bound	61,848	0	$0	$0	$0	$0
Comp - Other	72,304	74,036	$0	$0	$0	$0
Comp - Promo	35,834	36,692	$0	$0	$0	$0
Day Pass - Adult	687	734	$1,213	$1,213	$1,298	$1,298

Fare Type	Low-Income Riders	Non-Low-Income Riders	Low-Income Average Fares Before Change	Low-Income Average Fares After Change	Non-Low-Income Average Fares Before Change	Non-Low-Income Average Fares After Change
Day Pass - Senior ADA	574	399	$445	$445	$309	$309
Day Pass - Youth	0	114	$0	$0	$105	$105
MAFA Pass	19,542	0	$0	$0	$0	$0
Monthly Pass - Adult	120,045	128,375	$83,365	$83,365	$89,150	$89,150
Monthly Pass - Senior ADA	67,535	46,943	$26,410	$26,410	$18,357	$18,357
Transfer - ADA	4,928	1,403	$0	$4,928	$0	$1,403
Transfer - Adult	120,886	86,784	$0	$241,771	$0	$173,569
Transfer - Other	25,663	17,821	$0	$41,850	$0	$29,063
Transfer - Senior	45,172	15,350	$0	$45,172	$0	$15,350
Transfer - Youth	8,579	13,225	$0	$8,579	$0	$13,225
Underpayment	33,249	34,045	$49,873	$49,873	$51,068	$51,068
Youth Pass - Full Price	0	31,458	$0	$0	$15,275	$23,593
Youth Pass - Reduced Price	458,036	0	$0	$0	$0	$0
Total	**1,780,971**	**1,205,682**	**$1,009,397**	**$1,351,696**	**$1,079,614**	**$1,320,542**
Average Fare			**$0.57**	**$0.76**	**$0.90**	**$1.10**

Data Sources

The data in the above tables come from two main sources: Marin Transit's fare data and the Marin Transit on-board rider survey, which was conducted in 2017. The fare data was used to determine the number of passenger trips using each fare type. The on-board rider surveys were used to determine the percentage of riders that are minority and low-income[1] for each fare type[2].

Impact Assessment

The purpose of this impact assessment is to determine whether the burden of the fare increase associated with the proposed fare changes would disproportionately affect minority or low-income riders. To answer that question, this assessment looks at the average fare paid by minority, non-minority, low-income, and non-low-income riders, as calculated in the tables above. Table 4 below takes those average fares, calculates the percent change under the proposal, and then examines whether the difference in percent changes between minority and non-minority riders, or between low-income and non-low-income riders, represents a disparate impact or disproportionate burden.

Note that this analysis conservatively assumes that riders do not change their behaviors after the proposed changes go into effect. As described above, the District has plans to do outreach which would encourage riders to use Clipper to pay their fares, which would negate the fare increase associated with the discontinuation of cash transfers. Table 4 below illustrates a "worst case scenario" in terms of rider impacts.

Table 4: Average Fare Change and Impact Analysis

	Minority Riders	Non-Minority Riders	Low-Income Riders	Non-Low-Income Riders
Current Average Fare	$0.68	$0.75	$0.57	$0.90
Average Fare Under Proposed Change	$0.89	$0.90	$0.76	$1.10
% Change in Average Fare	31.0%	19.9%	33.9%	22.3%
Difference in Percent Change Between Minority/Low-Income and Non-Minority/Non-Low-Income Riders	11.1%		11.6%	
Disparate Impact/Disproportionate Burden Threshold	20%		20%	
Results	No Disparate Impact		No Disproportionate Burden	

As demonstrated in Table 4, the differences in burden to minority and low-income riders under the proposed fare changes fall below Marin Transit's established disparate impact and disproportionate burden thresholds. Therefore, the proposed fare changes would result in neither a disparate impact on minority riders nor a disproportionate burden on low-income riders.

[1] Some fare types are income qualified (such as Clipper START and the reduced-price youth pass). For these fare types, the on-board rider survey was only used to determine the percentage of minority riders.

[2] The SMART transfer demographic data comes from the SMART on-board rider survey, as SMART was not in service yet at the time of the 2017 Marin Transit on-board rider survey.

