



2022 Muir Woods Shuttle Evaluation Report

Table of Contents

Introduction	2
Shuttle History.....	2
Funding.....	2
Description of Service	2
Evaluation Data Sources.....	8
Ridership and Productivity	8
Ridership.....	8
Productivity	13
Mode Share.....	13
Missed Service	17
Service Cost and Farebox Recovery	17
Farebox Recovery	19
Cost per Revenue Hour	19
Cost per Passenger.....	19
Subsidy per Passenger.....	19
Conclusions and Recommendations.....	20
Larkspur Ferry Terminal.....	20
New Operations Contract	20

Introduction

The Muir Woods Shuttle provides service to Muir Woods National Monument in Marin County, California. The Shuttle service began operation in 2005 as a demonstration project to provide an alternative to automobile access and to alleviate over-demand for parking and traffic congestion. The Shuttle is an integral mode of access to the park and historically has carried up to 18 percent of park visitors throughout the year.

This evaluation report provides an overview of the history of the Shuttle as well as trends and changes in performance over time. It concludes with recommendations for the Shuttle's future.

Shuttle History

The Shuttle, also referred to as Marin Transit Route 66 or 66F, represents a unique partnership of governments on several levels. The service was originally designed as a partnership of the National Park Service (NPS), 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 NPS. In 2013, Marin Transit formed an additional partnership with the Golden Gate National Parks Conservancy to administer a new fare collection process. This change in how passengers pay their fares eased boarding delays and provided additional convenience to customers.

The District has continually taken steps to improve the service in response to customer feedback and service evaluations. The shuttle has historically operated from the Pohono Park & Ride location at the Highway 1 exit from Highway 101. In 2018, Marin Transit provided a mobile information kiosk at the park & ride location to help guide Muir Woods Shuttle passengers and provide drivers with a break area. The partners also implemented a new web-based parking and transit reservation system for Muir Woods in the same year, which requires visitors to pre-purchase their parking reservation for parking at Muir Woods or pre-purchase shuttle tickets for a specific window of time, thus guaranteeing availability.

Funding

The first three years of operation were funded primarily through a grant from the Federal Highway Administration (FHWA), from 2005 through 2007. Funds for the 2008 season were provided by a combination of federal TCSP (Transportation and Community and System Preservation Program) and PLH (Public Lands Highway Discretionary Program) funds. In May 2009, the Shuttle became a permanent Marin Transit route funded partly by the District, partly by NPS and partly by fares.

Description of Service

Historical Evolution of Service

The level of service provided has evolved over time. In the program's early years, Marin Transit operated service on weekends & holidays during a regular season from May through October.

In 2013, winter holiday service was introduced, and Marin Transit began operating winter service around Thanksgiving weekend and between Christmas and New Year's Day.

For the 2015 season, Marin Transit introduced weekday service as a pilot. Since then, weekday service is typically operated from the third week in June through the second week of August.

In 2018, year-round service was introduced on weekends and holidays.

The Muir Woods Shuttle was suspended in March 2020 due to the COVID-19 pandemic. Weekend and holiday service resumed on June 19th, 2021. Summer weekday service resumed in 2022.

2022 Service Description

For the 2022 season, shuttle service was provided on weekends and holidays for the full calendar year, and weekday service was provided from June 20th through August 12th, as well as between Christmas and New Year's. The shuttle ran special service for eight holidays: New Years Day, Martin Luther King Day, Presidents Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and the day after Thanksgiving. Note that Christmas Eve, Christmas Day, and New Year's Eve fell on weekends, when service was already scheduled.

Shuttle routing changed two ways in 2022. First, the Pohono Park & Ride Lot (Pohono) has historically been used as the park & ride location for shuttle service. Beginning in June 2022, the park & ride location changed to the Larkspur Ferry Terminal. This change occurred primarily due to flooding issues at Pohono, but the change also provided Shuttle riders with increased transit connections and amenities at the park & ride location. Second, Route 66F, which connects the Sausalito Ferry Terminal to the park, stopped serving Marin City.

Figure 1 shows the routing of Route 66 to Pohono from January through May 2022. Figure 2 shows the routing of the same route, now serving Larkspur, starting in June 2022. Figure 3 shows the routing of Route 66F to Sausalito, which resumed service on May 28, 2022 (Memorial Day weekend) after being suspended for the 2021 season.

Schedules for weekend and holiday service are divided into peak and off-peak periods that correspond to different levels of service. The peak period runs from Memorial Day weekend through Labor Day weekend. The off-peak season runs the remainder of the year. During the peak season in 2022, service on Route 66 was provided every 15-20 minutes, and service on Route 66F between Muir Woods and the Sausalito Ferry Terminal was provided every 40 minutes. From June 20th to August 12th, weekday service on Route 66F was increased to every 20 minutes. During the off-peak season, service was provided every 15-20 minutes on Route 66 only. Service was provided on Route 66F only for the Thanksgiving holiday weekend and the week between Christmas and New Year's..

In total, the Shuttle provided service on 33 peak summer weekend and holiday days, 39 peak summer weekdays, and 82 off-peak season days. Table 1 summarizes service changes over the last five years of operations.

