



Muir Woods Shuttle Year in Review

NOVEMBER 2009



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INTRODUCTION

This report focuses on the fifth 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 five seasons of operation, the Shuttle has evolved to meet visitor needs and has become an integral mode of access to the park, carrying over 20 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. This year Golden Gate Transit continued to operate the service under contract to Marin Transit, as Route 66.

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 Shuttle 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, wayfinding, and amenities at stops.

This year's evaluation was more limited, focusing on trends and changes in ridership over time, using information collected this year and in each of the previous Shuttle seasons. 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 2009 included weekends and holidays beginning on Saturday May 2, and continuing through Sunday September 27, 2009. In all, service was provided on 35 peak summer days and 12 shoulder season days.

The primary Shuttle route began in Marin City, where passengers could park or make connec-

tions 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. Wayfinding 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 2009, operating every 30 minutes during the "shoulder seasons" of May 2 through May 17 and September 12 through 27. Beginning on Memorial Day weekend (May 23) and continuing through the peak months of June, July, and August, frequency increased to operate every 20-minute intervals. Service ended on the last Sunday in September (for 2009, September 27).

For the third 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.

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.

As in previous seasons, Marin Transit hired an ombudsperson this year to liaise with passengers waiting for the Shuttle at the Pohono Street Park-and-Ride lot and to provide additional monitoring of service quality. The ombudsperson's assistance greatly aided passengers, especially those arriving in peak periods when heavy demand can lead to long lines and short waits to catch the Shuttle at Pohono Street. Over the course of the summer, small improvements were made to amenities at bus stops in response to her observations. In response to rider requests, Marin Transit rented a portable toilet that was placed and maintained all summer long at the Pohono Street Park and Ride lot by Mill Valley Refuse. Figure 2 summarizes service changes over the last three years of Shuttle operations.

Figure 1 Muir Woods Shuttle (Route 66) Map

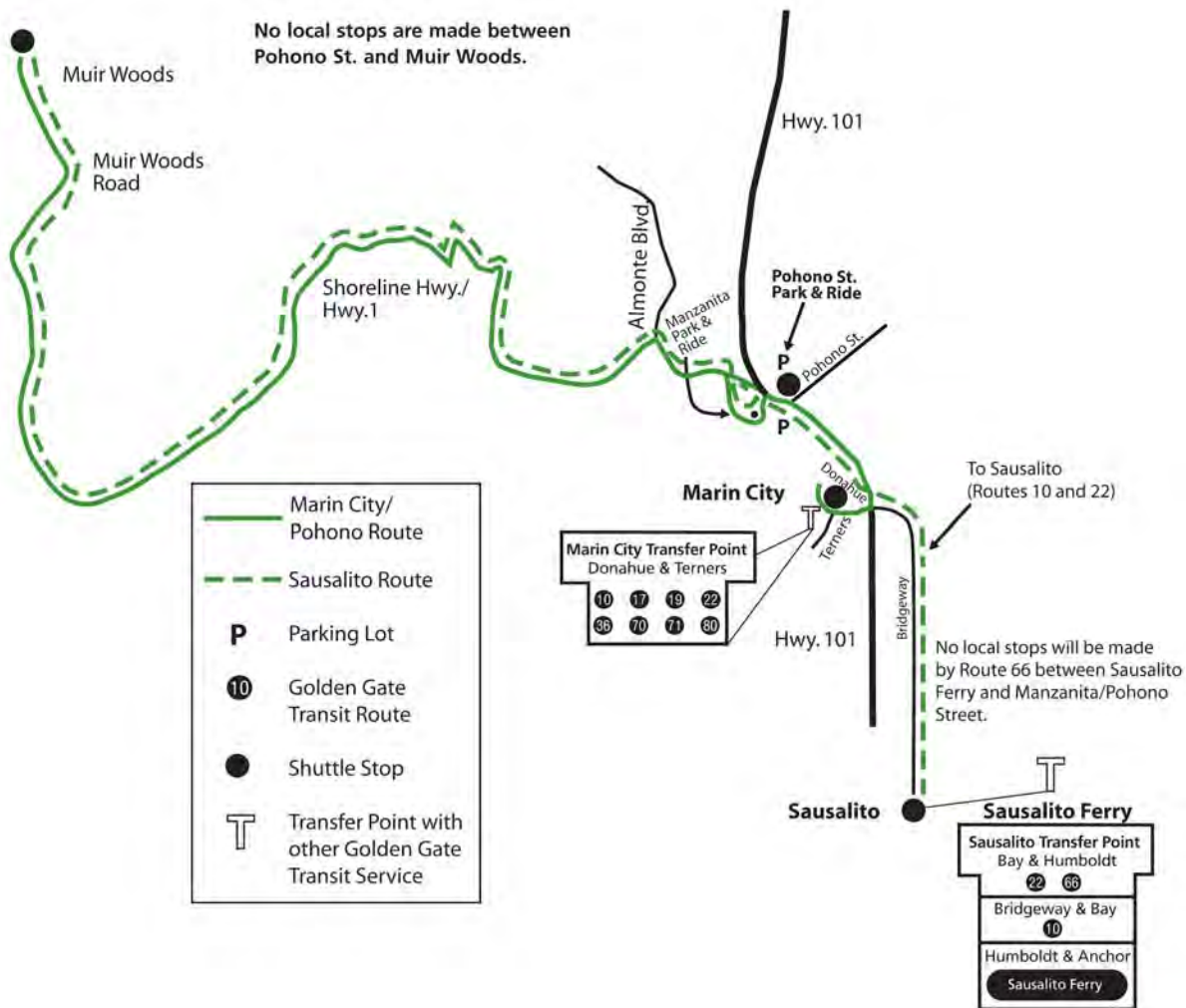


Figure 2 Summary of Operations, 2007-2009

	2007	2008	2009
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
Service span	Weekends and holidays from May 1 through September 30	Weekends and holidays from May 1 through September 30	Weekends and holidays from May 2 through September 27
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
Service Hours	1,739	2,112	2,158
Standard Fare	\$2.00 round trip	\$3.00 round trip	\$3.00 round trip
Farebox Recovery	15.18%	21.58%	16.17%

Marketing the Shuttle

As in previous years, Shuttle marketing included 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.

Information was distributed to the visitor market through hotel concierges, hostels and travel services 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.

A print campaign was launched in several local and regional newspapers and tabloids focused on recreational activities. The National Park Service (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.

Without question, the most visible element of the marketing effort for the Muir Woods Shuttle as in previous seasons are the changeable message signs (CMS) that 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 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.

Figure 3 below describes the messages displayed on Changeable Message Signs.

Figure 3 Changeable Message Sign Messages

Location	Operated by	Typical message
Northbound 101 between Alexander Ave. on-ramp (Waldo Grade) and Waldo Tunnel	Muir Woods / NPS	Muir Woods Parking Full-Use Shuttle
Northbound 101 Marin City off-ramp	County of Marin/Dept. of Public Works	Muir Woods Shuttle Take Route 1 Exit

CMS signs are leased and operated by NPS and the County of Marin. In previous seasons, additional CMS signs were installed on the southbound Hwy 101 approach, but equipment problems prevented use of the southbound signs in 2009. When operating normally, the signs are activated by park personnel using a telephone when they observe that lots are full – usually around 9:30 AM on summer weekends.

Evaluation Methodology

Data on Shuttle ridership published in this report was derived from fare collection reports compiled for each day of service in 2009. Ridership data for previous years was provided by Golden Gate Transit. Data on park visitation levels was provided by NPS staff. Financial figures were compiled by Marin Transit.

Anecdotal observations on the 2009 service were provided by the ombudsperson for Marin Transit, and include such commentary as the conditions at the Shuttle stops, passenger understanding of schedules, fares and operations, the degree of crowding at the stops, and Shuttle departure times for observed trips, which included most weekends and all three holidays between May and September.

Unlike previous years, intercept surveys with Shuttle passengers were not conducted by Marin Transit in 2009. Instead, NPS commissioned a study by the University of Vermont that included surveys of Shuttle passengers traveling to the Woods. Results of that survey are not yet available, but should be published in 2010.

RIDERSHIP AND PRODUCTIVITY

This section summarizes the number of passengers the Muir Woods Shuttle carried in 2009, 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 2009, and daily fare collection reports furnished by Golden Gate Transit provide ridership figures and service hours during these same months.

Ridership

Approximately 27,493 trips were made on the Muir Woods Shuttle between Saturday, May 2nd, and Sunday, September 27, 2009, which is 20 percent less than the number of Shuttle riders last year. Despite the overall decline in passen-

gers, more visitors to Muir Woods took the Shuttle in 2009 as a proportion of visitors taking other modes to the park than in any other year since the service began. Reasons for the declining ridership are most likely related to the changes in the economy, slowing tourism, and declining fuel prices (when compared to the summer of 2008). The capacity of the Shuttle service was usually well matched to demand, and even during the busiest days, all passengers that waited a short while at Pohono Street got a ride.

