

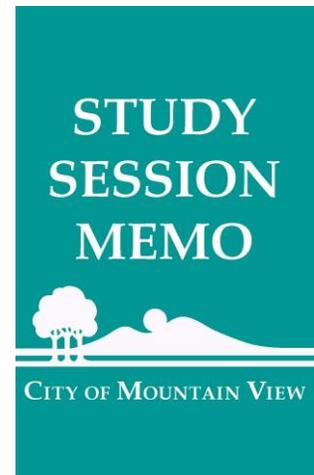
DATE: February 25, 2020

TO: Honorable Mayor and City Council

FROM: James Lightbody, Project Manager
Dawn S. Cameron, Public Works Director

VIA: Max Bosel, Interim City Manager/Police Chief

TITLE: **Mountain View Shuttle Study**



PURPOSE

The purpose of this Study Session is to provide a status report on the Mountain View Shuttle Study project and to solicit input and direction on the Mountain View Community Shuttle operations and other transit services and program options.

BACKGROUND

On December 4, 2018, the City Council allocated \$100,000 for a Shuttle Study that would examine the services offered by the Mountain View Community Shuttle, the MVgo shuttles (operated by the Mountain View Transportation Management Association (TMA)) and Santa Clara Valley Transportation Authority (VTA) bus service, identifying gaps in service and exploring opportunities to fill those gaps. Council specifically directed the Study to address service needs for senior citizens and students, as well as strategies for first-/last-mile connections.

The Shuttle Study is listed as a priority project for the Council's Major Goal related to transportation and implements a Sustainability Action Plan 4 task to "conduct a study to evaluate local transit service needs and develop alternatives for expansion/modification of local shuttle services, including the Mountain View Community Shuttle." Figure 1 shows transit services in the City as of January 1, 2020, when planned VTA route modifications were implemented.

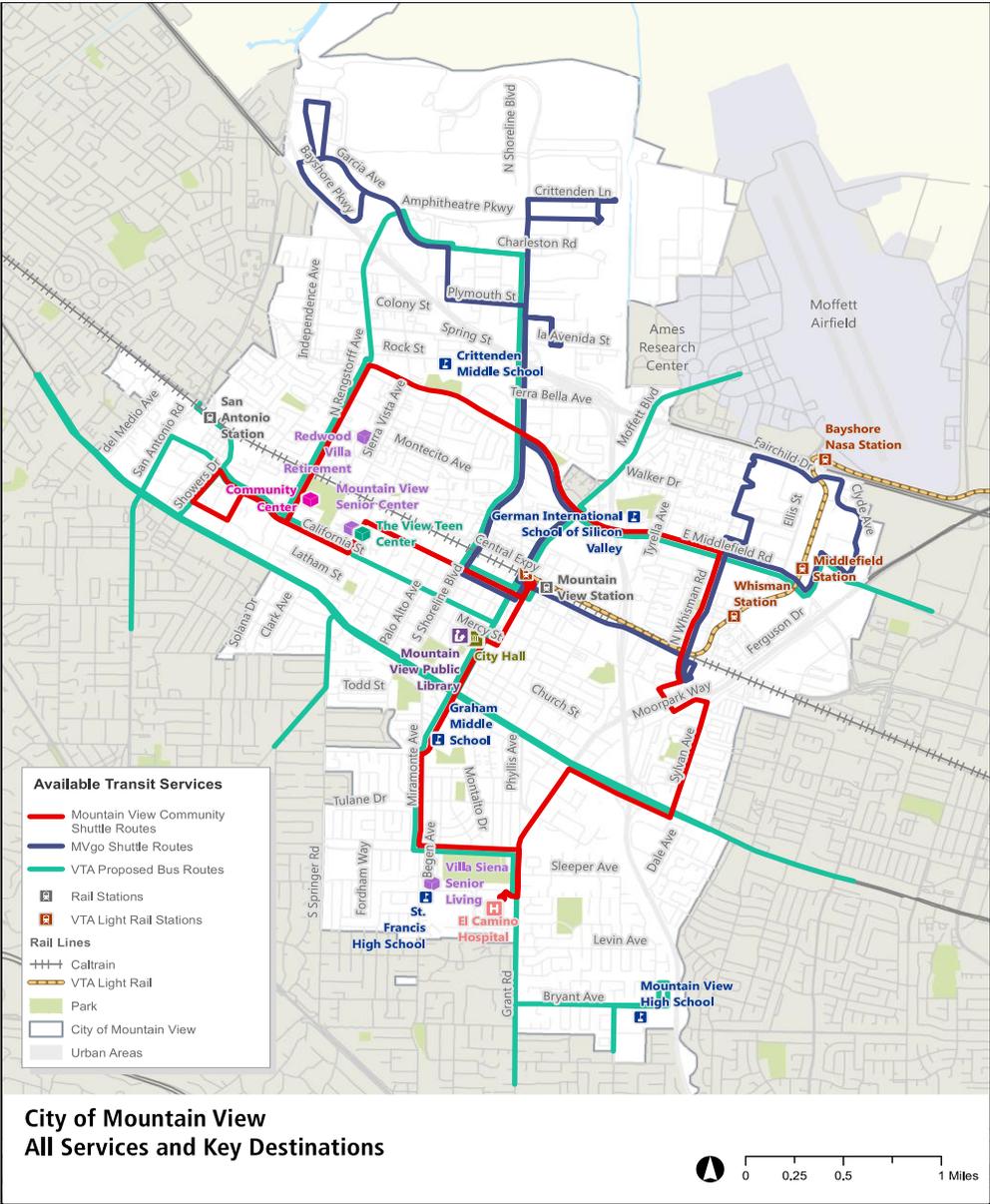
Transportation Management and Design, Inc., was selected to conduct the Study through a Request for Proposals process, and the project work began in June 2019. In the initial phase of the Study, the following tasks were completed:

- Identified City residents with a higher propensity and need for transit service.
- Analyzed existing transit and shuttle services in terms of coverage, ridership, and

hours of service, reflecting recent VTA service modifications.

- Conducted small-group stakeholder interviews with senior and youth groups and members of the Environmental Sustainability Task Force.
- Implemented a community survey with over 600 responses, conducted primarily through the City website. Paper surveys were also distributed at several key locations.

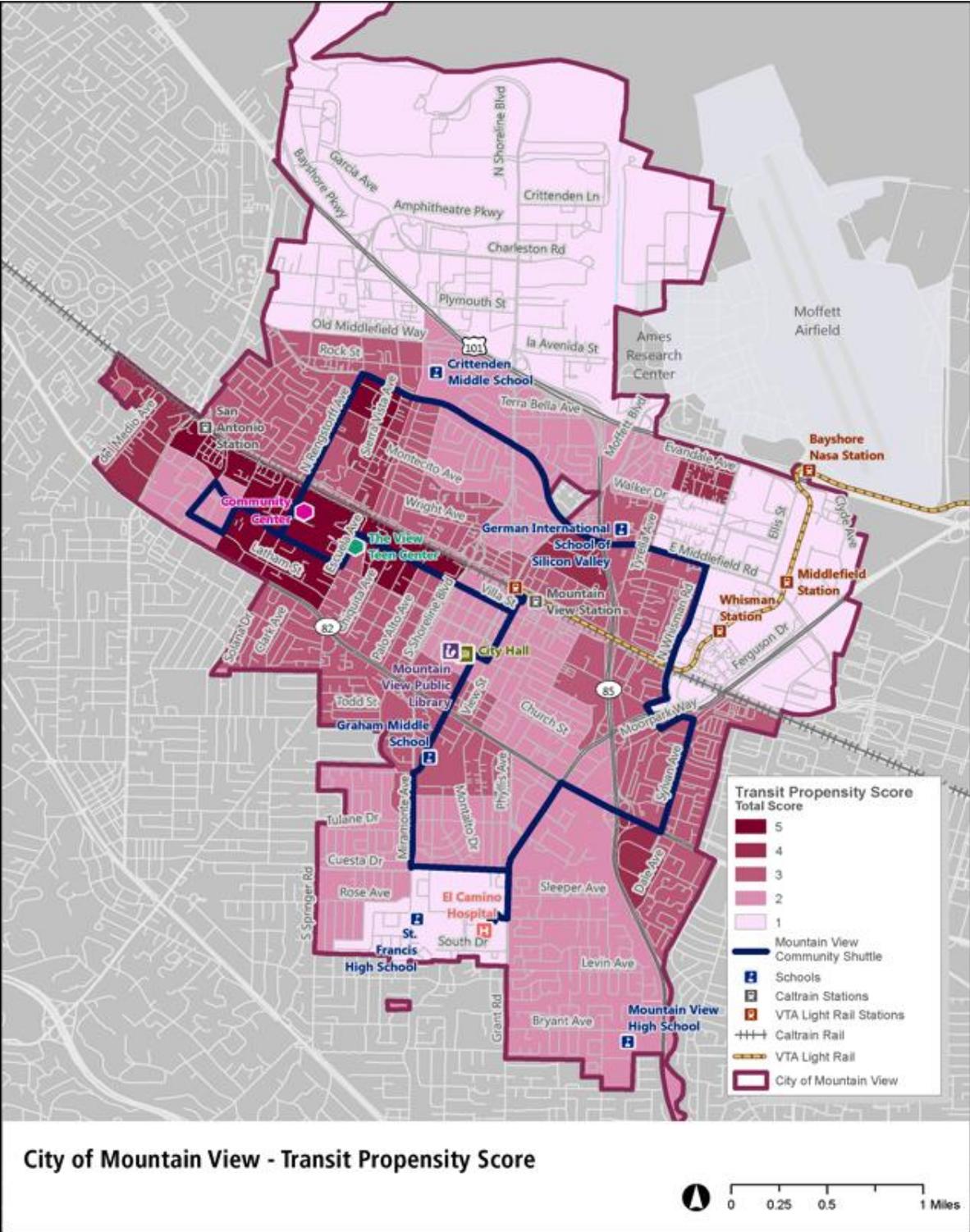
Figure 1: Transit Services in Mountain View