Figure 1: Route 66 Shuttle Routing to Pohono Park & Ride - January - May 2022

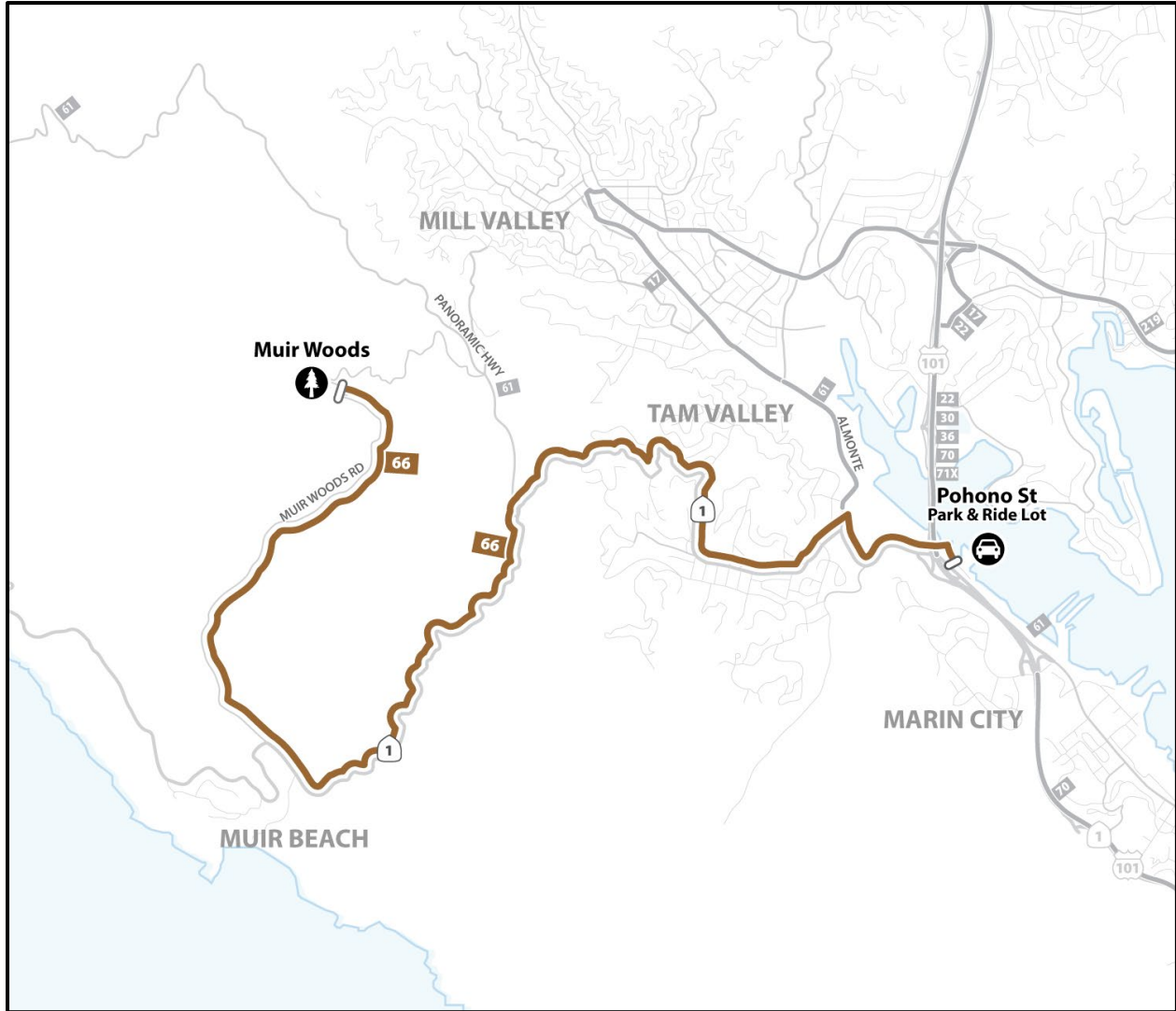


Figure 2: Route 66 Shuttle Routing to Larkspur Ferry Terminal - June 2022

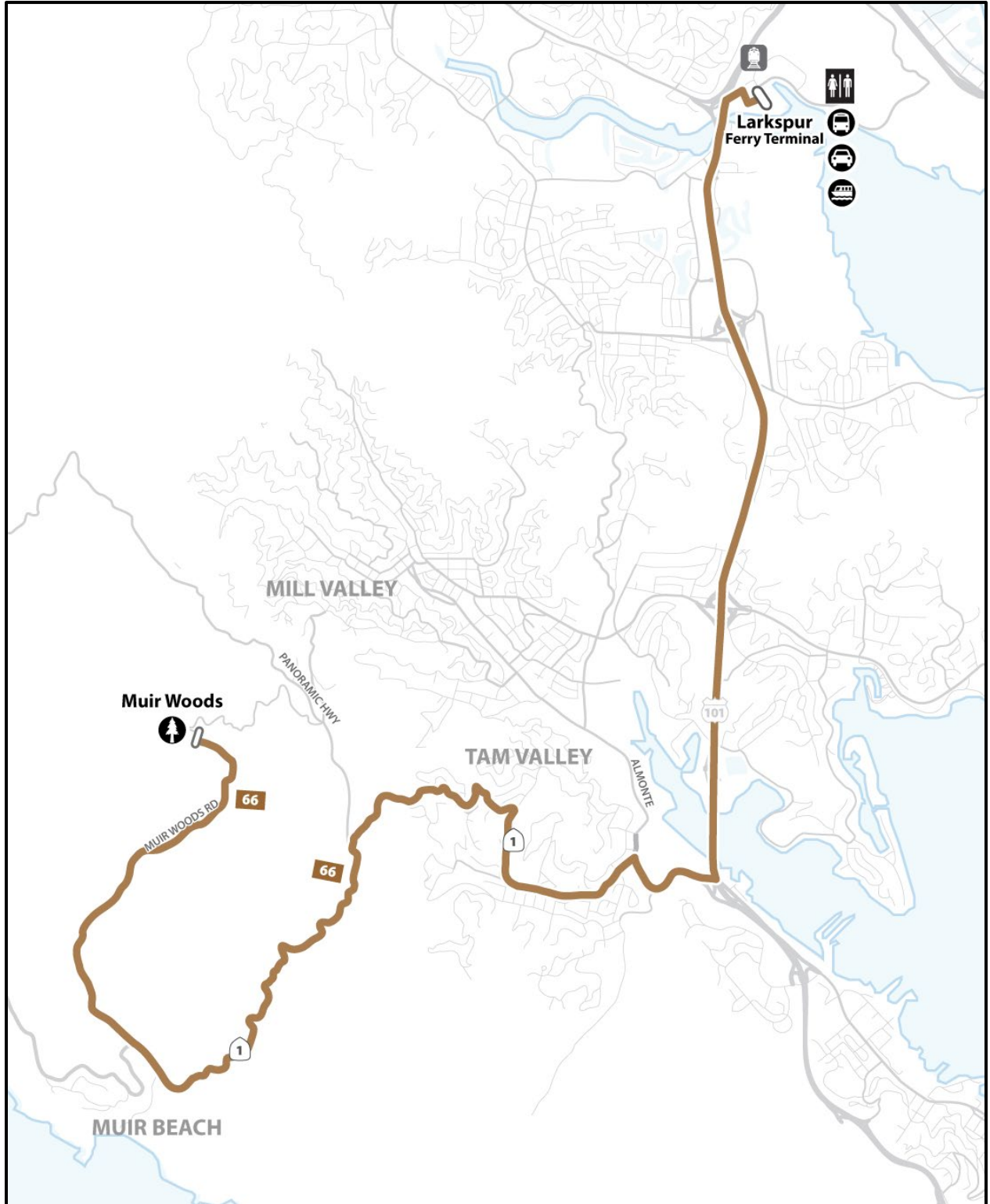


Figure 3: Route 66F Shuttle Routing to Sausalito Ferry Terminal – May 2022

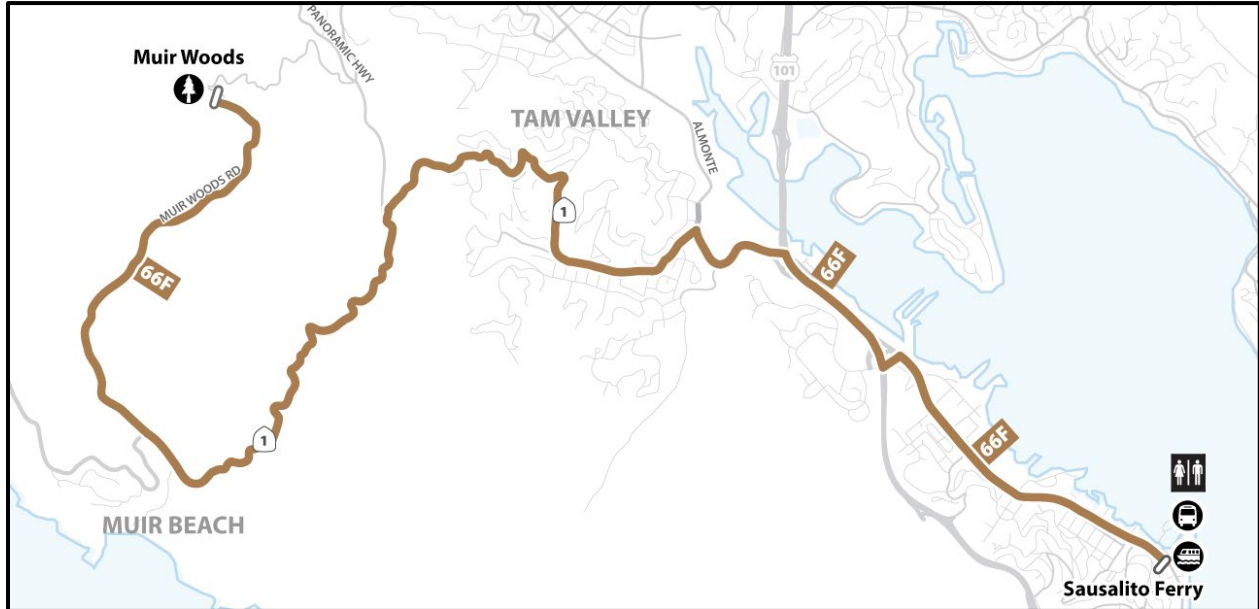


Table 1: Summary of Operations, 2017-2022

	2017	2018	2019	2020 ⁽³⁾	2021	2022
Season Start	May 13 ⁽²⁾	January 1	January 1	January 1	June 19 ⁽⁴⁾	January 1
Weekend & Holiday Service	64 days	108 days	113 days	24 days	65 days	115 days
Weekday Service	44 days	39 days	39 days	0 days	0 days	39 days
Avg. Frequency (Off-Peak/Peak/Weekday)	20/10/30 min	20/10/30 min	20/10/30 min	20 min	20/10 min	20/15/20 min
Revenue Hours ⁽¹⁾	4,376	6,428	6,381	932	2,008	5,650
Standard Fare (Round trip)	\$5.00	\$3.00	\$3.00	\$3.25	\$3.25 ⁽⁵⁾	\$3.50

Notes:

- (1) Actual revenue hours may differ from planned hours due to canceled or added service.
- (2) Season start delayed due to closure of Highway 1.
- (3) Season suspended due to COVID-19 pandemic and Muir Woods Park closure. The 2020 season is excluded from the remainder of this report.
- (4) Season start delayed due to COVID-19 pandemic.
- (5) On November 15th, 2021, the MWS round-trip adult fare was raised to \$3.50.

Fares

To manage visitation and parking demand, NPS implemented a new web-based parking and transit reservation system for Muir Woods in late 2017. In 2018, the partner agencies upgraded the reservation system to include fare payment. Under this system, visitors are required to pre-purchase their parking reservation for parking at Muir Woods, or they can pre-purchase shuttle tickets for a specific window of time.

The round-trip adult fare of \$3.50 per person was instituted on November 15th, 2021, and remained throughout 2022. No fare is charged for youth ages 15 and younger, seniors with a Lifetime NPS Pass, and disabled individuals with a Federal Lands Access Pass. One-way fares are not available. The pricing structure of \$9 for a parking reservation directly at the Muir Woods park versus \$3.50 for a Shuttle seat reservation provides an incentive to take the Shuttle.

Customer Liaisons

Marin Transit hires Customer Liaisons to assist passengers waiting for the Shuttle at the Pohono Park & Ride Lot, Larkspur Ferry Terminal, and at the Sausalito Ferry Terminal. The liaisons provide passengers with Muir Woods and Shuttle service information, particularly on the fare payment process. These liaisons supplement the customer service provided by a full-time operations supervisor.

This season, the operations supervisor was stationed at the park & ride location (either Pohono or Larkspur) on weekends & holidays, and at Sausalito on weekdays (when all Shuttles ran to Sausalito). In addition, there were two Customer Liaisons in service. A customer liaison was scheduled at Muir Woods every day the Shuttle was in service to provide customer information and assist with Shuttle loading. On days when both routes 66 (to Pohono or Larkspur) and 66F (to Sausalito) were in service, an additional customer liaison was stationed at Sausalito.

Customer Liaisons have continually proven to be an integral part of the service and significantly enhanced the customer experience. Many passengers who take the Shuttle are tourists and not familiar with the area. Some are also unfamiliar with using public transit. These staffing levels help ensure efficient operations and a quality passenger experience.