Public Outreach and Implementation Timeline

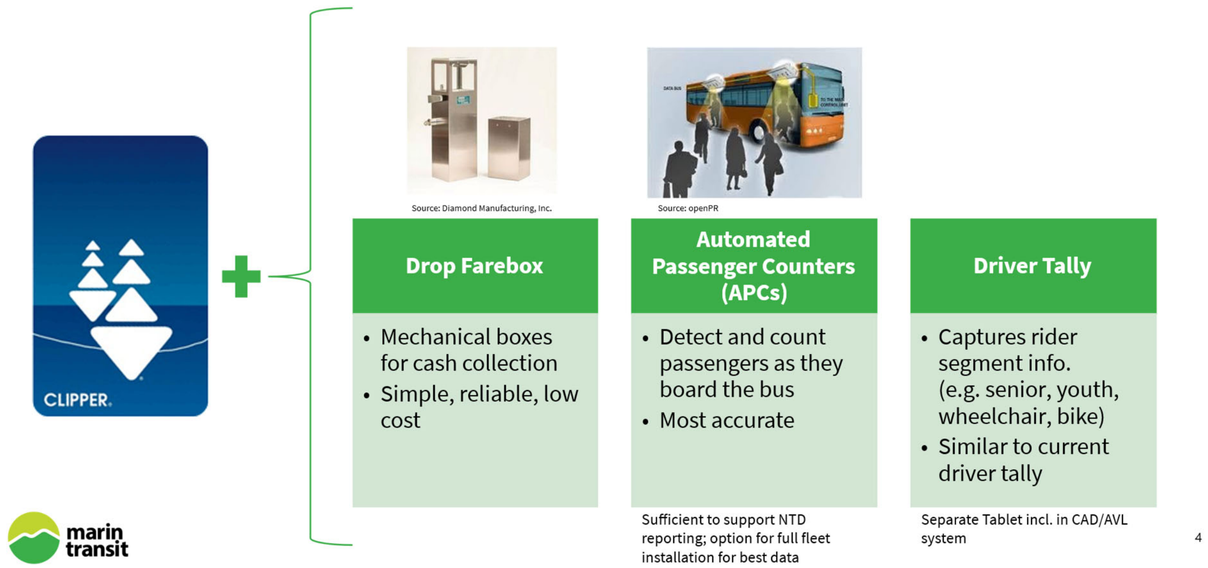
In accordance with Marin Transit policy, a public hearing will be held on the proposed fare changes before the Board of Directors votes on adoption. If adopted, cash transfers would be discontinued as of January 1, 2027 and paid youth passes would be discontinued after Board adoption of the fare policy change.

Fare Transitions: "The Future of Fares" Marketing and Education Plan

Created March 2024, updated June 2026

Background

In 2024 Marin Transit completed a Fare Collection Study to prepare for changes coming to Marin Transit's fare collection system. The study recommended a "next generation" of fare payment and rider counting shown below.



Marin Transit staff must now prepare to educate riders for these upcoming changes:

1. transition to the Next Generation Clipper system (planned for mid-2026), and
2. transition from validating fareboxes to simpler mechanical drop fareboxes, planned for ~Dec 2026, the installation of the new fareboxes will occur no later than January 1, 2027.

The removal of the validating Genfare GFI fareboxes entails the discontinuation and transition of all pass products to Clipper. Clipper will become the foundation of Marin Transit's fare collection system. Riders will still be able to use cash but will not receive transfer discounts or other benefits.

Next Gen Clipper – New Rules and Passenger Benefits

When Next Gen Clipper comes online, Clipper will become the best way for riders to pay fares; the new system will eliminate many of the existing barriers to using Clipper. Rider education will be critical to overcome past understanding of how Clipper works and ensure riders understand how to take advantage of the benefits Next Gen Clipper offers.

