



MARIN COUNTY TRANSIT DISTRICT BOARD OF DIRECTORS

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

AGENDA

Monday, August 6, 2018

10:00 a.m. Convene as the Marin County Transit District Board of Directors

1. Open Time for Public Expression (limited to three minutes speaker on items not on the Transit District's agenda)
2. Board of Directors' Matters
3. General Manager's Report
 - a. General Manager's Oral Report
 - b. Monthly Monitoring Reports for June
4. Consent Calendar
 - a. Minutes for July 9, 2018
 - b. First Amendment to Agreement with MITTERA Group for Printing the Marin Transit Rider Guide

Recommended Action: Approve.

5. Muir Woods Shuttle Evaluation Report for the 2017 Season

Recommended Action: Accept report.

6. Response to Marin County Civil Grand Jury Report, "Yellow School Bus for Traffic Congestion Relief"

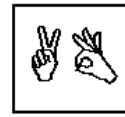
Recommended Action: Authorize the Board President to forward the attached response to Marin County Civil Grand Jury Report, "Yellow School Bus for Traffic Congestion Relief."

(continued)

7. Local, Regional, and State Transportation and Transit Funding Measures - What's the Difference?

Recommended Action: Information item only.

Adjourn



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marintransit.org

August 6, 2018

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

SUBJECT: General Manager Report – Monthly Report: June 2018

board of directors

stephanie moulton-peters
president
city of mill valley

damon connolly
vice president
supervisor district 1

dennis rodoni
2nd vice president
supervisor district 4

judy arnold
director
supervisor district 5

kate colin
director
city of san rafael

kathrin sears
director
supervisor district 3

katie rice
director
supervisor district 2

Dear Board Members:

RECOMMENDATION: This is a recurring information item.

SUMMARY: The attached monthly report provides an overview of Marin Transit operations for the monthly period ending June 30, 2018. The monthly reports summarize statistics on the performance of Marin Transit services and customer comments.

Overall ridership in June 2018 increased by 1.7 percent compared to June 2017. Ridership on fixed-route services increased 2.2 percent compared to the same month last year. Ridership on Marin Access services increased by 3.2 percent, and yellow bus service ridership showed a decrease of 15.3 percent.

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

FISCAL/STAFFING IMPACT: None associated with this report.

Respectfully submitted,

Nancy Whelan
General Manager

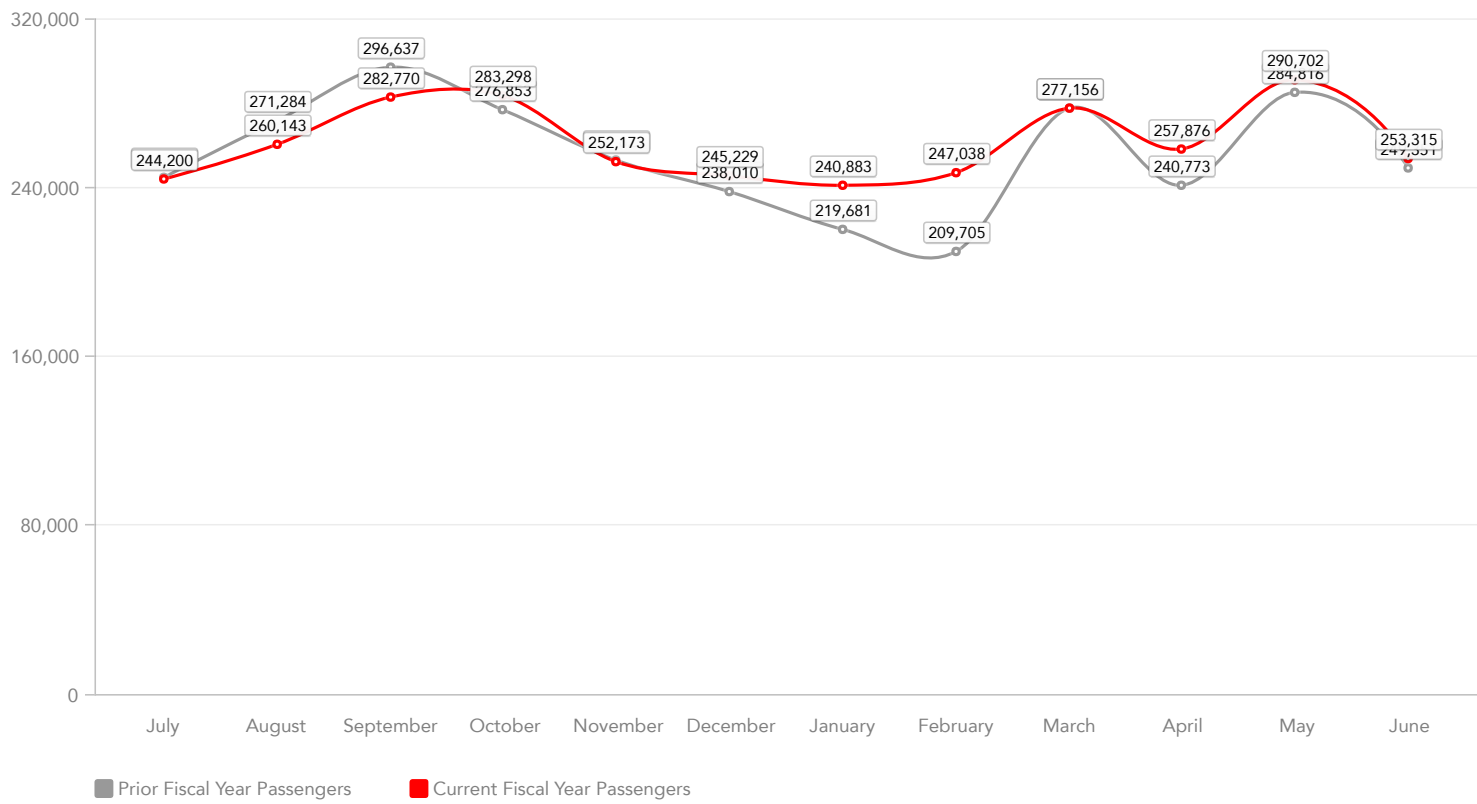
Attachments

FISCAL YEAR

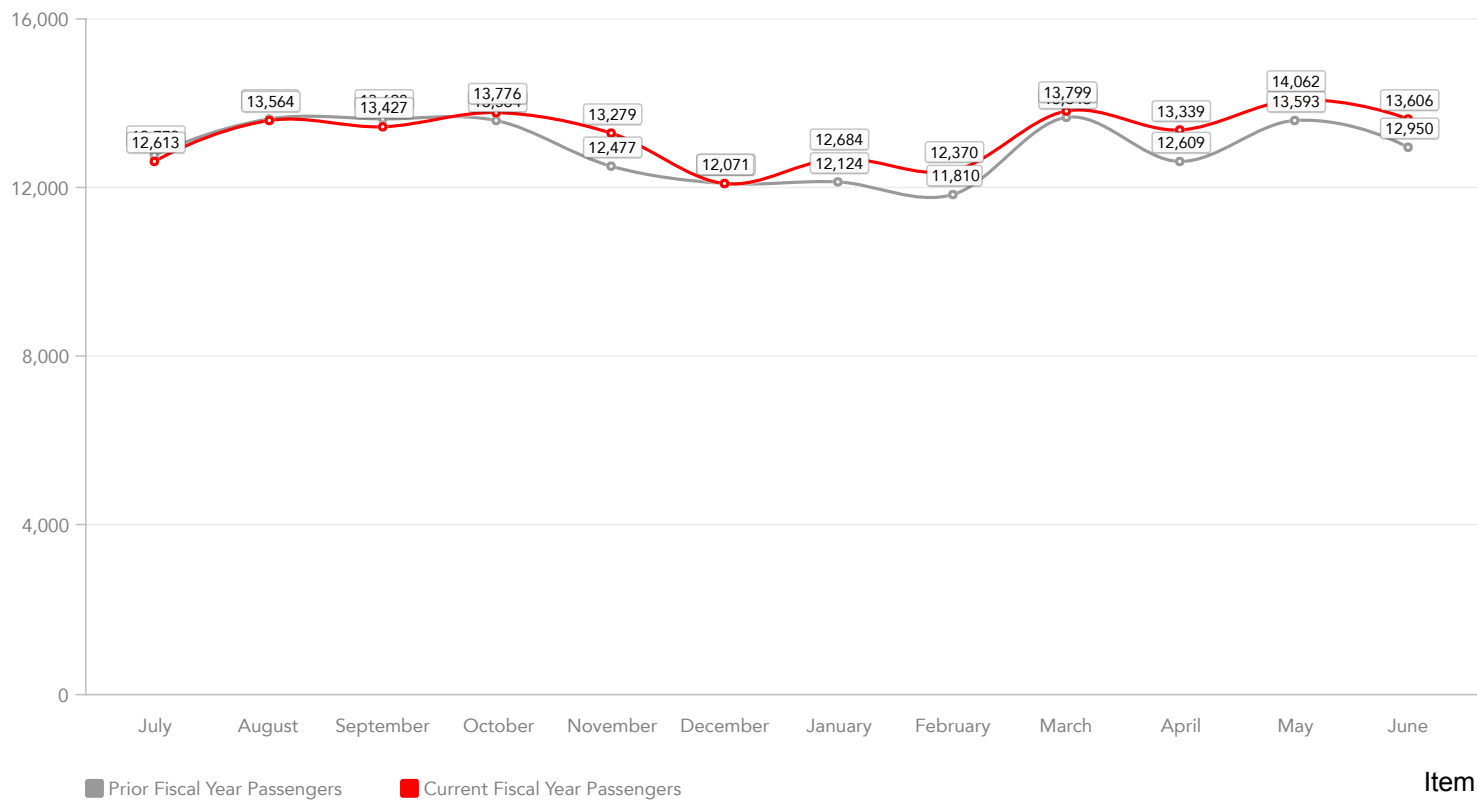
2018

Year-to-Date Ridership Trends

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



Demand Response Passengers by Month



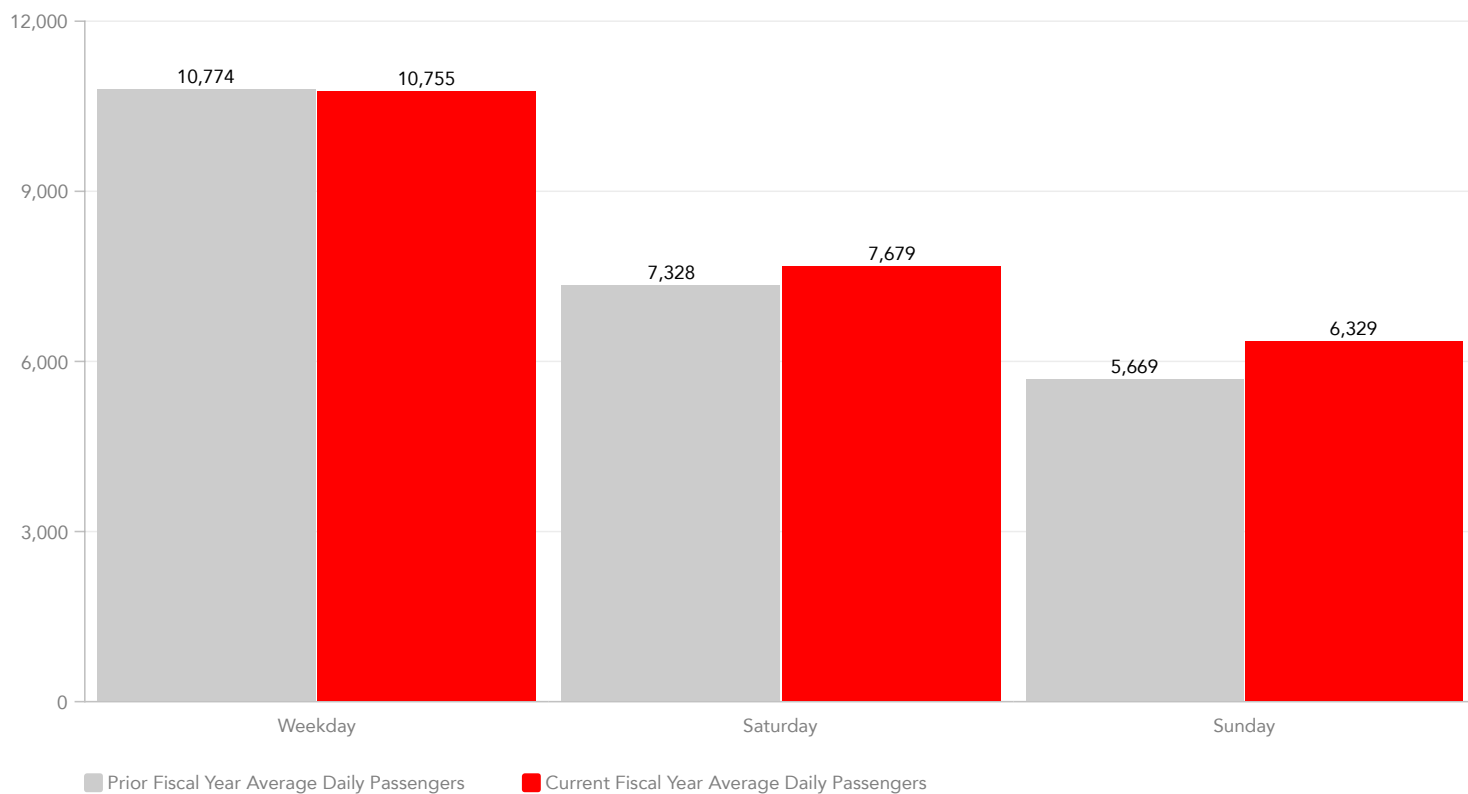
Monthly Statistics

MONTH

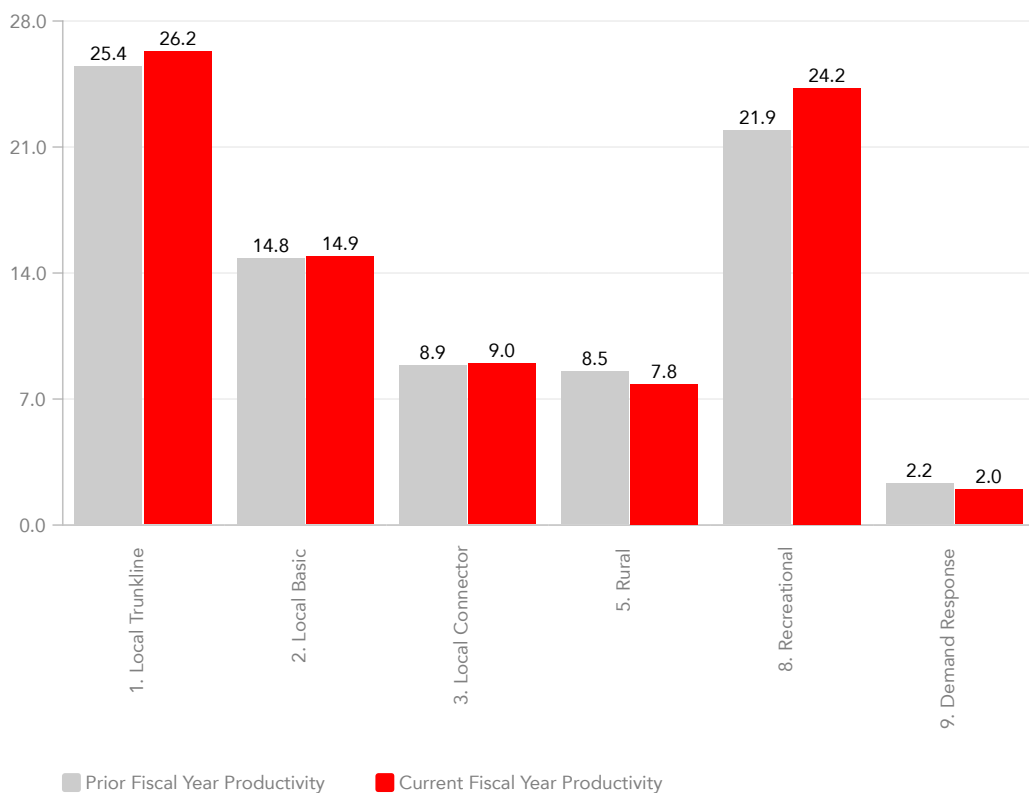
June



Average Systemwide Daily Passengers



Productivity (pax/hr) by Typology



Route Typologies

1. Local Trunkline:
Routes 35, 36, 71X
2. Local Basic:
Routes 17, 22, 23, 23X, 29, 49
3. Local Connector:
Routes 219, 228, 233, 245, 251, 257
5. Rural:
Routes 61, 68
8. Recreational:
Routes 66/66F
9. Demand Response:
Local Paratransit, Novato Dial-A-Ride,
Rural Dial-A-Ride



Month: June 2018

Category	Program							Total
	Fixed-Route Local	Fixed-Route Shuttle	Stagecoach & Muir Woods	Supplemental & Yellow Bus	Demand Response	Mobility Management	Systemwide	
Commendation	2	2	0	0	0	2	0	6
Service Delivery Complaint	35	11	3	0	2	0	2	53
Accessibility	3	0	0	0	1	0	0	4
Driver Conduct Complaint	9	5	0	0	0	0	0	14
Driving Complaint	6	1	0	0	1	0	2	10
Early Trip	2	0	0	0	0	0	0	2
Equipment Issue	1	0	0	0	0	0	0	1
Farebox	0	0	0	0	0	0	0	0
Late Trip	3	0	0	0	0	0	0	3
Missed Connection	0	0	0	0	0	0	0	0
Missed Trip	0	0	0	0	0	0	0	0
No-Show	3	1	3	0	0	0	0	7
Off-Route	0	1	0	0	0	0	0	1
Pass-Up Complaint	8	3	0	0	0	0	0	11
Service Structure Complaint	2	0	1	0	4	2	0	9
Bus Stop Improvement Request	0	0	0	0	0	0	0	0
Fares	0	0	0	0	0	0	0	0
Other Complaint	1	0	1	0	0	1	0	3
Scheduling Complaint	1	0	0	0	2	1	0	4
Service Improvement Suggestion	0	0	0	0	2	0	0	2
Safety Complaint	0	0	0	0	0	0	0	0

Total Service Hours	8,967	3,501	2,313	246	5,214	-	22,042	22,042
Commendations per 1,000 Hours	0.2	0.6	0.0	0.0	0.0	-	0.0	0.3
Complaints per 1,000 Hours	4.1	3.1	1.7	0.0	1.2	-	0.1	2.8

Total Passengers	174,822	31,390	33,117	13,986	10,707	2,660	266,682	266,682
Commendations per 1,000 Passenger:	0.0	0.1	0.0	0.0	0.0	0.8	0.0	0.0
Complaints per 1,000 Passengers	0.2	0.4	0.1	0.0	0.6	0.8	0.0	0.2

REGULAR MEETING OF THE MARIN COUNTY TRANSIT DISTRICT BOARD OF DIRECTORS

Held Monday, July 9, 2018 at 10:00 A.M.