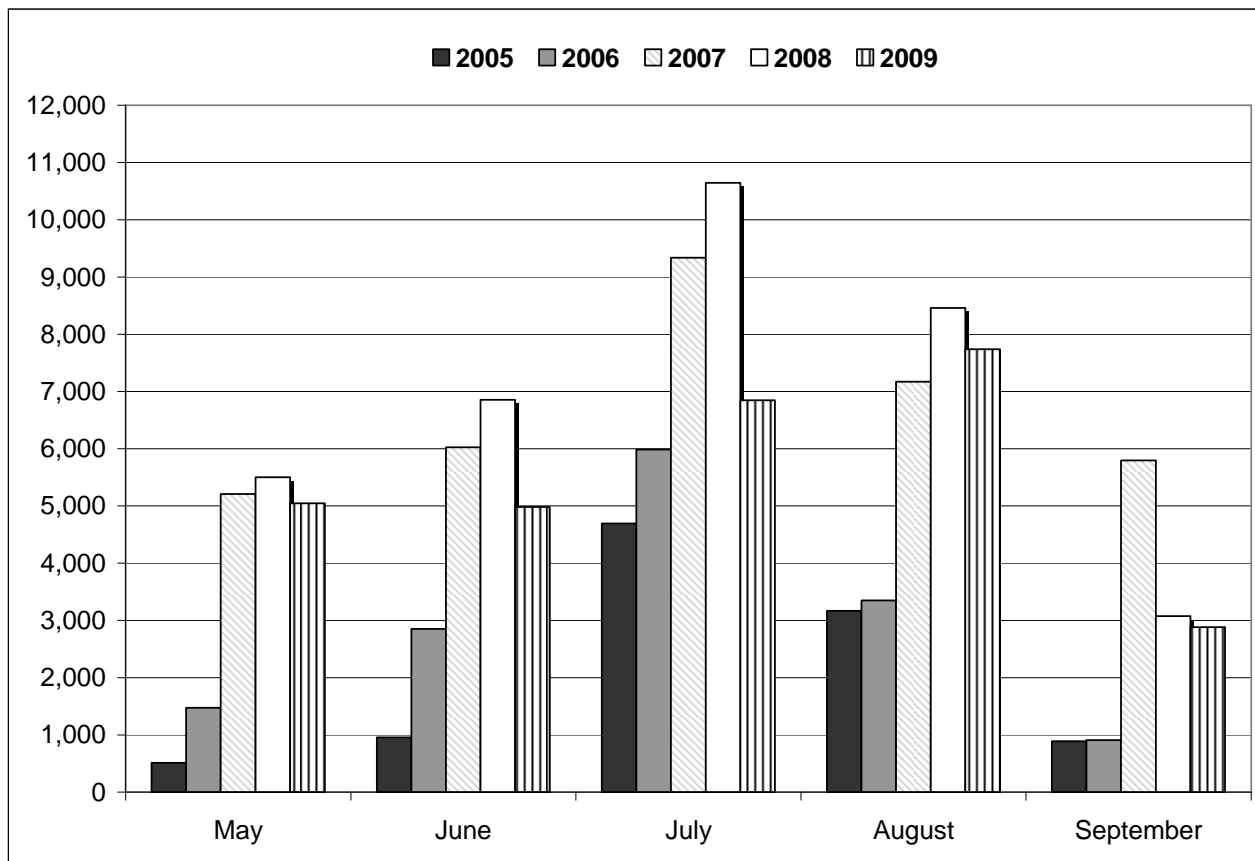
Figure 4 shows the total ridership for the 2007, 2008, and 2009 Shuttle seasons, by month, and the year-over-year change from 2007-2008 and 2008-2009. August saw the highest ridership this year, while June and July experienced significant year-over-year declines.

Figure 5 (next page) displays the monthly ridership for all five years of Shuttle service.

Figure 4 Table of Shuttle Ridership by Month, 2007 – 2009

	2007	2008	% Change (2007-2008)	2009	% Change (2008-2009)
May	5,209	5,502	6%	5,045	-8%
June	6,024	6,855	14%	4,984	-27%
July	9,334	10,645	14%	6,845	-36%
August	7,172	8,460	18%	7,737	-9%
September	5,795	3,074	-47%	2,882	-6%
Total	33,534	34,536	3%	27,493	-20%

Figure 5 Chart of Shuttle Ridership by Month, 2005-2009



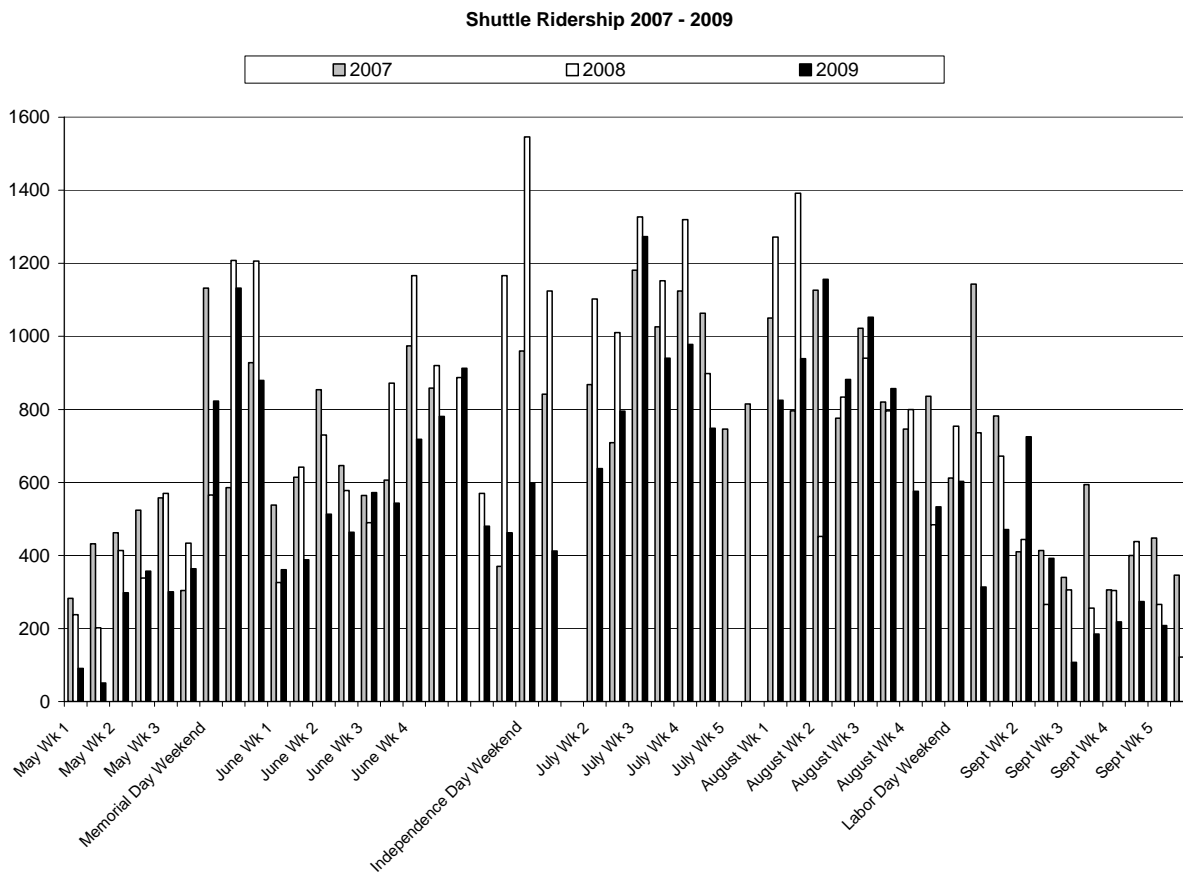
The initial year of service covered the peak months only. Comparing only peak months, the ridership in 2009 was approximately 17 percent below last year’s peak period ridership. Figure 6 (below) shows peak season ridership for the five years of service since inception, along with the rate of change year-over-year.

Figure 7 (next page) illustrates the “peaking” of Shuttle ridership, showing total passengers for each service day over the last three Shuttle seasons.

