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Muir Woods Shuttle Evaluation Report

2011 Seasonal Service



in partnership with:



January, 2012

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INTRODUCTION

This report focuses on the seventh year of operations for the Muir Woods Shuttle service to Muir Woods National Monument in Marin County, California. Shuttle service began operation in 2005 as a demonstration project, and was created and designed to provide an alternative to automobile access and parking, thus alleviating parking and traffic in this National Monument. Now after six seasons of operation, the Shuttle has evolved to meet visitor needs and has become an integral mode of access to the park, carrying approximately 13.05% percent of visitors on peak summer weekends.

The Shuttle represents a unique partnership of government at a number of levels. The service was originally designed as a partnership of the National Park Service, County of Marin, and Golden Gate Transit. In 2009, responsibility for the Shuttle shifted to the Marin County Transit District (Marin Transit) under a funding agreement with the National Park Service. Golden Gate Transit operated the service under contract to Marin Transit, as Route 66 in 2011.

For the first three years of operation, ending in 2007, the service was funded primarily through a grant from the Federal Highway Administration (FHWA). Funds for the 2008 season were provided by a combination of TCSP (Transportation and Community and System Preservation Program) and PLH (Public Lands Highway Discretionary Program) funds. Having proven itself as an important access mode to the Park, the Shut-

tle is no longer a federally funded pilot program. Beginning in May 2009, it became a regular route operated by Marin Transit, funded partly by the Transit District and partly by the Park Service.

From summer 2005 through 2008, the annual service evaluation included surveys of Shuttle passengers, and intercept surveys of park visitors who did not ride the Shuttle, to determine characteristics of riders and non-riders, traveler preferences and attitudes toward service changes, as well as qualitative observations about the Shuttle operations, way finding, and amenities at stops.

Passenger and intercept surveys were not conducted in the 2009, 2010, and 2011 season. This 2011 season evaluation includes the results of a passenger survey.

Using information collected in each of the pilot project seasons, the evaluation report provides trends and changes over time and makes recommendations for the Shuttle's future.

Description of Current Service

Shuttle operations in 2011 included weekends and holidays beginning on Saturday May 7, and continuing through Sunday September 25, 2011. In all, service was provided on 33 peak summer days and 12 shoulder season days (versus 33 peak summer days and 14 shoulder season days

in 2010).

The primary Shuttle route began in Marin City, where passengers could park or make connections with other Golden Gate Transit routes. It then made one stop at the Park and Ride lot at Highway 101 and Pohono Street, and continued on to the park. On its return trip, it stopped at the Manzanita Park and Ride lot directly across Highway 101 from the Pohono Street parking lot; passengers then used a crosswalk to return to the Pohono lot. The Shuttle then continued on to the last stop in Marin City. Throughout the summer, the first bus left Marin City at 9:30 AM, and the last scheduled departure from the park left at 7:05 PM.

This routing was implemented in 2008, and was a simplification of the original Shuttle routing during the pilot years, when the route included stops at both Pohono and Manzanita Park and Ride lots on the trip to Muir Woods, but only stopped at Manzanita on the way back. The original routing was time-consuming and confusing to riders, so the Manzanita stop was dropped from the park-bound route. Way finding signage was added at both stops to help riders understand that they would depart from the Pohono lot and return to the Manzanita lot. Figure 1 shows the current Muir Woods Shuttle routing.

The span of service and frequency remained unchanged in 2011, operating every 30 minutes during the "shoulder seasons" of May 7 through May 22 and September 10 through 25. Beginning on Memorial Day weekend (May 28) and continuing through the peak months of June, Ju-

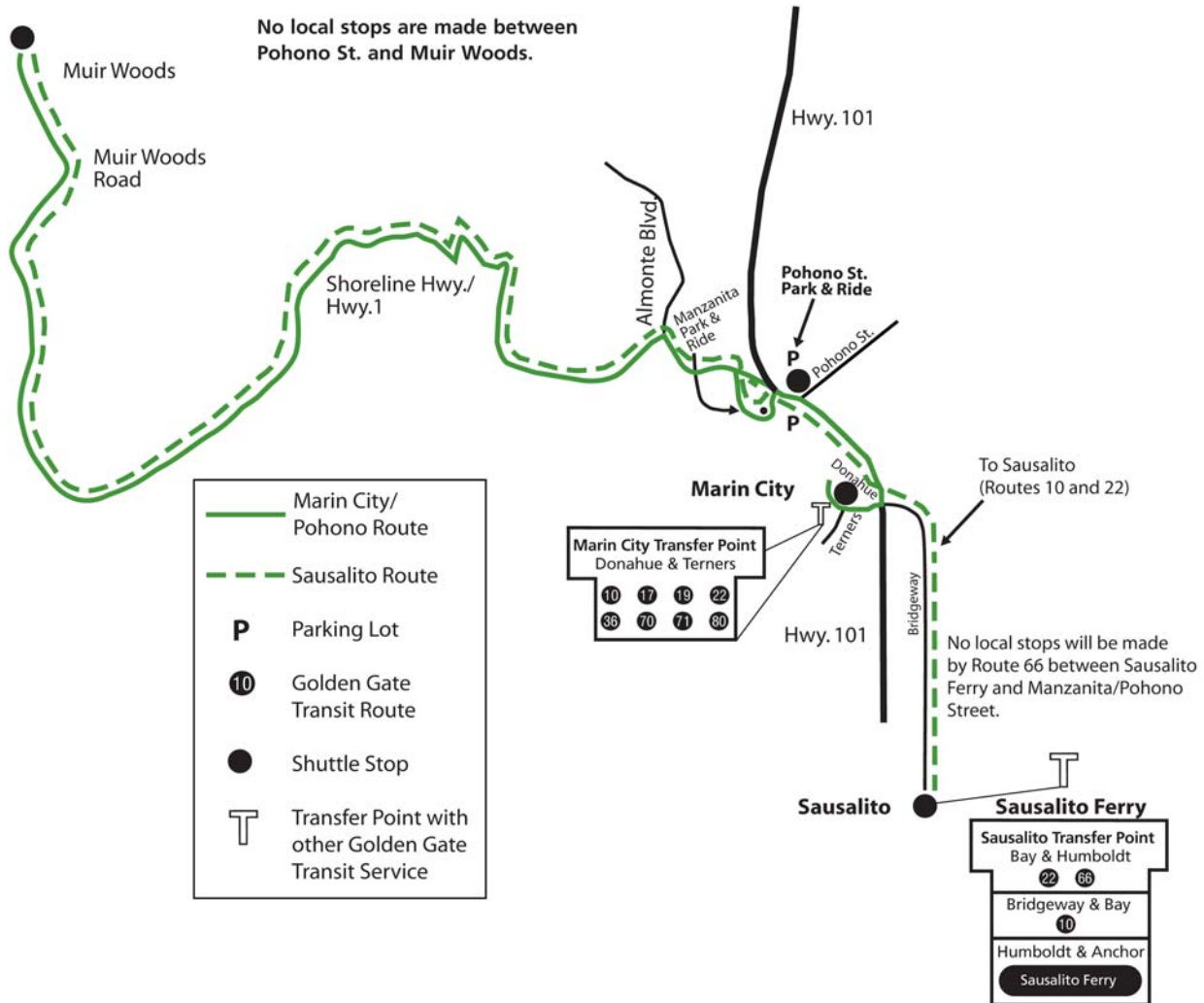
ly, and August, frequency increased to operate every 20-minute intervals. Service ended on the last Sunday in September (for 2011, September 25).

For the fifth consecutive year, a second route from the Sausalito Ferry Terminal to Muir Woods operated during the three peak season months of June, July, and August. In addition to the ferry terminal in downtown Sausalito, buses following this routing made stops at the Pohono Street lot before heading to the park, with return service to the Ferry Terminal via Manzanita Park and Ride lot in the afternoon. The buses were timed to meet the Golden Gate Ferry arrivals and departures in Sausalito. Sausalito is also served by the Blue and Gold Ferry from Fisherman's Wharf, providing additional ferry-Shuttle connections.

2011 round trip fares for all non-discounted riders were \$3.00 per person. The discount fares for youth ages six to 18, seniors over 65, and persons with disabilities were \$1.00.

In previous seasons, Marin Transit hired an ombudsperson to liaise with passengers waiting for the Shuttle at the Pohono Street Park-and-Ride lot and to provide additional monitoring of service quality. This practice was continued into the 2011 season. The ombudspersons' assistance greatly aided passengers, especially those arriving in peak periods when heavy demand can lead to long lines and waits to catch the Shuttle at Pohono Street. The ombudspersons also administered the passenger surveys.

Figure 1 Muir Woods Shuttle (Route 66) Map



During the peak season there were two ombudsperson shifts on each service day with some overlap during the midday. The first shift started at 10:00 AM and ended at 2:30 PM. The second shift started at 11:30 AM and finished at 4:00 PM. During the shoulder season there was one shift per service day starting at 10:00 AM and finishing at 2:30 PM.

Ombudsperson responsibilities included:

- Serving as Marin Transit and NPS “ambassadors” to Shuttle patrons.
- Providing Shuttle, Marin Transit, and NPS information to the public including next bus information, fare policy, and park program information (brochures are distributed while Shuttle passengers wait for the next bus).
- Service monitoring and reporting to Marin Transit:
 - Daily trip by trips recording arrival and departure times, number of passengers arriving on board from Sausalito and Marin City, numbers boarding at the Pohono site, and the number of passengers passed-up when each bus is full.
 - Individual weekly observation reports recording incidents or passenger comments.
- Coordinating exact fares amongst passen-

gers prior to boarding.

- General problem solving (helping with lost items etc.)

Daily data collected by the ombudspersons is important to the ongoing Shuttle monitoring, evaluation, and planning. Of particular interest are the passenger loads and passenger pass-ups data by trip. These facilitate the tracking of pass-up trends for the strategic consideration of “peak-of-the-peak” extra runs.

To reinforce formal representation, NPS has provided the ombudspersons with NPS jackets, vests, and hats.

Figure 2 summarizes service changes over the last four years of Shuttle operations

. Figure 2 Summary of Operations, 2008–2011

| | 2008 | 2009 | 2010 | 2011 |
|--------------------------|---|---|---|---|
| Number of routes | 2 - Marin City/ Muir Woods, Sausalito/Muir Woods | 2 - Marin City/ Muir Woods, Sausalito/Muir Woods | 2 - Marin City/Muir Woods, Sausalito/Muir Woods | 2 - Marin City/Muir Woods, Sausalito/Muir Woods |
| Service span | Weekends and holidays from May 1 through September 30 | Weekends and holidays from May 2 through September 27 | Weekends and holidays from May 1 through September 26 | Weekends and holidays from May 7 through September 25 |
| Frequency | 30 minutes, May and September shoulders; 20 minutes, Memorial Day – Labor Day | 30 minutes, May and September shoulders, 20 minutes, Memorial Day - Labor Day | 30 minutes, May and September shoulders, 20 minutes, Memorial Day - Labor Day | 30 minutes, May and September shoulders, 20 minutes, Memorial Day - Labor Day |
| Service Hours* | 2,112 | 2,158 | 2,115 | 2,108 |
| Standard Fare | \$3.00 round trip | \$3.00 round trip | \$3.00 round trip | \$3.00 round trip |
| Farebox Recovery* | 21.58% | 16.17% | 18.27% | 26.8% |

*Fluctuations in service hours reflect the need to add service and/or overall fewer weekends due to shorter season

Marketing the Shuttle

Shuttle marketing has continued to follow a market-based approach, focusing on visitors to the Bay Area and local riders. Information was distributed at tourist sites and through San Francisco hotels, as well as published in newspapers, on the Internet, and on physical signs near the

highway exits. Marketing efforts were shared by Golden Gate Transit, Marin Transit, and the National Park Service (NPS).

Information was distributed to the visitor market through hotel concierges, hostels, and travel ser-

vices in the City of San Francisco, the area near the San Francisco Airport, and the Oakland/Berkeley area, and through Chambers of Commerce and libraries. The schedules were also available on the buses and at the Sausalito Visitor's Center and the San Francisco Ferry Building. Schedules were posted at the Sausalito Ferry Landing and at all stops on "sandwich board" displays secured to the stop, giving both shoulder and peak season schedules. In addition, there were ads on the backs of buses advertising the service, and posters in buses and on ferries. NPS provided information at Muir Woods, and information was posted on several Web sites, including those of Marin Transit, Golden Gate Transit, the County of Marin, Marin County Visitors Bureau, and NPS.

The most effective visible element of the marketing effort for the Muir Woods Shuttle remains the changeable message signs (CMS). The CMS

were installed on Highway 101 alerting motorists about parking conditions at Muir Woods and directing them to the Shuttle stop at Pohono Street. Once on the exit ramp, drivers are further guided to the Pohono Street Park and Ride lot by permanent metal Shuttle signs on the exit off-ramps. In the 2011 intercept passenger survey, 30% of respondents identified the CMS as how they learned about the Shuttle. In past years, passenger surveys have indicated that more than half of Shuttle riders attributed their taking the Shuttle to having seen the CMS signs on the highway. Marin Transit and NPS have since developed websites with Shuttle information which assisted 27% of surveyors. However, CMS is still the predominant method of advertising the use of the Shuttle. Figure 3 describes the messages displayed on the CMS.

Figure 3 Changeable Message Sign Messages

| Location | Operated by | Typical message |
|--|-------------------------|---|
| Northbound 101 between Alexander Ave. on-ramp (Waldo Grade) and Waldo Tunnel | Pacific Highway Rentals | Muir Woods Parking Full Use Muir Woods Shuttle |
| Northbound 101 Marin City off-ramp | Pacific Highway Rental | Muir Woods Shuttle Next Exit |

Evaluation Methodology

Data on Shuttle ridership published in this report was derived from fare collection reports compiled for each day of service in 2011. Ridership data for previous years was provided by Golden Gate Transit. Data on park visitation levels was provided by NPS staff. Financial figures and monthly service hours information were compiled by Marin Transit.

Anecdotal observations on the 2011 service were provided by the ombudspersons for Marin Transit, and include such commentary as the on-time performance, weather conditions, fare collection, passenger pass-ups, service strengths, services weaknesses and ways to improve service.