Next Gen Clipper will offer:

- **One tap**: No need to tap on/tap off to pay fare; no risk of overpayment
- **Pass products**: Marin Transit 31-day rolling pass available on Clipper

- **Fare Maximums (Daily and Monthly):** Riders can "pay-as-they-go" rather than paying up front for a monthly pass. Each tap will count towards the maximum fare during each day and month; once a rider has paid the maximum daily/monthly amount, they are not charged for any more trips made the rest of that day/month.
- **Tap-to-Pay**: Riders can 'tap to pay' with a credit or debit card or Smartphone mobile wallet (e.g. Google Pay or Apple Pay).
- **Free/Reduced Interagency Transfers**: Clipper riders get $2.85 off their total fare when they transfer to/from any other operator in the Bay Area region. This means riders will get a free ride on Marin Transit when transferring from any other operator and will get a $2.85 discount when transferring to any other operator from Marin Transit.
- Discounted fare options available on Clipper: Youth, Senior, Clipper Access, Clipper START (already available)

Farebox/Fare Media Transition

Marin Transit will transition from a Genfare GFI Odyssey farebox to a simple mechanical drop farebox. This entails elimination of all fare media that relies on GFI. Key products that will transition are:

1. Single Ride Tickets to Flash Pass (primarily used by social service organizations)
2. 31-day Pass to Clipper
3. Discontinue Change Cards & Day Passes
4. Discontinue Paper Transfers
5. Convert existing flash passes to Clipper institutional programs

These transitions are already underway. Marin Transit staff have:

- Already transitioned single ride tickets to flash passes and started distributing new single ride tickets to social service organizations (#1 above).
- Already transitioned 31-day pass holders to Clipper in Spring 2026 (#2 above). 31-day passes are no longer available via GFI; to access a 31-day pass, riders must use Clipper.
- Started the process to transition all flash passes to Clipper institutional programs (#5 above) – Marin Access Fare Assistance (MAFA), College of Marin (COM), Youth passes will all be provided only on Clipper cards by September 2026.

Discontinuation of change cards and paper transfers (#3 and #4 above) are the major fare transition milestones that will need to occur later in 2026.

Outreach efforts described here are targeted to educate riders about these fare media changes, help them get Clipper cards, and start using them with ease.

Timeline

2025
Transition to APCs for passenger counting

→

Summer 2026
Marin Transit cards transition to Next Gen Clipper

→

July-Dec 2026
Campaign for Clipper

→

by Jan 1, 2027
Remove GFI Farebox, transition to Drop Farebox

Phases of education and promotional campaign:

- **Phase 1**: July 13-October 5: Educate riders on upcoming changes, i.e. Launch broad Clipper marketing campaign and educate riders on fare changes under consideration, incl. elimination of cash transfers
    - July 13: Board sets public hearing on fare policy changes
    - Sept 14: Board holds public hearing on fare policy changes
    - Oct 5: Board action on fare policy changes
- **Phase 2**: October 5 – December 31: Major marketing campaign to get riders on Clipper
- **Phase 3**: January 1- January 31: Get your Clipper card to get transfer discounts and other benefits
- **2027**: ongoing Clipper marketing campaign

Objectives

The core objectives of the marketing and education efforts are to:

- Clearly communicate to Marin Transit riders that the future of fare payment is better for the rider with new discounts and features available.
- Target communications to low-income, limited-English proficient, and cash-paying riders with tailored strategies, messaging, and appropriate messengers / collateral (e.g. easy-to-understand, graphical, multi-lingual)
- Equip and empower cash-paying customers to seamlessly transition to Clipper or other electronic forms of payment.
- Promote discounted card options to ensure eligible riders maximize their discounts.

Audiences

Target audiences for this effort include:

- 31-day pass holders
- Marin Transit riders already using Clipper

- Cash paying riders
- Canal residents and other equity priority communities
- Limited English proficiency riders
- Low-income riders
- Older adults/Seniors
- People with disabilities

Key Partners

Beyond traditional consulting firms, Marin Transit anticipates contracting with individuals and organizations that have experience with innovations in reaching hard-to-reach populations and with techniques that yield effective, authentic, meaningful engagement by historically marginalized communities. These include organizations/individuals such as Canal's Policy & Civic Engagement (PACE) team, Voces del Canal, and/or the graduates of recent capacity building efforts led by Ricardo Huerta Niño. See Staffing/Resourcing section for more information on this component of the plan.

A list of key partners are shown below.