On November 27, 2019, the Council received a memorandum and supporting consultant report ([link](#)) summarizing the results from the above tasks. The following is a summary of key conclusions from this initial analysis and community outreach report:

- Potential transit users are most concentrated in the area near Rengstorff Avenue and California Street, including youth and lower-income residents. Senior residents are also located along Rengstorff Avenue north of Central Expressway. Figure 2 summarizes the transit propensity for current residents based on factors such as youth, senior, and zero-vehicle populations.
- VTA service cuts have created some new service gaps (e.g., along Middlefield Road) that can be partially filled by the Community Shuttle; however, hours of service for the Community Shuttle are more limited than current VTA service.
- The Community Shuttle is performing well and is popular in the community:
 - Daily ridership exceeds 600 riders and carries more riders per hour of service than VTA routes, including El Camino Real service.
 - The route serves most of the main activity centers and important destinations identified in the survey and stakeholder interviews.
 - Seniors and students benefit from, and are supportive of, the Community Shuttle.
- The stakeholder interviews and the survey reflect a desire for the Community Shuttle to operate longer hours and provide more frequent service.
- Caltrain is the most frequently used transit service by Mountain View residents with over 30 percent of respondents using it on a weekly basis. VTA and light rail are used by 20 percent of respondents. However, seniors were more likely to use the Community Shuttle than VTA, while students use both VTA and the Community Shuttle.
- MVgo routes provide good service from Caltrain to employment areas but only in the peak commute period.
- First-mile connections for Mountain View residents to access Caltrain need improvement to reduce existing and future park-and-ride demand.

Figure 2: Propensity for Transit Use in Mountain View



Mountain View Community Shuttle

A key component of the Shuttle Study is an evaluation of the Mountain View Community Shuttle. In 2015, the City partnered with Google to launch the Community Shuttle pilot program (Phase 1) to provide daytime transit options for Mountain View residents. During Phase 1, the free shuttle service was fully funded and operated by Google. The Community Shuttle provides connections between residential neighborhoods and key destinations in Mountain View as well as connections to the regional transportation network.

The current fleet consists of six all-electric, 16-seat vehicles, each equipped with a wheelchair lift, exterior bicycle racks, and free on-board WiFi. The shuttles operate in a bidirectional loop every day between 10:00 a.m. and 6:00 p.m., with 30-minute frequency on weekdays and 60-minute frequency on weekends and holidays. Trips in the clockwise direction are considered the Gray Route, while counterclockwise is the Red Route. In 2017 and 2018, a real-time tracking and mobile app component was added for riders to see where the shuttles are at any given time.

The Community Shuttle Phase 1 pilot program was set to expire in 2019. In June 2019, Google committed to a five-year funding extension to continue the program into Phase 2. Phase 2 will transition the operations from Google to the City on July 1, 2020 and allow the City to study the next steps for the program while providing current service levels.

MVgo Shuttle

The MVgo shuttle service is operated by the TMA, a nonprofit organization run by Mountain View businesses and landowners. The City is a member of the TMA. The TMA currently operates three commute-period shuttle routes that connect the Transit Center to employment areas in the North Bayshore and East Whisman areas. By June 2020, the MVgo shuttle service will be extended to the San Antonio area with connections to North Bayshore and the Transit Center.