In 2011, Marin Transit administered an intercept mail-back passenger survey, identical to the 2010 survey. Questionnaires were distributed by the Muir Woods Shuttle ombudspersons to Shuttle passengers while they waited for Shuttle departures at the Pohono Street Park-and-Ride lot. Questionnaires were distributed during the period July through September 2011. Findings are summarized in the last section, **2011 Passenger Survey Findings**, and are used to develop of service recommendations.

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RIDERSHIP AND PRODUCTIVITY

This section summarizes the number of passengers the Muir Woods Shuttle carried in 2011, the productivity of the service, and the percentage of visitors to Muir Woods who chose to use the Shuttle, and then compares these figures with previous years' service. Data from previous years' service was recalculated for consistency purposes when necessary, and therefore may not match previous reports. NPS has provided the number of visitors for every day from May through September 2011. Daily fare collection reports provide a daily breakdown of service hours for each service day during the peak and shoulder seasons.

Ridership

Ridership is measured as one-way passenger trips. Approximately 47,572 one-way passenger trips were made on the Muir Woods Shuttle between Saturday, May 7th, and Sunday, September 25, 2011.

Both Muir Woods visitor volumes and Shuttle ridership increased in 2011 over 2010 levels¹. While Park visitation increased by 20,055 (two percent), reaching record high park visitation levels. Shuttle ridership had increased by 46% between 2010 and 2011, reaching the highest level

of ridership since the service was initiated.

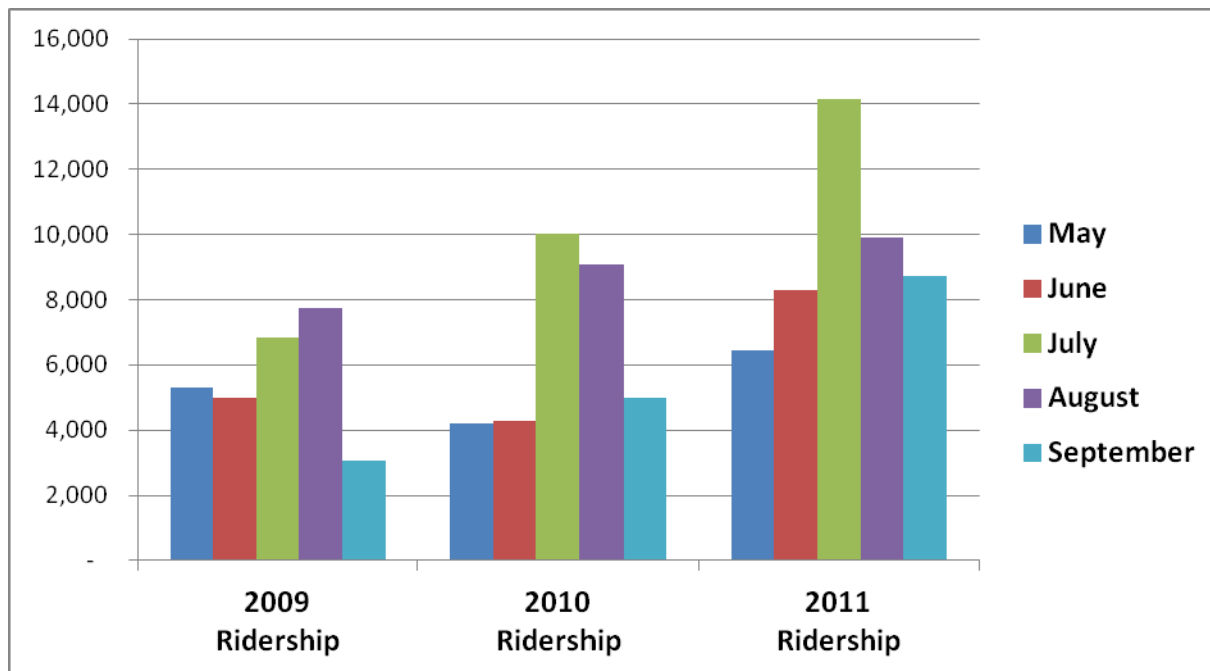
Figure 4 shows the total ridership for the 2009, 2010, and 2011 Shuttle seasons, by month, and the year-over-year change from 2009-2011 and 2010-2011. While each month showed a year-over-year increase, July saw the highest ridership. Figure 5 displays the monthly Shuttle ridership for the period 2009-2011, illustrating the importance of the core summer months of July and August.

¹ Muir Woods had 838,292 visitors in 2008, 779,356 in 2009, and 834,356 in 2010 (NPS).

Figure 4 Table of Shuttle Ridership by Month, 2008 – 2011

| Month | 2009 Ridership | 2010 Ridership | 2011 Ridership | Ridership Change 2009-2010 | Ridership Change 2010-2011 | % Change 2009-2011 | % Change 2010-2011 |
|--------------|----------------|----------------|----------------|----------------------------|----------------------------|--------------------|--------------------|
| May | 5,319 | 4,194 | 6,443 | (1,125) | 2,249 | -21% | 54% |
| June | 4,984 | 4,268 | 8,305 | (716) | 4,037 | -14% | 95% |
| July | 6,845 | 10,036 | 14,166 | 3,191 | 4,130 | 47% | 41% |
| August | 7,737 | 9,091 | 9,924 | 1,354 | 833 | 18% | 9% |
| September | 3,063 | 5,001 | 8,734 | 1,938 | 3,733 | 63% | 75% |
| TOTAL | 27,948 | 32,590 | 47,572 | 4,642 | 14,982 | 17% | 46% |

Figure 5 Chart of Shuttle Ridership by Month, 2008-2011



Shuttle ridership remains higher in the peak season (Memorial Day Weekend through Labor Day Weekend). In 2011, approximately 87% of total Shuttle riders were during the peak season. Figure 6 shows peak season ridership for the seven years of service since inception, along with the rate of change year-over-year. Growth in rid-

ership was 17% between the 2009 and 2010 peak seasons. Between 2010 and 2011, peak ridership increased by 43%. Figure 7 provides total passengers for each service weekend during the 2011 Shuttle season. Figure 7 data clearly illustrates the “peaking” of Shuttle ridership between the Fourth of July Weekend and Labor

Day Weekend. Figure 8 provides a more detailed

ridership by individual service day.

Figure 6 Peak Ridership, 2005 - 2011

| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|-----------------------------|--------|--------|--------|--------|--------|--------|--------|
| Riders | 10,219 | 14,471 | 27,713 | 29,938 | 24,737 | 28,824 | 41,236 |
| % Change From Previous Year | | 42% | 92% | 8% | -17% | 17% | 43% |

Figure 7 Ridership for Each Service Weekend of the 2011 Shuttle Season

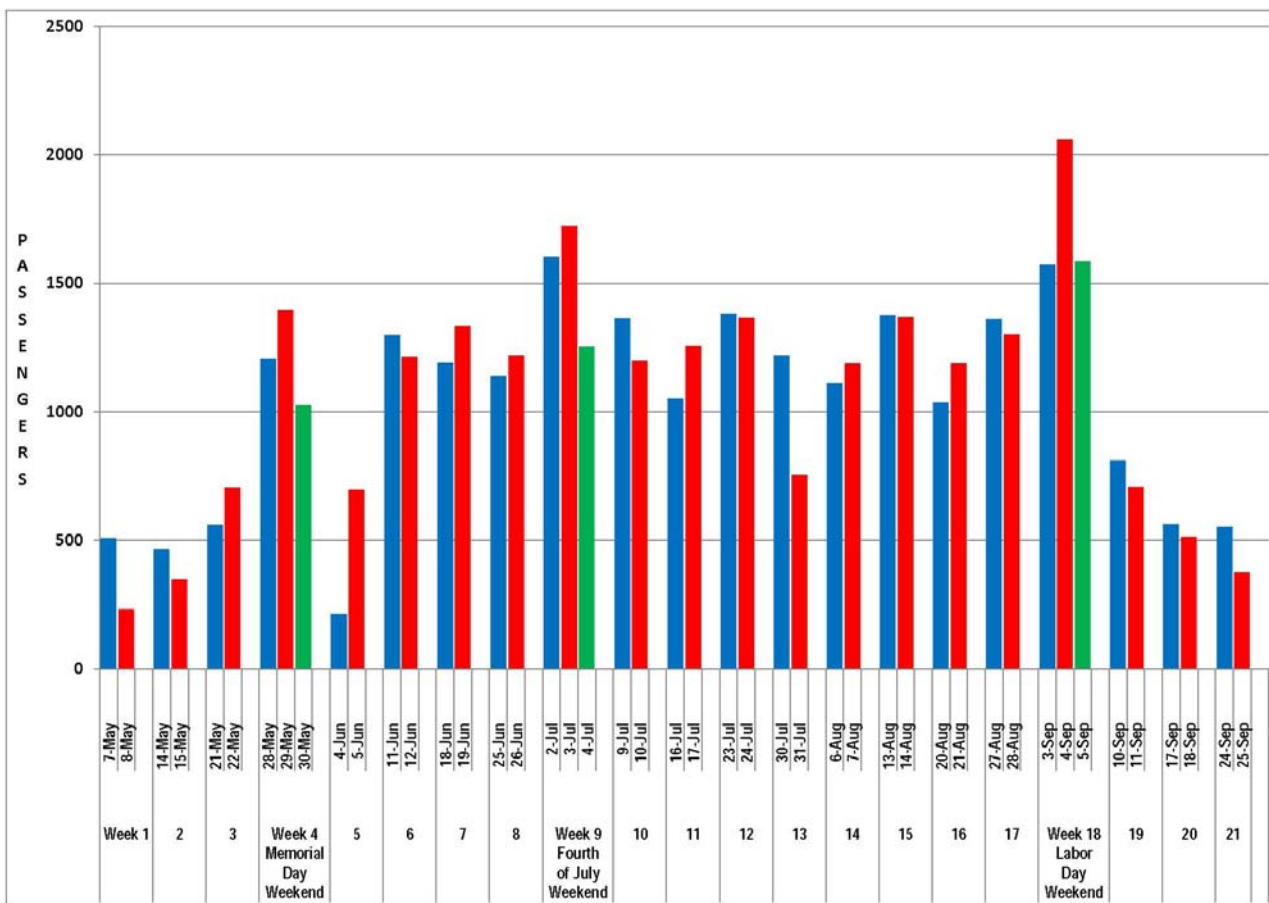


Figure 8 Daily Shuttle Ridership In 2011 Shuttle Season

| Month | Day | Daily Ridership | Monthly Ridership |
|-----------------|-------------------|-----------------|-------------------|
| May | Saturday, May 7 | 508 | 6,443 |
| | Sunday, May 8 | 232 | |
| | Saturday, May 14 | 465 | |
| | Sunday, May 15 | 347 | |
| | Saturday, May 21 | 560 | |
| | Sunday, May 22 | 704 | |
| | Saturday, May 28 | 1206 | |
| | Sunday, May 29 | 1395 | |
| | Monday, May 30 | 1026 | |
| June | Saturday, June 4 | 213 | 8,305 |
| | Sunday, June 5 | 697 | |
| | Saturday, June 11 | 1300 | |
| | Sunday, June 12 | 1215 | |
| | Saturday, June 18 | 1191 | |
| | Sunday, June 19 | 1332 | |
| | Saturday, June 25 | 1139 | |
| | Sunday, June 26 | 1218 | |
| July | Saturday, July 2 | 1602 | 14,166 |
| | Sunday, July 3 | 1722 | |
| | Monday, July 4 | 1253 | |
| | Saturday, July 9 | 1362 | |
| | Sunday, July 10 | 1197 | |
| | Saturday, July 16 | 1052 | |
| | Sunday, July 17 | 1256 | |
| | Saturday, July 23 | 1381 | |
| | Sunday, July 24 | 1366 | |
| | Saturday, July 30 | 1220 | |
| Sunday, July 31 | 755 | | |

| Month | Day | Daily Ridership | Monthly Ridership |
|------------------------------|--------------------|-----------------|-------------------|
| August | Saturday, Aug. 6 | 1110 | 9,924 |
| | Sunday, Aug. 7 | 1186 | |
| | Saturday, Aug. 13 | 1375 | |
| | Sunday, Aug. 14 | 1367 | |
| | Saturday, Aug. 20 | 1036 | |
| | Sunday, Aug. 21 | 1187 | |
| | Saturday, Aug. 27 | 1361 | |
| | Sunday, Aug. 28 | 1302 | |
| September | Saturday, Sept. 3 | 1572 | 8,734 |
| | Sunday, Sept. 4 | 2057 | |
| | Monday, Sept. 5 | 1585 | |
| | Saturday, Sept 10 | 810 | |
| | Sunday, Sept 11 | 707 | |
| | Saturday, Sept. 17 | 564 | |
| | Sunday, Sept. 18 | 513 | |
| | Saturday, Sept. 24 | 552 | |
| | Sunday, Sept. 25 | 374 | |
| 2011- Total Ridership | | | 47,572 |

Percent of Muir Woods Visitors Using the Shuttle

Another important indicator of the success of the service is the percentage of total park visitors who choose to take the Shuttle, which can be described as the Shuttle “mode share”. Of the 854,411 visitors to Muir Woods in 2011, 23,786² individual visitors rode the Shuttle. Of the total annual visitors in 2011, Shuttle mode share was

² Based on the round trip nature of the Shuttle service, the actual number of individual Park visitors is calculated by dividing the total 47,572 one-way passenger trips by two. It is assumed that each visitor makes two one-way trips per visit to the park.

3%. To calculate a truly representative mode share impact for the Muir Woods Shuttle, the mode share measure should be calculated on the number of Park visitors and those visitors using the Shuttle on its actual service days. During 2011, there were 129,585 visitors to the Muir Woods National Monument on Shuttle service days. Twenty-three thousand, seven hundred and sixty-eight park attendees rode the Shuttle on days service was provided, representing a 13.05% mode share (up from 9.17% in 2010).

Figure 9 provides average monthly Shuttle mode share for the 2011 operating season. Figure 10 provides a list of 2011 service days when Shuttle mode share met or exceeded the 13% average.

During the 2011 season, mode share met or exceeded 13% on 25 service days.