Roll Call

Present: President Moulton-Peters, Vice President Connolly, Second Vice President Rodoni, Director Sears, Director Rice

Absent: Director Arnold, Director Colin

Director Lucan was in attendance as a non-voting member

President Moulton-Peters opened the meeting at 10:02 A.M.

1. [Open Time for Public Expression \(limited to three minutes per speaker on items not on the Transit District's agenda\)](#)

President Moulton-Peters asked if any member of the public wished to address the board on matters not on the agenda.

Mr. Carson Anderson introduced himself and stated that he reviewed the District's service monitoring data and was not able to determine how Marin Transit decides which size buses will be used on different routes. Mr. Anderson remarked that he felt that several buses are too large given the number of riders he has observed.

President Moulton-Peters thanked Mr. Anderson for his comments and asked if Marin Transit staff would be available to meet with him to answer his questions after the meeting.

General Manager Nancy Whelan agreed to meet with Mr. Anderson personally and remarked that she will return to the Board with an informational item that addresses the bus size concerns as the topic does come up often.

2. [Board of Directors' Matters](#)

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

3. [General Manager's Report](#)

- a. [General Manager's Oral Report](#)

General Manager Nancy Whelan reported that the Marin Transit Connect project has been in operation for 27 days. It has provided about 300 rides, the app has been downloaded to create 310 accounts, and the website has

had about 2500 unique views. Ms. Whelan also reported that the measure to repeal SB1 qualified for the November ballot as Proposition 6 and will determine the fate of about \$5 billion in transportation infrastructure funding statewide. For Marin Transit, repeal of SB1 would result in the loss of about \$1 million annually or about three percent of Marin Transit's operating budget. Ms. Whelan stated that Marin Transit will conduct an analysis of the impacts of the possible repeal on the financial plan and the longer-range service plan and return to the board with information on any recommended changes that may be needed. However, FY2018-19 approved funding is not in jeopardy.

President Moulton-Peters asked for clarification regarding the funds from SB1 that are going towards the purchase of two new electric buses.

Ms. Whelan clarified that the funds that have already been awarded to Marin Transit will be safe, and a successful repeal will not have an impact on those funds. There will be an impact going forward should the repeal effort prevail.

Ms. Whelan introduced Lisanne Aguilar, the newest addition to the Marin Transit's finance staff. Lisanne has more than 15 years of experience in accounting and finance and worked most recently for the Bay Area Discovery Museum in Sausalito. She has an accounting certificate from Santa Clara University and a bachelor's degree in East Asian Languages from UC Berkeley.

b. [Monthly Monitoring Reports for April and May](#)

General Manager Nancy Whelan reported that April's systemwide ridership is up by seven percent over April 2017, and the report for May ridership has two percent increase over May of last year. Ms. Whelan remarked that some of that increase in ridership is due to the Muir Woods shuttle operating during the weekends in April this year. Closure of Highway 1 prevented the Muir Woods shuttle from operating in April 2017.

President Moulton-Peters extended her compliments to Ms. Whelan and staff for how readable and informative the monitoring reports are.

4. [Consent Calendar](#)

a. [Minutes for June 4, 2018](#)

b. [Resolution Authorizing the Filing of an Application with the Metropolitan Transportation Commission for Transportation Development Act/State Transit Assistance Funds for Fiscal Year 2018/19](#)

c. [Caltrans Section 5311 Authorizing Resolution](#)

Recommended Action: Approve

M/s: President Moulton-Peters - Director Sears

Ayes: Vice President Connolly, Second Vice President Rodoni, Director Rice

Noes: None

Absent: Director Arnold, Director Colin

5. [Update on the San Rafael Transit Center Relocation Project](#)

[Staff Report](#)

Director of Operations & Planning Robert Betts provided an update on the San Rafael Transit Center (SRTC) Relocation Project. Mr. Betts summarized the current phase of work led by the Golden Gate Bridge Highway and Transportation District. Mr. Betts explained that the project development process has three phases. The first is the Identification of Transit Center Alternatives, which picks up on last year's relocation study completed in May. This phase builds on the technical analysis and recommendations from the previous study to expand the options for potential relocation. The study is entering the second phase, which consists of environmental analysis of alternatives. The final phase will be preliminary engineering of the project followed by final design and construction.

Mr. Betts stated that the primary purpose is focused on two different areas. The first is connectivity between buses and buses, buses and trains, and connectivity to the adjacent downtown area. The second is design considerations that consider the form and function of the transit center as the alternatives are developed. Currently, the SRTC has 17 bus bays. Marin Transit wants to at least be able to maintain those 17 bays in the future facility. Other design considerations include the retaining the customer waiting area and customer service center and accommodating options for first and last mile connections.

Mr. Betts explained the concept development process. The alternative sites need to support efficient bus routing and circulation and provide delineated space for pedestrian and bicycle circulation, both internally within the facility and externally. The facility should support the existing land uses and integrate well into the downtown area. Mr. Betts stated that the team is currently considering four alternatives. They are located generally north to south between Mission and 2nd street and east to west between Lincoln and Irwin.

The first concept is the Two-Story Concept. It uses part of the existing transit center and also the City Bank site to the north of 3rd Street in between 3rd and 4th Streets. It has two stories, and the second would span 3rd Street.

The second concept is the Across the Freeway Concept, which does not use any of the existing transit center. It would use the City Bank facility between 3rd and 4th street and an area under the freeway between Irwin and Hetherton Streets. It accommodates eight bus bays between 3rd and 4th Streets, a transit island, and a floating platform located within the Hetherton

right of way. This concept allows two southbound right turn lanes onto 3rd Street, which is beneficial for traffic operations in the area. The part that extends under the freeway would have bays just to the east of the freeway, closer to Irwin. This is due to the columns and other structural elements that make it challenging to create loading and passenger waiting areas. This allow for six more bus bays on the east side of the freeway and a passenger pickup and drop-off area along 4th Street.

As a modification of the Across the Freeway Concept, the Hetherton Shift Option would remove the transit island on Hetherton Street and shift it to the City Bank site to create a full transit island on the east side of Hetherton.

The next concept is the 4th Street Gateway Concept with all transit operations located between Hetherton and the SMART tracks. This would create additional pedestrian activity that would need to cross 4th Street to make connections between buses and the train. Between 3rd and 4th Street there would be eight bus bays with six bus bays located on the north side of 4th Street and an additional three bus bays along Hetherton.

The final concept is the Whistlestop Block Concept – north to south within one block between 3rd and 4th Streets. This concept utilizes the existing City Bank site. It would have ten bus bays, and allow for four additional bus bays along Tamalpais. An additional three bus turnouts along 3rd Street are needed to get up to 17 bays.

Mr. Betts noted that there are opportunities for public input, including online surveys. The current survey asks the public for feedback on the four concepts. When that survey closes, staff will analyze the feedback this Fall. That will be the next opportunity for a public meeting. The meeting will focus on identifying the alternatives that will advance to environmental review.

President Moulton-Peters requested that the record show that at least one Marin Transit Board member thinks 3D models will be essential for the public to understand the concepts. Ms. Moulton-Peters also stated that members of the public have written to her that they are having difficulty understanding what is proposed even for the one-story concepts.

Director Kate Sears remarked that it would be helpful for to have a sense of how the auto and bus traffic will flow. This will help clarify that the assumptions about the one-way arrows is correct.

Director Katie Rice remarked that this is an opportunity to improve circulation in the downtown. She does not want to lose sight of how much Ross Valley residents depend on the east-west corridor whether they are on a bus or in a car.

Director Damon Connolly noted that the circulation will be crucial. It is important to ensure that people can move seamlessly through that area.

President Moulton-Peters expressed her concerns that the team needs to be thinking big and that Marin County transportation goals are going to be impacted if we do not push these concepts forward more. Mobility centers in Long Beach, in Washington D.C., are fabulous and multi-modal. She asked that the team consider those success stories and what is optimal here. President Moulton-Peters remarked that though the project is going in the right direction, she would like to see concepts that are more imaginative and expansive worked on more to provide for future mobility.

President Moulton-Peters opened the floor for public comment.

Mr. Carson Anderson expressed his gratitude to the Board and staff for the hard work and outreach to the public. Ms. Carson stated that he seconded all the comments made by the Board and thanked Marin Transit for the presentation.

Director Connolly noted that the San Rafael Transit Center is the second busiest bus transit center in the Bay Area after San Francisco.

Recommended Action: Information item only.

6. [Marin Transit Employee Compensation Framework](#)

[Staff Report](#)

General Manager Nancy Whelan introduced Senior Human Resources Analyst Holly Lundgren.

Ms. Lundgren requested approval of the proposed updated employee compensation framework and revised FY2018-19 salary ranges. The District originally hired an external consultant to conduct a salary survey reviewing peer agency salaries and benefits to establish salary ranges and benefit levels for the 2013 framework. The framework included a provision allowing top salary levels in each classification to increase annually by no more than the consumer price index. This framework has been in place for five years. In the interest of attracting and retaining talented staff, the District sought to hire a human resources consultant to conduct a compensation survey of comparable job classifications at organizations that perform similar functions to Marin Transit. The District issued a request for proposal in December 2017. and Koff and Associates was awarded the contract in February 2018.

While the consultants found that the District is fairly competitive in terms of total compensation, Marin Transit's base salary ranges are below the market median.

Under this proposal, the lower and upper ends of each classification salary range will increase by the Consumer Price Index (CPI) through the annual

budget process. The benefits framework has been updated to include the employee-funded dependent care systems plan and health flexible spending account that are available to staff currently. An employee assistance program will be available later in 2018. There is no fiscal impact associated with adopting the revised Marin Transit employment compensation framework.

Director Lucan asked whether the CPI would adjust in future years or whether there is a cap that is being suggested.

General Manager Nancy Whelan answered that CPI adjustments is what is typically done, with no cap in place. Up until now Marin Transit has not adjusted the low-end of the range. For each of the last five years, the District has adjusted the top of the range for the CPI, while the bottom of the range has stayed at the 2013 level. The recommendations do not include setting a cap.

Director Kate Sears asked if there are agency matching funds provided to employees impacted by an increase in salary. Ms. Lundgren responded that this would only adjust the ranges because Marin Transit does not automatically adjust an individual's salary by the CPI. All increases are merit based.

Director Sears remarked that it is important for the Board to have total compensation information so that the salaries are not considered in isolation.

Director Kate Rice agreed with the need to consider total compensation.

President Moulton-Peters stated that it has been customary to appoint a Board subcommittee to review these issues in more detail. Ms. Moulton-Peters called upon Directors Connolly and Rodoni to meet as the Ad Hoc Personnel Committee before the next Board meeting to go over the survey and recommendations with staff in more depth.

President Moulton-Peters requested that the Board delay taking action and hold an ad-hoc subcommittee meeting.

Action: Appoint an ad-hoc subcommittee to review the findings and recommendations in advance of taking action on this item.

[Adjourn](#) President Moulton-Peters adjourned the meeting at 11:05 A.M.

SINE DIE

PRESIDENT

ATTEST:

CLERK



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marintransit.org

August 6, 2018

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

board of directors

SUBJECT: First Amendment to Agreement with MITTERA Group for printing the Marin Transit Rider Guide

stephanie moulton-peters
president
city of mill valley

Dear Board Members:

damon connolly
vice president
supervisor district 1

RECOMMENDATION: Authorize General Manager to execute an amendment to the agreement (#161749) with MITTERA Group for Marin Transit Rider Guide printing services to exercise the first option year, extend the contract until June 30, 2019, and adjust the fees.

dennis rodoni
2nd vice president
supervisor district 4

SUMMARY: In June 2016, the District began distributing a Rider Guide that includes schedules and maps for local Marin County bus routes. The Rider Guide is printed quarterly to align with schedule changes and distributed to passengers on the bus, at the San Rafael Transit Center customer service center, and at over 100 additional locations throughout the county.

judy arnold
director
supervisor district 5

Staff posted a Request for Quote (RFQ) for a new printer in early 2017 and asked vendors to provide pricing for varying quantities over the term of the contract, including option years.

kate colin
director
city of san rafael

On April 17, 2017, Marin Transit's Board approved an agreement with MITTERA Group for one year, with the option for up to three additional years at an annual cost not to exceed \$45,000.

kathrin sears
director
supervisor district 3

The original terms of this contract expired on June 30, 2018. MITTERA Group was asked to provide pricing for the additional option year to account for an expected annual cost increase. The initial contract did not include provisions for fee adjustments to account for rise in paper, printing, and shipping costs.

katie rice
director
supervisor district 2

MITTERA Group's offered pricing for the quarterly print cycle remains the lowest compared to the quotes received in the 2017

RFQ. Under this proposed amendment, the pricing will increase per the contract attachment Exhibit "B"

Based on pricing and quality of work, staff recommends that your Board approve this amendment to continue with MITTERA Group.

FISCAL/STAFFING IMPACT: The pricing offered for all requested quantities and specifications will not exceed the maximum annual cost to District of \$45,000 and will be funded from the Local and Rural transit marketing budgets. This amount is within the approved budget for FY 2018/19.

Respectfully submitted,



Aida Banihashemi
Planning Manager

Attachment

1st AMENDMENT TO AGREEMENT

BY AND BETWEEN THE
MARIN COUNTY TRANSIT DISTRICT AND MITTERA WISCONSIN, LLC. DATED APRIL 17, 2017

THIS AMENDMENT is made and entered into this 6th day of August 2018, by and between the MARIN COUNTY TRANSIT DISTRICT, a political subdivision of the State of California (hereinafter referred to as "District") and MITTERA Wisconsin, LLC (hereinafter referred to as "Contractor")

RECITALS

WHEREAS, the District and the Contractor entered into an agreement (#161749) for conducting the printing services of the District's Rider Guide, dated April 17, 2017 ("Agreement"); and

WHEREAS, Section 1 to the agreement obligated Contractor to provide all the services set forth in Exhibit "A" of the agreement; and

WHEREAS, the parties desire to amend the contract to extend the time of agreement, and recognize the new fees for furnishing services under this agreement as described in Exhibit "B"

NOW, THEREFORE, the parties agree to modify Section 5 and Exhibit "B" as set forth below.

AGREEMENT

1. Except as otherwise provided herein all terms and conditions of the agreement shall remain in full force and effect.
2. ☐ Updated Certificate of Insurance(s) attached hereto.
3. Section 5 is hereby amended to read as follows:

SECTION 5. TIME OF AGREEMENT: This Agreement shall commence on the date of execution and shall terminate on June 30, 2019. The parties may consider up to two additional one-year extensions beyond the current year term. Certificate(s) of Insurance must be current on day Contract commences and if scheduled to lapse prior to termination date, must be automatically updated before final payment may be made to Contractor. The final invoice must be submitted within 30 days of completion of the contract.

4. Exhibit "B" is replaced with the attached Exhibit "B".

IN WITNESS WHEREOF, the parties hereto have executed this Amendment on the day first written above.

CONTRACTOR:

MARIN COUNTY TRANSIT DISTRICT:

By _____

APPROVED AS TO FORM: (if changes to the Contract form language have been made)

County Counsel

**EXHIBIT “B”
FEES AND PAYMENT SCHEDULE (required)**

Pricing provided in the table below is **per order** and includes all applicable materials, taxes, delivery, overhead, profit, labor, insurance, and all other costs that may be incurred by the Contractor. Pricing for quantities within the ranges provided will adhere to the per piece cost estimates provided.

Print Cycles per Year	4 cycles/year	2 cycles /year		Reprint	
Prints per Order	20,000	30,000	50,000	5,000	10,000
Total Annual Prints	80,000	60,000	100,000	--	--
Order Cost	\$9,803	\$13,047	\$18,694	\$6,276	\$7,529

If the parties consider an additional one-year extension beyond the term of this agreement, a maximum of 6% increase to the above fees will be applied for the pricing of the additional year.