Similar to the Community Shuttle, MVgo is a free-fare service open to the public with buses that are equipped with a wheelchair lift, exterior bicycle racks, and a real-time tracking and mobile app. MVgo also offers a “Guaranteed Last Mile Program” that reimburses the user for using a travel alternative (Lyft, Uber, taxi, etc.) between the Transit Center and their MVgo stop if an MVgo shuttle is significantly delayed or impacted.

DISCUSSION

The second phase of the Study addressed potential service improvements and strategies, particularly focused on services for youth, senior, and first-/last-mile trips. The consultant analysis, presented in several categories, is summarized below and provided in full in Attachment 1.

Improve Community Shuttle through Service Changes

The Community Shuttle is already well-utilized by youth, senior, and other riders. However, several potential improvements that could better serve current riders and attract new riders are discussed below.

Extend Hours of Service (Span)

Extending the hours of service on the Community Shuttle opens up transit as a potential alternative for more Mountain View trips and could better serve all three target markets of youth, seniors, and commuters. The current 10:00 a.m. to 6:00 p.m. all-week service span for the Community Shuttle does not address both ends of the weekday work trips, with most traditional commuters needing to reach work before 9:00 a.m. A longer span also helps the Community Shuttle operate more effectively as a first-/last-mile connection to regional transit services (Caltrain, VTA), which have significantly longer service spans than the Community Shuttle. Schools, the Senior Center, and many other services open before 10:00 a.m. and evening activities extend beyond 6:00 p.m. Earlier morning and later evening services would help accommodate student and senior trips as well as other nonwork trips.

Suggested expansion of service would be to provide service from 7:00 a.m. to 7:00 p.m. on weekdays. Service could also be expanded on weekends from 8:00 a.m. to 7:00 p.m. No additional vehicles would be needed to extend operating hours. A preliminary estimate of the annual cost to increase service is \$625,000 for weekdays and \$120,000 for weekends.

There are advantages and drawbacks to consider before implementing the service span alternatives, including:

Pros: Service becomes more useful for more trip purposes. People can use the shuttle to travel to work and school earlier in the morning and for entertainment and journeys home from work in the evenings. Extending service span also does not require purchasing additional vehicles.

Cons: This expanded span may still not be early enough for commuters who spend over an hour on Caltrain, such as people working in San Francisco.

Improve Frequency

Frequency is the No. 1 factor that attracts new riders to use transit. With 30-minute service, riders must depend on the trip schedule and plan their travel around when the bus operates. As service frequency increases, average wait times decrease, and riders can more easily spontaneously show up at the bus stop and wait for the next trip. Because a larger percentage of the population wants to just show up and ride rather than plan around a schedule, increasing frequency from every 30 minutes to every 20 or 15 minutes is expected to significantly grow ridership. More frequent service was also identified as a priority in the community survey and stakeholder interviews.

There are several alternatives that could be considered for increased frequency, ranging from 15- to 20-minute service on all or part of the route. These options would all require additional vehicles (up to four), with the additional annual cost ranging from \$340,000 to \$1,430,000 as shown in Table 1.

Table 1: Summary of Frequency Alternatives

Frequency Increase Options	Current Frequency (minutes)	Proposed Frequency (minutes)	Additional Daily Revenue Hours	Additional Daily Vehicles Required	Additional Annual Operating Cost
Increase weekday service to 20 minutes	30	20	18	2	\$752,240
Increase weekday service to 15 minutes	30	15	34	4	\$1,435,120
Increase weekday service to 15 minutes between San Antonio Center and Mountain View Caltrain only	30	15 (partial route) 30 (full route)	8	1	\$341,440
Increase weekend service to 30 minutes	60	30	16	2	\$239,360

Note: Additional annual operating cost is inclusive of the annual cost of leasing additional vehicles.

Pros and cons for increased service frequency include:

Pros: Increasing frequency is proven to increase ridership. Reduced wait times increase transit’s attractiveness, especially for shorter trips taken on community circulators.

Cons: The cost of increasing frequency is significantly higher than expanding the hours of service or changing the route alignment. Increasing frequency requires acquiring new vehicles, adding capital cost. Productivity may decrease if ridership does not increase with direct proportionality (1:1) to the amount of additional service provided. In addition, increasing frequency alone will not make the shuttle more attractive for first-/last-mile or other users who need service to start before 10:00 a.m.