Figure 9 Monthly Shuttle Mode Share Averages in 2011 Season

| Shuttle Season - 2011 | | | | | | |
|---------------------------|------------|------------|------------|------------|------------|------------|
| | May | June | July | August | September | Average |
| Shuttle Mode Share | 10% | 14% | 14% | 14% | 12% | 13% |

Figure 10 Service Days When Shuttle Mode Share Met Or Exceeded 13% In 2011 Season

| Month | Day | Park Attendance | Mode Share |
|-------|-------------------|-----------------|------------|
| May | Saturday, May 28 | 3890 | 16% |
| | Sunday, May 29 | 4589 | 15% |
| | Monday, May 30 | 4013 | 13% |
| June | Saturday, June 11 | 3958 | 16% |
| | Sunday, June 12 | 3736 | 16% |
| | Saturday, June 18 | 4027 | 15% |
| | Sunday, June 19 | 4097 | 16% |
| | Saturday, June 25 | 4113 | 14% |
| | Sunday, June 26 | 3831 | 16% |
| July | Saturday, July 2 | 5170 | 15% |
| | Sunday, July 3 | 5356 | 16% |
| | Monday, July 4 | 4102 | 15% |
| | Saturday, July 9 | 4240 | 16% |
| | Sunday, July 10 | 4244 | 14% |
| | Sunday, July 17 | 4556 | 14% |
| | Saturday, July 23 | 5068 | 14% |
| | Sunday, July 24 | 4918 | 14% |

| Month | Day | Park Attendance | Mode Share |
|-----------|-------------------|-----------------|------------|
| August | Saturday, Aug. 13 | 4687 | 15% |
| | Sunday, Aug. 14 | 4601 | 15% |
| | Sunday, Aug. 21 | 4363 | 14% |
| | Saturday, Aug. 27 | 4476 | 15% |
| | Sunday, Aug. 28 | 3955 | 16% |
| September | Saturday, Sept. 3 | 4864 | 16% |
| | Sunday, Sept. 4 | 5243 | 20% |
| | Monday, Sept. 5 | 4598 | 17% |

Productivity

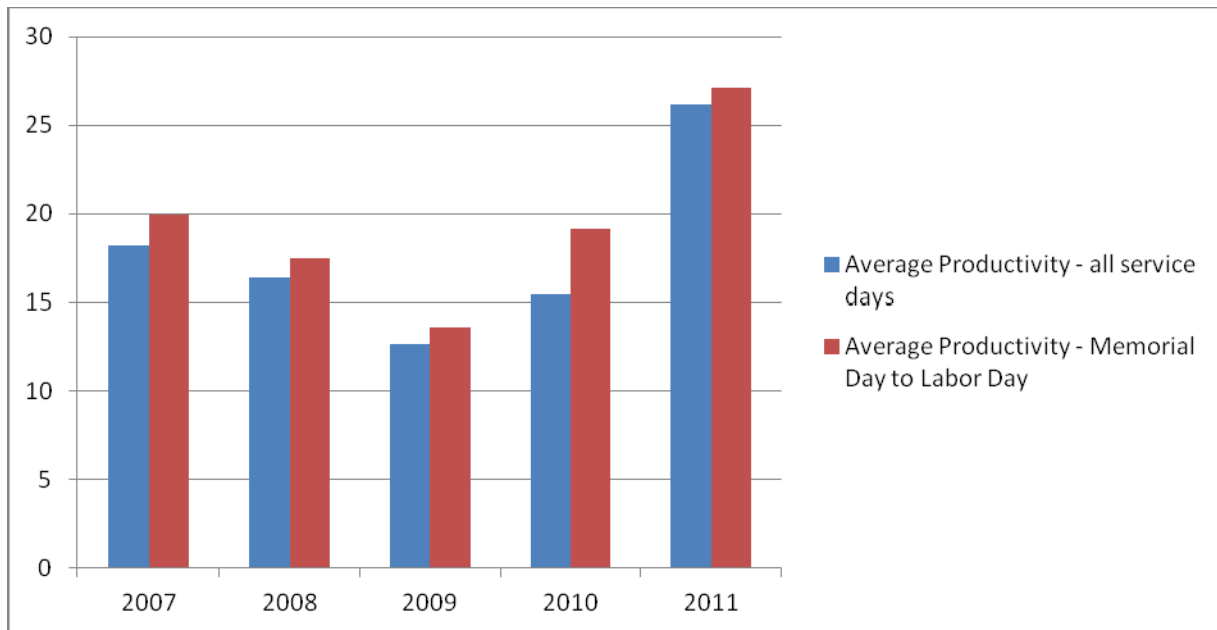
Productivity of transit service is generally measured by the number of passengers carried in each revenue hour of service. Including the shoulder season and Sausalito service, the average productivity for the 2011 Shuttle season was 26.2 passengers per hour, up a remarkable 70% from 15.4 passengers per hour for all service in

2010. Figure 11 shows the average productivity for 2007, 2008, 2009, and 2010 for all service days and for the peak season only. Figure 12 summarizes productivity trends over the four seasons, comparing peak season productivity from 2005 to 2009. The 2011 season experienced the highest overall Passenger per Service Hour levels since the inception of the Muir Woods Shuttle service.

Figure 11 Average Productivity, 2007 – 2011

| | 2007 | 2008 | 2009 | 2010 | 2011 |
|--|------|------|------|------|------|
| Average Productivity - all service days | 18.2 | 16.4 | 12.7 | 15.4 | 26.2 |
| Average Productivity - Memorial Day to Labor Day | 19.9 | 17.5 | 13.6 | 19.1 | 27.1 |

Figure 12 Passengers per Service Hour (Productivity), 2007 – 2011



On-Time Performance

In keeping with a transit industry standard, Shuttle on-time performance is measured by the percentage of trips departing from a scheduled time point five or more minutes after the published departure time. In the case of the Shuttle, trips leaving “hot” (five or more minutes early) were not considered as a schedule adherence issue.

Buses left early if they had a full passenger load. For a shuttle-type of service this is not an issue when buses are running on a 20 or 30-minute frequency.

The measurement of on-time performance was based on daily monitoring reports completed by the Shuttle ombudspersons at the Pohono Street Park and Ride lot. Several daily monitoring re-

ports were only partially completed for the actual arrival and departures. Figure 13 provides a monthly summary based on a select number of

recorded trip observations. Not all trips were monitored during the season.

Figure 13 Shuttle On-Time Performance, 2011 Season

| Month | Number of Trips Observed | % On-Time | % Departing Late |
|---------------|--------------------------|-----------|------------------|
| May | 42 | 88% | 12% |
| June | 166 | 81% | 19% |
| July | 81 | 91% | 9% |
| August | 100 | 91% | 9% |
| September | 36 | 75% | 25% |
| TOTALS | 425 | 86% | 14% |

Late departures tended to cluster midday between 11:00 AM and 2:00 PM. There were a higher proportion of late departures on holiday weekends with higher passenger volumes and traffic congestion. On-time performance is difficult to maintain under the Shuttle operating conditions. Reasons for late departures included:

- Buses leaving the Golden Gate Transit yard late at the beginning of a shift (vehicle breakdown or operators showing up late).
- Delays in passenger boardings (arranging exact fare and actual onboard fare collection).
- Traffic congestion on-route or at the Muir Woods site.

Passenger pass-ups occur during peak periods when passenger demand exceeds bus capacity on a trip by trip basis. Bus capacity is restricted to 36 seated passengers. Standing is not permitted because of the steep and curvy roadway design. Pass-ups can occur on a regular basis during the holiday weekends. As many as 100-130 people were left standing in line after the bus arrived and departed full to capacity. Pass-ups tended to occur between 10:00 AM and 2:30 PM. On peak days, some passengers waited to board for up to three buses. Some of those waiting were discouraged and departed by car to Muir Woods instead of waiting for the Shuttle

Passenger Pass-Ups

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SERVICE COSTS AND FAREBOX RECOVERY

The total service cost for 2011 was \$366,934. This includes the operating costs, lease costs, and the cost of marketing the service and providing information. An increase of \$26,725 is attributed to higher Golden Gate Transit Contract and Operating costs. Figure 15 identifies the service hours, costs, revenue, and a series of key performance measures for the Shuttle for the past five seasons. It should be noted that the lower number of service hours is attributed to a lower number of service weekends.

Farebox Recovery

In its six years of service, the Muir Woods Shuttle has evolved from offering free rides in its inaugural year (2005), to charging a \$2.00 round trip cash fare in 2006 and 2007, and charging a \$3.00 round trip cash fare in 2008 through 2011. For all years where a fare was charged, seniors, youth, and disabled riders were offered a discounted \$1.00 fare. After four years of operation at the current fare level, the fare increase that took effect in 2008 has not had a dampening effect on ridership. The current \$3.00 fare is not a significant barrier to ridership or mode selection as ridership increased a remarkable 41% from 2009 to 2011 and 31% from 2010 to 2011.

Marin Transit could consider raising the roundtrip fare for the 2012 season. The current \$3.00

round trip fare is unique to this service. Marin Transit's standard fare is \$2.00 one way or \$5.00 for a day pass. As indicated by the record-high ridership, there is a unique demand for service to the Muir Woods Park. Considerations will include evaluation of an appropriate fare increase for the 2012 season.

As shown in Figure 15, a total of \$65,802 was collected in fares over the course of the 2011 season, compared to \$43,864 in 2010, \$39,805 in 2009, and \$44,064 in 2008. The 2011 season demonstrated record ridership and fare revenues.

Applying fare revenue to the full cost for service results in a net total cost for service of \$301,133 and a farebox recovery rate of 21.85%, which includes the contract and operating costs with the provider Golden Gate Transit as well as other direct costs for Marin Transit's ombudsperson for passenger assistance, Changeable Message Signs, and portable toilet rentals, and administrative expenses for management of the service.

With all expenses included, the farebox recovery rate for the Muir Woods Shuttle operation is about the same as the average farebox recovery rate of Marin Transit's twelve regular fixed routes operated by Golden Gate Transit, which have an average fare recovery of 21.9% percent.

Figure 15 Muir Woods Shuttle Service Costs, 2007 - 2011

| | 2007 | 2008 | 2009 | 2010 | 2011 | % Change 2010- 2011 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------------|
| Service Hours* | | | | | | |
| TOTAL | 1,739 | 2,112 | 2,159 | 2,115 | 2,108 | -0.3% |
| Ridership | | | | | | |
| Annual Ridership | 33,534 | 34,536 | 27,948 | 32,590 | 47,572 | 46.0% |
| Golden Gate Transit Contract Costs | | | | | | |
| Operating Costs | \$ 187,747 | \$ 204,216 | \$ 238,238 | \$ 240,073 | \$ 245,337 | 2.2% |
| Lease and Preparation Costs | \$ 47,520 | \$ 59,135 | \$ 66,154 | \$ 37,078 | \$ 63,378 | 70.9% |
| Marketing and Information | \$ 14,208 | \$ 14,918 | \$ 13,346 | \$ 3,835 | \$ 5,532 | 44.3% |
| SUBTOTAL | \$ 249,475 | \$ 278,269 | \$ 317,738 | \$ 280,986 | \$ 314,248 | 11.8% |
| Other Costs | | | | | | |
| Consultant Contract & Data Entry (2010) | \$ 34,405 | \$ 12,500 | \$ - | \$ 1,302 | \$ - | -100.0% |
| Additional Marketing | \$ 10,000 | \$ 10,000 | \$ - | \$ 2,617 | \$ 1,928 | -26.3% |
| Passenger Assistance (Ombudsperson) | \$ 5,400 | \$ 5,600 | \$ 5,717 | \$ 5,344 | \$ 8,522 | 59.5% |
| Changeable Message Sign Rental and Operating Staff Costs | \$ 32,500 | \$ 32,500 | \$ 32,500 | \$ 32,500 | \$ 20,330 | -37.4% |
| Marin Transit Administration Costs | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 19,218 | 28.1% |
| Portable Restroom Rental | \$ 2,000 | \$ 2,500 | \$ 2,817 | \$ 2,460 | \$ 2,690 | 9.3% |
| SUBTOTAL | \$ 99,305 | \$ 78,100 | \$ 56,032 | \$ 59,223 | \$ 52,687 | -11.0% |
| TOTAL COSTS | \$ 348,780 | \$ 356,369 | \$ 373,770 | \$ 340,209 | \$ 366,934 | 7.9% |
| Farebox Revenue | \$ 28,504 | \$ 44,064 | \$ 39,805 | \$ 43,864 | \$ 65,802 | 50.0% |
| NET TOTAL COST | \$ 320,276 | \$ 312,305 | \$ 333,965 | \$ 296,345 | \$ 301,133 | 1.6% |

*Service hours for 2011 reflect fewer total service days (difference of one weekend in May) despite additional unscheduled service added on high demand holiday weekends.

Figure 16 Muir Woods Shuttle Service Costs, 2007 - 2011 (Continued)

| | 2007 | 2008 | 2009 | 2010 | 2011 | % Change 2010- 2011 |
|--|-----------|-----------|-----------|-----------|-----------|------------------------------|
| Farebox Recovery Ratios | | | | | | |
| Farebox Recovery/GGT Operating Cost | 15.81% | 21.58% | 16.71% | 18.27% | 26.82% | 9% |
| Farebox Recovery/GGT Contract Cost | 11.43% | 15.84% | 12.53% | 15.61% | 20.94% | 5% |
| Farebox Recovery/Total Cost | 8.17% | 12.36% | 10.65% | 12.89% | 21.85% | 9% |
| Performance Measures | | | | | | |
| Cost/Service Hour | \$ 200.56 | \$ 168.74 | \$ 173.12 | \$ 160.86 | \$ 174.07 | 8% |
| Cost/One Way passenger Trip | \$ 10.40 | \$ 10.32 | \$ 13.37 | \$ 10.44 | \$ 7.71 | -26% |
| Subsidized Cost/One Way Passenger Trip | \$ 9.55 | \$ 9.04 | \$ 11.95 | \$ 9.09 | \$ 6.33 | -30% |
| Passengers/Revenue Hour | 19.28 | 16.35 | 12.94 | 15.41 | 22.57 | 46% |

Cost Per Service Hour

The cost per service hour increased 8% over the 2010 season. The increase was attributed to the increase in the GGT contract services.

Cost Per One-Way Passenger Trip

The cost per one-way passenger trip falls as ridership increases. As shown in Figure 15 and 16, this season represents the all-time low cost of \$7.71 per one-way passenger, primarily due to

this season's Shuttle ridership increase.