- Marin Transit and Affiliates
    - Customer Service Center Staff at SRTC
    - Marin Transit Bus Operators
    - Marin Transit Board of Directors
    - Marin Mobility Consortium
    - Paratransit Coordinating Council
    - Marin Transit staff
- Agency Partners
    - Local governments/jurisdictions (e.g., Marin County Public Works/Planning Directors/PIOs)
    - Metropolitan Transportation Commission (MTC)
    - Golden Gate Bridge, Highway and Transportation District
    - Sonoma-Marin Area Rail Transit (SMART)
    - Other North Bay transit agency partners
    - County of Marin (various public facing departments)
    - School coordinators at middle and high schools
- NGOs:
    - Canal Alliance (partnership with Ricardo Huerta Niño)
    - Community Action Marin
    - North Marin Community Services
    - St. Vincent De Paul Society of Marin

- Homeward Bound
- Episcopal Community Services
- Marin County Free Library
- Other NGOs

Barriers to Clipper transition

Marin Transit has done substantial outreach over time to understand the barriers that stand in the way of riders making this transition. Known barriers include:

- Lack of awareness of Clipper and its benefits
- Rider hesitation based on past negative experience
- Limited locations in Marin County to get Clipper cards and load cash value
- Barriers for unbanked riders
- Barriers to apply for discounted cards (e.g., paperwork process, documentation)
- Not reaching people with information resulting in complaints
- Transparency of charges and balance, contrast with cash

Messaging, partnerships and activities will be designed specifically to overcome these barriers.

Messages

The team will seek to deliver messages and information that maximizes effectiveness and accessibility for identified audiences. We will seek input on messages, materials and translations from trusted partner organizations such as Canal Alliance.

Key Lead Messages

- Get Clipper, save money!
- Save more cash with Clipper!
- Clipper is the best way to pay your fare

Examples of secondary supportive messages

- Clipper is the most cost-effective and beneficial way for Marin Transit riders to pay
    - Next Gen Clipper introduces new payment options and benefits
    - Paying your fare on Marin Transit just got easier and you can access more discounts.
    - Clipper cards are reusable. Keep your card and reload value instantly.
    - You can use cash to add value to your Clipper card at a ticket machine, through app, online.
- The Future of Fares is Clipper and other electronic fare payment like a debit card, credit card, or your mobile phone.
    - Cash will still be accepted, but exact fare is required. (*Reassure riders that cash will still be accepted while encouraging them to transition*)

- Marin Transit Youth Pass is Moving to Clipper!
  - Students will receive 50% off buses, SMART, Golden Gate Ferry and more!
- Get a Clipper card today!
  - Do you have a Clipper card? Here's how to get one… (operator hands out brochure or points to QR code)
  - Have you ever used Clipper to pay your fare? Here's how to get one… *(ambassador hands out brochure or points to QR code)*

Strategies

The following are strategies the project team has selected based on techniques that have been successful in past efforts and feedback from the community. The team will take advantage of existing outreach forums to reduce outreach fatigue and use touch points to educate people on a range of Marin Transit topics of interest to the community.

The team will work with community partners to leverage the civic engagement capacity already in place in the Canal and other target neighborhoods. Trusted community partners will assist in developing and implementing an effective program of activities; as noted in the staffing section, Marin Transit will use trained community transit ambassadors that are part of the Canal community. The team will be audience-sensitive with development of information, e.g. using images and other accessible techniques to convey complex information to lay/non-English speaking audience. All communications, materials, and activities will be designed to reach and be accessible to both Spanish and English speakers.

- **Electronic Communication**
  - Website: Establish Marin Transit website as main informational resource hub for riders. There will be links to direct people how/where to obtain a Clipper card and links to most direct/clear information on the MTC Clipper website as appropriate.
  - Social Media: Saturate social media sites, such as Facebook, Instagram, and Nextdoor.
  - E-blasts: Regular communication via monthly newsletter and special emails as appropriate (e.g. use existing Clipper email lists as available).
  - Outreach Toolkits: Develop & share outreach toolkits with ready to use messaging and graphics for e-newsletters and social media.
  - Broaden reach by collaborating with partner agencies/organizations to share info via newsletters and email distribution lists.
  - Collaborate with school coordinators to distribute information to students / youth via informational packets and other available information delivery mechanisms (school announcements, etc.).
  - Facebook live event(s) hosted by Canal Alliance
- **In-person outreach/education**
  - In person outreach at transit hubs/stops, e.g. San Rafael Transit Center, in the Canal District, Marin City, and at other major transit hubs to reach riders

- In-person outreach at community events (farmers markets, community fairs, festivals, etc.)
- Present at/participate in existing partner organization meetings (e.g. Nuestro Canal Nuestro Futuro)
- Travel training events
- Senior Centers
- Pop-up events: Hold in-person Clipper sign-up events in partnership with Canal Alliance and other non-governmental organizations (NGOs)
- Other in-person channels recommended by community transit ambassadors and CBO partners.