Marketing and Passenger Information

Marketing for the Shuttle service has primarily focused on visitors to the Bay Area, with emphasis on travelers based in San Francisco. Information on the Shuttle is distributed through the park's visitor information center, online, and on signage near the highway exits.

Shuttle service messaging across all marketing platforms informs visitors to pre-plan and pre-purchase their shuttle seats or Muir Woods parking. This strategy relies more on educating visitors in advance and less on intercepting visitors travelling to the Woods.

The Changeable Message Signs (CMS), installed along Highway 101, continue to be one of the most effective means of advertising the Muir Woods Shuttle and assisting visitors in wayfinding to the park & ride lots.

Historically, most passengers learned about the Shuttle through the CMS. However, due to shifts in marketing and the reservation system, now more passengers are finding Shuttle information online through web searches and transit trip planners.

Historically, the CMS warned of full parking at the Woods. This was the first notification to visitors that they should take the shuttle. The CMS messaging now simply states that reservations are required at

Muir Woods. Shuttle marketing materials are focused on redirecting riders to the gomuirwoods.com site to pre-purchase shuttle seats.

Schedules and signs are posted at each stop.

Information is also provided to customers online and over the phone by both Marin Transit and National Park Service staff, and visitors can plan their trips in advance using Google Transit, 511 and the NPS reservation website.

Evaluation Data Sources

The evaluation contained in this report relies on several different sources of information.

Visitors are required to purchase their advanced tickets through the NPS's web-based reservation system. The Shuttle also accepts same day walk-ups pending availability through an on-board fare collection process. Data on Shuttle ridership and fare revenues is provided through a combination of farebox data and fare collection reports from the NPS reservation system.

Conservancy staff also provide data on park visitation levels. Marin Transit staff compile the Shuttle financial numbers and operating statistics.

Customer Liaisons, NPS and Conservancy staff, and MV Transportation operations staff provide qualitative observations of the service. These include commentary on on-time performance, weather conditions, traffic circulation, fare collection, pass-ups, service strengths and weaknesses, and suggestions to improve the service.

Ridership and Productivity

This section summarizes the number of Muir Woods Shuttle passengers in 2022, Shuttle productivity (passengers per revenue hour), and the proportion of Muir Woods visitors who chose to ride the Shuttle. These figures are compared with prior years.

Ridership

Ridership is measured as one-way, unlinked passenger trips. During the 2022 season, there were 84,771 one-way passenger trips on the Shuttle. This represents a 135% increase in ridership compared to 2021, due to the shortened 2021 season (which started in mid-June), the restoration of peak season weekday service (which did not occur in 2021), and the general increase in total park visitation from 2021 to 2022.