Adjust Route Alignments to Reduce Redundancies and Complement Other Services

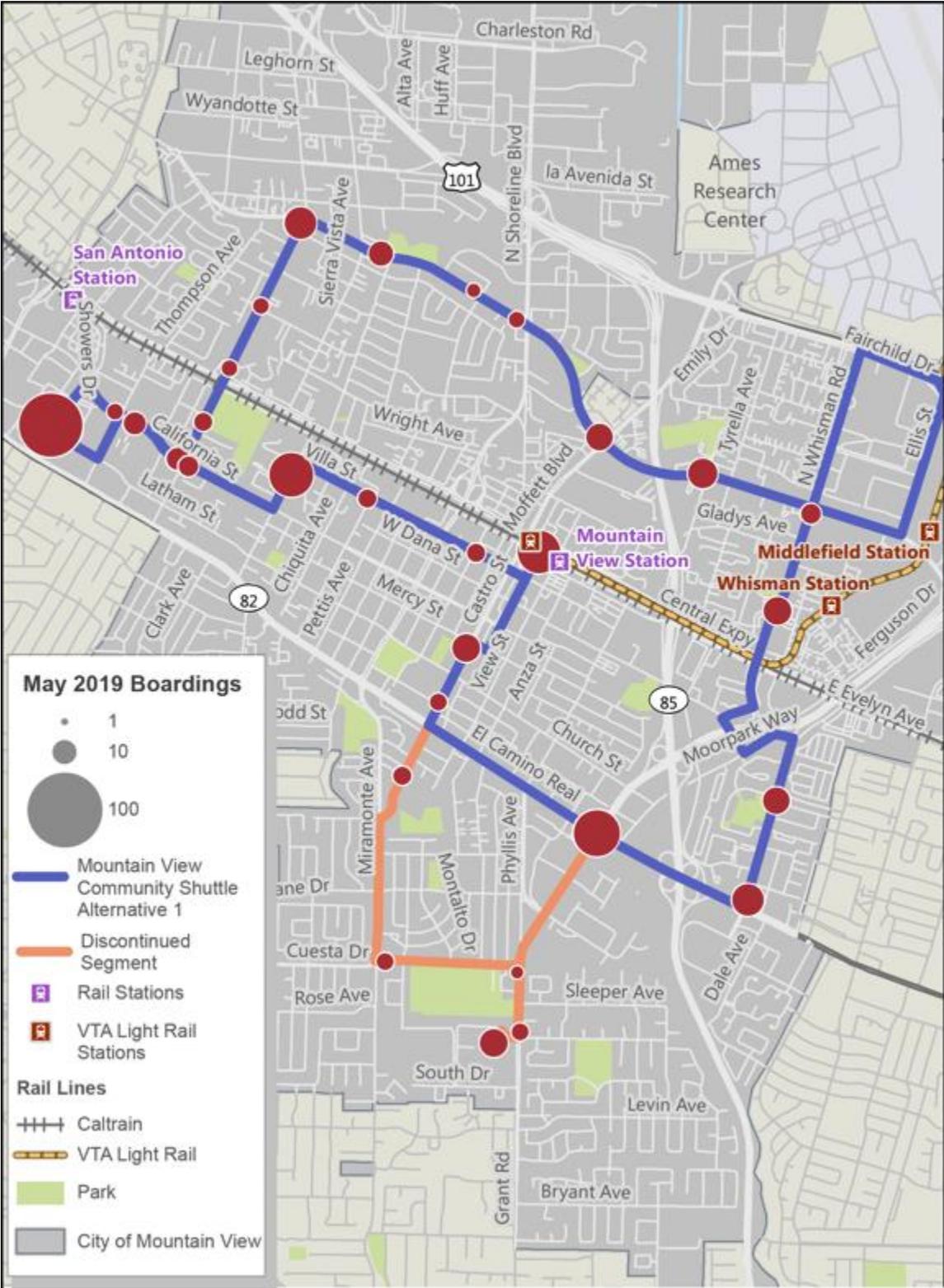
Redesigning the Community Shuttle alignment could be a cost-effective option to improve productivity, attract new riders, and/or reduce redundancies between the Community Shuttle and other transit operators in Mountain View. One such redundancy is the current Community Shuttle route deviation to serve El Camino Hospital via Cuesta Drive and Miramonte Avenue. This overlaps with two other services: VTA Route 51 and a free public shuttle operated by El Camino Hospital. This segment of the Community Shuttle route accounts for only 9 percent of total ridership while using 25 percent of the route's resources (15 minutes of the 60-minute schedule). These Community Shuttle resources could be reallocated to other areas without service or with higher demand while two service options maintain access to El Camino Hospital.