- **Distribution of Clipper cards:**
  - When conducting in person outreach, the District will distribute free Clipper cards to riders to maximize the ease of getting a Clipper card.
  - The District will consider pre-loading these cards loaded with value or a pass.
  - The District will also encourage riders to consider discounted card options: youth and senior cards Marin Transit staff can directly issue; Clipper START and Clipper Access cards require sending in an application to the region with paperwork.
  - We will also educate riders that they can use contactless options (mobile wallet, debit or credit card)
  - Our primary goal will be to get riders to use the Clipper in any form with a secondary goal to get discounted cards into the hands of those who qualify.
- **Marin Transit Board Meetings:** Board meetings are open to the public, broadcast via Zoom and recorded. Hearings and formal actions on fare policy will be taken by Board members at these meetings.
- **Partner Coordination:** Regular coordination with other Marin-Sonoma Transit agencies on advertising, marketing and messaging via North Bay Transit Marketing coordination meetings

Collateral and Digital Assets

The team will leverage all campaign and marketing resources made available by MTC. We will also develop unique materials to target key messages for Marin Transit riders. We will utilize trusted community partners and Transit Ambassadors (community capacity building trainees) to ensure messaging and tactics are tailored to hard-to-reach riders. All materials will be prepared and available in both English and Spanish.

Digital Assets:

- Webpage (consider translated webpage into Spanish to ensure translations are accurate with direct link we can distribute on Spanish materials)
- FAQs (on website)
- Bus head signs and audio announcements
- Content for newsletters, email blasts

- Social media (Facebook, Instagram, YouTube, NextDoor)
    - Consider paying to boost reach
- Social media toolkit for partners, Board members, etc.
- Informational videos to share across all communication channels
- Traditional press releases/kits to share information with a broader audience

Printed Assets (Eye catching and clear graphics with clear messages tailored to target audiences):

- Brochure with visual chart/infographics to explain changes – adapt existing Clipper materials, e.g. Next Gen Clipper Guide, https://www.clippercard.com/enhanced-features,)
- Stickers on buses and existing fareboxes w/ QR codes to access website
- Bus ad rail cards
- Transit hub signage (at 4-5 main hubs)
- Transit stop signage (e.g., bus shelter ads, posters)
- Palm cards w/ QR codes for in-person outreach events
- Youth Pass transition flyer
- Fare Discount Flyer

Earned Media

- OpEd or Marin Voice article
- Other earned media

Paid Advertising: (budgets TBD)

- Bus ads or wraps
- Radio ads
- Online ads
- Social media boost budget
- Transit apps ads

Staffing/Resourcing of this effort

The effort will be undertaken using the following resources:

- **Staff**: Regular outreach by Marin Transit staff
- **Canal Alliance:** Paid partnering agreement with the Canal Alliance to staff in-person events and share information with Canal residents and non-English speaking riders through their communications channels and by paying trained community ambassadors. This partnership will allow us build on trust the organization has built with the community to help us conduct multilingual outreach in person, utilize platforms such as Facebook, and take advantage of community engagement they already do at their offices (e.g. by holding satellite hours).
    - This partnership will include leveraging and growing the cohort of community transit ambassadors that were trained through the Capacity Building curriculum in early 2026.