Figure 6 Peak Ridership, 2005 - 2009

	2005	2006	2007	2008	2009
Riders	10,219	14,571	27,713	29,938	24,737
% growth from prev. year		43%	90%	8%	-17%

Figure 7 Ridership for Each Service Day, 2007 - 2009



Sausalito Ridership

Sausalito service was added to the Muir Woods Shuttle in 2007, and has proven to be a strong attractor for Shuttle riders. This routing operates between the Memorial Day and Labor Day holidays, basically during the peak months of June, July, and August (in 2009 Sausalito service included the last weekend in May). Figure 8 shows the Sausalito ridership by month for 2007 - 2009. Due to the shifting of calendar days in each month, it is less meaningful to compare monthly changes from year to year; however, the total change in ridership is a significant indicator of the growth in this routing. This year Sausalito service in-

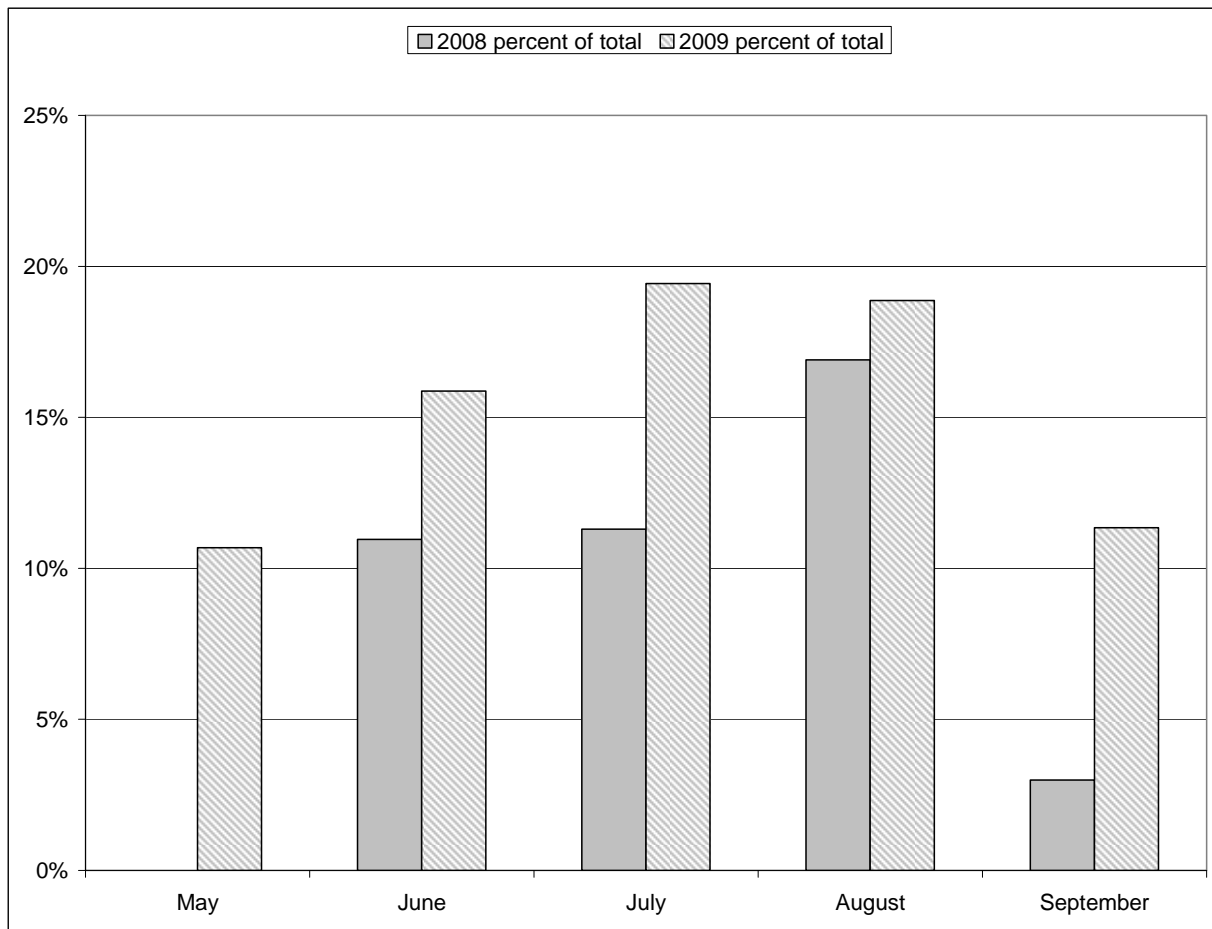
creased nearly 28 percent over last year, despite the overall decline in total Muir Woods ridership.

The percentage of Shuttle riders boarding in Sausalito was also higher this year than last. Trips originating in Sausalito now represent nearly one in five trips on the Shuttle. Figure 9 shows the percentage of Shuttle riders who boarded in Sausalito for 2008 and 2009, by month. In the month of July, almost 20 percent of riders boarded in Sausalito, with slightly less in June and August. Special summer events in Sausalito such as the Sausalito Art Fair, and active marketing to the hospitality industry in San Francisco, are likely strong influences on the demand for this service.

Figure 8 Sausalito Ridership, 2007 – 2009

	2007	2008	2009	% Change (2008-2009)
May	0	0	539	n/a
June	226	751	791	5.3%
July	434	1,203	1,330	10.6%
August	986	1,430	1,460	2.1%
September	274	92	327	255.4%
Totals	1,920	3,476	4,447	27.9%

Figure 9 Percentage of Shuttle Riders Boarding in Sausalito



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”. In 2008, high gas prices encouraged more people to look for alternatives to driving for recreational activities. This had the effect of increasing visitation to Muir Woods in general and increasing Shuttle ridership as well. The average percentage of visitors taking the Shuttle for the 2008 season was 8.9 percent. During the peak season months of June, July and August, it was 10.4 percent. The mode share in 2007 was similar.

In 2009, the percentage of Muir Woods visitors using the Shuttle rose again, to 9.2 percent overall, or 10.6 percent during the months of June through August. If the Memorial Day weekend is added, the number rises to 10.8 percent. Despite the substantial decreases in overall park visitorship this year, the Shuttle continues to secure a greater share of all travel modes to the park. As ridership fell off at the end of the season, and traffic congestion on Highway 1 also lightened, the proportion of visitors arriving on the Shuttle fell to a low of 5.5 percent in September.

Historically, the Shuttle has never carried more than 15 percent of all visitors to the park on a single day of service. There were four days in July of this year that eclipsed that mark, on July 12th, 18th, 19th, and 25th. The weekend of July 18-19 was the highest with over 20 per

cent of all visitors to Muir Woods arriving by way of the Shuttle. Figure 10 (next page) shows the percentage of visitors to Muir Woods who chose to take the Shuttle, by month across the past three seasons.

Productivity

Productivity of transit service is generally measured by the number of passengers carried in each revenue hour of service. The average productivity for the entire summer, including the shoulder season and Sausalito service, was 12.7 passengers per hour, down from 16.4 passengers per hour for all service in 2008. Comparing peak seasons only over the past three years, productivity has been declining despite gains in ridership in 2008, due to additional hours of service added last year and operated again this season. Figure 11 (bottom of page 11) shows the average productivity for 2007, 2008 and 2009, for all service days and for the peak season only.

It is important to note that transit services seldom experience increases in productivity that exceed the amount of service added. For example, doubling the number of service hours on a route rarely results in a doubling of ridership. As such, while ridership on the Sausalito service was up over last year, the addition of another bus in the rotation affected the productivity for that route. Figure 12 (page 12) summarizes productivity trends over the four seasons, comparing peak season productivity from 2005-2009.