Table 2 and Figure 4 show total ridership trends over the past five seasons by month.

Table 2: Shuttle Ridership by Month, 2017-2022

Month	2017	2018	2019	2021	2022	% Change 2021-2022
January	1,502	3,112	2,689	-	4,137	N/A
February	-	12,560	6,044	-	4,237	N/A
March	-	14,964	10,335	-	4,857	N/A
April	-	10,084	9,858	-	6,474	N/A
May	9,284	14,530	11,355	-	7,269	N/A
June	16,588	22,226	20,195	1,231	7,899	541%
July	36,806	36,970	27,380	9,246	18,140	96%
August	20,860	21,836	20,910	6,481	10,570	63%
September	11,750	15,934	11,853	5,678	6,633	17%
October	6,016	9,442	8,525	3,570	6,053	70%
November	4,908	7,022	8,818	5,653	5,384	-5%
December	6,410	8,732	8,979	4,223	3,118 ⁽¹⁾	-26%
Total	114,124	177,412	146,941	36,082	84,771	135%

Notes:

(1) Shuttle service was cancelled for two days in December 2022 due to severe weather conditions.

In 2022, July had the highest total monthly ridership, which is typical and corresponds with the highest total park visitation (Table 2 and Figure 4). Overall ridership and park visitation in 2022 was higher than 2021, but lower than previous years due to the ongoing COVID-19 pandemic and lower service levels (discussed further below under Missed Service). The significant increase in ridership from 2021 to 2022 may indicate that ridership will continue to grow and approach pre-COVID levels in the future, especially as increased park visitation leads to more sold-out days for on-site parking.

Figure 5 shows ridership by day on weekends and holidays. Figure 6 shows ridership by day for the peak season only, including weekday service. Sunday, May 29th (Memorial Day weekend) had the highest daily ridership at 1,425 unlinked passenger trips. There were a total of 18 days in 2022 with ridership over 1,000 unlinked passenger trips, all of which occurred on weekends in the summer peak season.

Figure 4: Shuttle Ridership by Month, 2017-2022 (unlinked passenger trips)

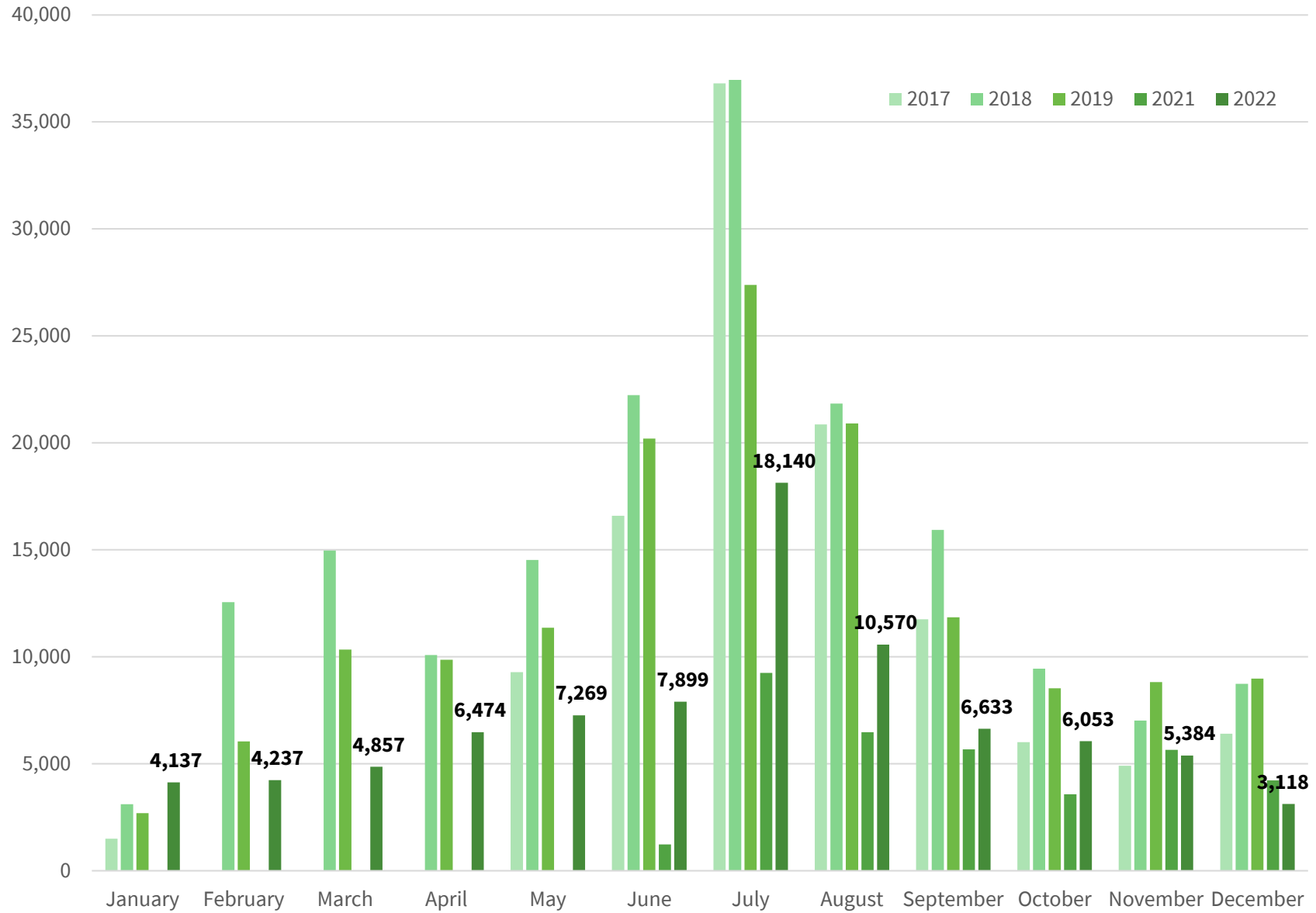


Figure 5: Daily Weekend & Holiday Ridership, 2022 (unlinked passenger trips)