Maximum turnaround time from receipt of final artwork to completion of delivery: fifteen (15) business days. Contractor’s ability to meet delivery schedule will be a determining factor in the decision to award contract option years.

Corrections and revisions:

First round corrections included in base price per run. Corrections must be made at time of or prior to first proof. Second proof supplied for final sign-off prior to production. Additional production time required contingent upon time utilized in proofing process.



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August 6, 2018

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

SUBJECT: Muir Woods Shuttle Evaluation Report for the 2017 Season

board of directors

Dear Board Members:

stephanie moulton-peters
president
city of mill valley

RECOMMENDATION: Accept report.

damon connolly
vice president
supervisor district 1

SUMMARY: Marin Transit assumed operation of the Muir Woods Shuttle in 2009 as part of a funding partnership with the Golden Gate National Recreation Area (GGNRA). With the completion of its 13th season, the District continues to improve the Muir Woods Shuttle service to meet visitor needs and reduce congestion. The Shuttle is an integral mode of access to the park and carries up to a quarter of park visitors on busy summer weekends.

dennis rodoni
2nd vice president
supervisor district 4

A total of 101,304 one-way passenger trips were made on the Muir Woods Shuttle during the regular 2017 season. The season began on May 13, 2017 and ended on October 29, 2017. Additional service was provided for Veteran's Day, Thanksgiving, Christmas, and New Year's holidays. The winter holiday service in 2017 added another 1,916 passenger trips. Daily ridership surpassed 2,000 unlinked trips on eleven days during the 2017 season.

judy arnold
director
supervisor district 5

kate colin
director
city of san rafael

Though ridership rose steadily year after year, issues with access to the park and electronic messaging led to a 16.3 percent decline in the 2017 season compared to 2016. This was largely due to an extended closure of Highway 1 that delayed the start of service and frequent failure of the Changeable Message Signs (CMS) that typically guide visitors to take the Shuttle.

kathrin sears
director
supervisor district 3

Ridership on the weekday service grew significantly compared to 2016. Productivity on the weekday service alone was 30.7 passengers per hour. However, the weekend and holiday service averaged 25.8 passengers per hour.

katie rice
director
supervisor district 2

The National Park Service (NPS) implemented a parking and shuttle reservation system for Muir Woods in January 2018. The system

requires visitors to pre-plan their travel to the park by reserving either shuttle seats or parking spaces for access to Muir Woods.

The transition from historic Shuttle operations to the reservation program instituted in January 2018 was a significant shift for daily operations. District staff worked closely with the NPS to adapt many elements of the program to support the new reservation model.

Changes to the program planned during the 2017 season and implemented with the new reservation system in 2018 are: New ticket sales and validation process; Change in marketing strategy; and Year-round weekends and holiday service to keep pace with growing demands and increased visitation at Muir Woods National Monument.

For the 2017 season, the net cost for the Muir Woods Shuttle service was \$246,953 including winter holiday service. The net cost includes the costs of service operations, marketing, Marin Transit administration, part-time Customer Liaisons, and provision of portable restrooms, less fare revenue. GGNRA was responsible for an estimated \$123,476 towards the net costs per the terms of our Cooperative Agreement. The agreement stipulates that GGNRA contribute half of net operations costs, up to an annual maximum of \$160,000. Measure A and property tax funds provided the other half of the funds necessary to operate the 2017 program.

FISCAL IMPACT:

None associated with this report.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'R Betts', is positioned above the printed name.

Robert Betts
Director of Operations and Planning

Attachment

AUGUST 6, 2018



2017 Muir Woods Shuttle **Evaluation Report**

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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 parking demand and traffic congestion. After thirteen seasons of operation, the Shuttle has become an integral mode of access to the park, carrying almost 17 percent of all visitors during summer weekends.

Shuttle History

The Shuttle represents a unique partnership of governments on a number of 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 the National Park Service. In the 2013 season, Marin Transit formed an additional partnership with the Golden Gate National Parks Conservancy to administer a new fare collection process. The change in how fares are collected has eased boarding delays and provided additional convenience to customers.

Funding

The first three years of operation were funded primarily through a grant from the Federal Highway Administration (FHWA),

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 Transit District and partly by NPS.

Description of Service

For the 2017 season, shuttle service was provided on weekends and holidays as well as weekdays. Service began on Saturday, May 13 and continued through Sunday, October 29. The service operated on three holidays: Memorial Day, Independence Day, and Labor Day. Marin Transit introduced weekday service as a pilot during the 2015 season. In the 2017 season, weekday service operated from Monday, June 19 through Friday, August 11.

Marin Transit first introduced winter holiday service in 2013, and it has typically operated winter service around Thanksgiving weekend and between Christmas and New Year's Day. In 2017, service was also provided Veteran's Day weekend. Winter holiday service dates sometimes vary due to weather conditions. In summary, winter shuttle service 2017 was provided from Friday, November 10 through Sunday, November 12, Friday,

November 23 through Sunday, November 26, and Tuesday, December 26 through Monday, January 1.

Figure 1 shows the routing of the Shuttle for the 2017 season. Service is provided along two routes: Route 66 serves the Pohono Park & Ride lot, and Route 66F serves downtown Sausalito and Marin City.

Weekend and holiday service during the regular season (May – October) is split into peak and shoulder periods, which correspond to different levels of service. The peak period runs from Memorial Day weekend through Labor Day weekend. The shoulder season runs from early May up until the start of the peak season and from the end of the peak season through October.

During the peak season, service on Route 66 between the Pohono Park & Ride Lot and Muir Woods is provided approximately every ten minutes. The first trip departs at 9:05 am and the last return trip leaves the park at 7:20 pm. During the shoulder season, service is provided every 20 minutes on Route 66 with generally the same span of hours as the peak season. Beginning in mid-September, service ends earlier to coincide with the park's closing time.

Service on Route 66F to and from Sausalito is provided every hour during the shoulder season. The route also serves Marin City to allow for connections to and from regional and local buses. During the peak season,

an additional bus is added to provide half-hourly service to and from Sausalito.

During the winter holiday season, schedules are similar to those operated during the shoulder season with a shorter service span that aligns with the park's earlier closing time.

Weekday service is provided every half hour on Route 66F. The tenants of the adjacent office building utilize the Pohono Park & Ride lot during the work week (Monday-Friday). Therefore, the Shuttle does not operate the Route 66 alignment on weekdays.

In total, the Shuttle provided service on 72 peak summer days (including 44 weekdays), 20 shoulder season days, and 14 days during the winter holiday season. Table 1 summarizes service changes over the last six years of operations.

The District has continually taken steps to improve the service in response to customer feedback and service evaluations. The 2017 efforts focused on improving signage and wayfinding at the Pohono Park & Ride lot, including adding permanent signage at the entry of the Pohono Park & Ride (Figure 2), procurement, and design and fabrication of mobile information kiosk (Figure 3). The partners also prepared for the new web-based reservation system that allows visitors to plan their trip in advance and reserve shuttle seats and a parking space.

Figure 1: 2017 Muir Woods Shuttle Map

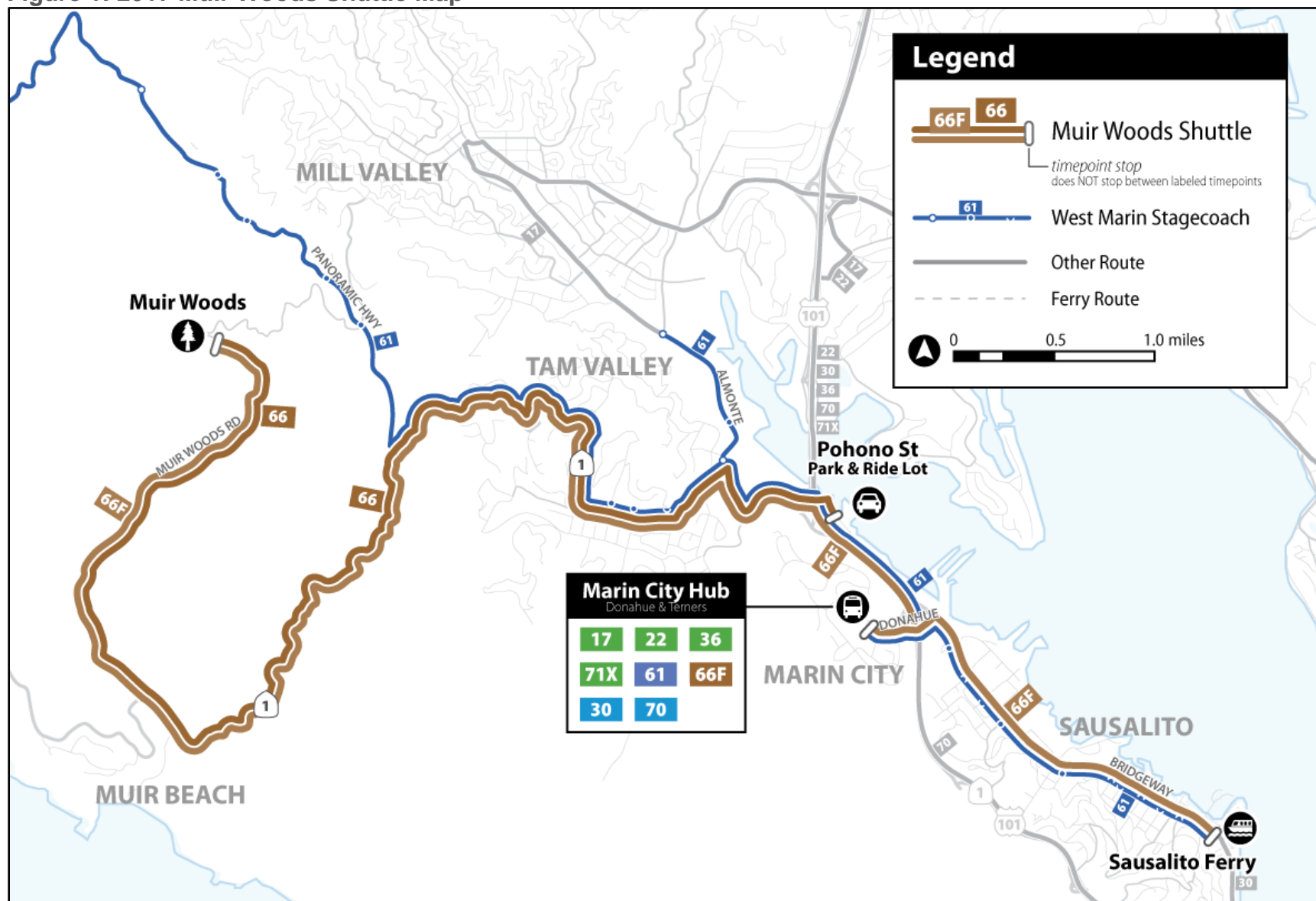


Table 1: Summary of Operations, 2012–2017

	2012	2013	2014	2015	2016	2017
Season Start	May 5	May 4	March 29	April 4	April 2	May 13 ⁽³⁾
Season End	October 28	October 27	October 26	October 25	October 30	October 29
Winter Holiday ⁽¹⁾	–	12 days	5 days	9 days	11 days	13 days
Avg. Frequency (Shoulder/Peak/Weekday)	30/15/– min	20/10/– min	20/10/– min	20/10/30 min	20/10/30 min	20/10/30 min
Service Hours ⁽²⁾	2,623	3,468	3,762	4,724	4,741	4,411
Standard Fare (adult round-trip)	\$3.00	\$5.00	\$5.00	\$5.00	\$5.00	\$5.00

Notes:

(1) Winter Holiday includes service on Veteran's Day weekend (Nov10-12)

(2) Actual operated hours may differ from planned hours due to canceled or added service. Includes hours for winter holiday service, which began in 2013.

(3) Season start delayed due to closure of Highway 1.

Figure 2: Pohono Park & Ride Lot Improvements

Figure 3: Muir Woods Shuttle Mobile Information Kiosk



Fares

For the 2017 season, the fare payment process that was first implemented in the 2013 season remained in place. The round-trip adult fare is \$5.00 per person. No fare is charged for youth ages 15 and younger, seniors with a Lifetime Pass, and disabled individuals with a Federal Lands Access Pass. One-way fares are not available.

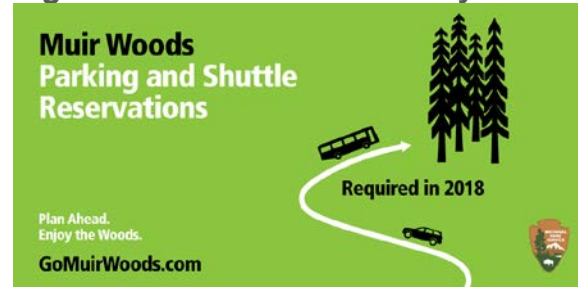
Passengers transferring from another local Marin Transit route can purchase a Day Pass that can also be used on the Shuttle.

Reservation System

To manage visitation and parking demand, NPS completed a concessionaire procurement process to implement a new reservation system for Muir Woods in late 2017. The effort included marketing and outreach and developing one-stop, web-based system for parking and transit reservations. The system requires visitors to purchase their reservation for a parking space or Shuttle seats in advance.

The reservation system will help to alleviate current capacity issues on the Shuttle by balancing out the peaks and making arrival patterns more predictable. Requiring visitors to plan and reserve their trip in advance makes them aware of the Shuttle as an option before starting their trip. The pricing structure of \$8 for a parking reservation and \$3 for a Shuttle seat reservation also incentivizes use of the Shuttle over driving.

Figure 4: MWS Reservation System



Customer Liaisons

Customer Liaisons are hired to assist passengers waiting for the Shuttle at the Pohono Park & Ride Lot and at the Sausalito Ferry. The Liaisons are responsible for providing information to passengers on the park and the Shuttle service, particularly on the fare payment process.

This season, one liaison was scheduled at Pohono on weekends from June through September and their shift started at 9:30 am and ended at 3:30 pm. An additional staff member was stationed in Sausalito to perform similar duties as the Pohono greeter and to assist passengers transferring from the ferry. After the last bus

from Sausalito, staff typically relocated to Muir Woods to assist with loading returning passengers.

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. A number of them are also unfamiliar with using public transit. The more recent addition of Customer Liaisons in Sausalito has been extremely valuable. As demand from that location has grown, the service is beginning to face challenges that were typically only experienced at Pohono, such as overcrowding and passenger confusion.

Marketing

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

Marketing materials for the 2017 season are included in Appendix A. These consist of a route schedule brochure with timetables, information about the park, and a map with points of interest along the way. The Customer Liaisons hand out the brochure to passengers at the bus stop, on the bus, or at the park. A separate “visitor” brochure focuses on information about getting to the Shuttle stops and is generally made available through hotel concierges and visitor centers including the Sausalito Visitor’s Center, the Marin County

Convention Center and Visitor’s Bureau, and the San Francisco Ferry Building. Finally, a “mini” brochure is printed specifically for the winter holiday service.

Schedules and signs are posted at each stop, including the Sausalito Ferry Terminal. Information is also provided to customers online and over the phone by both Marin Transit and National Park Service staff, and visitors are able to plan their trips in advance using Google Transit and 511.

One of the most effective means of advertising the Muir Woods Shuttle continues to be the Changeable Message Signs (CMS). Three permanent CMS are installed along Highway 101 to alert motorists about parking conditions at Muir Woods and direct them to the Pohono Park & Ride Lot exit. Blue road signs installed closer to the exit guide drivers further along the off-ramp and into the parking lot.

Historically, more than half of passenger survey respondents indicated that they found out about the Shuttle through the CMS. Increasing numbers of passengers are finding information about the Shuttle online through both web searches and transit trip planners. In particular, most weekday riders find information about the Shuttle in advance since the CMS are not used on those days.

Evaluation Methodology

Due to the off-board fare collection process, data on Shuttle ridership and fare revenues is provided through a combination of farebox data and weekly fare collection

reports from the Conservancy. Data on park visitation levels are also provided by Conservancy staff. Marin Transit staff compile the Shuttles financial numbers and operating statistics.

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

This evaluation report provides an overview of trends and changes over time and makes recommendations for the Shuttle's future.

Ridership and Productivity

This section summarizes: the number of passengers the Muir Woods Shuttle carried in 2017; the productivity of the service measured in passengers per revenue hour; and the percentage of total visitors to Muir Woods who chose to ride the Shuttle. These figures are also compared with prior years.

Ridership

Ridership is measured as one-way, unlinked passenger trips. During the regular 2017 season, 101,304 one-way passenger trips were made on the Muir Woods Shuttle representing an 18.3% decrease in ridership compared to 2016. The 2017 winter holiday service was also slightly reduced by 1.0% to 11,916 passenger trips. Table 2 shows total

ridership trends over the past five seasons, by month, and for winter holiday service.