Figure 10 Percentage of Visitors Taking Shuttle by Month, 2007 - 2009

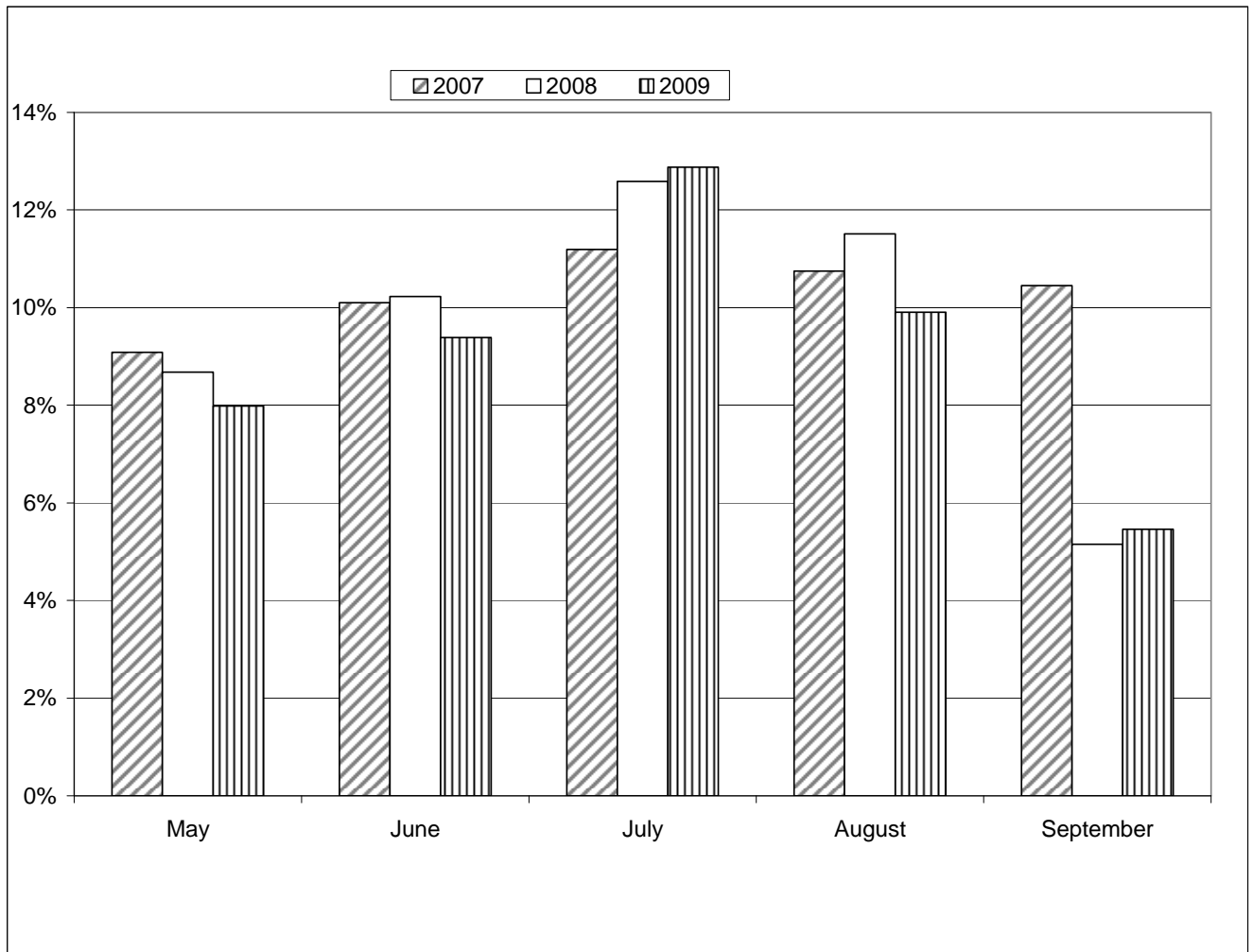
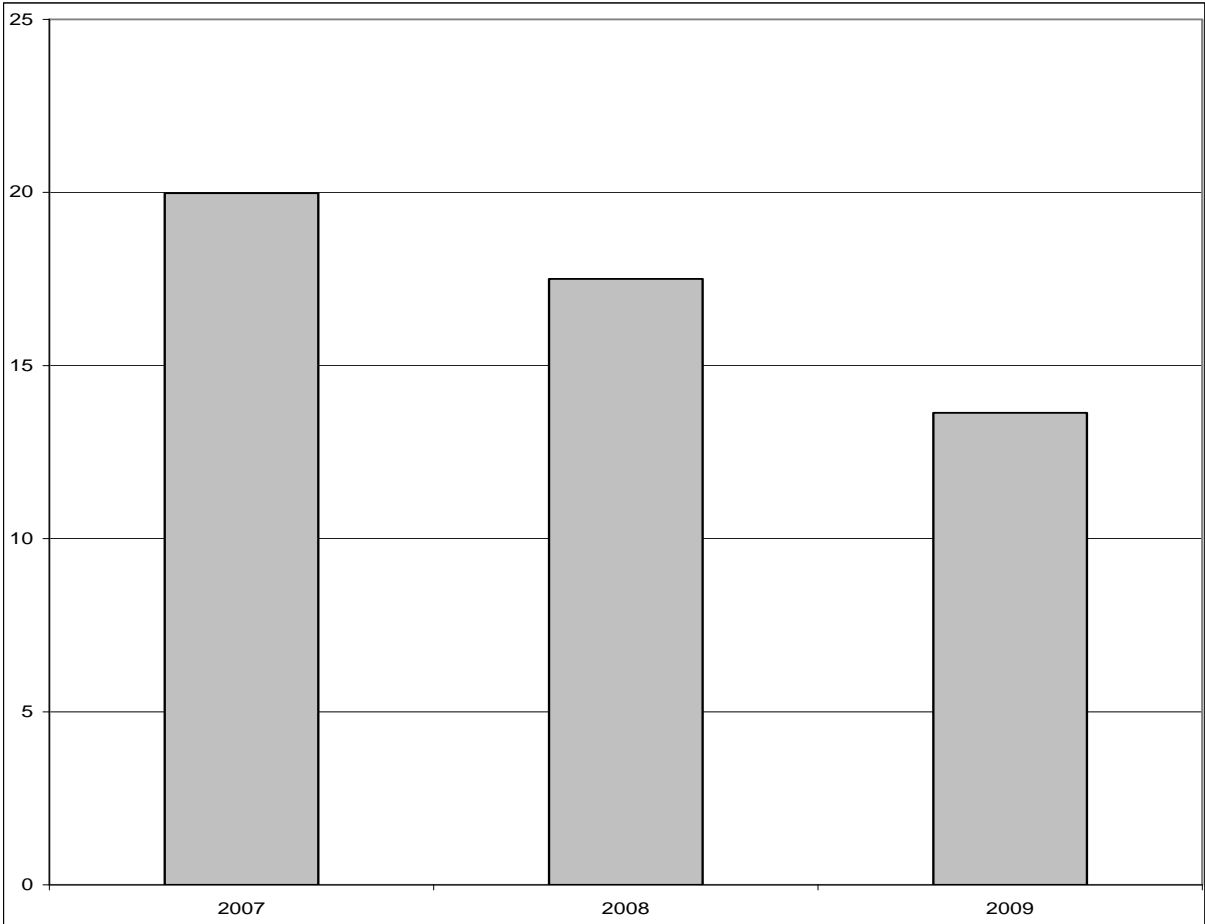


Figure 11 Average Productivity, 2007 - 2009

	2007	2008	2009
Average Productivity, all service days	18.2	16.4	12.7
Average Productivity, Memorial Day - Labor Day	19.9	17.5	13.6
Note: Productivity includes Sausalito trips.			

Figure 12 Passengers per Service Hour (Productivity), Peak Season, 2007 - 2009



SERVICE COSTS AND FAREBOX RECOVERY

Total service cost for 2009 was \$341,270. This is inclusive of the operating costs, lease costs, and the cost of marketing the service and providing information. The operating costs alone were \$39,469 more than last year, reflecting the in-

creased cost per revenue hour for service provided by Golden Gate Transit, and slightly more service hours than in 2008. Figure 13 identifies the service hours, costs, and revenue for the Shuttle for the past three seasons.

Figure 13 Muir Woods Shuttle Service Costs, 2007 - 2009

	2007	2008	2009
Service Hours			
Peak only, without Sausalito	1,139	1,430	1,517
Shoulder Service	420	401	344
Sausalito Service	180	281	298
Total	1,739	2,112	2,158
Golden Gate Transit Contract			
Total operating cost	\$187,747	\$204,216	\$238,238
Lease and preparation cost	\$47,520	\$59,135	\$66,154
Marketing and information	\$14,208	\$14,918	\$13,346
Total	\$249,475	\$278,269	\$317,738
Revenue	\$28,504	\$44,064	\$39,805
Other Costs			
Nelson\Nygaard contract	\$34,405	\$12,500	--
Additional Marketing	\$10,000	\$10,000	--
Passenger assistance	\$5,400	\$5,600	\$5,715
Renting changeable message sign and operating staff cost	\$32,500	\$32,500	\$32,500
Administration cost	\$15,000	\$15,000	\$15,000
Portable restroom	\$2,000	\$2,500	\$2,817
	\$348,780	\$356,369	\$373,770
Total cost			
Farebox revenue	\$28,504	\$44,064	\$39,805
Net total cost	\$320,276	\$312,305	\$333,965
Farebox Recovery			
Farebox recovery / GGT total operating cost	15.18%	21.58%	16.71%
Farebox recovery / Golden Gate Transit contract	11.43%	15.84%	12.53%
Farebox recovery / total cost	8.17%	12.36%	10.65%

Farebox Recovery

In its five years of service, the Muir Woods Shuttle has gone from offering free rides in its inaugural year (2005), to charging a \$2.00 round trip cash fare in 2006 and 2007, and to charging a \$3.00 round trip cash fare in 2008 and 2009. For all years where a fare was charged, seniors, youth, and disabled riders were offered a discounted \$1.00 fare. After two years of operation at the current level, it does not appear that the fare increase that took effect in 2008 has had any significant dampening effect on ridership. While there was evidence in 2008 that the fare may be as high as it can reasonably go without charging for parking at Muir Woods, the \$3.00 fare is not a significant barrier to ridership or mode selection.