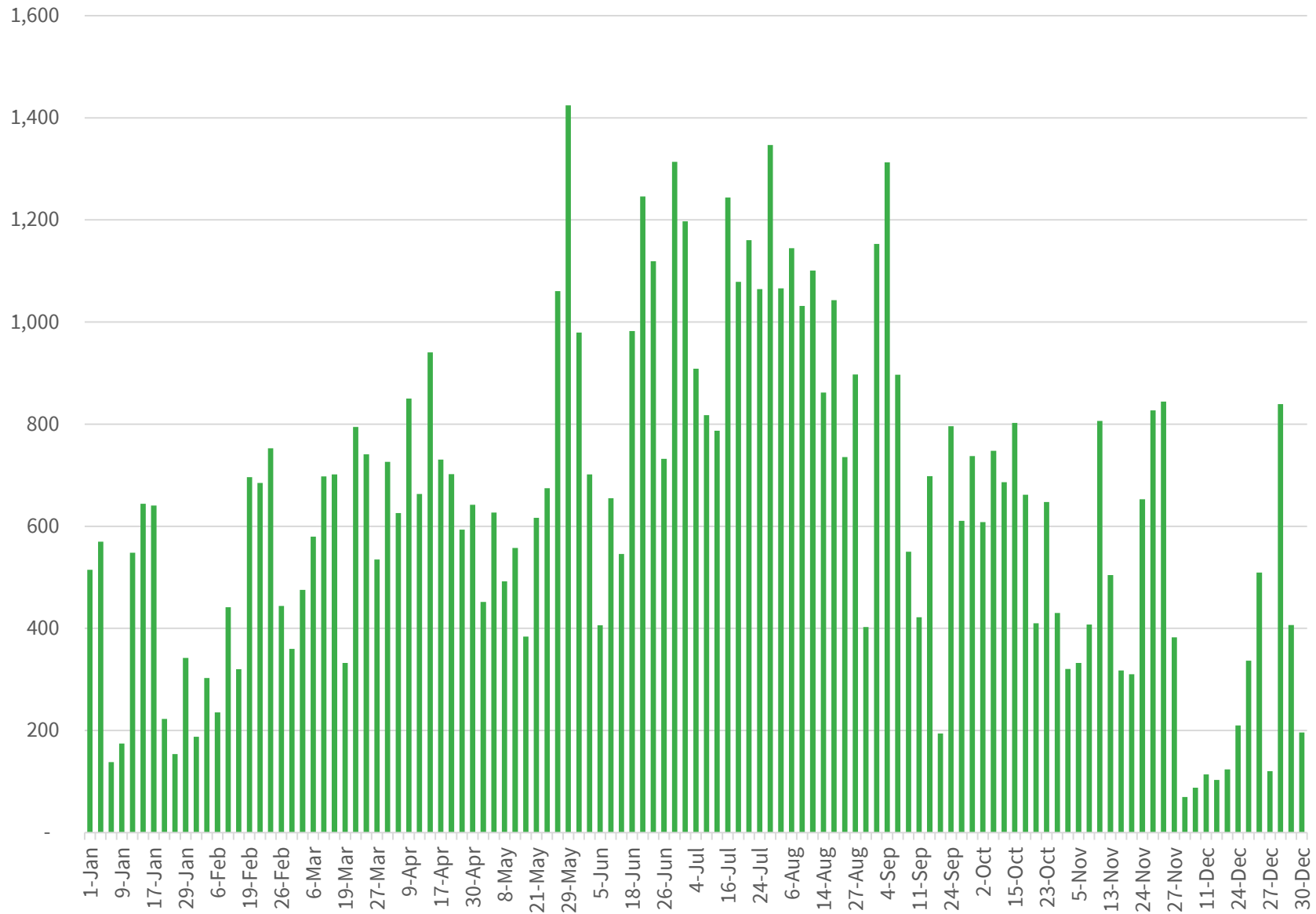
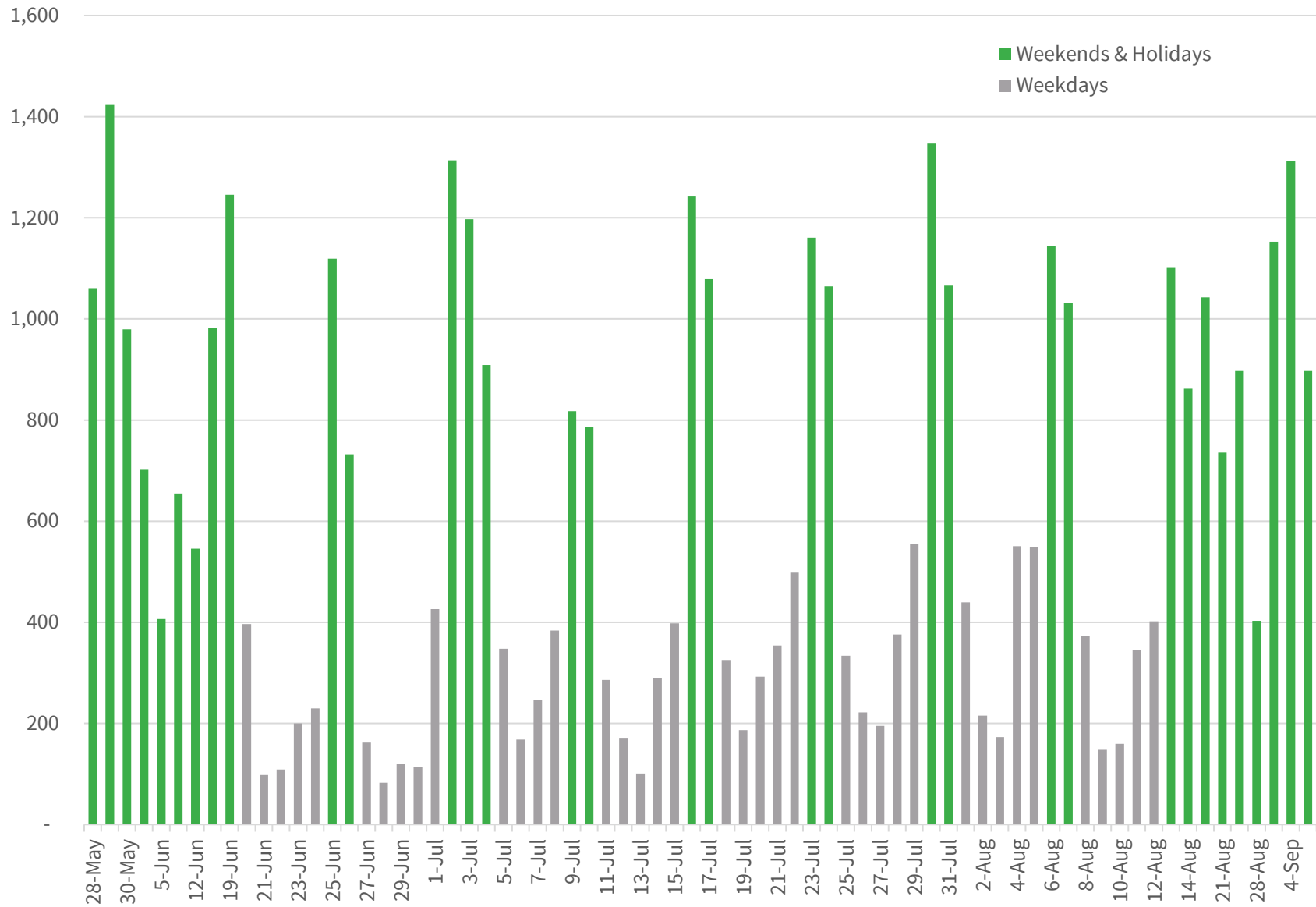


Figure 6: Peak Season Daily Weekday, Weekend & Holiday Ridership, 2022 (unlinked passenger trips)



Productivity

Service productivity is measured in passengers per revenue hour or per trip. Overall, the service carried an average of 15 passengers per revenue hour and 12.9 passengers per trip for the 2022 season. The Shuttle operated a total of 5,650 revenue hours and 6,568 trips in the 2022 season. Table 3 shows productivity measures by month compared to 2021.