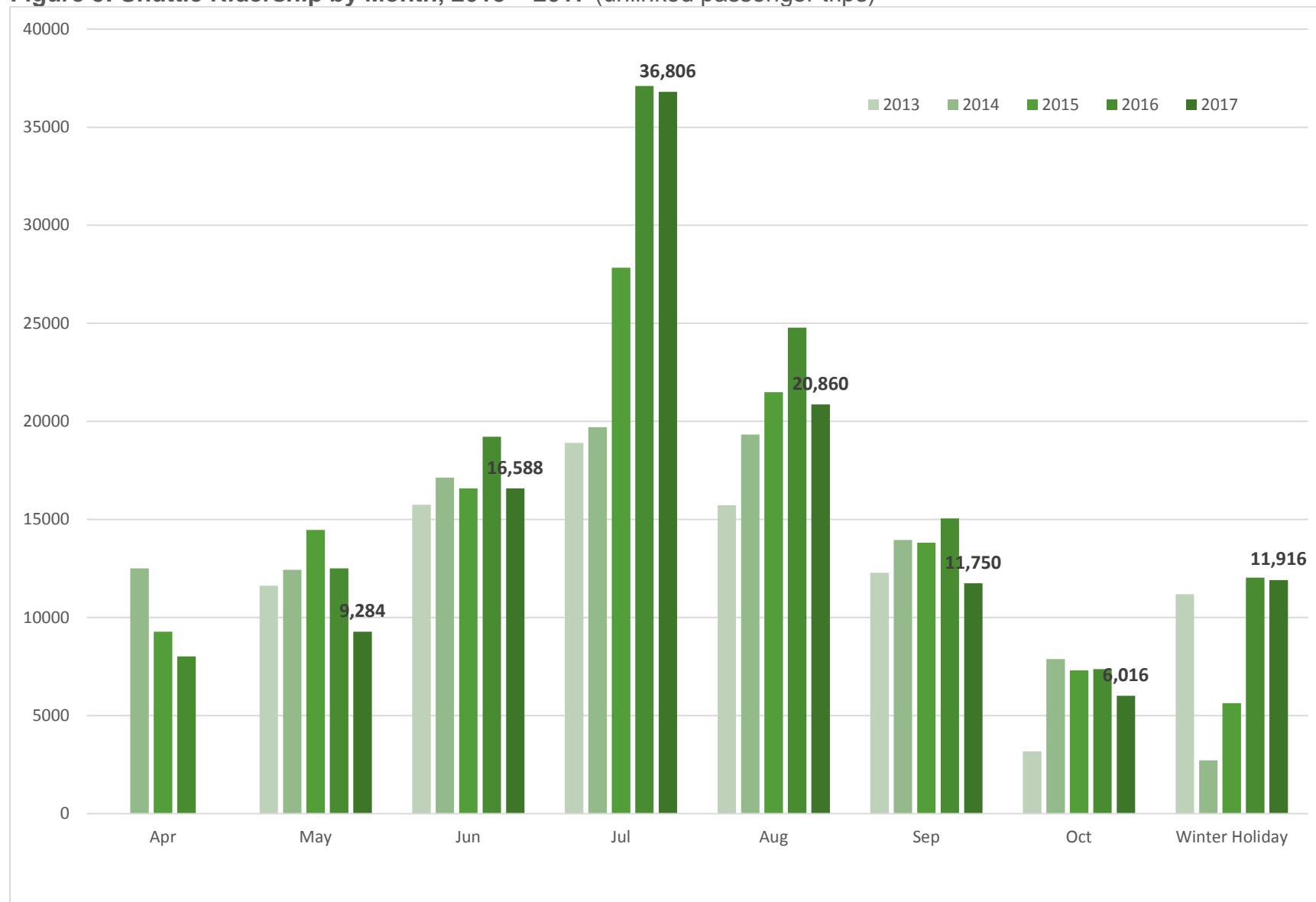
July had the highest total monthly ridership, largely due to the additional weekday service. Generally, ridership has continued to climb each year. The decrease from 2016 to 2017 due to two factors: the Highway 1 closure that delayed the start of the season and frequent failure of the CMS.

The Muir Woods Shuttle service typically begins on the first weekend in April. The closure of Highway 1 resulted in the Muir Woods Shuttle regular season start on May 13, 2017. This delay led to eight fewer days of service compared to 2016.

Table 2: Shuttle Ridership by Month, 2013 – 2017 (unlinked passenger trips)

Month	2013	2014	2015	2016	2017	% Change 2016–2017
April	–	11,042	9,278	8,018	–	-100%
May	11,626	13,820	14,462	12,506	9,284	-25.8%
June	16,188	15,740	16,586	19,216	16,588	-13.7%
July	18,906	19,700	27,832	37,103	36,806	-0.8%
August	15,732	21,538	21,484	24,780	20,860	-15.8%
September	12,290	11,760	13,820	15,050	11,750	-21.9%
October	3,178	7,886	7,302	7,370	6,016	-18.4%
Total	77,920	103,132	110,764	124,043	101,304	-18.3%
Winter Holiday	10,698	2,720	5,777	12,033	11,916	-1.0%

Figure 5: Shuttle Ridership by Month, 2013 – 2017 (unlinked passenger trips)



As stated in the introduction, ridership on the Muir Woods Shuttle depends heavily on three changeable message signs (CMS) along Highway 101. The signs alert drivers that parking at Muir Woods is full and direct them to use the Shuttle. After the start of the season in May, two of the three signs were regularly inoperable for the first few months. These equipment problems partially contributed to the decline in ridership in 2017.

In addition, the amount of missed or canceled services on the Muir Woods Shuttle increased. This also had a negative impact on the ridership numbers. Particularly during the peak season, canceled trips on the Muir Woods Shuttle caused significantly longer lines and wait times. This led visitors to use alternate means of getting to the park.

Figure 6 and Figure 7 show ridership by day on weekends and weekdays including winter holiday service, respectively, for the 2017 season. Sunday, July 2 had the

highest daily ridership at 2,936 trips. There were an additional eleven days this season when daily ridership surpassed 2,000 unlinked trips.

Productivity

Service productivity is measured in passengers per revenue hour or per trip. Overall, the service carried an average of 25.7 passengers per hour and 16.2 passengers per trip for the regular 2017 season. Weekend and holiday service alone averaged 25.8 passengers per hour, or about 15.8 passengers per trip, while weekday service averaged 30.7 passengers per hour and 27.2 passengers per trip. Winter holiday service averaged 24.5 passengers per hour and 19.8 passengers per trip. Table 3 below shows productivity measures by month and for the winter holiday service compared to 2016.

Overall, productivity measured in passengers per hour and passengers per trip decreased compared to the previous season.

Table 3: Shuttle Productivity, 2016 – 2017

Month	Passengers per Trip			Passengers per Hour		
	2016	2017	% Change	2016	2017	% Change
April	14.7	-	-	21.6	-	-
May	17.5	13.2	-24.9%	26.3	24.1	-8.4%
June	18.0	15.0	-16.9%	25.9	21.5	-17.2%
July	22.8	22.2	-2.9%	31.9	31.1	-2.6%
August	22.3	19.2	-13.8%	32.0	27.7	-13.5%
September	21.7	15.6	-28.0%	32.5	23.4	-28.1%
October	13.9	12.7	-8.4%	20.2	18.5	-8.4%
Total	19.7	15.8	-19.8%	28.5	25.8	-9.4%

Winter Holiday	24.9	19.8	-20.4%	31.0	24.5	-20.9%
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Figure 6: Daily Weekend & Holiday Ridership, 2017 (unlinked passenger trips)

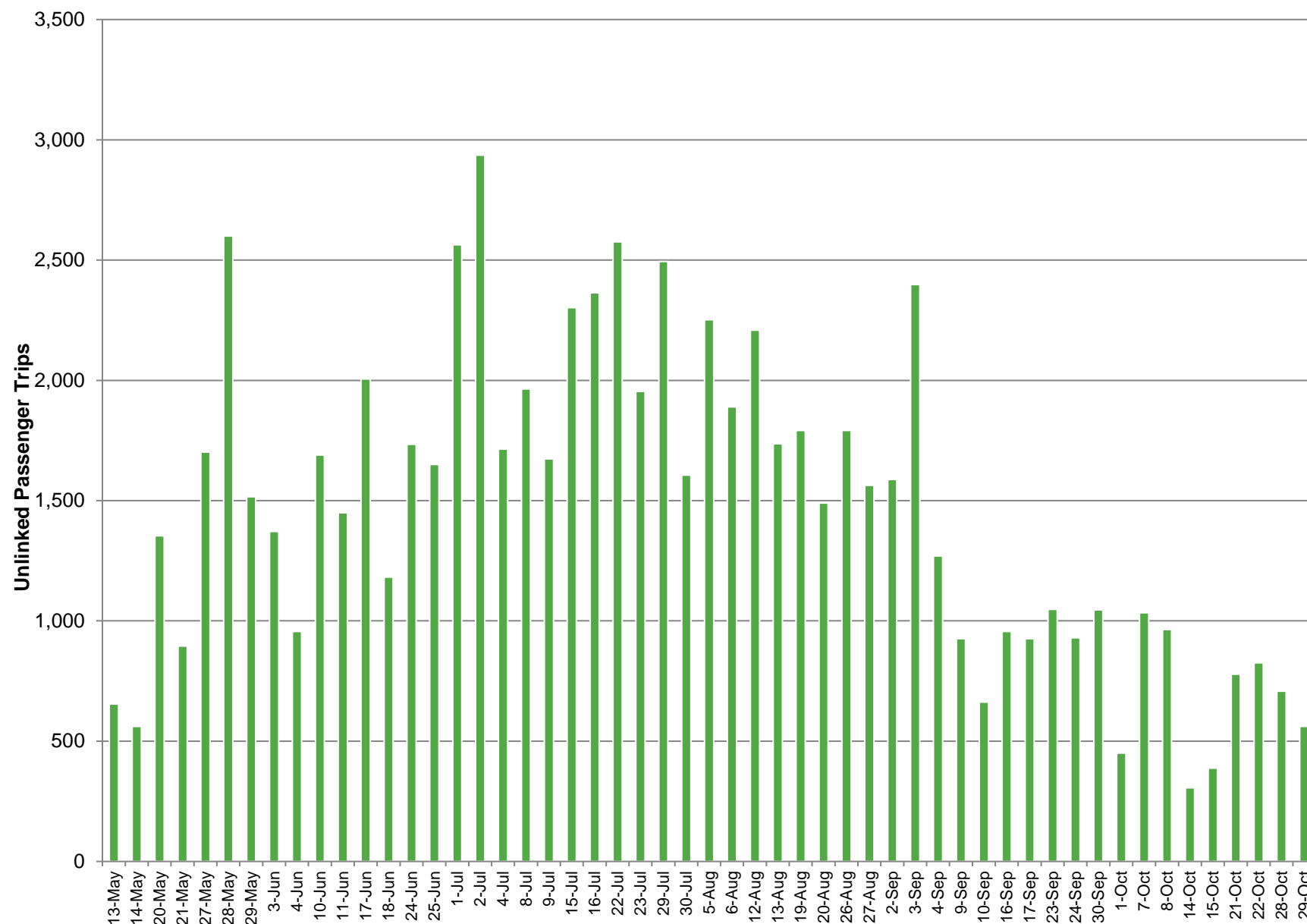
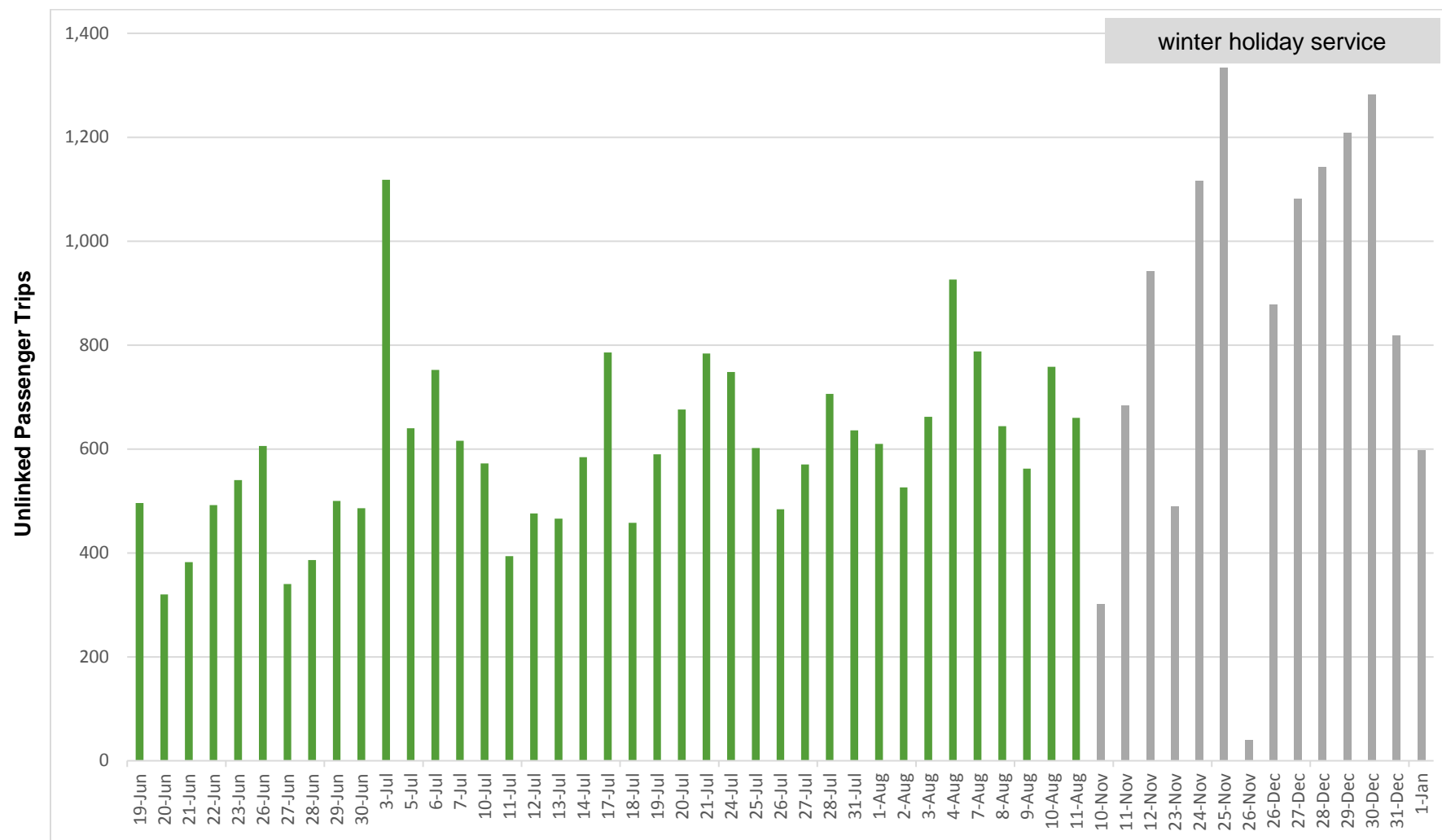


Figure 7: Daily Weekday and Winter Holiday Ridership, 2017 (unlinked passenger trips)



Mode Share

Another important indicator of Shuttle service success is the mode share percentage of total park visitors who choose to take the Shuttle. During the days that the Shuttle was in service, there were a total of 446,620 visitors to Muir Woods and 56,610 individual visitors chose to ride the Shuttle¹. This represents a 12.7% average mode share overall. On regular season weekends and holidays, the Shuttle carried an average of 16.7% of park visitors - slightly lower than the prior year.

Figure 8 and Figure 9 show percentage mode share of the Shuttle by day on weekends and weekdays, including winter holiday service, respectively. On some of the busiest days, the Shuttle carried up to 24% of all park visitors.

While weather tends to have a significant impact on park visitation, it has an even greater effect on Shuttle ridership and mode share. This is likely due to less traffic and more parking available on lower visitation days, making driving to the park less of a hassle than on busy days. On rainy days, mode share tends to drop by 10%.