Realignment Alternative 1

One option for reallocating the resources from the El Camino Hospital deviation is adding a loop via North Whisman Road, Fairchild Drive, and Ellis Street to add service to major employers, future residential projects, and the Middlefield Light Rail Station. Service would continue along El Camino Real (see Figure 3).

While this alignment change could serve an anticipated high-growth area in the City with the recent adoption of the East Whisman Precise Plan, coordination with the MVgo East Whisman shuttle route would be needed to avoid redundancy of services during overlapping service spans.

Figure 3: Current Service Comparison to Realignment Alternative 1



Alternative 1 has advantages and drawbacks, including:

Pros: New segment provides additional connection point to VTA Orange Line Light Rail (Middlefield Station). It also serves several employers, including Samsung and multiple Google campuses.

Cons: Alignment change would eliminate Community Shuttle service to El Camino Hospital, Cuesta Park, El Camino YMCA, direct stop to Graham Middle School, and a Cuesta Drive stop proximate to St. Francis High School.

Realignment Alternative 2

An alternative allocation of resources from discontinuing the El Camino Hospital deviation would alter the route to create two loops, connected by the Villa Street segment in downtown Mountain View (between Moffett and Shoreline Boulevards). Service would still be bidirectional, but the Villa Street segment would be served twice on the Red Line (clockwise route) and twice on the Gray Line (counterclockwise route), rather than only once on each line in the current alignment. The loops would add new service with stops along Moffett and Shoreline Boulevards between Middlefield Road and Villa Street. Service would continue along El Camino Real between Castro Street and Grant Road instead of deviating to serve El Camino Hospital. The turn-by-turn alignment for Alternative 2 is shown in Figure 4.

Alternative 2 has advantages and drawbacks, including:

Pros: This alignment improves access to Caltrain, VTA Light Rail, and downtown Mountain View from areas north of the Caltrain line. It provides more miles of residential collection points as well as service to retail destinations on Moffett Boulevard and the Social Security office and Safeway grocery off Shoreline Boulevard.

Cons: Alignment change would eliminate Community Shuttle service to El Camino Hospital, Cuesta Park, El Camino YMCA, direct stop to Graham Middle School, and a Cuesta Drive stop proximate to St. Francis High School. It also creates a deviation/longer ride for customers traveling from one end of Middlefield Road to the other.

Figure 4: Current Service Comparison to Realignment Alternative 2



Comparing the two alternative alignments, both are cost-neutral, not requiring any additional operating or capital costs because resources will be reallocated from the El Camino Hospital segment. Alternative 1 provides more “last-mile” connection points (employment destinations) and expands the overall geographic extent of the Community Shuttle service. Alternative 2 provides more “first-mile” points (residential origins) and additional service to downtown Mountain View, prioritizing connections to Mountain View Transit Center and the Mountain View Caltrain Station. Both introduce some overlap with existing VTA service while eliminating overlapping service to El Camino Hospital.

Improve First-/Last-Mile Connections to Regional Service

The Shuttle Study has identified a need for improved connections to Caltrain and light rail service, particularly for residents accessing the Transit Center and San Antonio stations in the morning. Caltrain service will be more frequent and provide faster trips under the Caltrain Modernization Program (CalMod). These improvements will increase demand for service at the Mountain View Transit Center Caltrain Station, where parking is already constrained. The San Antonio Caltrain Station has limited parking shared with a housing development and thus faces a similar challenge.