Overall, productivity decreased from 2021 to 2022 when measured in passengers per revenue hour. The primary reason for this is the moving of the park & ride location from Pohono to Larkspur, which increased the one-way trip length from 35 minutes to 45 minutes (an increase of 29%), and thus increased revenue hours. Although passengers per revenue hour decreased by 16% from 2021 to 2022, passengers per trip increased by 36%, which is a more accurate reflection of the relative popularity and usage of the shuttle. Note that the restoration of 66F service to Sausalito in 2022 may have also contributed to lower passengers per revenue hour, as the 66F takes 50 minutes per one-way trip, again adding to revenue hours.

Table 3: Shuttle Productivity, 2021-2022

Month	Passengers per Trip			Passengers per Hour		
	2021	2022	% Change	2021	2022	% Change
January	-	10.0	N/A	-	14.7	N/A
February	-	11.0	N/A	-	15.9	N/A
March	-	11.9	N/A	-	17.1	N/A
April	-	14.8	N/A	-	19.3	N/A
May	-	11.9	N/A	-	16.2	N/A
June ⁽¹⁾	2.9	10.7	268.5%	7.8	11.8	52.1%
July	8.7	13.5	55.3%	23.3	14.4	-38.5%
August	11.3	13.4	18.7%	22.5	14.0	-37.9%
September	14.6	18.0	23.5%	22.7	19.2	-15.4%
October	9.2	15.9	72.7%	13.8	17.9	29.7%
November	12.9	16.6	29.0%	19.0	17.5	-7.6%
December	8.1	8.3	2.4%	11.7	8.7	-25.5%
Total	9.5	12.9	35.7%	18.0	15.0	-16.5%

Notes:

(1) In June 2022, the shuttle park & ride location moved from Pohono to Larkspur, increasing the trip length from 35 minutes to 45 minutes.

Mode Share

Another important indicator of Shuttle service success is the percentage of park visitors who choose to take the Shuttle. Mode share is the transportation term for the proportion of park visitors that take the Shuttle. In 2022, on days of Shuttle operation, a total of 441,593 people visited Muir Woods, and

42,386 of them chose to ride the Shuttle. This represents a 10% average mode share, which about the same as the prior year.

It is worth noting that weekday service was reintroduced in 2022, whereas it had been suspended the prior year and ridership on weekdays is lower than weekends due to lower daily park visitation and thus lower demand for parking at Muir Woods. When comparing like with like and only looking at weekends & holidays in the peak and off-peak seasons, 2022 saw a slightly larger percentage of park visitors use the Shuttle (13% peak and 10% off-peak).

Table 4: Mode Share, 2021-2022 (2019 included for reference)

		2019	2021	2022	% Change
Peak Weekends & Holidays	Park Visitors	136,035	59,263	121,017	104%
	Shuttle Users	27,247	6,593	16,208	146%
	Mode Share	20%	11%	13%	2%
Peak Weekdays	Park Visitors	121,405	No service	112,946	N/A
	Shuttle Users	11,558	No service	5,510	N/A
	Mode Share	10%	No service	4%	N/A
Off-Peak Weekends & Holidays	Park Visitors	207,791	123,780	207,630	68%
	Shuttle Users	34,665	11,448	20,667	81%
	Mode Share	17%	9%	10%	1%
Total	Park Visitors	465,231	183,043	441,593	141%
	Shuttle Users	73,470	18,041	42,386	135%
	Mode Share	16%	10%	10%	0%

Figure 7 and Figure 8 show percentage mode share of the Shuttle by day during the peak and off-peak seasons, respectively. On the busiest weekend (Memorial Day), the Shuttle carried 18% of all park visitors. During the weekdays, Shuttle ridership was as low as 2-3%.

Weather has a significant impact on the level of park visitation and an even greater effect on Shuttle ridership and mode share. When there are fewer visitors to the park, there is less traffic and more available parking, making the Shuttle a less appealing alternative. On rainy days, Shuttle mode share typically tends to drop by 10%.