Pass-Ups

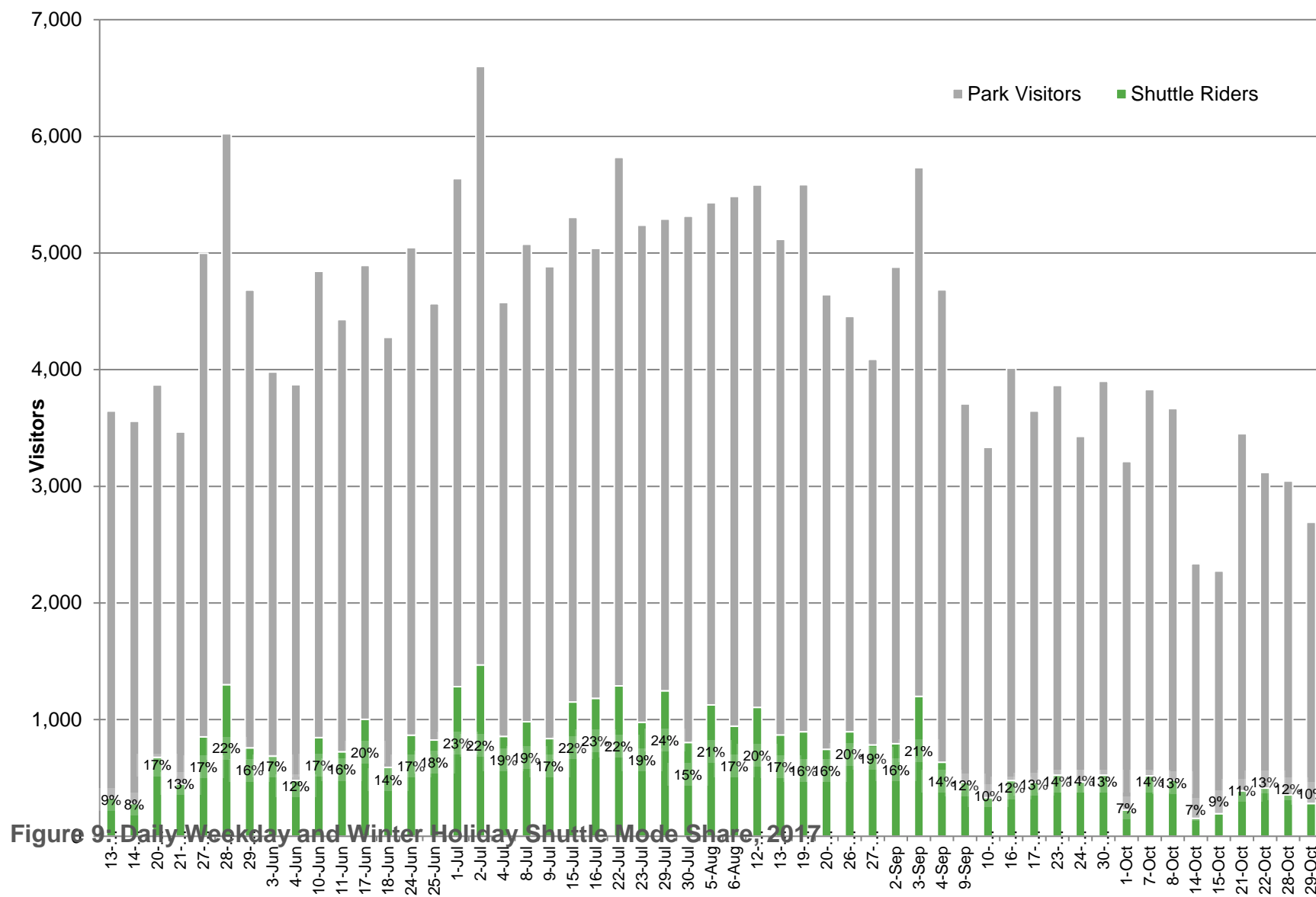
Passenger pass-ups continued to occur during peak periods when passenger demand exceeded bus capacity. The Shuttle buses carry no more than 37 seated passengers. Standees are not permitted due to the steep and winding nature of the

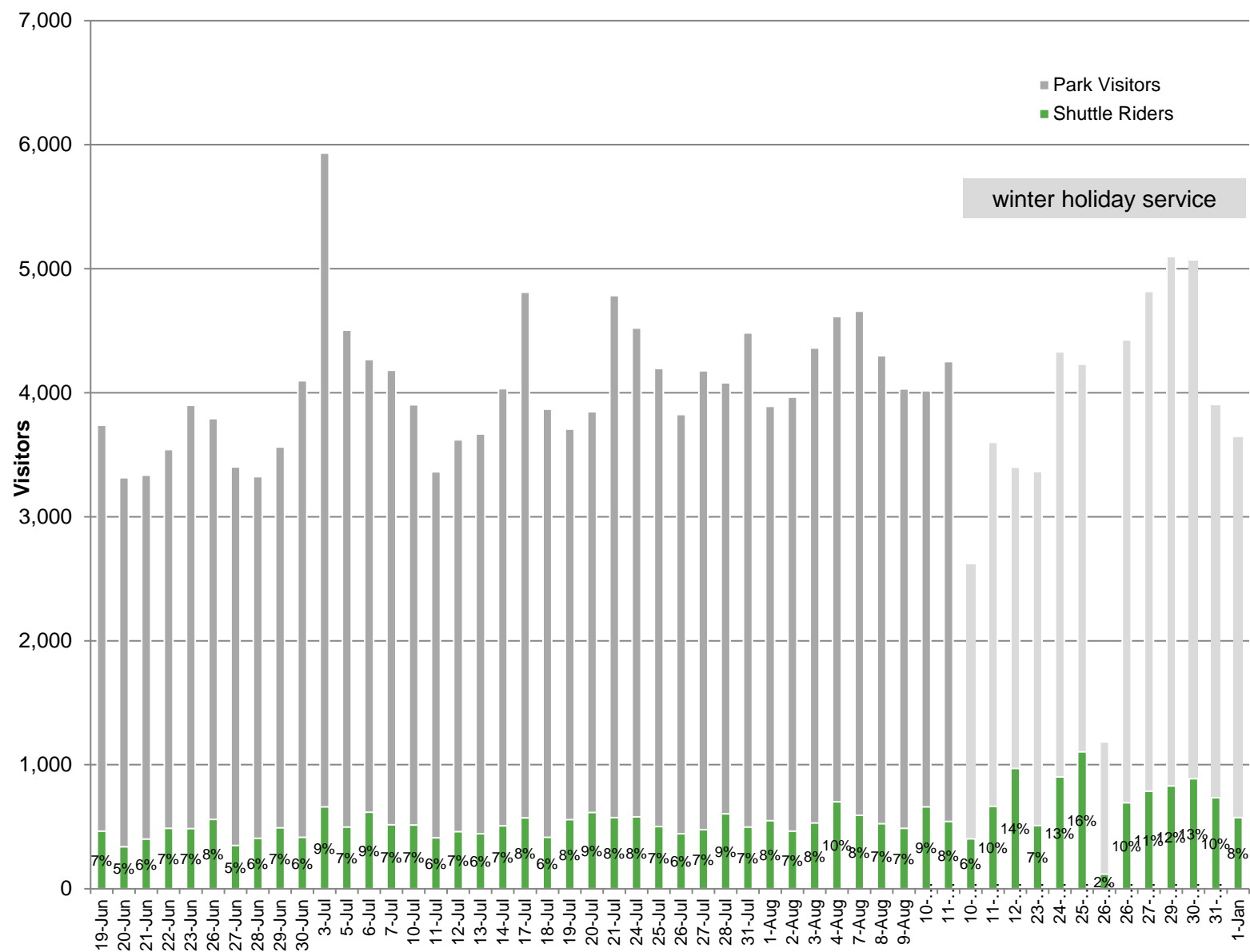
roadway. There were lines and wait times for many passengers despite the high frequency of service at Pohono and additional service from Sausalito. This was due to the irregularity of passenger arrivals coupled with concentrations in the midday.

One of the notable trends in the 2017 season was the continued increase in demand for service from Sausalito. Since service on Route 66F runs only once or twice an hour, a pass-up at this location has a much larger impact on the customer experience than at Pohono where the next bus is usually only ten minutes away. In case a pass-up occurred, the Customer Liaison stationed in Sausalito played a pivotal part in helping customers find alternate options. These include taking Stagecoach Route 61 or another local Marin Transit route to transfer to the Muir Woods Shuttle at Pohono.

¹ Assumes that each visitor using the Shuttle took a round trip

Figure 8: Daily Weekend & Holiday Shuttle Mode Share, 2017





Service Cost and Farebox Recovery

This section of the report summarizes expenses and revenues for the regular 2017 season and winter holiday service and compares them to the prior year.

The total service cost for the regular 2017 season was \$410,173, approximately 3.3% higher than last year. This includes operating, administration, and marketing costs.

Table 4 provides a breakdown of the total cost and revenue for the Shuttle compared to the past four seasons, and Table 5 summarizes key cost performance measures. Note that all costs reflected in these tables are total program costs that are shared 50/50 with the National Park Services.

One of the main cost savings for the 2017 season over 2016 was the installation of a third permanent changeable message sign. This eliminated the need to lease portable signage and saved about \$15,000 per sign over the course of the season.

Marketing costs in 2017 continued to decrease compared to previous years. The lack of major changes to the service for the 2017 season enabled staff to reuse most marketing materials.

The administrative costs were significantly higher compared to the 2016 season. This increase was primarily due to the staff time dedicated to preparing for the upcoming reservation system, implementing the mobile information kiosk, and making signage and wayfinding improvements at the Pohono Park & Ride.

Farebox Recovery

The regular adult fare is \$5.00 per round-trip, consistent with an adult day pass. Youth under 16, seniors with a Lifetime Pass, and disabled individuals with an Access Pass are all allowed to ride the Shuttle for free.

As shown in Table 4, a total of \$186,368 was collected in fares during the regular 2017 season - a decrease of about 24.3%. This decline in fare revenue is comparable to the ridership decline in 2017 season. The amount collected represents a farebox recovery rate of 45.4%, which is about 21.7% lower than in 2016.

Cost per Service Hour

The average cost per service hour for the regular 2017 season was \$104.53, a 7.2% increase over the previous season. An

increase in administrative costs was the primary reason for the increase.

Cost per Trip

The cost per one-way passenger trip increased to \$4.05, about 18.4% higher than the previous year. In addition to higher overall costs, this can be attributed to lower ridership on the weekend and holiday services.

Subsidized Cost per Trip

The average subsidy increased to \$2.21 per passenger in 2017 season, which was a 54.0% subsidy increase compared to the 2016 season. The average subsidy in 2017 met the District's cost effectiveness target of \$3.00 per passenger.

Table 4: Shuttle Service Costs, 2013 – 2017

	2013	2014	2015	2016	2017	% Change 2016–2017
Operating Costs	\$295,608	\$323,825	\$356,249	\$334,728	\$303,603	-9.3%
Vehicle Lease	\$20,988	–	–	–	-	
Marketing	\$13,978	\$26,422	\$6,910	\$4,897	\$2,609	-46.7%
Maintenance & Equipment	\$31,463	\$45,075	\$35,243	\$46,130	\$47,736	3.5%
Customer Liaisons	\$7,430	\$3,346	\$9,589	\$3,688	\$2,390	-35.2%
Changeable Message Signs	\$14,402	\$14,105	\$16,198	–	-	-
Marin Transit Admin Costs	\$22,390	\$25,123	\$26,773	\$10,391	\$31,740	205.5%
Fare Collection ⁽¹⁾	\$14,933	\$19,969	\$22,039	\$24,444	\$18,580	-24.0%
Cost Subtotal	\$421,192	\$457,865	\$473,001	\$424,278	\$410,173	-3.3%
Farebox Revenue	\$154,934	\$205,533	\$227,355	\$246,309	\$186,368	-24.3%
Net Total Cost	\$266,258	\$252,331	\$245,646	\$177,969	\$223,805	25.8%
Winter Holiday Cost Subtotal	\$25,861	\$34,475 ⁽²⁾	\$39,014	\$37,688	\$56,195	49.1%
Winter Holiday Farebox Revenue	\$20,181	\$4,969 ⁽²⁾	\$11,187	\$22,520	\$33,048	46.7%
Winter Holiday Net Total Cost	\$5,679	\$29,506⁽²⁾	\$27,826	\$15,168	\$23,148	52.6%

Notes:

(1) As part of the fare collection process implemented in 2013, a 10% administrative fee based on total ticket sales is included to cover the costs of fare collection services provided by the Golden Gate National Parks Conservancy.

(2) In 2014, some winter holiday service was canceled due to the closure of Highway 1.

Table 5: Shuttle Cost Effectiveness Measures, 2013 – 2017

	2013	2014	2015	2016	2017	% Change 2016-2017
Farebox Recovery	35.8%	44.9%	48.1%	58.1%	45.4%	-21.7%
Cost per Service Hour	\$137.29	\$127.4 ₉	\$107.26	\$97.48	\$104.53	7.2%
Cost per Trip	\$5.38	\$4.45	\$4.27	\$3.42	\$4.05	18.4%
Subsidy per Passenger	\$3.46	\$2.45	\$2.22	\$1.43	\$2.21	54.0%
Winter Holiday Farebox Recovery	78.0%	14.4%	28.7%	59.8%	58.8%	-1.6%
Winter Holiday Cost per Service Hour	\$60.17	\$241.4 ₂	\$124.13	\$96.98	\$115.51	19.1%
Winter Holiday Cost per Trip	\$2.42	\$12.67	\$6.75	\$3.13	\$4.72	50.6%
Winter Holiday Subsidy per Passenger	\$0.53	\$10.85	\$4.82	\$1.26	\$1.94	54.1%

Conclusions and Recommendations

The Muir Woods Shuttle plays an increasing role in reducing congestion and providing a viable alternative transportation option to the park. As park visitation levels continue to increase, mitigating traffic and parking congestion becomes more and more important. At the same time, the Shuttle has reached its maximum capacity during the peak season, and there are currently no additional vehicles available to add service.

In January 2016, the County gradually began restricting parking along sections of Muir Woods Road. In previous years, as many as 400 vehicles have parked along the roadway's narrow shoulder during busy weekends. This has led to environmental issues, including erosion, as well as safety and congestion issues due to visitors walking in the roadway from their cars to the park entrance. In the next few years, all parking along the roadway will ultimately be eliminated.

Reservation System

To better manage visitation and parking demands in and around Muir Woods, NPS implemented a parking and shuttle reservation system in January 2018. Parking reservations started on January 15, 2018, and shuttle reservations started on January 20, 2018. The transition to

requesting visitors to reserve in advance was a significant operational change. District staff worked closely with NPS to adapt many elements of the Shuttle program to support the new reservation model. The following changes to the program were planned during the 2017 season and implemented in 2018 with the new reservation procedures.

Year-Round Schedules

Under the new reservation model, NPS agreed to pay for service expansion to allow the service to run every weekend of the year. This is expected to add an additional 35 days of service annually. Operating year-round has advantages for operations. These include reducing the need to end and start each season and related emphasis on increased mobilization for driver training, signage, and marketing materials.

Ticket Sales and Validation

The new online reservations system (gomuirwoods.com) allows shuttle riders to pre-purchase shuttle tickets on specific buses (Sausalito route) or specific time slots (Pohono route). Since many riders continue to walk up to access the services, some seats are held back from the reservation process to accommodate walk-up riders.

Validation of passes has also changed under the new model. Dedicated staff members use handheld scanners to validate pre-purchased tickets and sell walk-up tickets. This differs from previous years when patrons simply boarded buses at either Sausalito or Pohono and purchased their ticket at the park entry booth. The new validation process has reduced passenger wait time and led to increased administrative costs associated with ticket validation and customer service.

Marketing and Passenger Information

The Shuttle marketing strategy has changed with the emphasis on having visitors pre-plan and pre-purchase their shuttle seats and parking. Historically, the CMS warned of full parking at the Woods. This was visitors first notification that they should taking the shuttle. Other riders found out about the shuttle through the NPS website or tourist-focused brochures.

Messaging has now changed across all marketing platforms to inform visitors to pre-plan and pre-purchase their shuttle seats or parking. The new strategy relies less on intercepting visitors as they travel to the Woods and more on educating them before they go. Thus, 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.

Bus Stops

Although average wait times have reduced due to increased service frequency,

providing additional passenger amenities at the bus stops has long been the focus to improve the overall visitor experience. The Mobile Information Kiosk was designed and purchased in 2017 and went into service in March 2018. This vehicle doubles as a passenger amenity and a driver support/rest area. In addition to the mobile kiosk, permanent signage has been installed to provide a more permanent and professional appearance.

Staffing

Customer Liaisons continue to be an invaluable resource to passengers. While a full-time operations supervisor is stationed at the Pohono Park & Ride Lot, the Liaisons are primarily responsible for providing information to customers and answering questions. This enables the supervisor to focus on operations and attend to any issues as needed.

One Customer Liaison has traditionally been located at Pohono with another Liaison near the Sausalito Ferry. On weekdays, one person is staffed at the Sausalito location only

A full-time operations supervisor is stationed at Muir Woods to facilitate vehicle circulation and check for proof of payment. This supervisor also ensures that passengers board the correct bus on their return trip (to Sausalito or Pohono). After the last bus going to the park leaves Sausalito, one of the Customer Liaisons typically relocates to Muir Woods to assist the supervisor.


These staffing levels help to ensure efficient operations and a quality passenger experience. In the 2017 season, there was significant difficulty in hiring enough staff to serve as Customer Liaisons. The temporary part-time role typically appeals to college students who are in the Bay Area for the summer however the position is a less desirable option due to the lack of full-time hours and the requirement to work mostly weekends and holidays.

For 2018, the additional dedicated position to support the ticket validation system is expected to increase stability and reliability to the staffing at Pohono. This new position was requested as part of the new operations contract with MV Transportation for Rural and Seasonal Services that started on July 1, 2018.

Appendix A

Route Schedule Brochure

Winter Holiday Brochure



www.mps.gov/mwwo & www.parksconservancy.org

Hearing Impaired (TTY): (415) 556-2766

Muir Woods Headquarters: (415) 388-2596

Visitor Information: (415) 388-2595

Additional Information

To show to the driver on your return trip.

Important: Remember to pay your round-trip shuttle fare in addition to your entrance fee at the Visitor Center and keep your receipt.

Adults (ages 16+) \$10
Youth (ages 15 and under) FREE

Please note that park entrance fees are in addition to the shuttle fare.

Park Entrance Fees

The Visitor Center opens at 9:00 am and closes 30 minutes before the park.

8:00 am – 8:00 pm daily
8:00 am – 7:00 pm beginning Sep 17th
8:00 am – 6:00 pm beginning Oct 8th
8:00 am – 5:00 pm beginning Nov 5th

2017 Park Hours

Muir Woods Information

Shuttle Information

Fares

Round-trip fares are collected at the Muir Woods Visitor Center, and your receipt must be shown upon boarding as proof of payment on your return trip from Muir Woods. Fares may be paid at the Visitor Center using cash or most major credit cards along with your park entrance fee. **Retain your receipt to present to the driver on your return trip.**

Round-Trip Fares

Adults (ages 16+)	\$5
Youth (ages 15 and under)	Free

Marin Transit Passes and Value Cards are also accepted. Clipper is not accepted on the Muir Woods Shuttle.