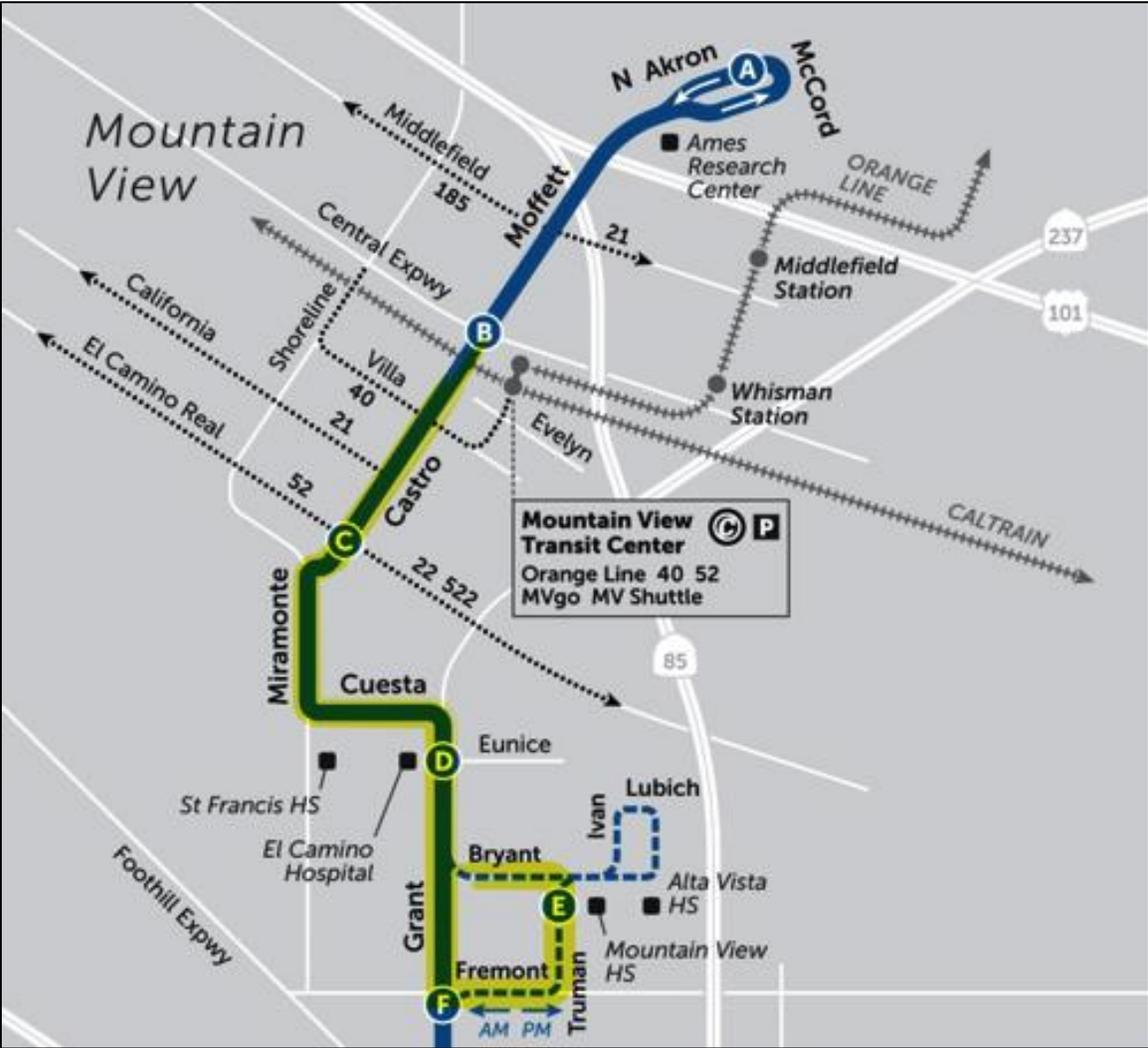
One option for better connections, discussed above, would be extending the hours of the Community Shuttle. Other potential service strategies include:

VTA Peak Trippers

VTA routes serving the Mountain View Transit Center operate approximately every 30 minutes or two trips per hour. By contrast, Caltrain provides four trains per hour each way during weekday peak hours and is planning for five or six trains. VTA Orange Line Light Rail provides service from the Mountain View Transit Center to employment destinations in Sunnyvale and San Jose every 15 minutes. One strategy would be to add peak trips to current VTA routes improving service frequency to the rail stations. VTA Bus Routes 51 and 52 are contenders for peak “trippers,” as these additional bus trips are known. These extra “trippers” could provide peak frequencies more compatible with rail service.

Route 51 operates between NASA Ames Research Center and West Valley College. The segment between the Mountain View Transit Center and the Grant Road/Fremont Avenue intersection falls mostly within the Mountain View City limits and is within walking distance of most residential areas in the southwest quadrant of the City (Figure 5).

Figure 5: VTA Route 51



Route 52 operates between Mountain View Transit Center and Foothill College via El Monte Avenue (Figure 6). As there are no feasible points for turning the bus around near the Mountain View–Los Altos boundary, the entire route would be considered for additional trips.

Figure 6: VTA Route 52



To operate approximately 15-minute peak-hour service on these two routes would require three buses providing 14 hours of additional service per day. Based on VTA 2020 marginal costs, if the City were to subsidize this extra service, it would cost approximately \$430,000 per year.

On-Demand Service

On-demand (OD) service as a first-/last-mile alternative is being tested by a number of transit agencies and communities. These pilot projects typically use small vehicles and offer shared rides to customers who have requested service through an app/website/digital platform. Although services like this, traditionally called dial-a-

ride, have been around for over 50 years, the use of mobile apps has significantly improved the customer experience by enabling riders to request a trip at the time they want to travel rather than having to make reservations up to 24 hours in advance.