Subsidized Cost Per One Way Passenger Trip

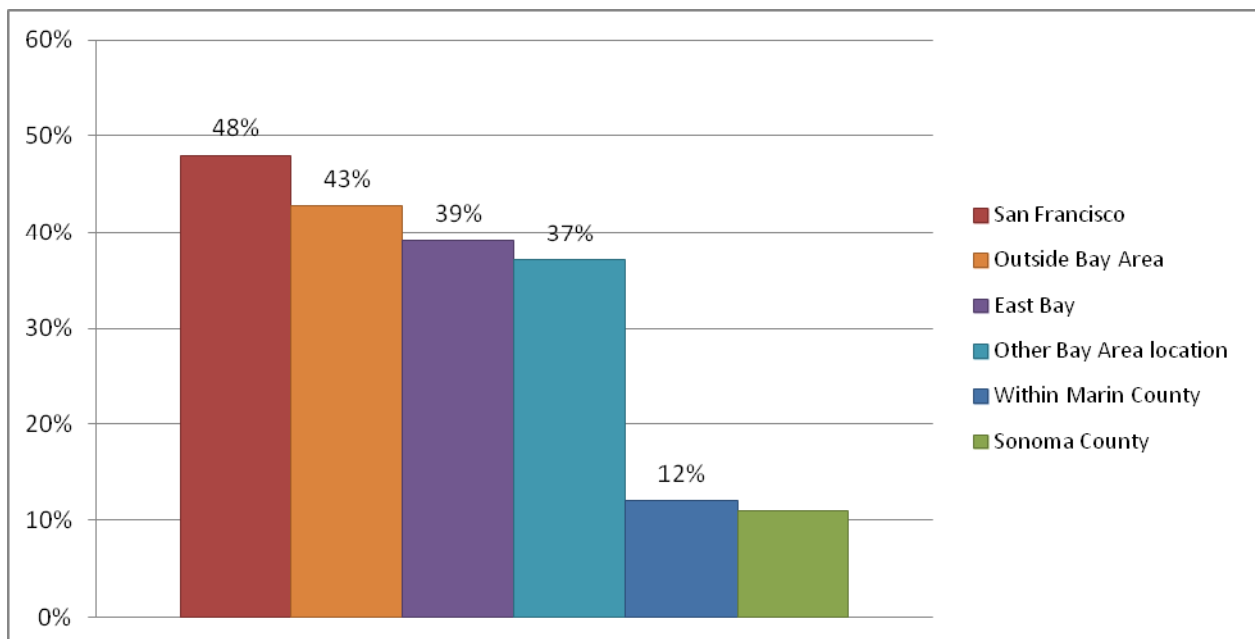
The District's subsidy per passenger performance standard for the Muir Woods Shuttle is \$5 per passenger. The subsidized cost per one way passenger trip has fluctuated over the past four years. There was a more dramatic decrease of 24% from 2009 to 2010 because of reduced service delivery costs combined with increased ridership. At \$6.33 per one way passenger, this season reached a record low.

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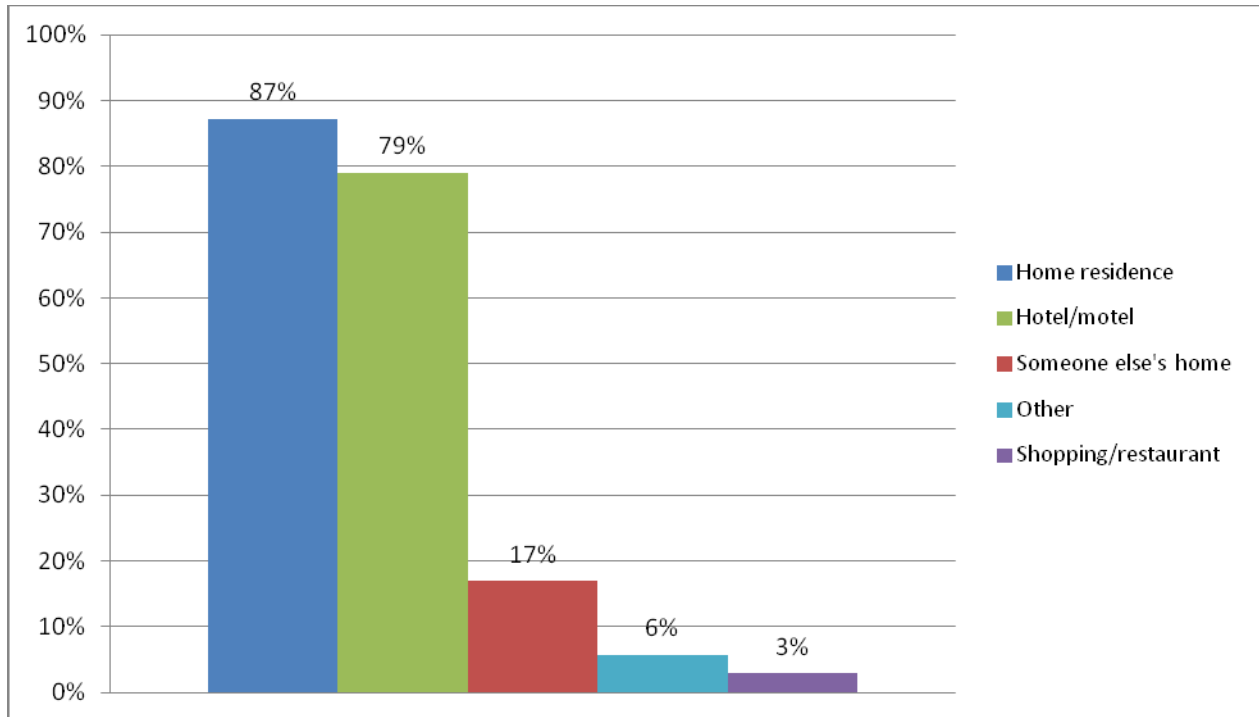
2011 PASSENGER SURVEY FINDINGS

In 2011, Marin Transit administered an intercept mail-back passenger survey. The survey was identical to the survey administered in 2010. The Muir Woods Shuttle ombudspersons distributed questionnaires to Shuttle passengers while they waited for Shuttle departures at the Pohono Street Park-and-Ride lot. Questionnaires were distributed during the period July through September 2011. Four hundred seventy-three questionnaires were returned for analysis. The following provides an overview of survey findings organized by question.

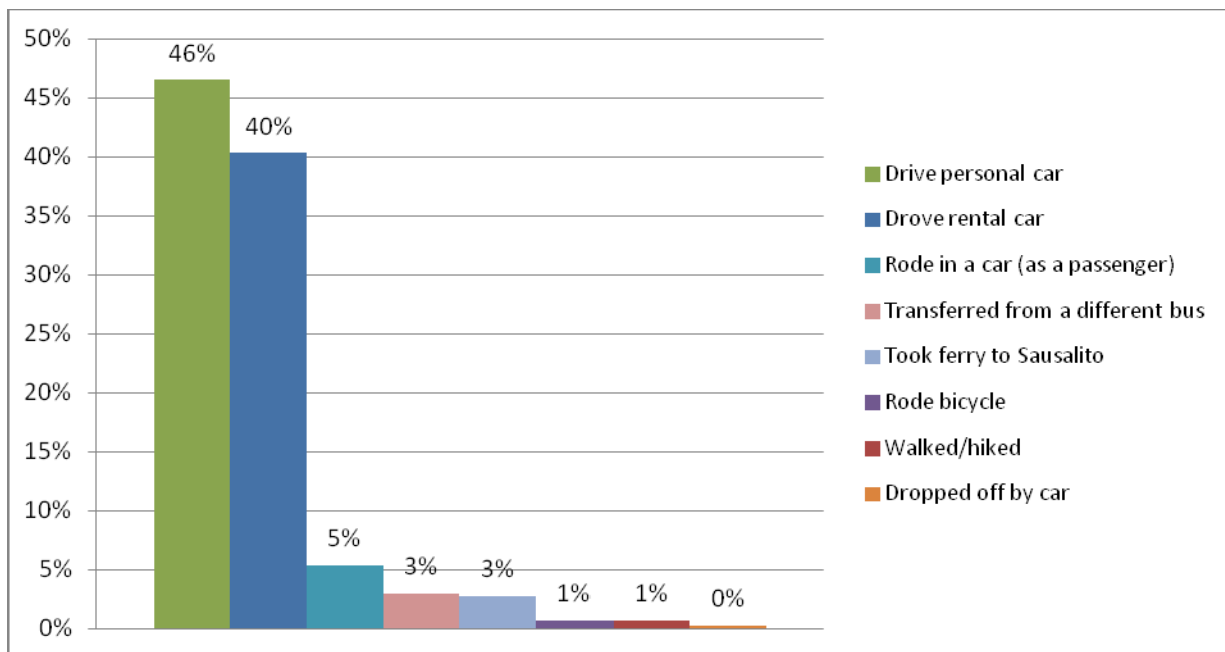
Question 3: Where did you come to Muir Woods from today?



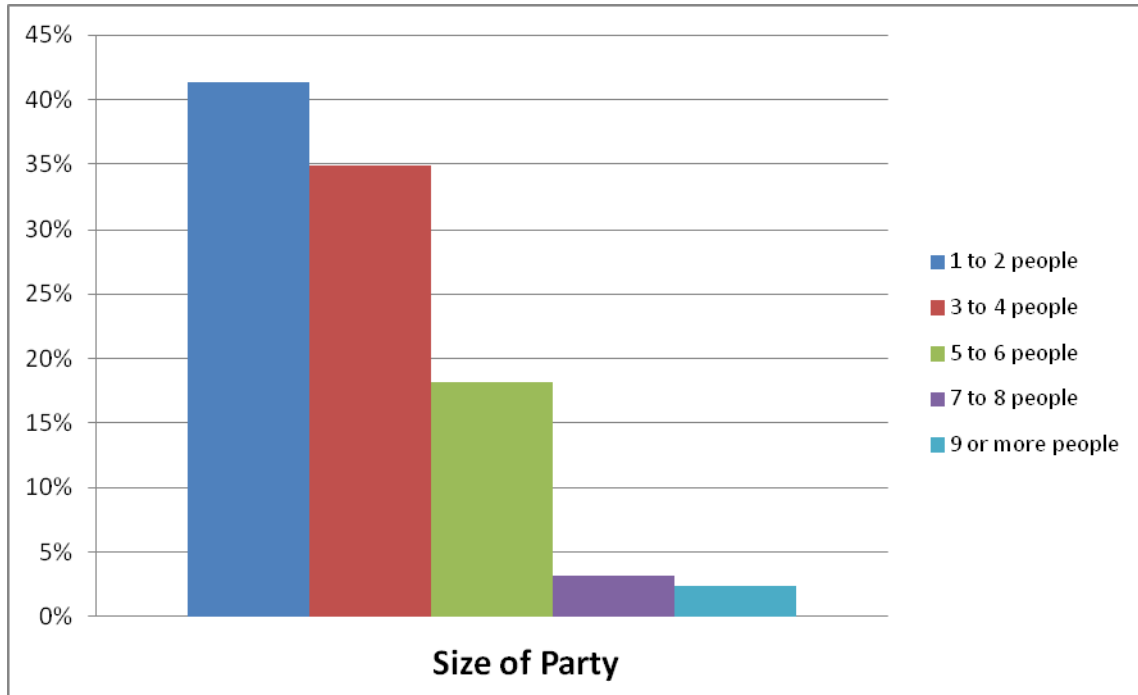
Question 4: Where did you begin your trip?



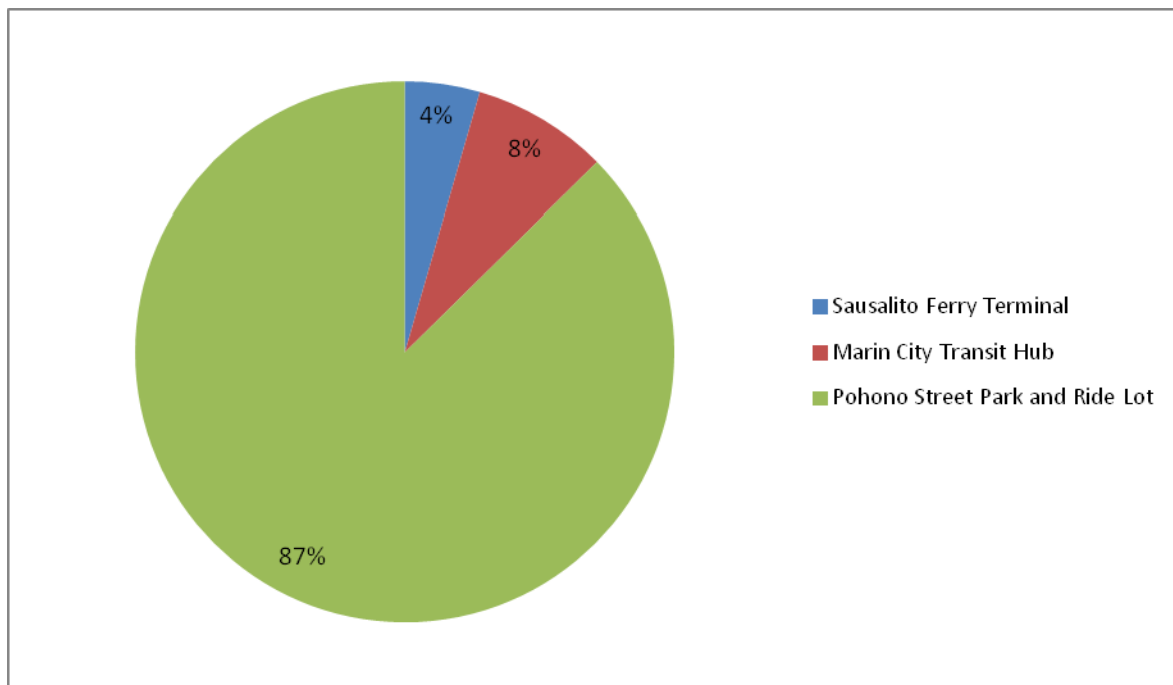
Question 5: How did you get to the Muir Woods Shuttle?