No one-way fares are available. Passengers wishing to ride one-way must pay the full round-trip fare.

Vehicles

Due to safety considerations, standing is not allowed on the Muir Woods Shuttle. Arrive at the bus stop early to ensure a seat on the bus.

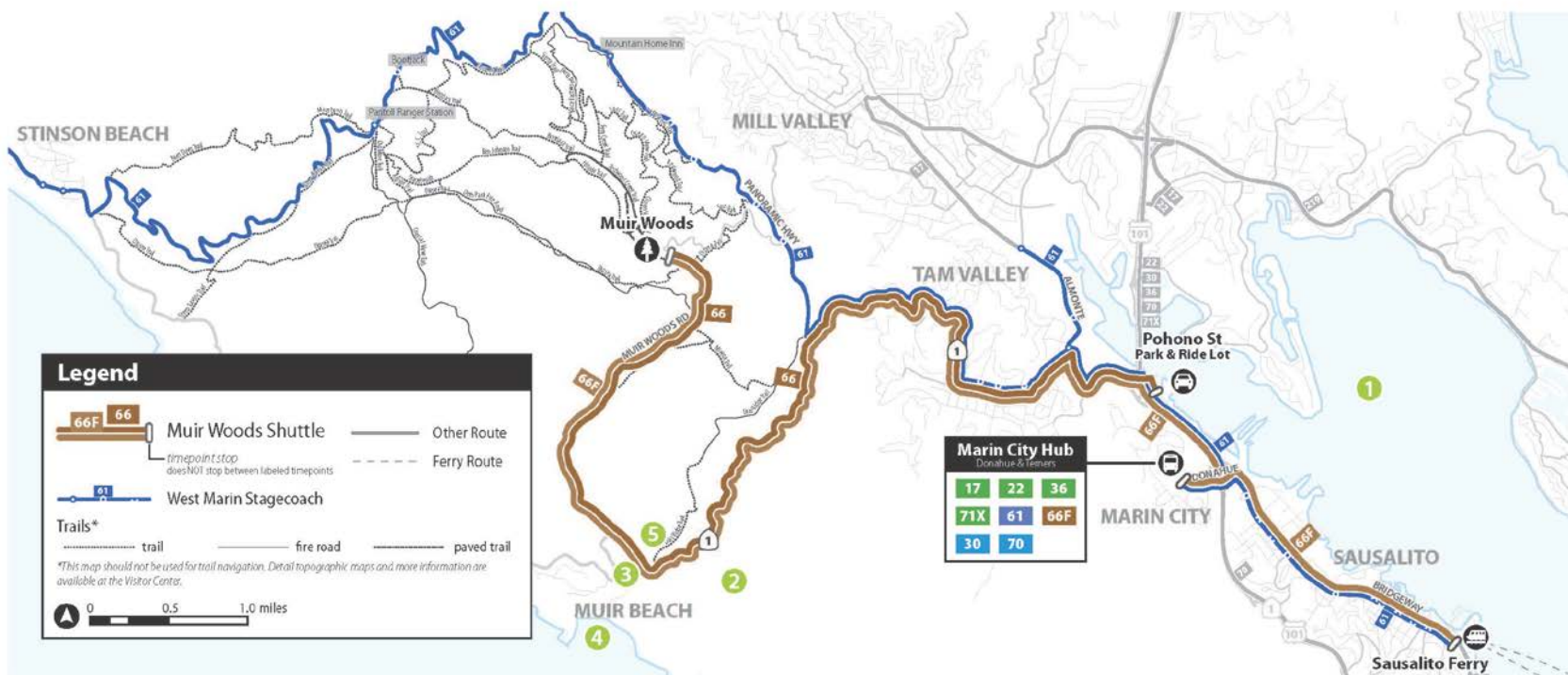
All vehicles can accommodate wheelchairs.

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.

Days of Operation

Service runs Saturdays and Sundays, from May 13, 2017 to October 29, 2017, as well as on **Memorial Day** (Monday, May 29, 2017), **Independence Day** (Tuesday, July 4, 2017), and **Labor Day** (Monday, September 4, 2017). Service also runs Monday through Friday, from Monday, June 19, 2017 to Friday, August 11, 2017.

Sausalito (Bay & Bridgeway)		Muir Woods (Main Entrance)		Muir Woods (Donohue & Jerners)		Muir Woods (Main Entrance)		Muir Woods (Main Entrance)		Sausalito (Bay & Bridgeway)	
Westbound		Eastbound		Westbound		Eastbound		Westbound		Eastbound	
to Muir Woods		from Muir Woods		to Muir Woods		from Muir Woods		to Muir Woods		from Muir Woods	
Weekdays		Weekdays		Weekdays		Weekdays		Weekdays		Weekdays	
June 19 – August 11 ONLY		June 19 – August 11 ONLY		June 19 – August 11 ONLY		June 19 – August 11 ONLY		June 19 – August 11 ONLY		June 19 – August 11 ONLY	
9:45	12:50	12:45	12:40	12:05	12:40	12:05	12:40	12:05	12:40	12:55	10:30
9:55	10:30	10:25	11:30	11:00	11:30	11:00	11:30	11:00	11:30	11:15	11:00
10:15	11:00	10:45	11:30	11:05	11:30	11:05	11:30	11:05	11:30	11:25	11:00
10:45	11:15	11:25	12:00	11:35	12:00	11:35	12:00	11:35	12:00	11:50	11:00
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ON YOUR WAY

The Shuttle ride to Muir Woods will take approximately 35 minutes from Pohono or 50 minutes from Sausalito, depending on traffic conditions. Here are a few things to look for on your way to Muir Woods:

1 Richardson Bay

Home to the Richardson Bay Audubon Center & Sanctuary, this ecologically-rich arm of San Francisco Bay is one of the most pristine estuaries on the Pacific Coast, supporting extensive eelgrass areas and inter-tidal habitats.

2 Green Gulch Farm Zen Center

Green Gulch Farm Zen Center, also known as Green Dragon Temple (Soryu-Ji), is a Buddhist practice center in the Japanese Soto Zen tradition offering training in Zen meditation and ordinary work.

3 Redwood Creek

Redwood Creek is home to some of California's last remaining native run of Coho Salmon and Steelhead Trout. Each year, after the first heavy winter rains, the adult fish return from the Pacific Ocean to spawn.

4 Muir Beach

Three miles west of Muir Woods along the coastline, this quiet cove, beach and lagoon are home to numerous shorebirds, amphibians, salmon and trout, and marshy, water-loving plants called rushes (Juncus).

5 Golden Gate Dairy/Stables

Located on the Southern Marin Coast, the preservation of this historic dairy shares the richness of horses, wildlife, and the land with visitors.

PLANNING YOUR VISIT

Muir Woods National Monument contains 6 miles of trails. There is a 1½ hour loop, a 1 hour loop, and a 1½ hour loop, as well as longer hikes on trails that extend into surrounding Mount Tamalpais State Park. All of these walks afford views of old growth coast redwoods, the tallest living things in the world.

Many trails to and from Muir Woods connect with Mount Tamalpais State Park trails. If you are planning to exit the monument via a state park trail, it is recommended that you purchase a Muir Woods National Park Map for \$1. Ask the Visitor Center for more information.

Daily Programs

Rangers and volunteers present 15-minute talks and guided one-hour tours when staffing permits. Check the program board at the park entrance for times and locations of talks and tours. No reservations necessary.

Self-Guided Tours

Muir Woods offers two self-guided programs—the Nature Trail and the Historic Walking Tour—that may be purchased for \$1 each at the Visitor Center or the self-serve map box at Bridge 2.

Junior Ranger Program (ages 8-12)

Allow 1-2 hours for completion

Learn what park rangers do to help protect Muir Woods. As a Junior Ranger, you'll care for our national parks, teach others what you learn, and discover new ways to experience your environment. Pick up a free copy at the Visitor Center.

Dates of Operation

Winter holiday service will operate between the following dates:

- » November 10, 2017 – November 12, 2017
- » November 23, 2017 – November 26, 2017
- » December 26, 2017 – January 1, 2018

Shuttle Fares & Entrance Fees

Round-trip fares are collected at the Muir Woods Visitor Center.

	Shuttle	Entrance
Adults (ages 16+)	\$5	\$10
Youth (ages 15 & under)	Free	Free

Please note shuttle fare is in addition to park entrance fee.

Marin Transit Passes and Value Cards are also accepted. Clipper is not accepted on the Muir Woods Shuttle. No one-way fares are available.

Fares may be paid at the Visitor Center using cash or most major credit cards along with your entrance fee. **Retain your receipt to present to the driver on your return trip.**

Additional Information

PHONE NUMBERS

Muir Woods Shuttle (415) 526-3239
daily 8:00am – 5:00pm
shuttle information, lost & found

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

SPONSORSHIP OF SERVICE

The Muir Woods Shuttle is funded by Marin Transit and the National Park Service, and operated under a service agreement between Marin Transit and MV Transportation, Inc.



COMMENTS

info@marintransit.org
www.marintransit.org/contact.html
visit www.marintransit.org



Muir Woods Shuttle
2017 Winter Holiday Service

Marin Transit Routes
66 | 66F

FRI, NOV 10 – SUN, NOV 12
THU, NOV 23 – SUN, NOV 26
TUE, DEC 26 – MON, JAN 1

marintransit
information subject to change
información sujeta a cambios

Pohono Park & Ride – Muir Woods 66

to Muir Woods		from Muir Woods	
Westbound		Eastbound	
Pohono St (Park & Ride Lot)	Muir Woods (Main Entrance)	Muir Woods (Main Entrance)	Pohono St (Park & Ride Lot)
9:05	9:40	11:00	11:35
every 20 minutes		every 20 minutes	
2:45	3:20	4:20	4:55
AM times		PM times	

Last bus to Pohono Park & Ride leaves Muir Woods at 4:20 pm

Please be sure to check destination signs when boarding on your return trip

Sausalito Ferry – Marin City Hub – Muir Woods 66F

to Muir Woods		from Muir Woods	
Westbound		Eastbound	
Sausalito (Bay & Bridgeway)	Marin City (Donahue & Terners)	Muir Woods (Main Entrance)	Muir Woods (Main Entrance)
10:00	10:10	10:45	11:50
11:00	11:10	11:45	12:50
12:00	12:10	12:45	1:50
1:00	1:10	1:45	2:50
2:00	2:10	2:45	3:50
AM times		PM times	

Last bus to Sausalito & Marin City leaves Muir Woods at 3:50 pm

Transfers

If transferring from another Marin Transit, West Marin Stagecoach, or Golden Gate Transit route, advise the driver that your final destination is Muir Woods and **purchase a Day Pass** upon boarding. The Day Pass can then be used to pay your round-trip fare for the Muir Woods Shuttle.

Local transfers are not valid on the Muir Woods Shuttle.

Vehicles

Due to safety considerations, standees will not be carried on the Muir Woods Shuttle. Arrive at the bus stop early to ensure a seat on the bus.

All vehicles can accommodate wheelchairs.

Vehicles are not equipped with bike racks, and bikes are not allowed inside buses or in Muir Woods. Bike parking is available at the Pohono Park & Ride Lot and near the Sausalito Ferry.

Park Hours

During the winter season, the Park closes at 5:00 pm and the Visitor Center closes at 4:30 pm.

The last bus is often full. Plan your trip to leave on an earlier bus.



Muir Woods Shuttle Evaluation Report

2017 Season

2017 Service Overview

49

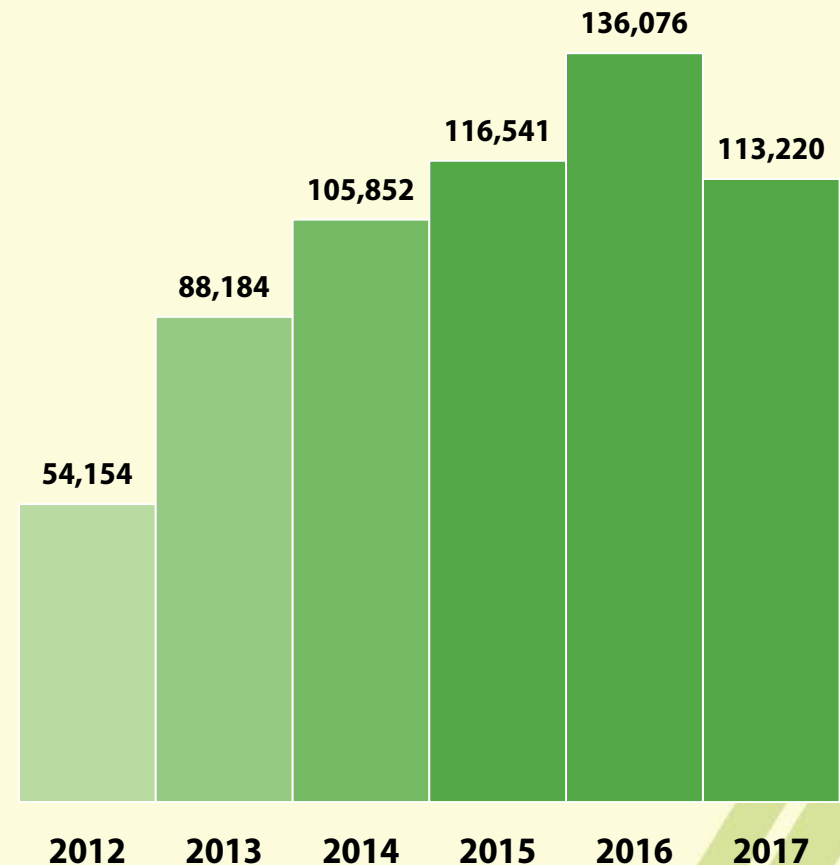
	"Regular" Season		Winter Holiday
	Weekend & Holiday	Weekday	
Dates of Service	May 13* – Oct 29	Jun 19 – Aug 11	Nov 10 – 12 Nov 23 – 26 Dec 26 – Jan 1
Route 66 (Pohono Park & Ride)	Every 10-20 min	No service	Every 20 min
Route 66F (Sausalito & Marin City)	Every 30-60 min	Every 30 min	Every 60 min

* Season start delayed due to closure of Highway 1



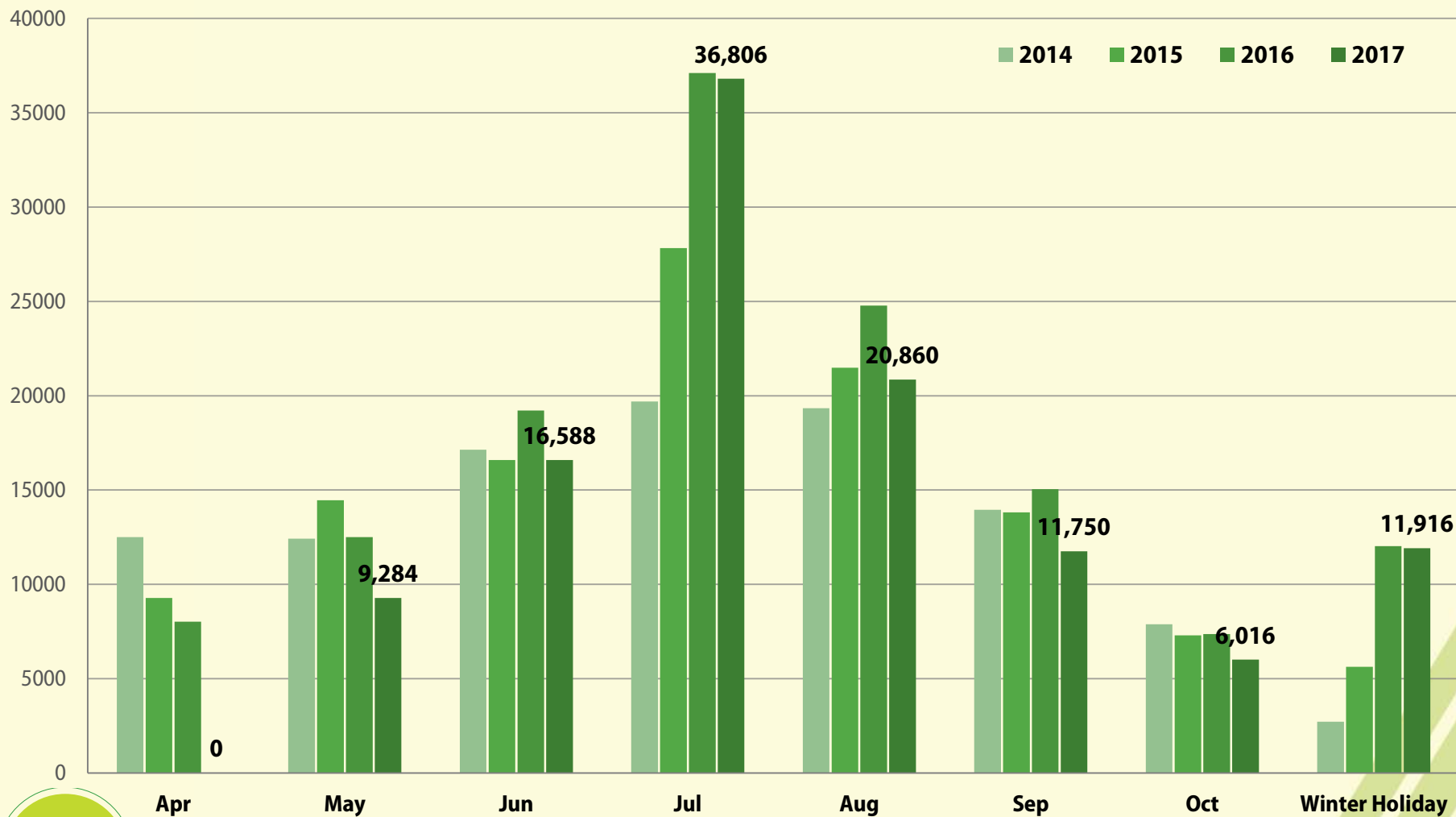
- 101,304 passengers during the “regular” season
 - 18.3% decrease from 2016
 - 13% increase in weekday ridership
- Additional 11,916 during Winter Holidays
- 2,936 passengers on July 2nd
 - 11 days with 2,000+ riders
- Average 12.7% mode share
 - 16.7% on weekends & holidays
 - Up to 23% on the busiest days