- **MTC**: partnership to leverage regional Clipper marketing resources

Success Measures (KPIs)

Desired Results

- No Clipper attrition
- Increase share of fares paid by Clipper
- Decrease share of fares paid by cash

Metrics

- Clipper penetration – breakdown of how riders pay fare – shift to Clipper over cash payment
- Complaints from riders who didn't realize they could no longer use certain fare media
- Visits to Marin Transit website, specifically the campaign destination page(s)
- Marin Transit social media posts and engagement
- Outreach performance (e.g., number of interactions, number of collateral distributed, number of cards distributed, number of add-value demos, number of Clipper discount card program sign-ups)
- Digital marketing performance (e.g., impressions, clicks, click-through rate)
- Strengthened partnerships with Canal Alliance and other NGOs

Attachment D

Fare Policy Changes

JULY BOARD MEETING

July 13, 2026

marintransit.org

Agenda

01 Background:
Fare Collection Study & Clipper Transition

02 Free/Discounted Transfers

03 K-12 Youth Pass

04 Fare Payment Trends

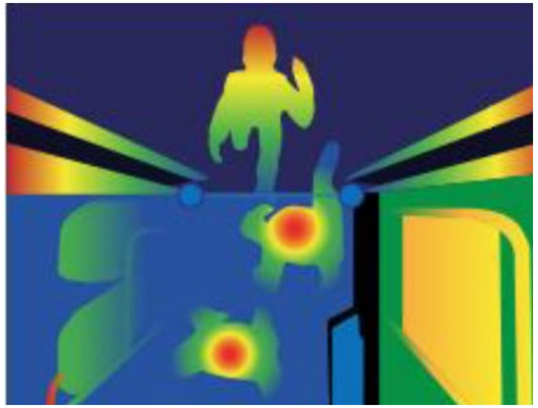
05 Timeline

Background: Fare Collection Study 2024

Implementation planned for Dec 2026

Drop Farebox

- Simple mechanical boxes dedicated to cash collection



Transition Complete!

Automatic Passenger Counting (APCs)

- Official passenger counting systems via automated passenger counters

Marin Transit cards transitioned

Clipper

- Clipper as primary fare collection method

Next Generation Clipper Transition Status

- All Marin Transit cards that have been used since April 2025 were transitioned to the Next Gen Clipper in June.
- Sales of 31-day passes transitioned to Clipper in March 2026
- Staff working to move school programs to Clipper for 2026-2027 school year
- Staff launching marketing and outreach campaign this month

Clipper Marketing and Education Campaign

Fare Study Implementation Timeline

2025

Transition to APCs for passenger counting

June 2026

Marin Transit cards transitioned to Next Gen Clipper

July-Dec 2026

Clipper Education and Marketing Campaign

By Dec 31, 2026

Remove GFI Farebox, transition to Drop Farebox

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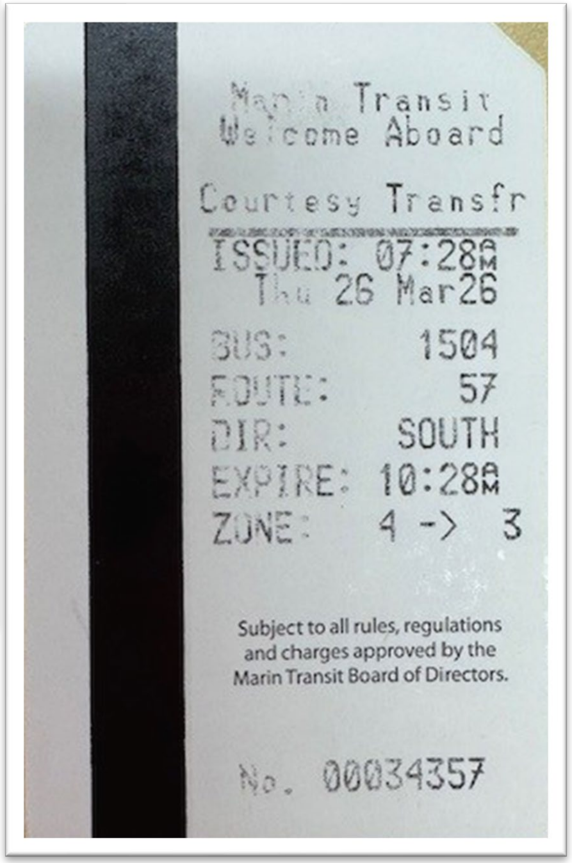
Fare Study: Fare Payment Recommendations

- Eliminate GFI fare products:
  - Change cards – Transition to Clipper e-cash
  - Day passes – Transition to Clipper Daily Fare Maximum
  - Monthly passes - Transition to Clipper monthly pass or Monthly Fare Maximum
  - Cash Transfer – Transition to Clipper to access free local and discounted regional transfers