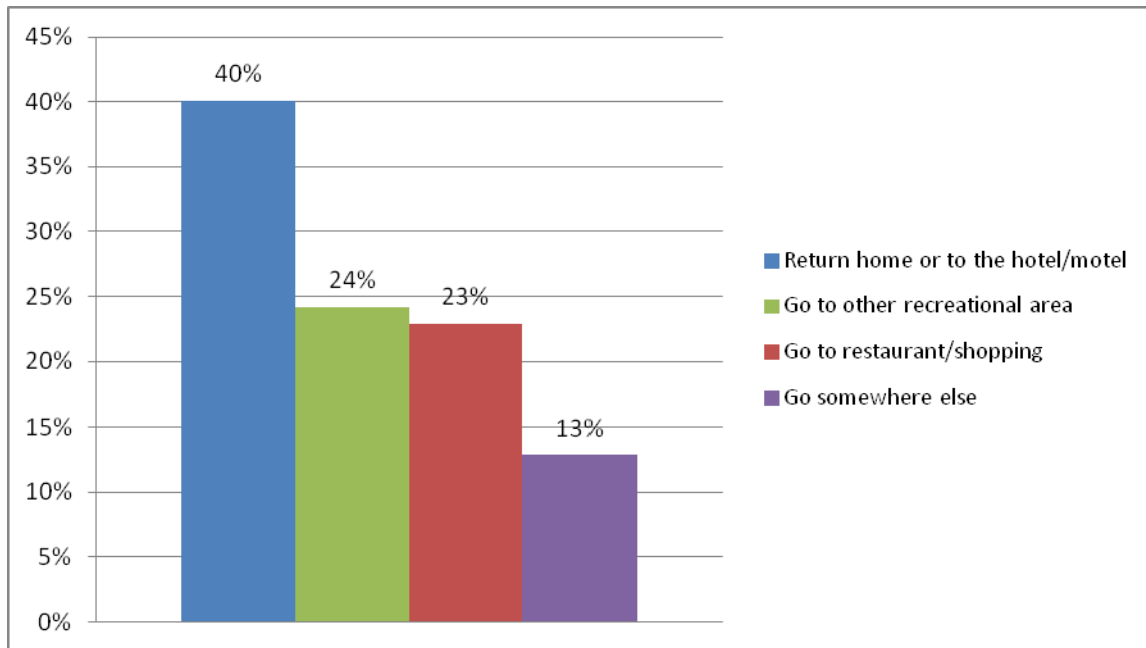
Question 6: What is the total number of people in your party?



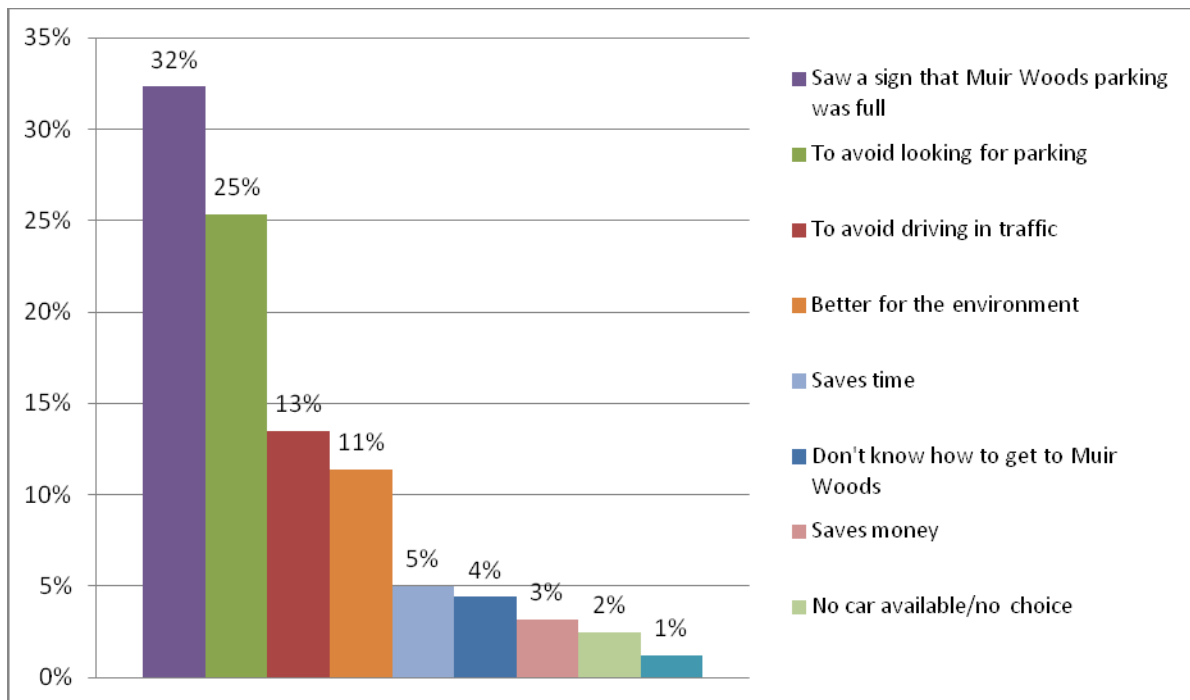
Question 7: Where did you get on the shuttle bus going to Muir Woods?



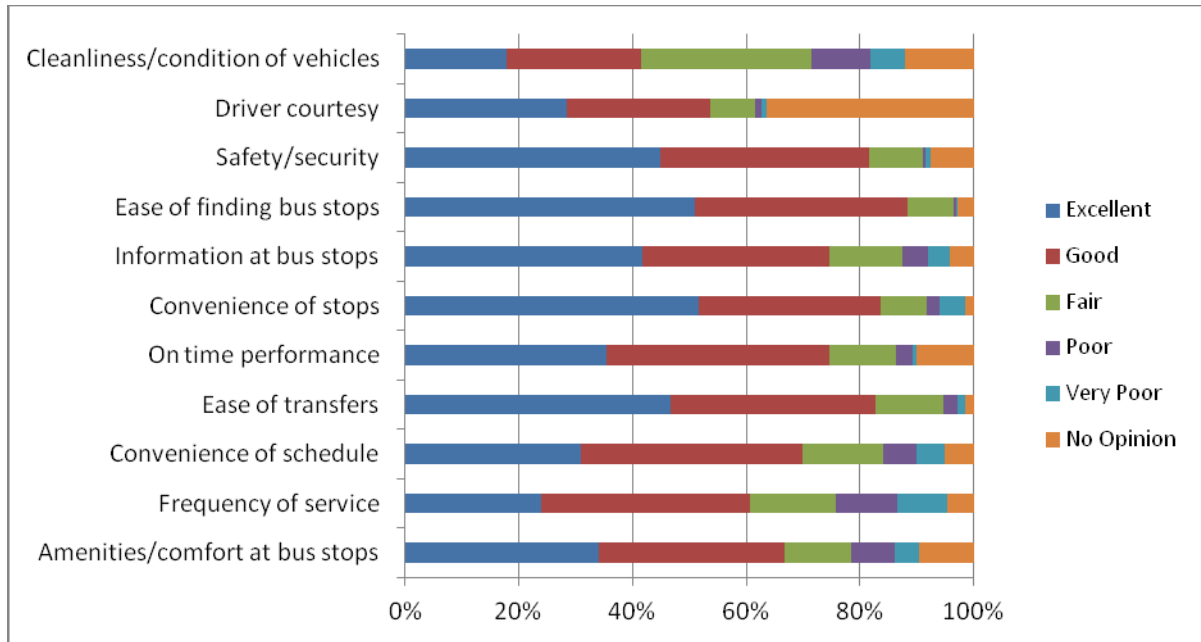
Question 8: After you leave Muir Woods today, where are you going next?



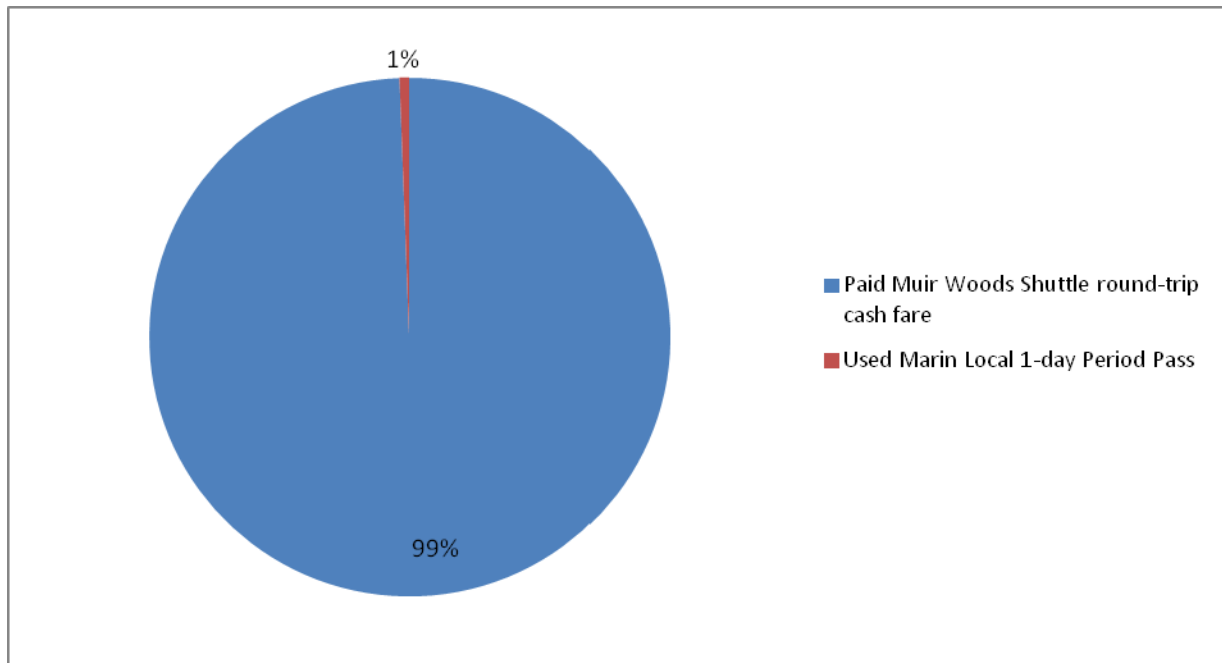
Question 9: Why did you choose to use the Muir Woods Shuttle today?



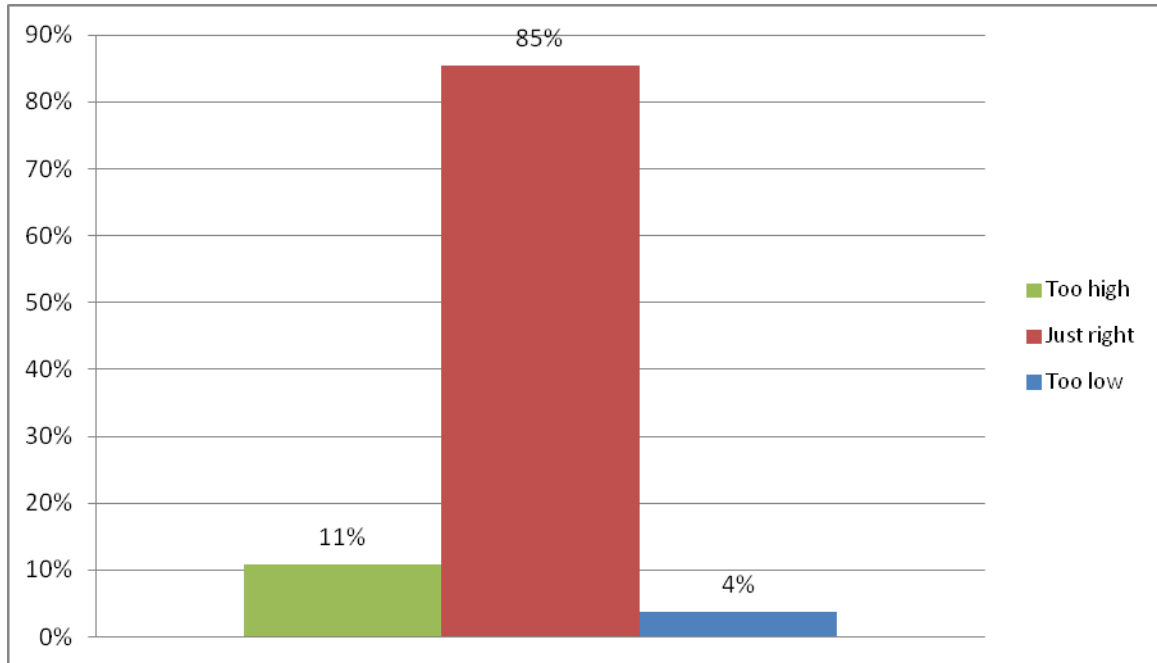
Question 10: Tell us what you think of the Shuttle Service?



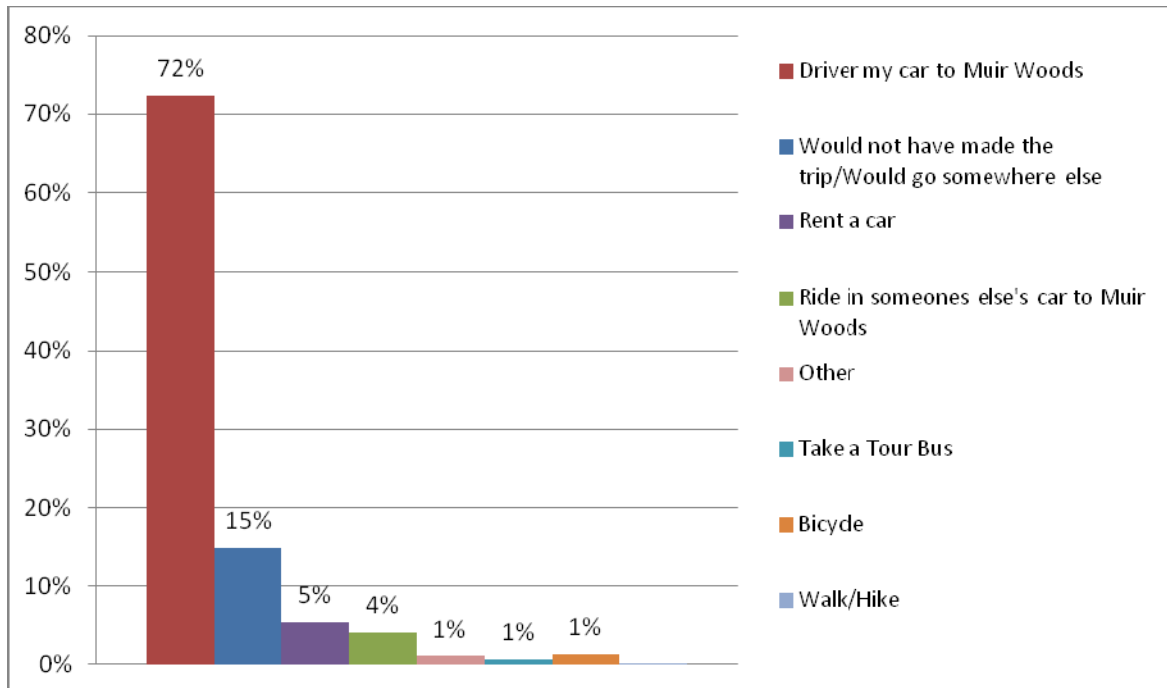
Question 11: How did you pay your fare on the Muir Woods Shuttle today?