Passengers
(including Winter Holiday)

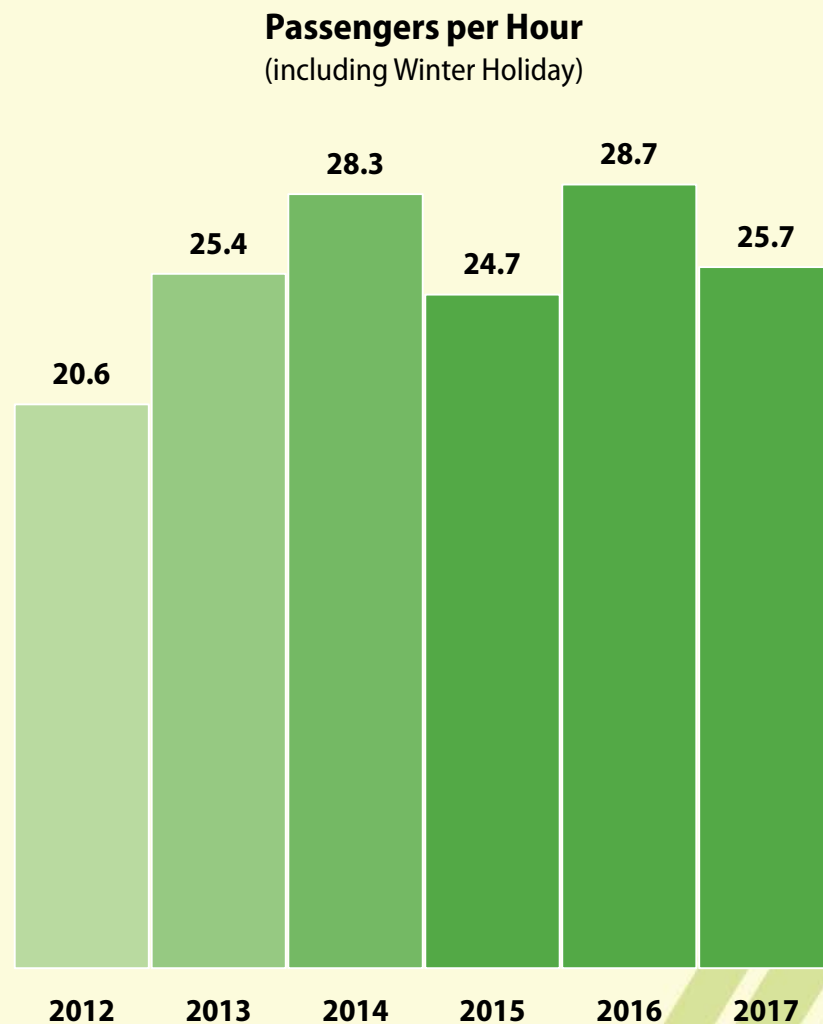


Monthly Ridership

51



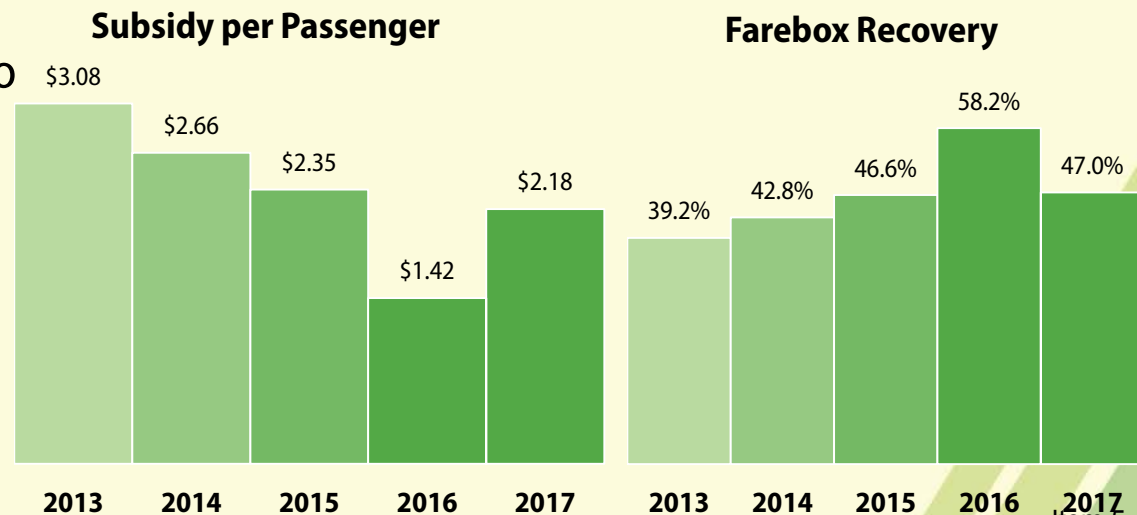
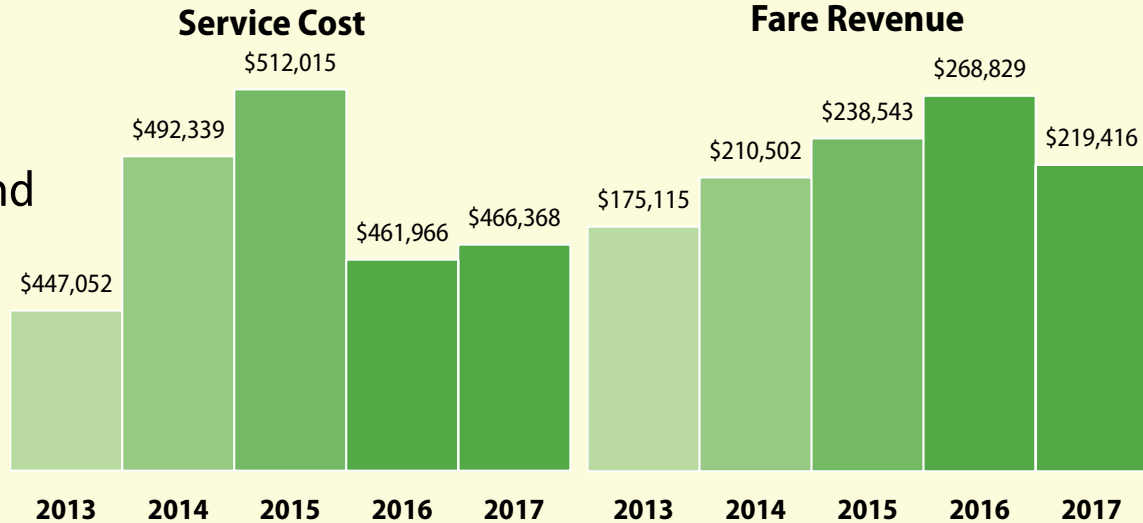
- 25.7 passengers per hour
 - 10.6% decrease from 2016
 - Meets the productivity target (25 passengers/hour)
 - Weekday service exceeded the productivity target by 12 passengers per hour, on par with 2016
- 16.2 passengers per trip
 - 19.6% decrease from 2016
 - 10.1% increase in weekday service compared to 2016



Service Cost (including Winter Holiday)

53

- Total Overall Cost including winter holiday: \$466,368
 - 1% increase over 2016
 - Reduced marketing costs and increased admin costs
- 18.4% decrease in fare revenue
 - Comparable to ridership decline in 2017
- 47.0% farebox recovery
 - 19.2% decrease compared to 2016
- \$2.18 average subsidy
 - meets the District's cost effectiveness target (\$3.00/passenger)



2017 Season Improvements

54

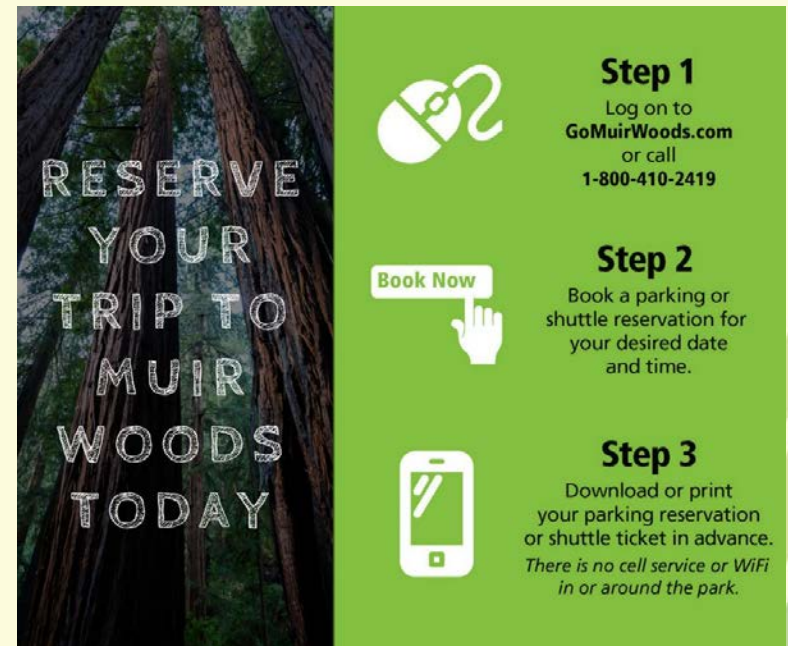
Reservation System

- NPS implemented a parking and shuttle reservation system in January 2018
- Visitors required to purchase park entrance tickets in advance to reserve parking or Shuttle seats



Transition

- During the 2017 season, changes to the program were planned to adapt to the new reservation model:
 - Year-Round Schedules
 - Ticket Sales and Validation
 - Marketing and Passenger Information



Year Round Service

- Additional 35 days of service annually
- Reduced the need for restarting operations and marketing efforts each year

Ticket Sales and Validation

- Allows pre-purchased tickets for specific buses or time slots
- Accommodates limited walk-up riders
- Reduces passenger wait time due to faster ticket processing
- Increases administrative costs for ticket validation and customer service

Marketing Strategy

- All marketing platforms redirect visitors to pre-plan and pre-purchase their shuttle seats or parking



Bus Stop Amenities

- Mobile Information Kiosk went into service in March 2018
- Permanent signage at Pohono Park & Ride lot

Staffing

- Additional dedicated staff to support the ticket validation system at Pohono



Questions?

Robert Betts

Director of Operations and Planning





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August 6, 2018

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

**SUBJECT: Response to Marin County Civil Grand Jury Report,
“Yellow School Bus for Traffic Congestion Relief”**

board of directors

Dear Board Members:

stephanie moulton-peters
president
city of mill valley

RECOMMENDATION: Authorize the Board President to forward the attached response to Marin County Civil Grand Jury Report, “Yellow School Bus for Traffic Congestion Relief.”

damon connolly
vice president
supervisor district 1

BACKGROUND:

On June 8, 2018 the Marin County Civil Grand Jury released a report entitled, “Yellow School Bus for Traffic Congestion Relief”. The Grand Jury requested that Marin Transit respond to the eight findings and five of the nine recommendations.

dennis rodoni
2nd vice president
supervisor district 4

The report findings and recommendations are largely consistent with the Countywide Coordinated School Transportation Study Marin Transit completed in collaboration with the Transportation Authority of Marin (TAM) and the Marin County Office of Education in December 2015. It is generally consistent with the direction Marin Transit has been following to implement the study. Overall, the Grand Jury report suggests that Marin Transit should take the lead on implementing a coordinated yellow school bus program throughout the county. Staff’s proposed response indicates that a reliable, ongoing source of funding and a permanent bus parking facility are needed to realize a fully coordinated, countywide yellow school bus program.

judy arnold
director
supervisor district 5

kate colin
director
city of san rafael

kathrin sears
director
supervisor district 3

Marin Transit staff has prepared the attached response to the Grand Jury’s findings and recommendations. We have shared this draft response with staff at TAM, the County, and the cities of San Rafael and Mill Valley.

katie rice
director
supervisor district 2

The Civil Grand Jury report states that the response of the governing body must be conducted in accordance with Penal Code section 933 (c) and subject to the notice, agenda, and open meeting requirements of the Brown Act.

FISCAL/STAFFING IMPACT:
None associated with this item.

Respectfully submitted,

A handwritten signature in black ink, reading "Nancy E. Whelan". The signature is written in a cursive, flowing style.

Nancy Whelan
General Manager

Attachment: Marin Transit Response to Civil Grand Jury Report, "Yellow School Bus for Traffic Congestion Relief"



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stephanie moulton-peters
president
city of mill valley

damon connolly
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supervisor district 1

dennis rodoni
2nd vice president
supervisor district 4

judy arnold
director
supervisor district 5

kate colin
director
city of san rafael

kathrin sears
director
supervisor district 3

katie rice
director
supervisor district 2

August 6, 2018

The Honorable Judge Paul Haakenson
Marin County Superior Court
P.O. Box 4988
San Rafael, CA 94913-4988

Ron Brown, Foreperson
Marin County Grand Jury
3501 Civic Center Drive, Room #275
San Rafael, CA 94903

**SUBJECT: Response to Marin County Civil Grand Jury Report,
"Yellow School Bus for Traffic Congestion Relief"**

Dear Judge Haakenson and Mr. Brown:

On August 6, 2016, the Marin County Transit District (Marin Transit) Board of Directors authorized the Board President to respond to the Marin County Civil Grand Jury Report, "Yellow School Bus for Traffic Congestion Relief." Attached is Marin Transit's response.

Please contact Marin Transit's General Manager Nancy Whelan at nwhelan@marintransit.org or 415-226-0864 if you have any questions about this response.

Sincerely,

Stephanie Moulton-Peters
President

Attachment

MARIN TRANSIT RESPONSE TO GRAND JURY REPORT FINDINGS AND RECOMMENDATIONS

REPORT TITLE: **Yellow School Bus for Traffic Congestion Relief**

REPORT DATE: **June 1, 2018**

RESPONSE BY: **Marin County Transit District (Marin Transit)**

GRAND JURY FINDINGS

F1. Traffic congestion is consistently cited as the number one problem in the County and school-related traffic is a significant contributor.

F2. School buses have been shown to reduce traffic congestion.

F3. There are school districts with no bus service and others with varying levels of service. The lack of coordination results in inefficiencies.

F4. Current school bus funding includes bus pass sales and various municipality and county contributions. The municipal and county contributions are temporary and inconsistent.

F5. There is demand to establish and/or expand YSB programs in the County.

F6. Securing dedicated YSB bus parking and a maintenance facility is essential for expansion of a countywide YSB program.

F7. The YSB programs in Marin face many challenges, including dependable funding sources, bus drivers and coordinated school bell times.

F8. Marin Transit is the appropriate entity to efficiently manage a coordinated YSB program.

Marin Transit Response to Findings

- We agree with Findings F1, F2, F4, F5, F6, F7
- We partially disagree with Findings F3 and F8

F3 Explanation: While we agree that there are school districts with no bus service and others with varying levels of service, the lack of coordination does not always result in inefficiencies. Some school districts may operate independently and very efficiently without coordination with other districts. Therefore, the finding should be that the lack of coordination may result in inefficiencies.

F8 Explanation: As we described in the “Coordinated Countywide Student Transportation Study,” Marin Transit is one potential entity to manage a coordinated yellow school bus program for the county. There are several models for governance and management of a coordinated program. Examples include a multi-agency Joint Powers Authority (JPA) or a new division of Marin Transit. In fact, Marin County

already has a JPA for coordinating special needs yellow school bus service that nearly all Districts participate in. Marin Transit currently serves as a manager of several yellow school bus programs in addition to supplemental transit service to high schools and will continue in that role in the near term. In the meantime, a countywide program may evolve into another governance and management structure. Therefore, we believe the finding should be that Marin Transit is an appropriate entity to efficiently manage a coordinated YSB program in the near term.

GRAND JURY RECOMMENDATIONS

The Grand Jury requested that Marin County Transit District respond to the following recommendations.

R3. Marin Transit should produce and make public a list of possible sites for bus parking and maintenance and the barriers to purchasing and utilizing each site by October 2018.

R4. Marin Transit should facilitate negotiations for a financial arrangement across the full group of participants that would distribute any tax revenue lost by a municipality or the County for providing a parking or maintenance facility.