Figure 7: Peak Season Daily Shuttle Mode Share, 2022

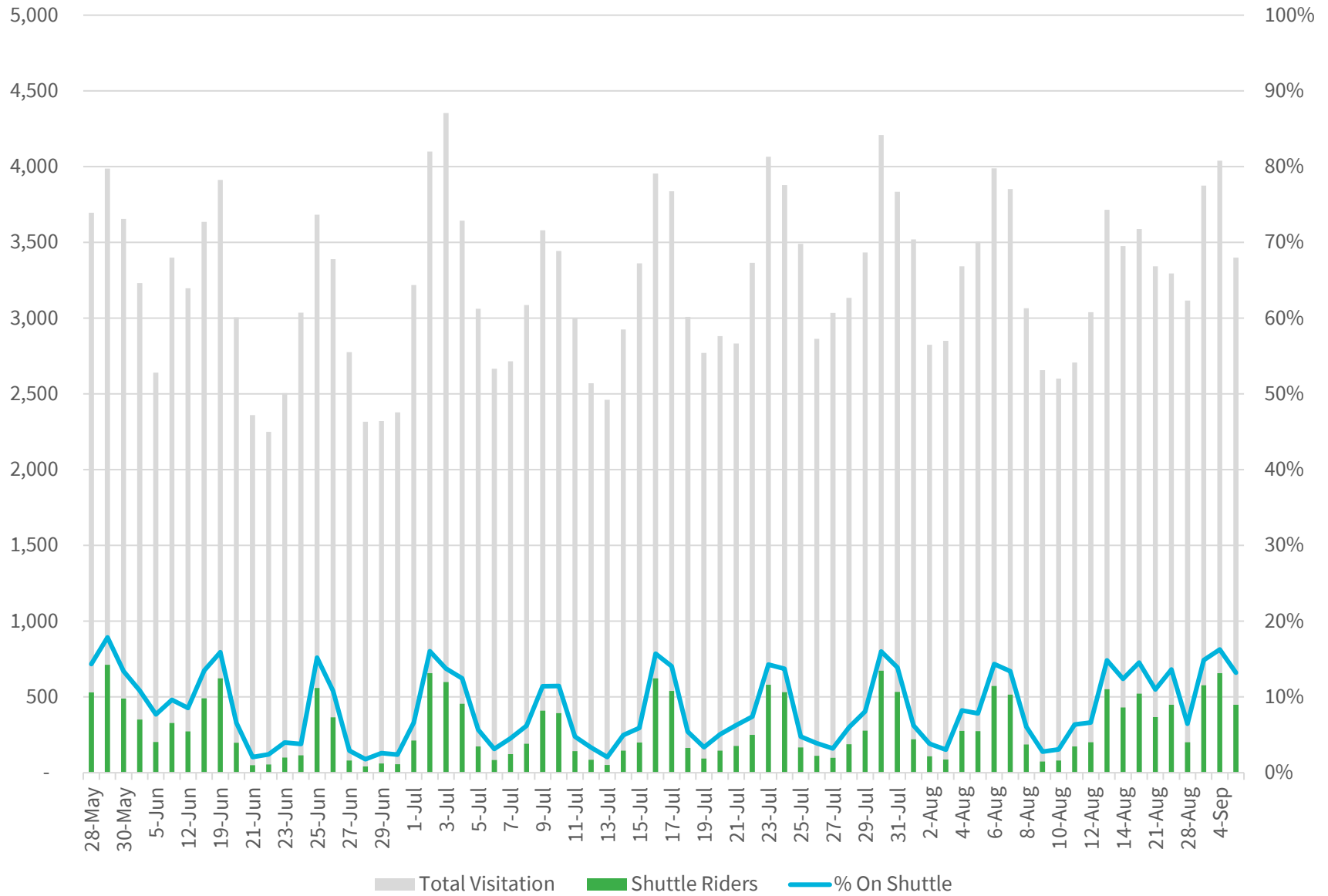
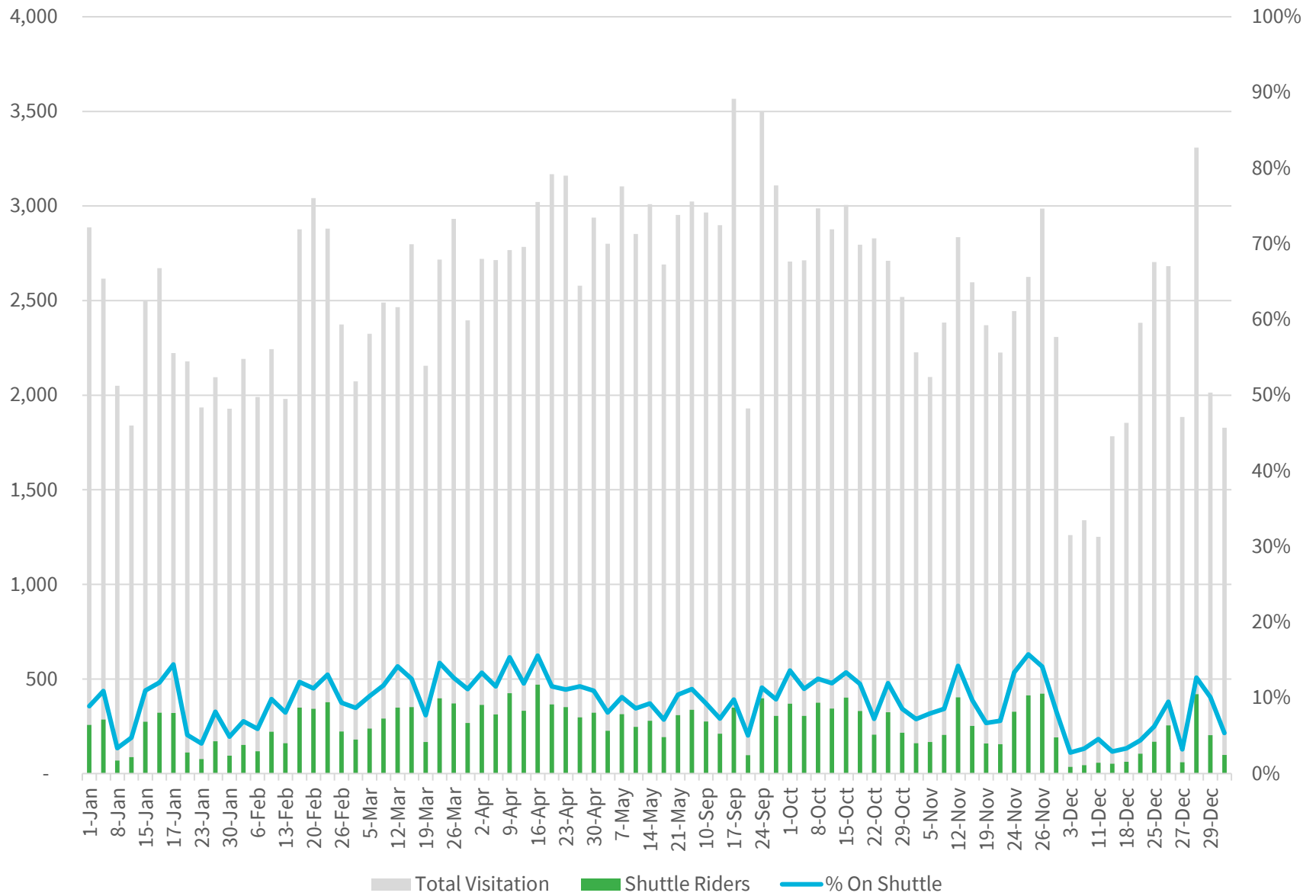


Figure 8: Off-Peak Season Daily Shuttle Mode Share, 2022



Missed Service

The 2022 season saw a significant amount of missed service on the Shuttle. Over the course of the year, 525 revenue hours were cancelled, which amounts to 9% of total scheduled service.¹ In addition, as it became clear that the contractor could not deliver the full amount of scheduled service, scheduled service was reduced several times during the year to improve reliability. When compared to desired service levels, the amount of missed service is much higher.

The missed service was due to a combination of driver shortages and equipment maintenance issues. Driver shortages have been an issue across all Marin Transit services since the COVID-19 pandemic, and present a major issue for transit operators around the region and country. The equipment maintenance issues were unique to the contractor operating the Shuttle, MV Transportation, and are discussed further in the Conclusions and Recommendations section.

Service Cost and Farebox Recovery

This section summarizes expenses and revenues for the 2022 season and compares them to the prior year. Table 5 provides a breakdown of the total cost and revenue for the Shuttle compared to the past four seasons.

Table 6 summarizes key cost performance measures. These costs are shared with the National Park Service as follows:

- For the first 4,035 revenue hours of each federal fiscal year (calendar year), operating costs net passenger revenue will be shared 50/50 with the National Park Service. The NPS will pay 100% of net operating expenses for revenue hours exceeding 4,035. In the 2022 season, the Shuttle operated a total of 5,650 revenue hours.
- According to the agreement between NPS and Marin Transit, NPS credits the District \$5.00 per pre-reserved round-trip rider over the age of sixteen. \$3.50 of this credit comes from the rider, whose fare is collected directly by NPS. NPS does not credit the District any additional fare revenue for walk-on riders, who pay the \$3.50 fare in cash rather than through the pre-reservation system.

The total service cost for the 2022 season was \$886,074, 117% higher than 2021. This includes operating, administration, equipment maintenance, and marketing costs. Operating costs in 2022 were \$721,037, 114% higher than the previous year. These increased operating costs reflect the full-year 2022 season relative to the shortened 2021 season, as well as the weekday service operated during the summer peak season which did not occur in 2021.

Administration costs in 2022 were \$130,222, 343% higher than 2021. This significant increase in administrative costs was due to the addition of a second customer liaison (whereas prior years only had one), staff costs associated with managing missed and cancelled service, and the procurement of

¹ These figures do not include the two days in December that were cancelled for weather reasons.

a new operator to run the Shuttle, which will go into effect mid-2023. More information on this can be found in the Conclusions and Recommendations section.