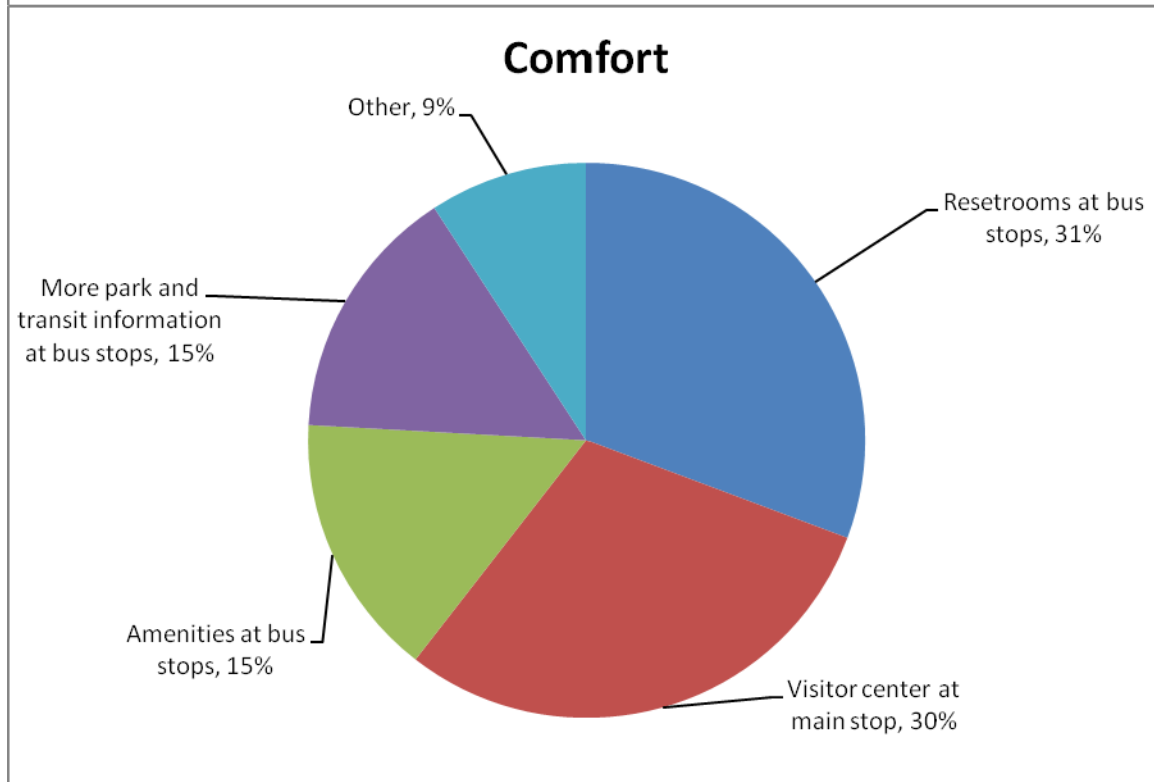
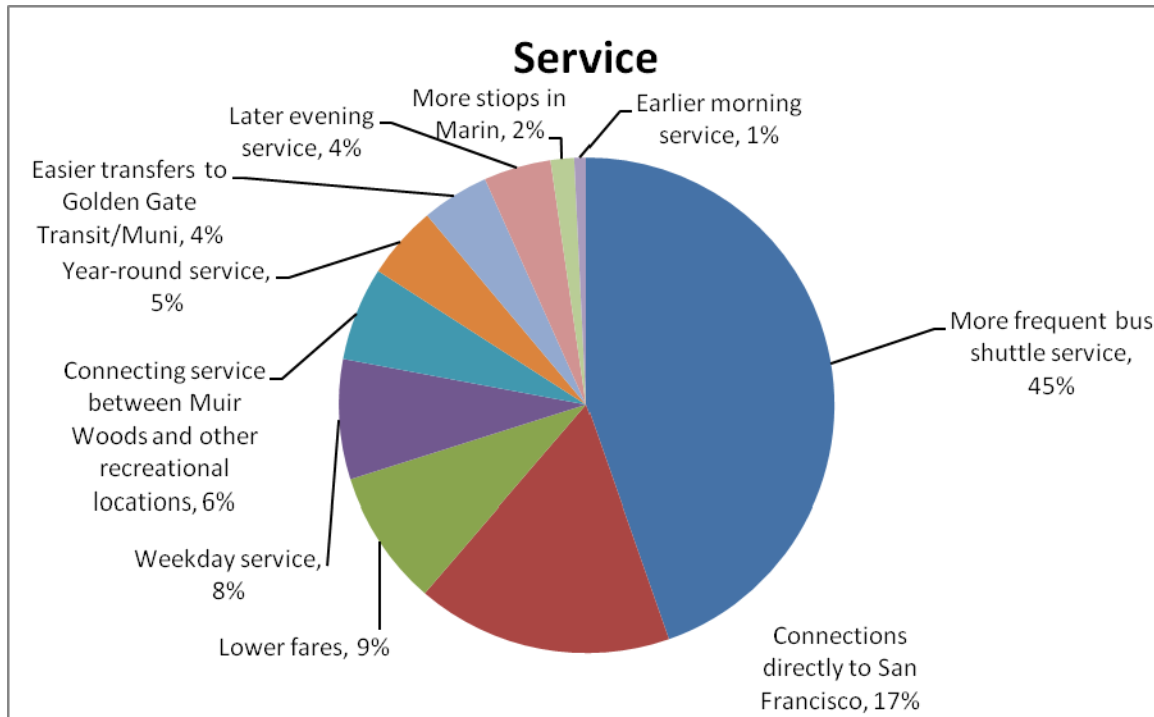
Question 12: What do you think of the fare for this service?



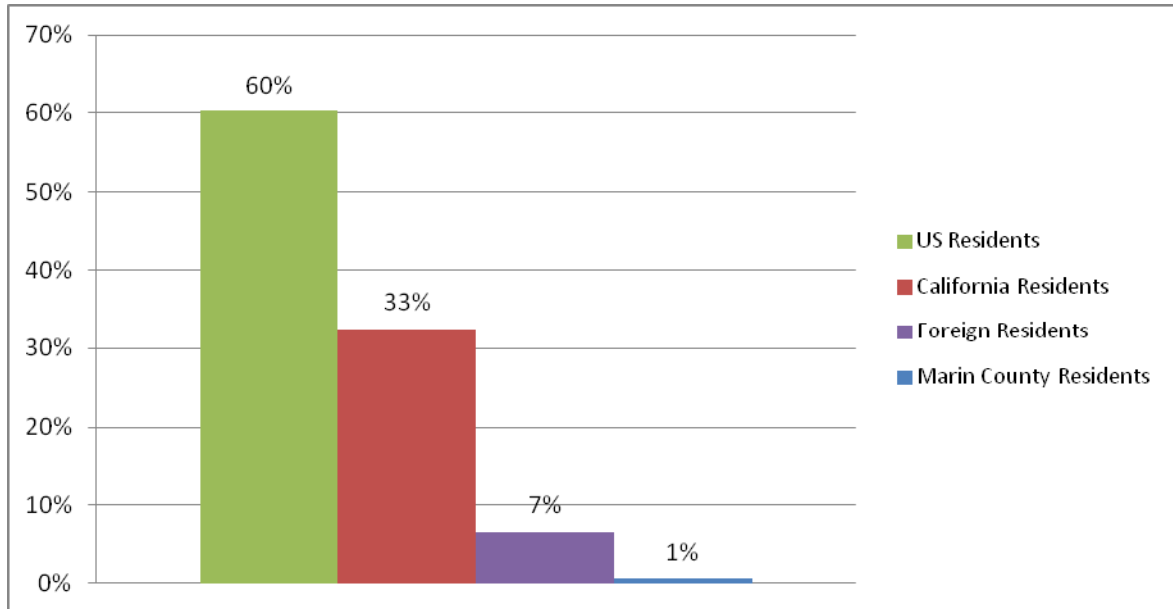
Question 13: How would you have made this trip if you couldn't ride the shuttle?



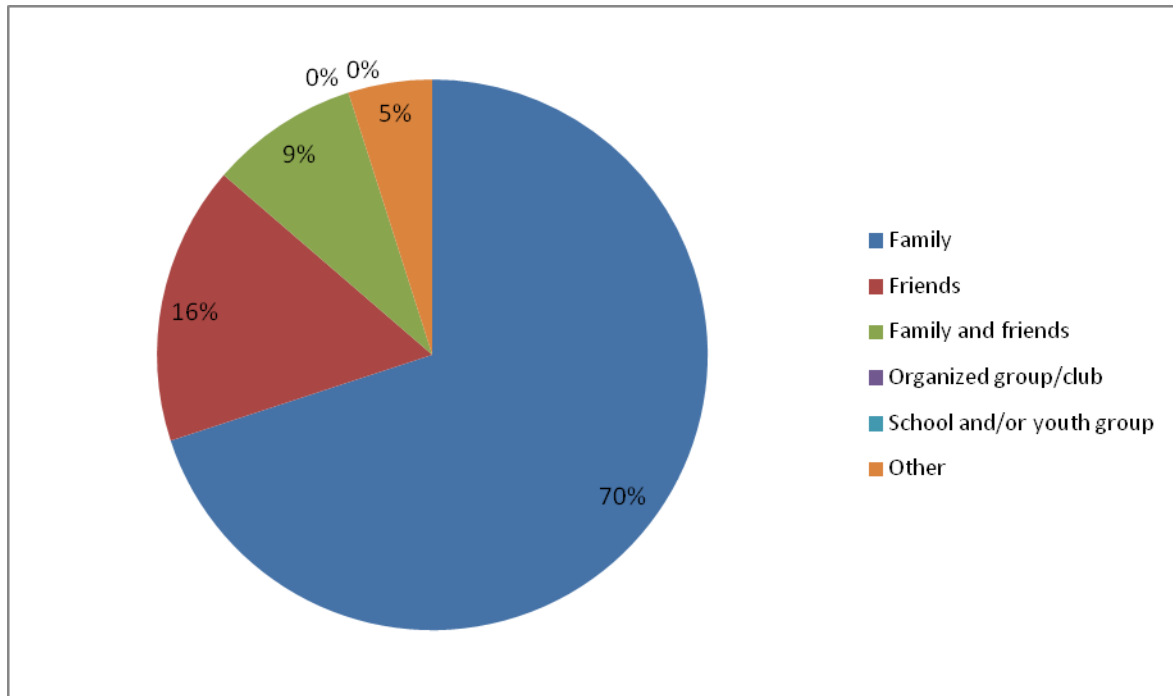
Question14: Which of the following improvements would make you more likely to use the shuttle again in the future in terms of Service and Comfort?



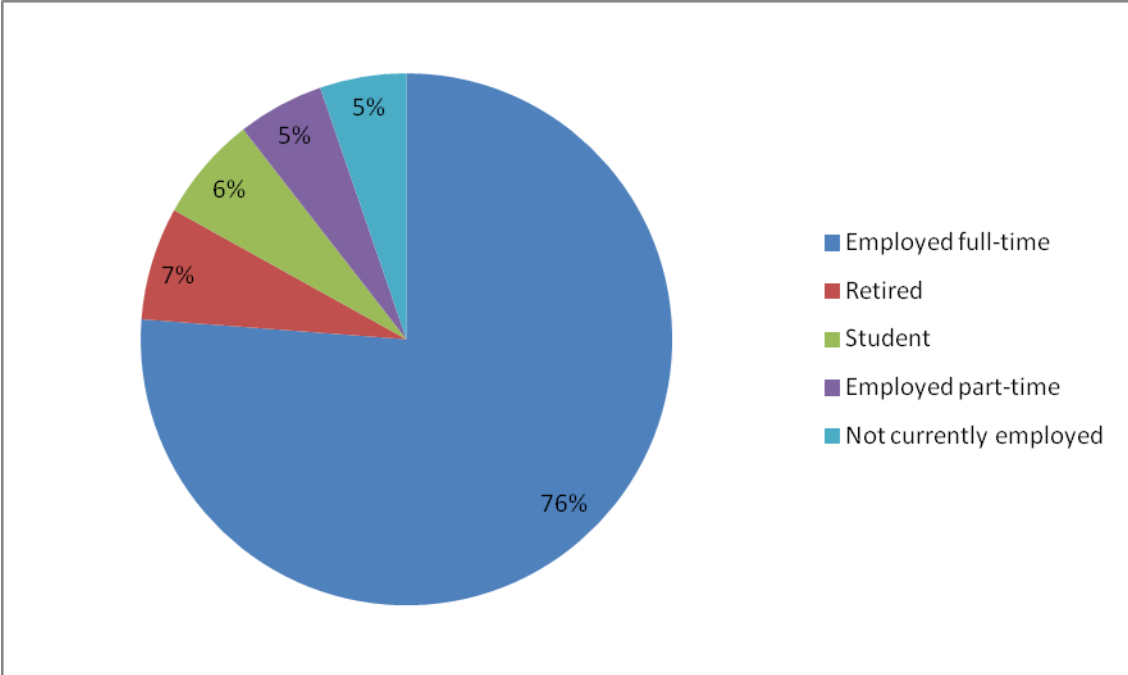
Question15: Where do you live?