R6. Marin Transit should establish a new standing YSB committee that would provide guidance on YSB issues to include representatives from the County, Marin County Office of Education, and each school district and municipality in the urbanized areas of Marin. The initial meeting should be held by October of 2018.

R8. The YSB committee should work toward the establishment of a coordinated YSB for K-8 program for the urbanized areas of Marin with the goal of beginning the coordinated program by the 2019-2020 school year.

R9. Marin Transit should manage the development and operations of the coordinated YSB program beginning immediately, with the goal of initiating operations by the 2019-2020 school year.

Marin Transit Response to Recommendations

Overview

Marin Transit supports the overall direction of the Grand Jury's recommendations. Over the past four years, we have been implementing some of these recommendations in whole or in part starting with the "Coordinated Countywide School Transportation Study" completed in 2015. Based on this study and our experience providing supplemental transit service to schools and managing yellow bus programs, we believe there are two issues that must be resolved before a coordinated program can be successful. The first is securing reliable, ongoing funding for operations and a funding source for capital purchases such as a parking and maintenance location and potentially for bus purchases. The second and related issue is securing a site for permanent or long-term parking with the potential to perform some or all vehicle maintenance. These needs must be considered as a part of our responses to the specific recommendations below.

Responses to Individual Recommendations

R3. The recommendation will not be implemented because it is not reasonable.

Land available within the County for light industrial uses or other compatible land uses for parking and maintaining buses is very rare. Competition is intense for this type of property. Marin Transit has been seeking such a property for more than three years and has investigated the potential for such a use at more than 30 sites. We have maintained a confidential internal working document listing possible sites, their status, and the barriers to acquiring these sites. This is a living document that changes when new sites become available and others are no longer available. In making the list of potential sites public, we believe it will have the opposite effect to that intended by the Grand Jury. Making this list public will increase the competition for sites, raise the price for potential sites, diminish our ability to negotiate with property owners, and cause other unintended consequences. We plan to continue seeking sites working directly with affected stakeholders, especially the local jurisdictions where potential sites are located, and making the public aware of our needs. We have identified potential sites using this approach.

R4. The recommendation will not be implemented because it is not reasonable.

Marin Transit does not control or influence property tax or other local taxes that may be available to local jurisdictions. Financial arrangements to address lost tax revenues between and among local jurisdictions due to property purchase and ownership is best achieved by direct interactions between the parties on a case-by-case basis. Marin Transit will participate in the discussions if requested by local jurisdictions.

R6. The recommendation requires further analysis.

As a part of the “Coordinated Countywide School Transportation Study,” Marin Transit has convened (or attempted to convene) representatives from the County, Marin County Office of Education, and each school district and municipality in the urbanized areas of Marin. Letters were sent to each City Manager and each school district Superintendent inviting them to participate in the study. In May 2016, the Marin Transit Board of Directors established an Ad Hoc Committee on School Transportation comprised of three Board members. The Ad Hoc Committee on School Transportation has met ten times, and interested representatives from the County, cities, and school districts have attended these meetings. Additionally, Marin Transit staff have convened smaller groups with similar interests or groups sharing similar geography and student populations. These groups have met as needed or as requested over the course of the past two years to discuss school transportation issues.

The Ad Hoc Committee has considered convening an expanded group of school transportation stakeholders. They determined that a larger stakeholder group should be convened when a reliable, ongoing funding source for yellow school bus operations is identified. If the countywide half cent transportation sales tax is renewed in November 2018, a small increase in school transportation funding will be available. The Ad Hoc Committee will consider establishing a larger advisory group at that time.

It would be a challenge to manage a permanent committee comprised of 25 public entities that meets regularly. Before the committee is convened, further analysis should be conducted of the purpose and need for the committee, staffing and other resource requirements, and who they will advise. Marin Transit will consider this recommendation prior to December 1, 2018, after completing this analysis.

R8. The recommendation has not yet been implemented. It will be implemented in the future if reliable, ongoing funding for a coordinated yellow bus program is secured.

Based on completion of the analysis described in the response to R6 above, a committee may help further develop a coordinated yellow school bus program, assist in identifying ongoing operating funds, and help secure a parking and maintenance facility for buses. The program can be implemented once the funding plan is in place. Given that a reliable ongoing source of funds has not been identified, it is unlikely that a fully coordinated program will be in place by 2019-2020.

R9. The recommendation has not yet been implemented. It will be implemented in the future if reliable, ongoing funding for a coordinated yellow bus program is secured and if school districts choose to participate in the program.

For the past three years, Marin Transit has managed three of the five yellow bus programs in the urbanized areas of Marin County. Marin Transit coordinates with all public schools on the youth pass program and works closely with schools served by supplemental transit routes. Additionally, Marin Transit actively participates in Safe Routes to Schools coordination meetings. While this is not a fully centralized program (with two school districts managing their own yellow bus services), it is coordinated and achieves many of the objectives outlined in the Grand Jury Report. Marin Transit cannot compel school districts to participate in a coordinated yellow bus program. Districts that want to participate have done so voluntarily thus far.

Marin Transit has identified funding needs and existing funding sources for yellow school bus programs. Marin Transit uses some of its local Measure A transportation sales tax funding to support yellow bus programs. Given the interest in how existing sources of funds are allocated and the need for additional funding, Marin Transit plans to further coordinate funding for the 2019-2020 school year. This structure is the best option until reliable funding and a permanent bus parking and maintenance facility are secured.

As soon as a stable funding source is secured, Marin Transit will further consider governance and management options for a coordinated countywide program, re-evaluate the existing program, and update plans for expansion of the program. A fully coordinated program as envisioned by the Grand Jury Report is unlikely to occur by 2019-2020 as there is no significant ongoing source of operating funds available.



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August 6, 2018

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

SUBJECT: Local, Regional, and State Transportation Funding Measures - What's the Difference?

board of directors

stephanie moulton-peters
president
city of mill valley

damon connolly
vice president
supervisor district 1

dennis rodoni
2nd vice president
supervisor district 4

judy arnold
director
supervisor district 5

kate colin
director
city of san rafael

kathrin sears
director
supervisor district 3

katie rice
director
supervisor district 2

Dear Board Members:

RECOMMENDATION: Information item only.

SUMMARY: Most of the revenue available for transportation and public transit is raised by fuel taxes, sales taxes, and other fees that are assessed at the federal, state, or local level. In the Bay Area, the largest share of this funding is generated locally with smaller portions from state and federal sources. This letter describes and compares three recent or proposed funding measures and their role in supporting transportation investments in Marin County. These include renewal of Marin County's local transportation sales tax, the Regional Measure 3 bridge toll increase, and the Senate Bill 1 state gas tax and vehicle registration fee. Though distinct, these sources complement each other and will have a significant impact on the future of transportation projects and services in Marin County.

Marin County's Half-Cent Transportation Sales Tax Renewal

What is it?

A proposal to extend the current local half-cent transportation sales tax to 2040.

In 2004 Marin voters approved the county's first local transportation sales tax. Referred to as Measure A, it is a 20-year half-cent sales tax measure to fund proposed county-wide transportation projects and services. The use of local funding sources reflects local priorities and needs under a voter-approved Expenditure Plan. The new Expenditure Plan adjusts the proposed investments and strategies to reflect Marin County's current and future transportation priorities.

What does it buy us?

Approximately \$27 million each year for Marin to invest in:

- Improvements to local highways, including the U.S 580/101 interchange, and major streets and roads;
- Safe routes to school and school bus programs;
- Continuation of local public transit services. Many transit funding programs are restricted to capital projects. Measure A funds are available to finance the cost of transit operations as well as capital projects, including transit vehicles and facilities; and
- Local transportation services and projects that other transportation taxes and fees do not fully fund, including Regional Measure 3 (RM 3) and the Senate Bill 1 Transportation Program (SB 1).

The existing and proposed half cent transportation sales tax provides about 40 percent of Marin Transit's annual operating revenue. It is a reliable funding stream that allows for a stable, cost effective transit operation. The proposed sales tax renewal will require additional investment in school transportation that will augment other efforts to relieve traffic congestion in peak periods.

How do these sources work together?

Many California counties have approved sales tax measures to support transportation investments. These counties are referred to as "self-help" counties. Marin became a self-help county when voters approved Measure A in 2004.

Self-help counties ensure that they have a stable source of funding to qualify for federal, state, and regional grants that typically require local matching funds.

Local funding such as Marin half-cent sales tax qualifies transit agencies for state public transit assistance, demonstrates financial capacity and eligibility for federal capital grant funds, and is required as a match to federal grants for rural transit lifeline services.

Local sales tax dollars help move Marin County to the front of the line for projects that are eligible for Regional Measure 3 and SB 1 funds.

San Francisco Bay Area Regional Measure 3

What is it?

A fee collected on vehicles traveling on Bay Area toll bridges, excluding the Golden Gate Bridge.

RM 3 was approved by Bay Area voters in June 2018 and raises tolls for the first time since 2010. Tolls on Bay Area state-owned bridges will increase by \$1 in January 2019. They will rise by another \$1 in January 2022 and by the same amount in January 2025.

What does it buy us?

RM 3 funds are available for major capital projects that have a nexus to the regional transportation system based on the voter-approved expenditure plan. The Metropolitan Transportation Commission projects that RM 3 will provide \$4.45 billion for highway and transit improvements in the toll bridge corridors and their approach routes.

In Marin County, RM 3 funds are dedicated towards:

- Building a new multimodal Transit Center in Downtown San Rafael to replace the current center (\$30 million);
- Constructing the US. 101 Marin-Sonoma Narrows (\$120 million);
- Providing a direct freeway connector from northbound U.S. 101 to the Richmond-San Rafael Bridge and Access Improvements to the Richmond-San Rafael Bridge (\$210 million); and
- Possible additional funds are available for North Bay Transit access based on a competitive process.

How do these sources work together?

RM 3 is a major source of funding for capital projects that do not have an obvious or dedicated source. These projects have regional as well as local benefits.

Although RM 3 provides significant funding for the capital projects identified above, it is only one component of an overall budget that includes local funding (e.g. Measure A), state, and federal funding. Federal funding for these projects is increasingly limited and in jeopardy due to the dramatic decline in the buying power of the federal gas tax. There is significant competition for state transportation improvement funding. The regional bridge toll program helps fill the gaps in project funding left by declining state and federal funds.

Senate Bill 1 (SB 1) - The Road Repair and Rehabilitation Act

What is it?

A statewide gas and diesel fuel tax and an increase in the annual vehicle registration fee.

The Legislature approved SB 1 and the Governor signed it into law in April 2017. As a result, the base 18 cents per gallon state excise tax on gasoline rose 12 cents in November 2017 - the first increase in the state's base gas tax since 1994. This increase restores the purchasing power of the state gas tax to mid-1990s levels. The federal government has not raised the 18.4 cents per gallon federal excise tax on gasoline since 1993.

SB 1 includes an increase in the Vehicle Registration Fee for the state to repair transportation and bridge infrastructure and for road maintenance.

What does it buy us?

SB 1 augments and replaces previous sources of statewide funding for transportation operations and capital projects. Statewide, SB 1 funds are divided 50/50 between programs to "Fix Local Streets and Transportation Infrastructure" and "Fix State Highways and Transportation Infrastructure." This legislative package invests \$54 billion over the next decade.

1. In Marin County, SB 1 funds will provide \$121.2 million over a ten-year period in direct funding. This includes \$8 million annually for local street and road repairs. In January 2018, Marin County submitted three major road repair projects for SB 1 funding and Marin cities and towns submitted a total of 70 projects.

2. As a self-help county, Marin County benefits from an SB 1 state-local partnership program. The partnership program:
 - Provides funding for road maintenance and rehabilitation purposes and other transportation infrastructure improvements;
 - Allocates funds based on 50 percent available by formula and 50 percent available on a competitive basis to ensure smaller jurisdictions are able to compete.

For competitive grants, SB 1 funding is available for projects benefiting congested corridors, trade corridor routes, and bicycle and pedestrian infrastructure.

3. In Marin County, SB 1 funds will provide an additional \$1 million annually for Marin Transit, Golden Gate Transit, and SMART to pay for public transit improvements. This represents an 85 percent increase in State Transit Assistance funds going to Marin County to be shared by the three transit agencies.

Additional funding is designated to support SMART, as follows:

- a. Through the Transit and Intercity Rail Program, SB 1 funds will provide commuter rail funding for SMART to complete critical rail segments extending service to south to Larkspur and north to Windsor (\$21 million). It will also support future plans to extend the service to Healdsburg and Cloverdale.
 - b. Through the Rail Assistance Program, funds are designated towards increasing weekday service on SMART from 34 one-way trips to 38 one-way trips and weekend service from 10 to 12 trips (\$10.5 million). SB 1 funding will also support a portion of existing rail service.
4. SB 1 restores the State Transportation Improvement Program to pay for future state highway, intercity rail, and transit capital improvements.
 5. SB 1 includes a significantly enhanced competitive bicycle and pedestrian infrastructure program, with an 83 percent boost above current statewide funding for Active Transportation. These funds are available to cities, counties and regional transportation agencies for bike lanes, pedestrian paths, sidewalks, safe routes to schools, and other projects that help reduce reliance on cars.

For transit agencies, SB 1 restores funding to levels experienced nearly a decade ago. The SB 1 increase for Marin Transit constitutes more than two percent of the District's annual operating budget for FY 2018/19.

How do these sources work together?

In addition to direct project funding, SB 1 provides additional dedicated funds for Marin as a "self-help" county. Measure A Capital funds can be applied as the required local match. Transit agencies can use the increased SB 1 funds for either capital or operating purposes and the funds can be used to match federal capital and operating grants.

Conclusion

There is no one funding source that can provide all the funding to deliver transit and transportation projects and services in Marin County. As current federal and state funds dry up or are diverted to other priorities, new funding sources must be created to ensure that services continue and our investment in transportation infrastructure is maintained and improved.

With these three funding measures, Marin County and the Bay Area will be able to make key investments in transportation and transit. Each measure has a different focus - whether to provide local and regional transit service to relieve traffic congestion, to repair streets, roads, and highways, to improve travel and goods movement in regional corridors, or encourage investment in cleaner technologies. Together they will address the multi-modal transportation needs of our communities.

FISCAL/STAFFING IMPACT: None associated with this report.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Amy Van Doren". The signature is fluid and cursive, with a long horizontal stroke at the end.

Amy Van Doren
Director of Policy and Legislative Programs

Attachment

Marin County Transportation Funding Measures

What's the Difference?

Most of the revenue available for public transportation is raised by fuel taxes, sales taxes, and other fees that are assessed at the federal, state, or local level. In the Bay Area, the largest share of this funding is generated locally with smaller portions from state and federal sources. Two recent regional and statewide fees and taxes and one proposed local measure will work together to provide resources for multi-modal transportation programs and projects in Marin County.

	Marin County's Transportation Sales Tax Renewal <i>Local/County</i>	Bay Area Regional Measure 3 (RM 3) <i>Regional</i>	Senate Bill 1 (SB 1) Road Repair and Rehabilitation Act <i>Statewide</i>
What is it?	<p>A proposed extension to the current Measure A half-cent local sales tax approved in 2004.</p> <ul style="list-style-type: none"> ▪ Extends this funding source to 2040 without an increase ▪ Adjusts the proposed investments to reflect Marin County's current and future transportation priorities. 	<p>A fee collected on vehicles traveling on Bay Area toll bridges, excluding the Golden Gate Bridge. RM 3 was approved by Bay Area voters in June 2018.</p> <p>Tolls on Bay Area state-owned bridges will increase by \$3 between 2019 and 2025.</p>	<p>An increase in statewide gas and diesel fuel tax and an increase in the annual vehicle registration fee.</p> <p>The Legislature approved SB 1 and the Governor signed it into law in April 2017.</p>
What does it buy us in Marin?	<p>Approximately \$27M each year to invest in:</p> <ul style="list-style-type: none"> ▪ Improvements to local highways, including the U.S 580/101 interchange, and major streets and roads ▪ Streets and roads repairs ▪ Safe routes to school and school bus programs ▪ Continuation of local public transit service 	<p>In Marin, approximately \$360M to invest in three major capital projects:</p> <ul style="list-style-type: none"> ▪ Multimodal Transit Center in Downtown San Rafael to replace the current center (\$30M) ▪ U.S. 101 Marin-Sonoma Narrows (\$120M) ▪ Access Improvements to the Richmond-San Rafael Bridge (\$210 M) 	<p>In Marin, SB 1 provides more than \$9M annually in funding for:</p> <ul style="list-style-type: none"> ▪ Local street and road repairs ▪ Public transit improvements ▪ Bicycle and pedestrian infrastructure

Marin County Transportation Funding Measures

What's the Difference?

How do these sources work together?	<p>Provides a stable source of funding to use as the local match to be eligible for federal, state, and regional funding.</p> <p>Provides local resources for innovative programs such as yellow school bus and new technologies that do not qualify for state or federal funds.</p> <p>Demonstrates financial capacity to be eligible for federal capital grants.</p>	<p>RM 3 is a major source of funding for capital projects that do not have an obvious or dedicated source. Other funding sources such as Measure A and SB 1 are required to complete the budget for these projects.</p>	<p>SB 1 provides additional dedicated funds for Marin as a “self-help” county.</p> <p>SB 1 funds can serve as the local match contribution for highway infrastructure projects and transit projects.</p>
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