As shown in Figure 13 (previous page), a total of \$39,805 was collected in fares over the course of the 2009 season, compared to \$44,064 in 2008, and \$28,504 in 2007. The 10 percent decrease in farebox revenue in 2009 follows the 20 percent decrease in ridership from the previous year. The increased revenue in 2008 is reflective of the fare change that took affect that year.

Applying fare revenue to the cost for service results in a net total cost for service of \$333,965 and a farebox recovery rate of 10.65 percent based on the \$356,469 total cost of providing the service. This figure rises to a recovery rate of 12.53 percent when only considering the \$317,738 contract costs with Golden Gate Transit, which does not include the other direct costs of Marin Transit's ombudsperson (passenger

assistance), CMS sign and portable toilet rentals, and staff administrative expenses to manage the service. The farebox recovery rate rises further to 16.71 percent when only considering the direct operating expenses of Golden Gate Transit (\$238,238) for purchased transportation services.

The farebox recovery rate for the Muir Woods Shuttle operation is about 25 percent less than 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 21.3 percent. The Shuttle farebox recovery is about 50 percent higher than the combined farebox recovery ratio for Marin Transit's rural (West Marin Stagecoach) and Community Shuttle routes, which routes collect slightly over 10 percent of their respective operating costs. The Muir Woods Shuttle has a very high farebox recovery rate for a rural service of its kind.

CONCLUSIONS AND RECOMMENDATIONS

As stated throughout this report, Marin Transit contracts for the services of an ombudsperson to provide passenger assistance at the Pohono Street Park and Ride lot, monitor service quality, and liaise with NPS staff. This year, as in previous seasons, the ombudsperson fulfilled the duties of this position on every day of Shuttle service from May 2nd to September 20th, with the exception of July 18th. On that day, Marin Transit staff provided this service directly. A total of 45 of the 47 days of Shuttle service were observed, excluding only the final weekend of the season September 26-27. The ombudsperson now wears the Nation Park Service Volunteer uniform to indicate that she is there to provide assistance. Riders are highly appreciative of the information and organization she provides.

Additionally, Golden Gate Transit provided dedicated road supervision and dispatch personnel to the Muir Woods Shuttle this year, as attempts in previous years to share these resources with other regional and local services proved unworkable due to increased passenger activity for the Shuttle. Route on-time performance is important and having a dedicated road supervisor in the field helps to ensure buses remain on schedule, and that fill-in buses are dispatched when they are needed. On-time performance remaining very high throughout the five months of service and only a handful of trips were missed.

This section of the report summarizes common themes observed during the course of field observations.

Bus Stop Wayfinding, Access, and Amenities

There are two stops across Highway 1 from each other – Manzanita and Pohono. As previously described, riders can park at either location, but board at Pohono to go to the park, and alight at Manzanita on the return trip. As in previous years, there was some confusion about how this worked. Additional wayfinding signage installed at both lots appears to have minimized confusion among riders. Schedule information was also posted at each stop on a “sandwich board” tethered to the stop.

At the Pohono Street lot, signs indicate to drivers the designated parking for the Shuttle at the west end of the lot, where there is a path to the bus stop. This connection between the lot and the stop is very well marked and is wheelchair accessible, as well as equipped with rumble strips for the visually impaired. While there are two park-bound stops – Marin City and Pohono – the latter is by far the more used stop. This is most likely because the highway signs direct people to park there. This location has been equipped with restrooms, and has a bus shelter with two seats, space for a wheelchair, and a shelter.

A trash receptacle was added in 2008 to the Pohono stop. Litter is still a problem in the vicinity of the stop, and this year Marin Transit acknowledges the efforts of two Marin County volunteers who were observed picking up the garbage and debris that collects along the bike path including the Pohono bus stop and the surrounding marsh: Jean Hietpos, and Mac Bell, both residents of Mill Valley. The efforts of these citizens are commendable and help to keep the area around the Pohono Street stop clean for the visiting tourists and local riders alike.

The bus stop at Muir Woods has a more comfortable waiting area with shade, a water fountain, and restroom. There are some benches, but not enough to accommodate the large crowds waiting on holiday weekends. People took to sitting on the lightweight split-rail fencing along the pathway, which is not designed to accommodate this use.

Dealing with Extreme Crowds

As noted in previous years, there are days in which unusually high demand for the Muir Woods Shuttle draws large crowds to the Pohono Street stop, often causing long waits for a transit rider that is expecting buses running every 20 minutes. When a very large number of people are waiting to board the bus, the lack of seating, shade, and amenities can go from being inconveniences to real problems. Except for Marin City, the stops are not designed to accommodate over 50 people. Even with normal crowds, the lack of seating is a problem. With the very large

crowds on holiday weekends, virtually no one had a seat. On occasion, the bus will fill leaving additional passengers waiting in line, for the next bus. Additional consideration should be made in future seasons to make these waiting riders “captive”, such as a coffee cart. Should funding become available, Marin Transit should consider adding another passenger shelter at this stop to provide additional seating capacity and shade. Currently, the one shelter cannot accommodate the large crowds which sometimes number 50-70 persons. Efforts to solicit a private partner to sell beverages and snacks would be worth investigating. Having the ombudsperson on hand to provide assistance to the waiting passengers is essential, and continuation of this practice is strongly recommended in future seasons.

Coordinating with Local Events and Transportation

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

On June 13th, the Mountain Play was being presented on Mt. Tamalpais, with bus transportation provided from the same parking lot at Pohono Street where the Muir Woods Shuttle provides parking. This caused the lot to fill up earlier than usual. In addition, predictably, a few people travelling to the play took the bus to the park by accident, and vice versa. This seemed to be due primarily to the signage in the parking lot not distinguishing between the two bus systems clearly

enough. In addition, a final destination check by all drivers prior to departing the lot would have been helpful.

On Labor Day, ferry service is increased in part because of the Sausalito Art Fair, which brings thousands of people into Sausalito. This increases ridership on the Muir Woods Shuttle as people take advantage of both opportunities.

Fares and Fare Collection

There are currently two ways to pay the Muir Woods Shuttle fare. Most people pay the driver a cash fare. When paying cash, the exact fare is required. Many customers complain about this, preferring to pay by credit card or to get change from the driver. Requiring each person to pay the exact fare also slows boarding down, particularly when there is a crowd. While some passengers barter among themselves to pay for a number of people using larger bills, many others go to lengths to make sure each person in their group has their own fare.

The other method, used much less often, is to purchase a Shuttle ticket at the San Francisco Ferry Building when purchasing a ferry ticket. One idea might be to allow this ticket to be purchased on line or at the Sausalito Visitors Center or at Golden Gate Transit sales outlets so the riders are prepared to board quickly. Having the TransLink® system (the Bay Area's smart card for transit) running on these vehicles would be another way to easily let people pay using a method other than exact cash fare. Anything that

allows passengers to purchase their tickets in advance will reduce boarding times and will increase rider satisfaction.

New fareboxes installed on Shuttle buses this year did make it possible to overpay the fare and receive a magnetic "change card" back, similar to a stored value card. This card could be used later to pay transit fare on a Golden Gate Transit bus. While it may not be as useful for a tourist, this goes a long way to helping the local riders that did not have exact change.

Occasionally the validating fareboxes were inoperable or jammed during revenue service. The protocol concerning the inoperative cash boxes on the bus was handled differently by individual drivers. For example, on July 5th, the farebox on bus number 537 was not working. The passengers were told to pay on the return trip. On July 12th, bus number 508 had the same problem yet the passengers were told to pay the farebox even though no tickets were issued. This discrepancy in the way the bus drivers handled a broken farebox was discussed by Marin Transit and Golden Gate Transit, and it was decided that fares should be paid on the park-bound trip if at all possible, even if tickets could not be issued. In the case of a broken farebox that could not accept fares, the Road Supervisor would send for a substitute bus and pull the faulty bus out of service.

Conclusions

Year after year, the Muir Woods Shuttle has been successful by all measures – ridership, farebox recovery, and in meeting the goals of the park in bringing visitors – not cars – to Muir Woods. The fifth season of the Muir Woods Shuttle was no different. Despite an overall decline in passenger trips when compared to last year, both the number of riders taking the Shuttle from Sausalito and the percentage of Muir Woods visitors using the Shuttle rose in 2009 above the levels in previous years: Sausalito ridership grew by 28 percent; and 9.2 percent of weekend visitors to Muir Woods used the Shuttle which operated between May 2 and September 27, with 10.6 percent of peak-season visitors using the Shuttle.