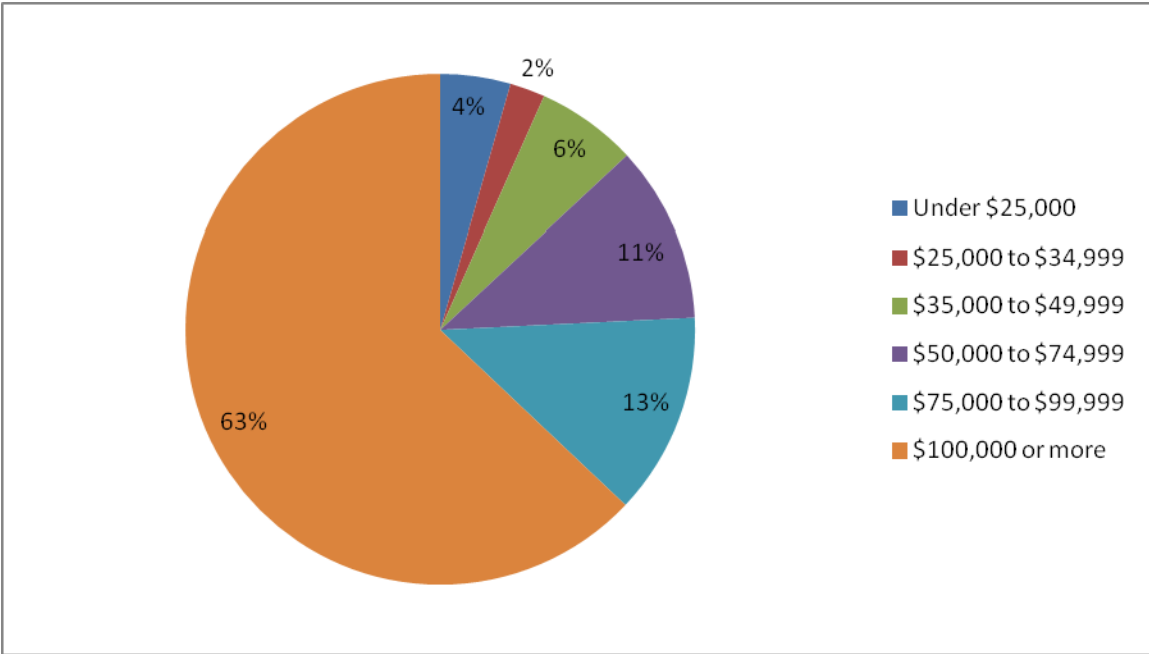
16. Which of the following best describes your group?



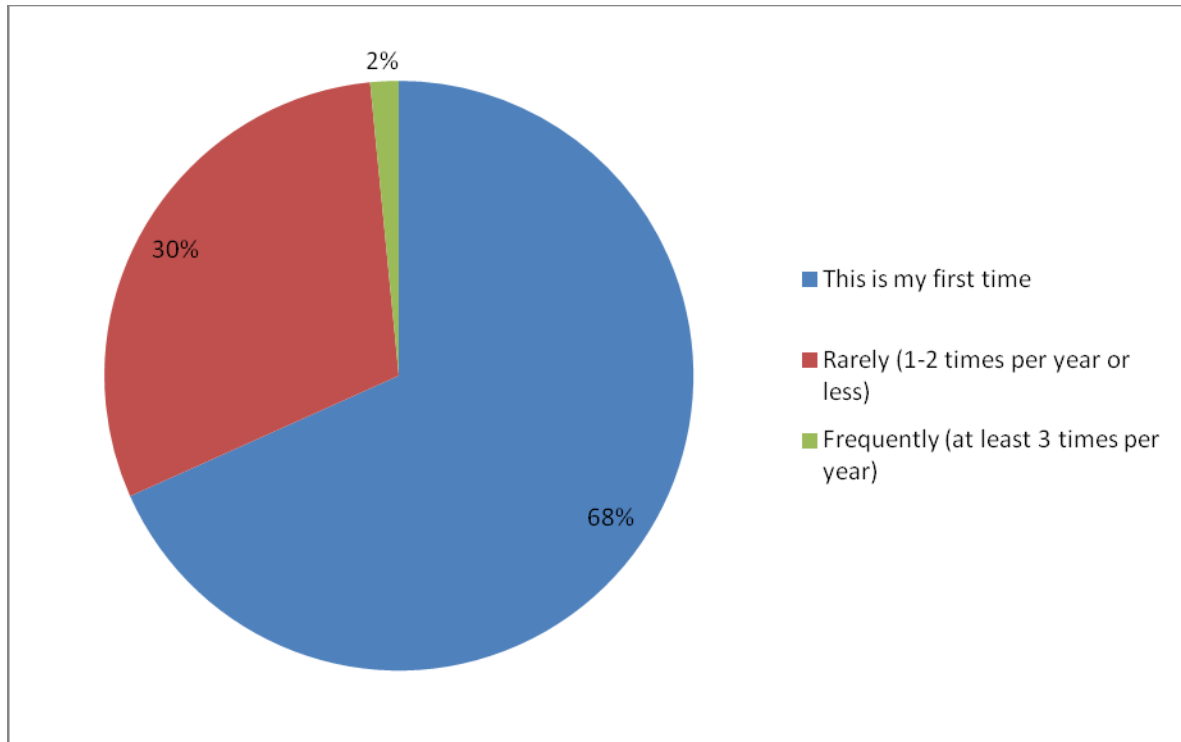
Question 19: Are you employed?



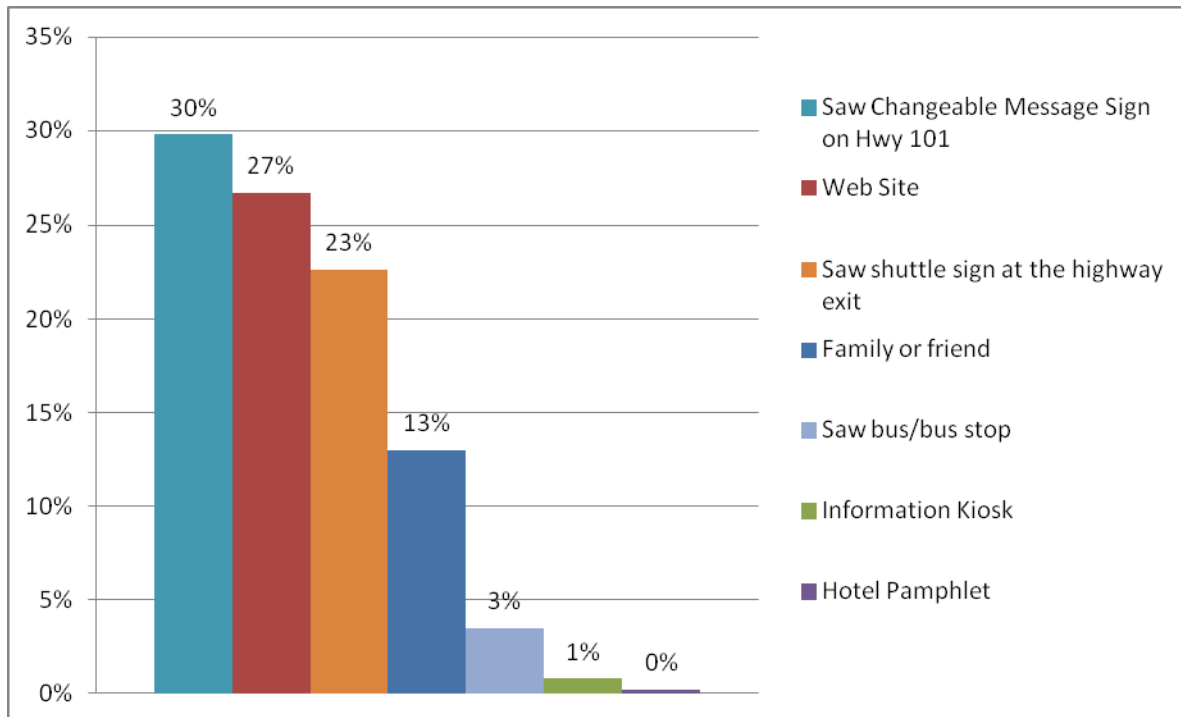
Question 20. Total household income (for everyone in your household)



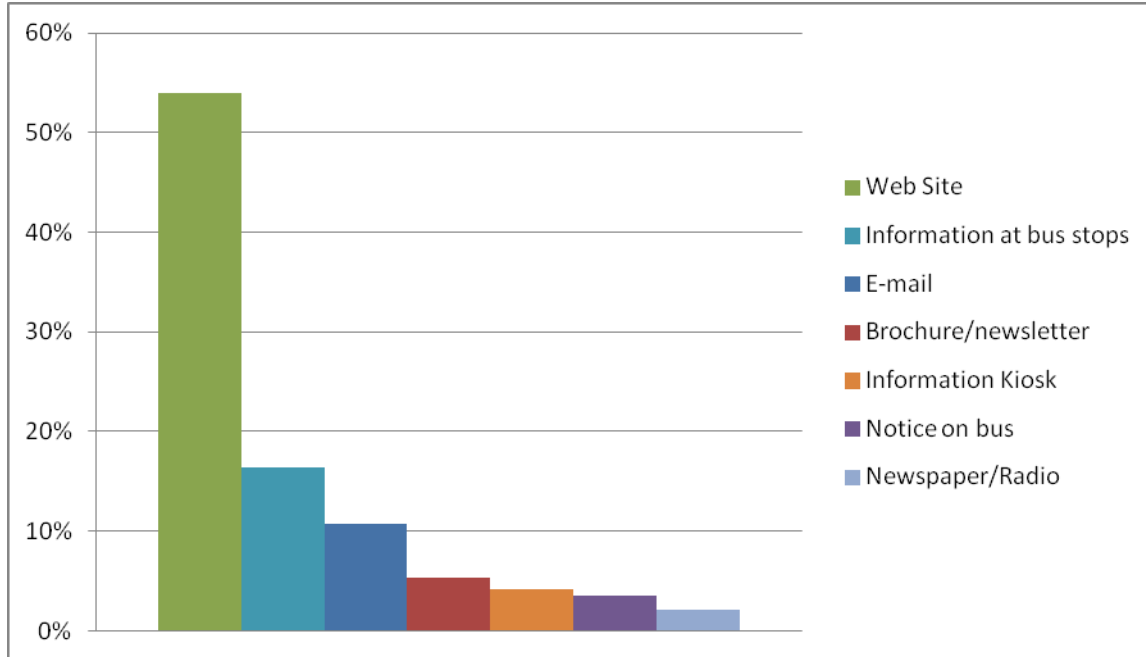
Question 21: How often do you visit Muir Woods?



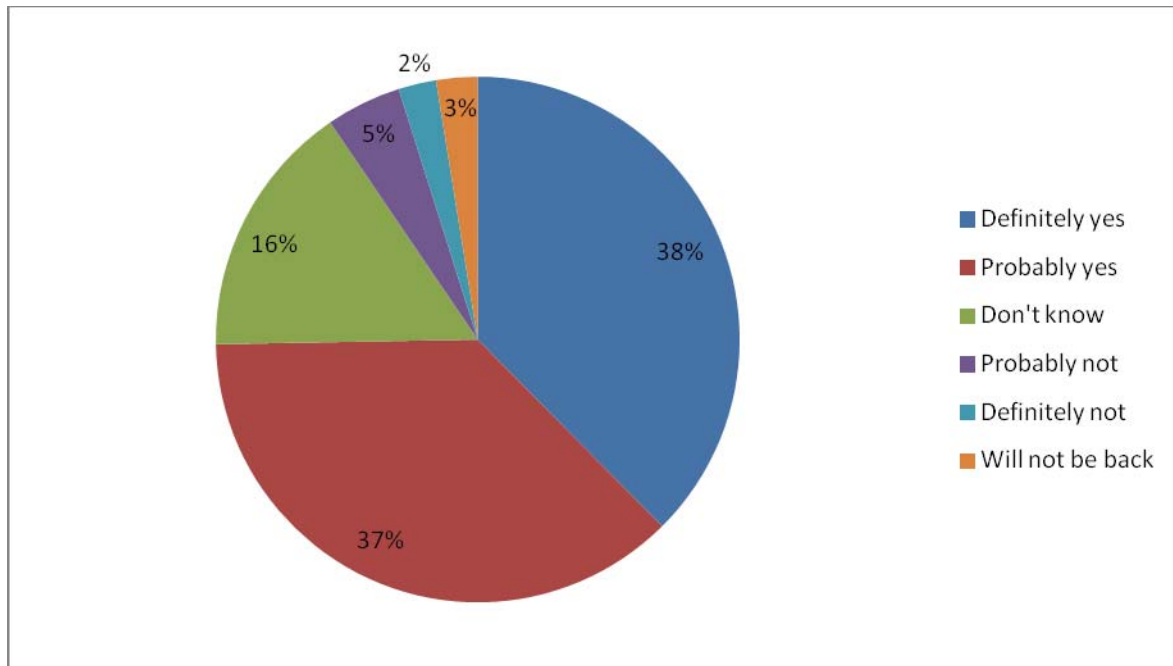
Question 22: How did you learn about this Shuttle?



Question 23: How do you prefer to get information on the Muir Woods Shuttle?



Question 25: Would you use this Shuttle again?