- Other fare products:
  - Transition flash passes to Clipper (COM, youth stickers, MAFA)
  - Transition single ride tickets to new flash pass product and Clipper where feasible

Free/Discounted Transfers

- Eliminating cash transfers will:
  - Incentivize use of Clipper
  - Reduce agency costs
  - Simplify the fare payment environment
- Staff explored technology alternatives and policy alternatives to eliminating cash transfers
- All alternatives explored have fatal flaws
- Other Bay Area agencies have already eliminated cash transfers



K-12 Youth Pass

- 96% of Youth Passes are distributed for free to low-income families
- 50 youth passes were sold last year
- Entire Youth Pass program is being transitioned to Clipper
- Youth Clipper card holders have access to fare maximums: $2.50/day; $40/month
- Summer is free – 3 months
- If a rider reaches maximum each of remaining 9 months, they will pay 11% more ($325 → $360)

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Fare Payment: April 2025 Fare Type Breakdown

Fare Type	% Fixed Route Ridership
Cash	47%
Clipper	11%
Monthly Pass	11%
Flash Pass (Youth, COM, MAFA)	22%
Other	9%

Roughly 40% of cash rides included a transfer

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Cash Transfers & Payment Trends

- In April 2025, 47% of ridership was cash
  - Roughly 40% of rides include a transfer, meaning **19%** of ridership consisted of free cash transfers
- From April 2025 to April 2026, cash fare revenue decreased by 6%, mostly replaced by Clipper e-cash revenue
  - Free cash transfers now make up an estimated **16%** of ridership

Fare Study: Final Fare Payment Environment

Under the "final" fare payment environment, riders will have access to two options to pay their fares:

1. **Clipper**, including all the new/upgraded features, discounted fare products, discounted card categories (Clipper Access, Senior, Youth, START), and open loop payments; or
2. Deposit exact **cash** payment into a drop fareboxes

Fare Policy Changes for your Board to consider

1. Removal of transfers for cash-paying riders
2. Removal of Paid K-12 Youth Pass

- Both require Title VI analysis, public hearing, and Board action
- Neither policy change has a Title VI impact under our Title VI policy

Timeline/Milestones

Timeframe	Action
July 13, 2026	• Set Public Hearing
August 2026	• Notify Public about Hearing
September 14, 2026	• Hold Public Hearing
October 5, 2026	• Board Action → *If approved, Youth Pass change effectively immediately*
By Dec 31, 2026	• Remove validating fareboxes & install mechanical drop fareboxes → *If approved, remove transfers for cash paying riders*
February 2027 and beyond	• Ongoing Clipper education and marketing

Clipper Marketing & Education

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Thank you

CONTACT

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July 13, 2026

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

Subject: **AB 2561 Vacancy Rate Reporting: Annual Informational Report and Public Hearing**

Dear Board Members:

Recommendation

Staff recommends that your Board hold a public hearing in accordance with AB 2561.

Summary

The State Legislature enacted, and Governor Newsom signed, AB 2561 (codified at California Government Code § 3502.3), which became effective January 1, 2025. The statute requires public agency employers to conduct an annual public hearing prior to adopting their budget. At this hearing, the agency must present to its governing board the status of filled and vacant positions, as well as its recruitment and retention efforts. Agencies are also required to identify any modifications to policies, procedures, or recruitment practices that may be necessary to eliminate barriers to hiring.

The statute further authorizes a recognized labor organization to present at the same public hearing where the agency reports on vacancies and recruitment and retention efforts. However, the District does not have a recognized labor organization; therefore, this provision is not applicable.

Staff is presenting this item later than originally anticipated and will ensure it is brought forward annually in advance of the fiscal year budget adoption going forward.

At this time, the District has two vacancies and is actively recruiting to fill these positions. One position is currently in active recruitment and the other will be posted in mid-July. Open positions are advertised through a combination of a recruiting firm, targeted job board postings, and the District's website.

Staff continue to monitor compensation trends among comparable agencies to maintain a competitive position and will return to the Board with any recommended updates to policies, procedures, or human resources practices.

Fiscal/Staffing Impact

None.

Respectfully Submitted,

Holly Lundgren
Director of Administrative Services