The Muir Woods Shuttle now serves as an example of public transportation to National Parks, and has recently been given regional recognition. In 2008, the Muir Wood Shuttle was awarded the ‘Excellence in Motion’ Merit award from the Metropolitan Transportation Commission for opening Muir Woods to access by affordable public transportation, while reducing greenhouse gases and easing congestion on Highway 1.

With the popularity of the Shuttle this season, the potential for increasing service and ridership in the future, and in cementing the Route 66 as a permanent local fixed-route, became clearer. As a permanent service, the partner agencies will be in a better position to concentrate on customer experience, orientation and using the Shuttle as a gateway to the park and to other activities in

Marin County. The existing marketing efforts are clearly working well, with riders getting information on the Shuttle from a variety of sources. Because so few people repeat their visit, these marketing efforts should be continued as long as the service is running. Also, the changeable message signs installed on Highway 101 announcing the Shuttle service are prime motivators in attracting park visitors to take the Shuttle. Additional capital funding should be secured to replace the two southbound signs that are no longer operating. Marin Transit should also consider purchasing and installing permanent CMS signs to replace the portable CMS trailers that require monthly rental fees and more logistical support.

As demonstrated on holiday weekends this year, one challenge facing the Shuttle is to continue to refine the service to manage very high peak demand, in both operations and in better visitor support services at stops which are not currently equipped to handle these crowds. In addition, planning needs to include both determining sustainable funding sources and greater integration with other transportation services in Sausalito and along Highway 101 as well as in West Marin. This will ensure that the Shuttle best serves the County of Marin, the park, and visitors, providing alternative access to the park, reducing parking overflow conditions at the park, relieving traffic congestion, especially locally around the park, and preserving the visitor experience of the natural environment.

Recommendations for Future Service Enhancements

In late 2009, Marin Transit will put the Muir Woods Shuttle operation out to bid, which is expected to reduce the cost of providing the service in 2010. Marin Transit is a recipient of State Proposition 1B Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA) funds for capital projects including vehicle purchases. Marin Transit is in the process of procuring the first of several buses to fulfill the Muir Woods Shuttle fleet requirements. Owning the buses that are used to operate the Shuttle—which are currently leased—will further reduce service costs beginning in Fiscal Year 2011. Cost savings may be used to expand the Shuttle season beyond the current summer months of May through September or to increase frequency to 15 minutes during the peak season.

Finally, there is interest in expanding the Shuttle to serve other parts of West Marin, namely Muir Beach. Marin Transit and NPS staff has discussed the possibility of adding a stop on selected trips at Muir Beach. This would only be done if a safe bus stop can be constructed at Muir Beach and if operations do not interfere with the efficiency of the existing service. In cases of peaks loads, vehicle capacity may also be an issue. There may be opportunities to dovetail the Muir Woods Shuttle operation into the existing West Marin Stagecoach rural service, also operated by Marin Transit. This was mentioned in the recently completed West Marin Needs Assess-

ment. Better integration with the Stagecoach would enable recreational visitors to travel the length of Marin's west coast without driving. The services already share stops at Marin City and the Pohono Street/Manzanita Street Park and Ride lots.

More information is available at

www.marintransit.org/completedprojects.html.

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APPENDIX A:

MUIR WOODS SHUTTLE SCHEDULE

MUIR WOODS INFORMATION

MUIR WOODS PARK HOURS SUMMER 2009

8:00 am to 8:00 pm
every day

**Note: The last Route 66 bus
leaves Muir Woods at 7:00 pm**

ENTRANCE FEES

Individuals 16 years of age and older:
\$5.00 per day or \$20 for a season pass
Individuals under 16 years of age: **FREE**

Muir Woods Information

Visitor Information (Recorded Message)
(415) 388-2595

Muir Woods Headquarters
(415) 388-2596

Information For Hearing Impaired (TTY)
(415) 556-2766

www.nps.gov/muwo



*The Muir Woods Logo has been used with the permission
of the Golden Gate National Parks Conservancy and is
copyrighted by Michael Schwab Studios (2009).*

ROUTE INFORMATION

ROUND TRIP SHUTTLE FARES

Adults	\$3
Youth (6-18)/ Seniors (65+)/ Persons with Disabilities	\$1

FOR PASSENGERS TRAVELING ON *DIRECT* ROUTE 66 SERVICE FROM MARIN CITY, POHONO STREET OR SAUSALITO FERRY TO MUIR WOODS

Round trip fares are collected in the westbound direction traveling toward Muir Woods. A "Round Trip Muir Woods Shuttle Pass" is issued when you pay your fare. **Please retain your Shuttle Pass and present it to the driver on your return trip.** No one-way fares are available. Round Trip Shuttle Passes are valid only for the day of purchase.

Fares may be paid by cash (exact change required), Value Cards or Marin Transit passes. No other fare media including TransLink® tickets or transfers accepted on Route 66.

FOR PASSENGERS ORIGINATING FROM OTHER MARIN COUNTY LOCATIONS

Sausalito Passengers: When direct Route 66 service from Sausalito to Muir Woods is not available, passengers may board GGT Routes 10 or 22 in Sausalito and advise the driver that you wish to travel to Muir Woods. Pay \$3.00 to purchase a Round Trip Muir Woods Shuttle Pass. Travel from Sausalito to Marin City on Routes 10 or 22 will be included in this fare. In the eastbound direction, passengers transferring from Route 66 to travel to Sausalito will present their Muir Woods Shuttle Pass on Routes 10 or 22 for free travel from Marin City to Sausalito.

Central and Northern Marin Passengers: For connecting travel from Central and Northern Marin County, advise the driver that you wish to travel to Muir Woods and pay \$3.00 to purchase a Round Trip Muir Woods Shuttle Pass. Travel from points in Central and Northern Marin County to Marin City will be included in this fare. Passengers needing to make a second transfer for travel to/from Muir Woods should present their Muir Woods Shuttle Pass on the next bus for free travel.

PASSENGER CAPACITY OF EACH BUS

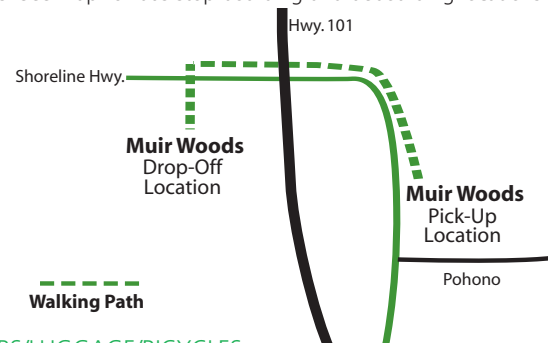
Due to safety considerations, standees will not be carried on Route 66. Arrive at bus stop early to ensure a seat on the bus. The last bus leaves Muir Woods at 7:00 p.m.

BIKE RACKS

Bike racks are available on a limited number of Route 66 buses on a first-come, first-served basis. There is no guarantee that a bus returning from Muir Woods will be bike rack-equipped. For loading and unloading instructions please visit goldengatetransit.org/services. Bikes are not allowed inside buses.

PARKING AND BOARDING INFORMATION

Use the Highway 1 exit. Parking is available at Pohono St. and Manzanita Park & Ride lots. See map for bus stop boarding and deboarding locations.



STROLLERS/LUGGAGE/BICYCLES

Luggage and other personal articles must be placed in your lap or under a seat. Personal articles cannot be stored in the aisles, wheelchair securement areas or on seats. Fold up strollers and hold babies in your lap. Bicycles are not allowed inside bus.

FOOD AND DRINK

Smoking, eating and drinking are NOT permitted aboard buses. California State Law prohibits alcoholic beverages aboard public transit buses. Refreshments are available at Muir Woods.

TRANSIT CONNECTIONS

BUS TO/FROM SAUSALITO

GGT Routes 10 and 22 provide combined service every 30 minutes between downtown Sausalito and Marin City. Board a Route 10 bus (every 60 minutes) at Bridgeway & Bay in Sausalito or board a Route 22 bus (every 60 minutes) on Bay St. at Bridgeway near the ferry terminal. Purchase your Muir Woods Shuttle Pass on the bus, which is also good for return trip.