Question 26: Other Comments on transportation to Muir Woods?

| COMMENTS - grouped by category and duplicates removed |
|--|
| Fare System |
| Change the fare collection system. Too inefficient! |
| Provide a ticket machine at bus stop, trash can at bus stop further back from bus shelter, use buses with front facing seats to reduce/prevent carsickness, provide carsickness avoidance tips. |
| Pay for tickets before getting on the bus. Unfortunately, we came on a holiday weekend so there is a lot of traffic. |
| Change machine would be good. Learned about shuttle on nps.gov website. Would like to use shuttle connecting between Muir Woods and Stinson Beach. |
| Need change machine and/or ticket booth with credit card option |
| Exact change requirement slows process and NOT convenient |
| Need more fare paying options. The need to have the correct change for ticket purchase is limiting. Need easier and more flexible payment options. |
| Marketing |
| Used John Muir website. |
| Learned about shuttle at Muir Woods - National Park website. |
| Learned about shuttle from GGT. |
| Learned about shuttle on mymuirwoods website. |
| Learned about shuttle on muir woods website. add the street address or GPS coordinate to website to make it easier to find using a GPS. |
| Make information available in SF hotels. |
| Bus Stop Experience |
| Long lines, but worth it! |
| We waited for 2 shuttles in line before there was room. totally unacceptable, very bad experience. |
| Buses dont have enough capacity. Too much waiting. Rather have more parking at woods. The Shuttle does not save time or money. |
| Dangerous highway crossing Pohono. |
| Great information at bus stop. Very nice! :) |
| Service should return to the parking lot. Need more shelter please! Would like to be returned to pickup location. On Memorial Day weekend, we had to walk back in the rain, which was not safe! |
| Grateful for shuttle - wish it picked up and dropped off at same place. That's confusing if you are not from here. |
| Visitor center at stop would be good for getting exact change, bathroom, etc. |
| The different pick up and drop off locations are inconvenient. |
| Need to have more frequent service. The wait is too long. The Shuttle is good to have from environmental aspect yet need to meet visitors needs. Next time i will drive. Too slow to load bus, need better organization. |

| |
|---|
| Operations |
| Dont have the AC on the buses when it is cold outside! it was freezing in the bus, save energy by turning off the AC. |
| I like that the bus is very clean. |
| Excellent way to visit Muir Woods especially for overseas tourists. |
| Great service! It is good to provide a warning regarding curves of the road and avoiding vomiting. |
| Need more parking at Muir Woods so that we dont have to take the shuttle. |
| Driver was very careful through the work zone. Thank you! |
| Signage |
| Prefer to get info via street signs. |
| Need better signs to bus stop. Signs to bus stop were unclear - try including distance information on them. |
| Great signage on freeway 101. |
| Would like to see connection to Muir Beach. Thank you! Wonderful ride! Glad not to have to drive! Price was fabulous! Thank you for putting the sign on the freeway. That saved us a lot of work trying to drive to the park. |

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CONCLUSIONS AND RECOMMENDATIONS

Muir Woods National Monument Congestion Management and the Muir Woods Shuttle

Demand for parking at the Muir Woods site exceeds onsite capacity on many weekend and summer weekdays. Private vehicles or rental vehicles remain the key modes for accessing Muir Woods. Muir Woods visitor traffic creates congestion on Marin County highways leading to and from the sites. This situation will continue to worsen as annual visitation continues to increase. The Muir Woods Shuttle could play a more significant role in congestion management. Over time, additional capacity could be added on the Saturdays and Sundays of peak season Holiday Weekends, and as funding becomes available, service expansion to weekdays could be considered during the peak summer months of July and August. *However, in the near term, there are a number of areas that need to be addressed to attract more Shuttle use: improve Pohono site amenities, improve the fare payment system, and reduce passenger pass-ups and wait times.*

Importance of Ombudsperson Presence

The presence of an ombudsperson is critical to a better passenger experience and to the operational monitoring of service. Having two ombudspersons with some peak season shift overlap has enhanced the effectiveness of this position. *These positions should continue as part of the provision of Shuttle service. The dissemination of Park and transit information and trip by trip service monitoring should remain key functions.*

Fares and Fare Collection

Exact fare policy and fare collection remain an “Achilles heel” to Shuttle operations. Confusion over fare collection can result in delayed bus departures and visitor frustration or anxiety. *Marin Transit, along with NPS, should investigate feasible strategies to improve fare collection through the on-site availability of change machines, credit card processing, or pre-sale of tickets at area hotels or online. Consideration should also be given to conducting a possible fare increase.*

Passenger Pass-Ups

Passenger pass-ups also remain a problem that negatively impacts the visitor experience. Road conditions limit bus size and rule out standing loads. Individual bus capacity is limited to 37 seated passengers. *An increase in the number of in-service buses is recommended to effectively address this problem.*

Changeable Message Signs (CMS)

The changeable message signs remain the most important marketing tool for Shuttle ridership. The current locations are effective as intercept

sites. In the 2011 season, sign reliability significantly improved over previous years. Marin Transit will continue to rent CMS units for use in the 2012 season. The CMS are pre-set for automatic timed operations with over-ride control by Marin Transit and NPS. The CMS are programmed to go on at 9:30 AM and go off at 2:00 PM based on parking availability trends at Muir Woods.

Dealing with Extreme Crowds

Crowding on peak demand days remains a challenge because pass-ups increase the number of waiting passengers. As mentioned earlier in this section, Marin Transit is considering the provision of additional bus capacity to reduce crowding. Seating is a problem for those boarding at the Pohono site. As suggested in earlier Shuttle evaluations, consideration should be made in future seasons to provide additional shelter to make the wait more comfortable. The Shuttle ombudspersons will continue to play a significant role in managing the Pohono site crowds and assisting individuals by providing Park information while waiting for the shuttle. Marin Transit plans to install a real-time information sign to ease the frustration caused by not knowing when the next bus is expected to arrive if the buses are off schedule.

Coordinating with Local Events and Transportation

Southern Marin and Sausalito in particular are tourist destinations. During summer months, there is a large influx of both tourists and local residents attending special events.

The 2012 Mountain Play will be held on Mt. Tamalpais May 02, and 27, and June 3, 10, 16 and 17, with bus transportation provided from the same parking lot at Pohono Street where the Muir Woods Shuttle provides parking. In past years, this has caused the lot to fill up earlier than usual with a few people travelling to the play taking the Shuttle to the park by accident and vice versa. *This situation was adequately addressed in 2011 with signage and passenger information.*

Partnering with local art and music events that occur throughout the summer in southern Marin and Sausalito will raise awareness of the Muir Woods Shuttle, increase ridership, and help ad-

dress congestion. *Marin Transit should explore, with the NPS, the provision of and funding responsibility for additional shuttle capacity.*

Monthly Service Evaluation

On time performance remains an issue due to unforeseen delays caused by congestion or accidents on Highway 1 and delays caused by confusion with the fare payment system (specifically the need for exact change). Marin Transit plans to install Real-Time Information Signs at the Pohono bus stop, which will ease passenger frustration when the buses are off schedule. As mentioned earlier in this report, Marin Transit is also seeking to improve the fare payment system.

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APPENDIX A: 2011 SHUTTLE PASSENGER SURVEY QUESTIONNAIRE

Muir Woods Shuttle Passenger Survey – 2010

2001

We appreciate your time to help improve the Shuttle Service. Please complete this postage pre-paid survey while you are on the bus and return the form to the bus operator or place in any U.S. Postal Service Mailbox.

Please complete only one survey today. Please complete all sections.

Today's Date & Time.

1. What is today's date? _____
2. At what time did you board the bus? _____

Please Describe Your Trip TO Muir Woods Today.

3. Where did you come to Muir Woods from TODAY?
 - 1 Within Marin County (City/Town) _____
 - 2 San Francisco (Neighborhood) _____
 - 3 Sonoma County (City/Town) _____
 - 4 East Bay (City/Town) _____
 - 5 Other Bay Area location (City/Town) _____
 - 6 Outside Bay Area (City/Town) _____

4. Did your trip begin from _____?
 - 1 Your home
 - 2 Someone else's home
 - 3 Hotel/motel
 - 4 Shopping/restaurant
 - 5 Other (specify): _____

Please specify the location (street/cross street): _____

5. How did you get to the Muir Woods Shuttle?
 - 1 Drove a rental car
 - 2 Walked/hiked
 - 3 Drove my own car
 - 4 Bicycled
 - 5 Rode in a car (as a passenger)
 - 6 Someone dropped me off
 - 7 Took ferry to Sausalito
 - 8 Took bus (specify route): _____
 - 9 Other (specify): _____

6. What is the total number of people in your party (including yourself?) _____ Do any use a mobility device such as a wheelchair, walker or cane? _____

7. Where did you get on the shuttle bus going to Muir Woods?
 - 1 Sausalito Ferry Terminal
 - 2 Marin City Transit Hub
 - 3 Pohono Street Park and Ride Lot

8. After you leave Muir Woods today, where are you going next?
 - 1 My home or hotel/motel
 - 2 Restaurant/shopping (where?) _____
 - 3 Recreational location (circle one or write in)

Sausalito Muir Beach Stinson Beach
 Sonoma/Napa SF-Fisherman's Wharf Other SF

9. Why did you choose to use the Muir Woods Shuttle today? (check all that apply)
 - 1 Don't know how to get to Muir Woods myself
 - 2 To avoid driving in traffic
 - 3 To avoid looking for parking
 - 4 Saw a sign that Muir Woods parking was full
 - 5 Thought this was the only way to get to Muir Woods
 - 6 Better for the environment
 - 7 Saves time
 - 8 Saves money
 - 9 No car available/no choice
 - 10 Other (specify): _____

Tell Us What You Think of the Shuttle Service:

| 10. Please rate the shuttle service on each of the following: | Excellent | Good | Fair | Poor | Very Poor | No Opinion |
|---|-----------|------|------|------|-----------|------------|
| On-time performance | 1 | 2 | 3 | 4 | 5 | 6 |
| Frequency of service | 1 | 2 | 3 | 4 | 5 | 6 |
| Convenience of Schedule | 1 | 2 | 3 | 4 | 5 | 6 |
| Ease of finding bus stops | 1 | 2 | 3 | 4 | 5 | 6 |
| Convenience of stops | 1 | 2 | 3 | 4 | 5 | 6 |
| Driver courtesy | 1 | 2 | 3 | 4 | 5 | 6 |
| Information at bus stops | 1 | 2 | 3 | 4 | 5 | 6 |
| Cleanliness/condition of vehicles | 1 | 2 | 3 | 4 | 5 | 6 |
| Safety/security | 1 | 2 | 3 | 4 | 5 | 6 |
| Ease of transfers | 1 | 2 | 3 | 4 | 5 | 6 |
| Amenities/comfort at bus stops | 1 | 2 | 3 | 4 | 5 | 6 |

11. How did you pay your fare on the Muir Woods Shuttle today?
 - 1 Paid Muir Woods Shuttle round-trip cash fare
 - 2 Used Marin Local 1-Day Period Pass
 - 3 Used Marin Local 7-Day Period Pass
 - 4 Used Marin Local 31-Day Period Pass

12. What do you think of the fare for this service?
 - 1 Too Low
 - 2 Just right
 - 3 Too High

13. What is the most you would be willing to pay for for a roundtrip fare on this service? \$ _____

13. How would you have made this trip if you couldn't ride the shuttle?
 - 1 Would not have made the trip/Would go somewhere else
 - 2 Drive my car to Muir Woods
 - 3 Ride in someone else's car to Muir Woods
 - 4 Rent a car
 - 5 Take a Tour Bus
 - 6 Bicycle
 - 7 Walk/Hike
 - 8 Other (specify) _____

14. Which of the following improvements would make you more likely to use the shuttle again in the future?

- Service:**
- 1 More frequent bus shuttle service
 - 2 Easier transfers to Golden Gate Transit/Muni
 - 3 More stops in Marin (where?) _____
 - 4 Connecting service between Muir Woods and other recreational locations (where?) _____
- Comfort:**
- 5 Earlier morning service
 - 6 Lower fares
 - 7 Later evening service
 - 8 Weekday service
 - 9 Year-round service
 - 10 Connections directly to San Francisco

- 11 Visitor center at main stop (restrooms, indoor seating, cold drinks, park orientation information)
- 12 Amenities at bus stops (shelter, benches)
- 13 Restrooms at bus stops (shelter, benches)
- 14 More park and transit information at bus stops
- 15 Other (specify): _____

Continues on Reverse →

Tell us a little about yourself:

15. Where do you live?

City _____ State _____ ZIP _____
 Country (if not US) _____
 If within Marin County, nearest intersection
 (Street and Cross Street) _____

**16. Which of the following best describes your group?
 (check one)**

- ₁ Family ₂ Friends
₃ Family and friends ₄ Organized group/club
₅ School and/or youth group
₆ Other (specify) _____

17. In what year were you born? _____

18. How many in your party are:

0-12 years _____ 13-17 years _____
 18-34 years _____ 35-54 years _____
 55-64 years _____ 65 and over _____

19. Are you (check all that apply)

- ₁ Employed full-time ₂ Employed part-time
₃ Not currently employed
₄ Student ₅ Retired

20. Total household income (for everyone in your household)

- ₁ Under \$25,000 ₂ \$25,000 to \$34,999
₃ \$35,000 to \$49,999 ₄ \$50,000 to \$74,999
₅ \$75,000 to \$99,999 ₆ \$100,000 or more

21. How often do you visit Muir Woods?

- ₁ This is my first time
₂ Rarely (1-2 times per year or less)
₃ Frequently (at least 3 times per year)

22. How did you learn about this Shuttle?

- ₁ Family or friend
₂ Web Site (which one?) _____
₃ Information Kiosk (where?) _____
₄ Hotel pamphlet or concierge
₅ Saw changeable message sign on Hwy 101
₆ Saw shuttle sign on highway exit
₇ Saw bus/bus stop
₈ TV, Radio, Newspaper (which station/paper?) _____
₉ Other (specify): _____

23. How do you prefer to get information on the Muir Woods Shuttle?

- ₁ E-mail ₂ Brochure/newsletter
₃ Web Site ₄ Notice on bus
₅ Information at bus stops
₆ Information Kiosk ₇ Newspaper/Radio
₈ Other (explain): _____

24. Did you ride the Muir Woods Shuttle last year?

- ₁ Yes ₂ No

25. Would you use this Shuttle again?

- ₁ Definitely yes ₂ Probably yes
₃ Don't know ₄ Probably not
₅ Definitely not ₆ Will not be back

26. Other comments on transportation to Muir Woods?

Thank you for taking transit!



SPONSORSHIP OF ROUTE 66 SERVICE

Route 66 (Muir Woods Shuttle) is funded by Marin Transit and the National Park Service, and operated under a service agreement between Marin Transit and the Golden Gate Bridge, Highway and Transportation District (the operator of Golden Gate Transit).

For more information, please visit our website at www.marintransit.org or email info@marintransit.org

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