After fare revenue, the net program cost in 2022 was \$660,547. This represents a 110% increase relative to 2021.

As part of the fare collection process implemented in 2013, the Golden Gate National Parks Conservancy collected a 10% administrative fee based on total ticket sales to cover the costs of fare collection services. This 10% fee is no longer applicable under the new reservation system, implemented in 2018.

Table 5: Shuttle Service Costs, 2017-2022

	2017	2018	2019	2021	2022	% Change 2021-2022
Operating Costs	\$341,911	\$721,916	\$935,346	\$337,588	\$721,037	114%
Marketing	\$2,758	\$1,909	\$3,594	\$793	\$4,678	490%
Maintenance & Equipment	\$49,735	\$19,675	\$36,335	\$39,524	\$30,137	-24%
Marin Transit Admin/ Customer Liaisons	\$46,710	\$74,895	\$73,549	\$29,427	\$130,222	343%
Fare Collection ⁽¹⁾	\$21,753	\$112	-	-	-	N/A
Total Cost of Program	\$466,368	\$821,081	\$1,051,988	\$407,489	\$886,074	117%
Total Fare Revenue	\$219,416	\$447,108	\$426,510	\$93,220	\$225,527	142%
Net Program Cost	\$246,953	\$373,973	\$625,477	\$314,269	\$660,547	110%
NPS Share of Program Cost⁽²⁾	\$123,476	\$219,757	\$433,654	\$157,135	\$438,474	179%

Notes:

(1) As part of the fare collection process implemented in 2013, a 10% administrative fee based on total ticket sales was included to cover the costs of fare collection by the Golden Gate National Parks Conservancy. This was phased out with the introduction of the online reservation system in 2018.

(2) NPS share of program cost does not include NPS credit toward fare revenue.

Table 6: Shuttle Cost Effectiveness Measures, 2017-2022

	2017	2018	2019	2021	2022	% Change 2021-2022
Farebox Recovery	47.0%	54.5%	40.5%	22.9%	25.5%	11%
Cost per Revenue Hour	104.91	126.26	164.86	202.92	156.84	-23%
Cost per Passenger ⁽¹⁾	\$4.09	\$4.63	\$7.16	\$11.29	\$10.45	-7%
Subsidy per Passenger ⁽¹⁾	\$2.16	\$2.11	\$4.26	\$8.71	\$7.79	-11%
Average Fare	\$1.92	\$2.52	\$2.90	\$2.58	\$2.66	3%

Notes:

(1) Passenger refers to unlinked passenger trip (one-way), not round-trip.

Farebox Recovery

The regular adult fare is \$3.50 per round-trip. However, with the NPS subsidy, total fare revenue per round-trip passenger is \$5.00. Youth under 16, seniors with a Lifetime National Park Pass, and disabled individuals with a Federal Lands Access Pass ride the Shuttle for free. For the second and third group, NPS covers the cost of their fare. No fare revenue is received for youth under 16.

As shown in Table 5, \$225,527 in fares was collected during the 2022 season – an increase of 142% over 2021. The amount collected represents a farebox recovery rate of 25.5%, 11% higher than in 2021.

Cost per Revenue Hour

The average cost per revenue hour for the 2022 season was \$156.84, a 23% decrease from the previous season. The decrease in per-hour operating costs was due to more service being offered, therefore distributing fixed costs such as customer liaisons, road supervisors, and administrative costs over a larger number of hours.

Cost per Passenger

The cost per unlinked passenger trip for the 2022 season was \$10.45, 7% lower than the previous year. The decrease in cost per passenger is due to higher ridership per trip than in 2021.

Subsidy per Passenger

The average subsidy per passenger was \$7.79 in the 2022 season. This represents an 11% decrease compared to the 2021 season. This average subsidy did not meet the District's cost effectiveness target of \$3.25 per passenger.

Conclusions and Recommendations

Ridership recovery in 2022 compared to 2021 indicates that interest in the Muir Woods Shuttle is rebounding as the COVID-19 pandemic wanes. The Shuttle plays an important role in reducing congestion and providing a viable alternative transportation option to the park. Mitigating traffic and parking congestion will become more and more important as park visitation levels increase.

Larkspur Ferry Terminal

The move from Pohono to Larkspur for the park & ride location has been largely successful operationally, and the strong ridership in 2022 suggests that it has not reduced ridership. The agreement with Golden Gate Transit only allows Shuttle service from Larkspur on weekends and holidays. For peak season weekday service, the Shuttle only operated the 66F from Sausalito, which was successful. Staff plan to continue this arrangement in 2023.

New Operations Contract

As described earlier, the current contractor operating the Shuttle, MV Transportation, experienced service delivery issues throughout 2022, which have continued into early 2023. The seasonal nature of the service, unique routing and terrain, and unique vehicle requirements, make the service challenging to deliver compared to traditional public transit services.

The current agreement with MV Transportation expires in 2023. In advance of this contract's expiration, the District issued multiple RFPs in late 2022 and earlier in 2023 to solicit a provider for the service. Unfortunately, both procurement efforts failed to attract a qualified proposal.

In consultation with NPS, District staff reached out to firms who expressed interest in the RFP but did not ultimately bid to get quotes and negotiated a short-term agreement to allow the service to continue through the summer and fall 2023 season. Ultimately, the District selected Bauer's Intelligent Transportation, Inc. (Bauer's) to be the new Shuttle operator starting Memorial Day weekend 2023.

This new contract will allow Shuttle service levels to increase closer to historic levels during the summer peak season, with a goal of increasing service reliability. Currently, the pilot service with Bauer's is only planned through October 2023, at which time staff will reevaluate program costs, operations, and schedules.

Under the new contract, there will be several changes to Shuttle operations, described below. Although some of these changes are desirable, others were needed to support the new contract and agreement. Taken together, these changes will transition the service away from traditional "fixed route public transit." However, the increase in reliability and service levels will be such a significant improvement for the program that staff believe this is the best way forward.

No Walk Up Passenger or Cash Fares

Under the new contract with Bauer's, Shuttle riders will no longer be able to access the service without a reservation and pay their fares with cash. All riders will be required to book their fare using

the online reservation and payment portal. Walk-up passengers will be required to use a smartphone or other internet-equipped device to book online while onsite.

Return Trip Reservations

Under the reservation system implemented in 2018, riders booking in advance would only reserve a specific time slot for the trip *to* Muir Woods. Return trips from Muir Woods back to the park & ride lot or Sausalito ferry did not need to be reserved in advance. Under the new contract with Bauer's, riders will need to reserve specific time slots for both trips *to* and *from* Muir Woods at time of booking.

Contractor-Owned Vehicles

Under the new contract with Bauer's, Shuttle service will be operated in contractor-owned vehicles instead of District-owned vehicles. Storage and maintenance of these vehicles will also be done at the contractor's facility. These new vehicles offer a more comfortable ride using over the road coaches and offer the opportunity to test all electric vehicles without the District directly investing in the equipment and facility upgrades.

66F Operations

In the summer peak season of 2023, the 66F Shuttle to Sausalito will only operate on weekdays, with all weekend & holiday service going to the Larkspur Ferry Terminal.