BUS TO/FROM SAN FRANCISCO

GGT Routes 70 and 80 provide combined service every 30 minutes between Mission & 1st Streets in San Francisco and Marin City. Passengers also may board buses in San Francisco at Mission & 3rd Streets, Mission & 5th Streets, 7th & Market Streets, McAllister & Hyde, McAllister & Polk Streets, and Van Ness Avenue & Geary Blvd. Additional stops are available along Van Ness Avenue and Lombard Street. The adult cash fare is \$3.75 (\$3.95 after July 1, 2009). No free transfers are available to and from the Muir Woods Shuttle.

FERRY TO/FROM SAN FRANCISCO

Golden Gate Ferry provides service between San Francisco Ferry Building and Sausalito. Adult cash fare is \$7.45 each way (\$7.85 after July 1, 2009) and youth (6-18), seniors (65+), persons with disabilities/Medicare receive a 50% discount. Children 5 and under ride free (2 per full fare adult). In Sausalito, board Route 66 at Humboldt Street for direct service to Muir Woods. Purchase Round Trip Muir Woods Shuttle Pass (\$3.00 for adults, \$1.00 for youth, seniors, and persons with disabilities) at the San Francisco Ferry ticket booth. No free transfers are available to or from the Muir Woods Shuttle.

INFORMATION CONTACTS

toll-free **511** (say "Golden Gate Transit" then "Operator")

TDD 711

Monday – Friday 7:00 am – 7:00 pm
Saturdays and Holidays 8:00 am – 6:00 pm
(Closed Sundays)



Information subject to change.

SUMMER 2009 MUIR WOODS SHUTTLE

WEEKEND AND HOLIDAY SERVICE

BUS
ROUTE



**SERVICE FROM SAUSALITO FERRY
Starting May 23!**

MUIR
WOODS
NATIONAL MONUMENT

UNITED STATES DEPARTMENT OF THE INTERIOR
NATIONAL PARK SERVICE

MARIN CITY/POHONO ROUTE
May 2 to September 27, 2009

SAUSALITO FERRY ROUTE
May 23 to September 7, 2009

May 2 – 17 AND September 12 – 27, 2009

WEEKENDS AND HOLIDAYS

Muir Woods

Westbound

Marin City — Pohono St. —
Muir Woods

Leave Marin City (Donahue & Terners)	Pohono St.	Muir Woods
9 30	9 36	9 56
10 00	10 06	10 26
10 30	10 36	10 56
11 00	11 06	11 26
11 30	11 36	11 56
12 00	12 06	12 26
12 30	12 36	12 56
1 00	1 06	1 26
1 30	1 36	1 56
2 00	2 06	2 26
2 30	2 36	2 56
3 00	3 06	3 26
3 30	3 36	3 56
4 00	4 06	4 26
4 30	4 36	4 56
5 00	5 06	5 26
5 30	5 36	5 56

WEEKENDS AND HOLIDAYS

Manzanita Park & Ride/Marin City

Eastbound

Muir Woods — Manzanita Park & Ride — Marin City

Muir Woods	Manzanita Park & Ride	Arrive Marin City (Donahue & Terners)
11 05	11 25	11 29
11 35	11 55	11 59
12 05	12 25	12 29
12 35	12 55	12 59
1 05	1 25	1 29
1 35	1 55	2 00
2 05	2 25	2 30
2 35	2 55	3 00
3 05	3 25	3 30
3 35	3 55	4 00
4 05	4 25	4 29
4 35	4 55	4 59
5 05	5 25	5 29
5 35	5 55	5 59
6 05	6 25	6 29
6 35	6 50	6 54
7 05	7 20	7 24

Remember to keep your shuttle pass for your return trip.

Westbound trips will pick up passengers at Pohono St. stop. Westbound bus will **NOT** stop at Manzanita. Eastbound trips will drop off passengers at Manzanita and will **NOT** serve Pohono. Times shown are approximate and are dependent on varying traffic conditions.

All buses serving this route are wheelchair accessible.



May 23 – September 7, 2009

WEEKENDS AND HOLIDAYS

Muir Woods

Westbound

Sausalito Ferry Terminal or Marin City — Pohono St. — Muir Woods

Ferry Arrives in Sausalito	Sausalito Ferry Terminal (Bay & Bridgeway)	Leave Marin City (Donahue & Terners)	Pohono St.	Muir Woods
—	—	9 30	9 36	10 01
—	—	9 50	9 56	10 21
—	—	10 10	10 16	10 41
—	—	10 30	10 36	11 01
—	—	10 50	10 56	11 21
11 10	11 20	—	11 16	11 41
—	—	11 30	11 36	12 09
—	—	11 50	11 56	12 29
—	—	12 10	12 16	12 49
—	—	12 30	12 36	1 09
12 30	12 40	—	12 41	1 14
—	—	12 50	12 56	1 29
—	—	1 10	1 16	1 49
—	—	1 30	1 36	2 09
—	—	1 50	1 56	2 29
—	—	2 10	2 16	2 49
1 55	2 05	—	2 20	2 45
—	—	2 30	2 36	3 09
—	—	2 50	2 56	3 29
—	—	3 10	3 16	3 49
—	—	3 30	3 36	4 09
3 20	3 40	—	3 55	4 20
—	—	3 50	3 56	4 21
—	—	4 10	4 16	4 41
—	—	4 30	4 36	5 01
—	—	4 50	4 56	5 21
—	—	5 20	5 26	5 51

Light type = am times
Bold type = pm times

Direct service to/from Sausalito is available **ONLY** between May 23 and September 7, 2009.

No local stops will be made by Route 66 between Sausalito Ferry and Manzanita/Pohono Street.

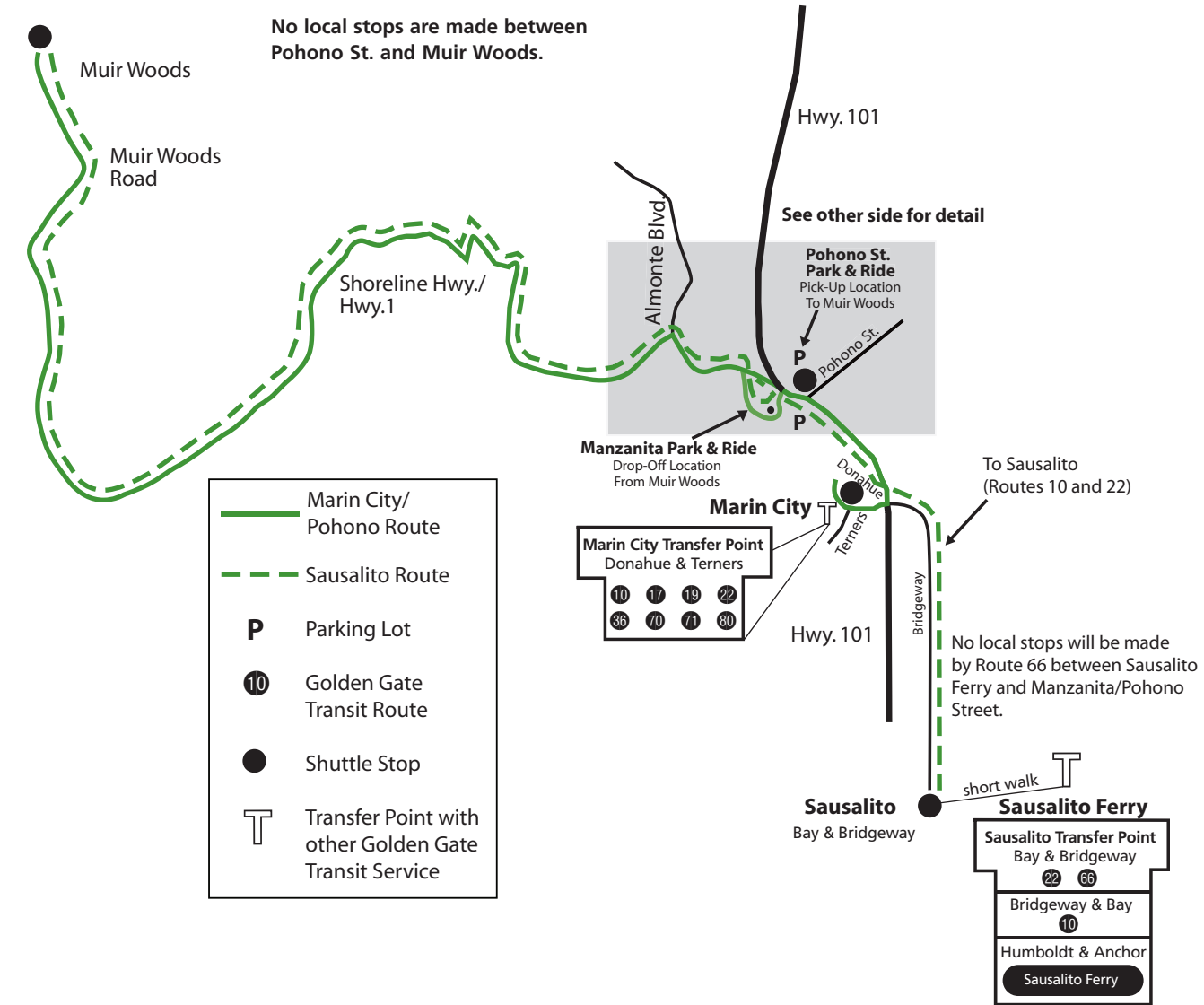
WEEKENDS AND HOLIDAYS

Manzanita P&R, Marin City, Sausalito

Eastbound

Muir Woods — Manzanita Park & Ride — Marin City or Sausalito Ferry Terminal

Muir Woods	Manzanita Park & Ride	Arrive Marin City (Donahue & Terners)	Sausalito Ferry Terminal (Bay & Bridgeway)	Ferry Departs Sausalito
10 50	11 15	11 26	—	—
11 10	11 35	11 46	—	—
11 30	11 55	12 06	—	—
11 50	12 15	12 26	—	—
12 15	12 45	12 49	—	—
12 40	1 05	1 09	—	—
1 00	1 25	1 29	—	—
1 20	1 45	—	1 55	2 10
1 20	1 45	1 49	—	—
1 35	2 00	—	—	—
1 40	2 05	2 09	—	—
2 00	2 25	2 29	—	—
2 20	2 45	2 49	—	—
2 40	3 05	3 09	—	—
2 55	3 20	—	3 30	3 50
3 00	3 25	3 29	—	—
3 20	3 45	3 49	—	—
3 40	4 05	4 09	—	—
4 00	4 25	4 29	—	—
4 20	4 45	4 49	—	—
4 30	4 55	5 01	—	—
4 30	4 55	—	5 05	5 35
4 50	5 15	5 21	—	—
5 10	5 35	5 41	—	—
5 30	5 55	6 01	—	—
5 30	5 55	—	6 05	6 30
6 00	6 25	6 31	—	—
6 30	6 50	6 54	—	—
7 00	7 20	7 24	—	—



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).

Map not to scale.

APPENDIX B:

MUIR WOODS SHUTTLE WEBSITE

**Enjoy the Majesty of Muir Woods...
Route 66 Muir Woods Shuttle Returns...
On Weekends & Holidays May 2009 - September 2009**

Enjoy the wonder of Muir Woods without fighting traffic and adding to the congested parking facility and surrounding roads—take Route 66. This year, the now highly successful Route 66 will be sponsored by Marin Transit (instead of the County of Marin as it has been for the past three summers) along with the National Park Service. Golden Gate Transit (GGT) will operate the service for the fifth summer season under a contract with Marin Transit.

Route 66 service will begin this year on **Saturday, May 2, 2009**, and continue late into September, ending on **September 27**. Direct connections to/from the Golden Gate Sausalito Ferry will be available between Memorial and Labor Day weekends.

Free parking is available at the Manzanita Park and Ride and at the Pohono Street lot in Mill Valley, CA.

Weekends/Holidays ONLY	Route 66 Frequency of Service	Route 66 Stops Served Westbound	Route 66 Stops Served Eastbound
May 2, 3 May 9, 10 May 16, 17	Every 30 minutes	Marin City, Pohono St, Muir Woods	Muir Woods, Manzanita Parking Lot, Marin City
Memorial Day weekend, starting Saturday, May 23 to Labor Day weekend, ending Monday, September 7	Every 20 minutes	Marin City, Pohono St, Muir Woods	Muir Woods, Manzanita Parking Lot, Marin City
Memorial Day weekend, starting Saturday, May 23 to Labor Day weekend, ending Monday, September 7	Select trips meet Sausalito Ferry arrivals at 11:10am, 12:30pm, 1:55pm and 3:20pm, and departures at 2:10pm, 3:50pm, 5:35pm and 6:30pm	Sausalito Ferry at Bay & Bridgeway, Pohono St, Muir Woods <i>Trips to/from Sausalito Ferry do NOT serve Marin City</i>	Muir Woods, Manzanita Parking Lot, Sausalito Ferry at Bay & Bridgeway
September 12, 13 September 19, 20 September 26, 27	Every 30 minutes	Marin City, Pohono St., Muir Woods	Muir Woods, Manzanita Parking Lot, Marin City

BUS STOP LOCATIONS

Marin City Stop: Donahue & Terners in Marin City (Marin City/Sausalito exit from Hwy 101, just west of exit ramp).

Pohono Street Stop: Shoreline & Pohono in Mill Valley and is served by westbound buses going to Muir Woods. Passengers returning from Muir Woods **MUST** disembark at the Manzanita Park & Ride stop across Hwy 101 from Pohono St.

Manzanita Park & Ride Stop: Mill Valley (at off ramp at Hwy 1/Stinson Beach exit from southbound Hwy 101) and is served by eastbound buses returning from Muir Woods. Westbound passengers going to Muir Woods who park at Manzanita **MUST** walk to the Pohono St stop to board Route 66.

ROUND TRIP ROUTE 66 FARES

Adults: \$3 and Youth (6-18)/Seniors (65+)/Persons with Disabilities: \$1

- Round trip fares are collected in the WESTBOUND direction traveling toward Muir Woods.
- A "Round-Trip Muir Woods Shuttle Pass" is issued when you pay your fare. Passengers must **retain this Shuttle Pass and present it to the driver on their return trip from Muir Woods.** Round-trip Shuttle Passes are valid only on the day of purchase.
- One-way fares are **NOT** available.
- Fares may be paid by using cash (exact change required), Value Cards or Marin Transit passes. No other fare media, including TransLink, tickets or transfers, are accepted on Route 66.

TRANSIT CONNECTIONS TO/FROM ROUTE 66

Bus Transit Connections To/From San Francisco

GGT Routes 10, 70 and 80 provide frequent service between Mission & 1st Streets in San Francisco and Marin City. Passengers may also board buses in San Francisco at Mission & 3rd, Mission & 5th, 7th & Market, McAllister & Hyde, McAllister & Polk, or Van Ness Ave & Geary Blvd. Additional stops are available along Van Ness Ave and Lombard St. The one-way adult cash fare is \$3.75 (\$3.95 after July 1, 2009). NO free transfers are available from Routes 10, 70 and 80 to the Muir Woods Shuttle.

Bus Transit Connections To/From Sausalito

When direct Route 66 service from Sausalito to Muir Woods is not available, passengers may board GGT Routes 10 or 22 in Sausalito and advise the driver that they wish to travel to Muir Woods. Pay \$3 to purchase a Round-trip Muir Woods Shuttle Pass. Travel from Sausalito to Marin City on Routes 10 or 22 is included in this fare. In the eastbound direction, passengers transferring from Route 66 to travel to Sausalito must present their Muir Woods Shuttle Pass on Routes 10 or 22 for free travel from Marin City to Sausalito.

Bus Transit Connections To/From Central and Northern Marin County

GGT Routes 70 and 80 provide combined service every 30 minutes from Novato and San Rafael (and intermediate points) to Marin City. Additional service is available between San Rafael and Marin City on GGT Routes 17 and 71. Passengers connecting from points north should advise the driver that they wish to travel to Muir Woods, and should pay \$3 to purchase a Round-trip Muir Woods Shuttle Pass. Travel from points in central and northern Marin County to Marin City will be included in this fare. Passengers needing to make a second transfer for travel to/from Muir Woods must present their Muir Woods Shuttle Pass on the next bus for free travel.

Ferry Transit Connections To/From San Francisco

Golden Gate Ferry provides service between the San Francisco Ferry Building and Sausalito. The one-way adult cash fare is \$7.45 (\$7.85 after July 1, 2009); youth (6-18), seniors (65+) and persons with disabilities/Medicare receive a 50% discount. Children 5 and under ride free (2 per full fare adult). In Sausalito, board Route 66 at Bay & Bridgeway for direct service to Muir Woods. Purchase a Round-trip Muir Woods Shuttle Pass (\$3.00 for adults, \$1.00 for youth, seniors, and disabled) at the San Francisco Ferry Terminal ticket booth. No free transfers are available to or from Golden Gate Sausalito Ferry and the Muir Woods Shuttle.

MORE INFORMATION

For more Route 66 shuttle information, call toll-free 511 (say "Golden Gate Transit" then "operator") or 711 (TDD), or visit www.goldengate.org. For information about Muir Woods, call 415/388-2595 or visit <http://www.nps.gov/muwo>.

FUNDING

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).

ROUTE 66 RIDERSHIP

Total passenger trips made in both directions:

2008: 34,536

2007: 33,534

2006: 14,571

2005: 10,307