With OD service, riders can request trips when they want to travel rather than working around the schedule of a fixed-route bus or calling a day in advance. Some OD services also offer curb-to-curb service, picking up customers at any point instead of an operator-designated bus stop or pickup location. Though more convenient for consumers, OD service is generally less operationally efficient than fixed-route service and carries far fewer riders per hour. The vehicles are typically vans or very small buses, limiting the number of passengers per trip.

The Via-Cupertino Shuttle, an 18-month OD pilot program, offers some insight into how OD could function in Mountain View (the Via-Cupertino pilot was designed to provide both internal circulation and first-/last-mile connections to the Sunnyvale Caltrain station). Cupertino has budgeted \$1.75 million for the pilot program. The one-way fare is \$3.50 and, three months into the pilot, the Sunnyvale Caltrain Station is the top destination (16 percent of all trips). So far, the shuttle averages 1.57 riders per service hour, and the average customer wait time is about 10 minutes. By comparison, the Mountain View Community Shuttle averaged 27 passengers per hour in the second quarter of Fiscal Year 2019-20.

In Mountain View, OD service could potentially focus just on first-mile connections to the rail stations, with the goal to reduce parking demand as rail ridership grows. Fares could be set to be comparable to current Caltrain parking fees. An agreement with Caltrain could also be explored, allowing monthly parking passes be used for OD service fares.

Transportation Network Company (TNC) Partnerships

Another option for first-/last-mile solutions is subsidizing trips on existing TNC shared ride services, like Uber Pool or Lyft Line, and/or taxis. In current pilot projects, a transit agency partners with a TNC and agrees to subsidize qualified trips (for example, trips with an origin/destination within Mountain View City limits and a destination/origin at a transit center, rail station, or bus stop). Uber Pool and Lyft Line one-way fares from various points in Mountain View to the Mountain View Caltrain Station ranged from \$9 to \$11. The taxi fare for these same trips ranged from \$13 to \$14. A typical subsidy amount could be approximately \$5 per trip. By comparison, parking at the Mountain View Caltrain Station is \$5.50 per day.

The TMA is currently running a midday mobility pilot program paying up to \$5 per trip for up to 10 trips on Uber Pool or Lyft Line between 10:00 a.m. and 3:00 p.m. for trips that start or end in Mountain View. The concept is to give MVgo shuttle and other commute alternative users an option to get to a midday appointment, lunch, or back to the Caltrain station outside of the shuttle's operating hours.

A few other challenges noted by agencies and cities that have piloted TNC partnerships include guaranteeing service availability will meet customer demand, Americans with Disabilities Act (ADA) access compliance, and not being able to secure program utilization data from the TNC. Such data could indicate how well the program is working, who is using the service, and where they are using it.

Pricing and Marketing Strategies

Because the Community Shuttle and MVgo services are free and VTA requires a fare, it can be challenging for residents attempting to use a combination of services. Several strategies were explored that could help address this issue, including:

Free Transfers to VTA Routes

There are a few locations (about three to five) where shuttle riders are most likely to transfer to VTA routes. The City could potentially enter into an agreement with VTA allowing riders to board for free at those locations. This may require the City to reimburse VTA for lost revenue but could help increase overall ridership.

Free Fares on VTA Routes in Mountain View

An expanded version of the previous strategy would allow all VTA boardings within the City to be free. This would also involve an agreement with VTA based on an estimate of revenue impacts.

Mobility Wallet

A mobility wallet is a mechanism provided to residents that provides free or discounted access to various mobility services on a monthly basis. For Mountain View, that could be trips on VTA, use of bike-share or scooter-share services, and TNC or taxi trips. There would be a maximum number of trips allowed or, alternatively, a standard discount on all trips. Typically, a city would provide the wallet to residents at a discounted rate and negotiate payment arrangements with the mobility provider. A smart card, smart phone app, or other digital platform is usually the payment mechanism.

Mobility wallets are growing in popularity in the transit industry. Trip planning apps, like the Transit app, are also working toward building in fare collection capabilities. An alternative to developing a City Mobility Wallet may be to partner with one of these existing apps. There may also be opportunities to customize the next generation of the Clipper card, called “Clipper 2.0.”

Marketing and Customer Information

Ensuring residents, commuters, and visitors are aware of the Mountain View Community Shuttle and other transit services is critical to growing ridership and providing an effective service to the community. The consultant report identifies several areas where the City could improve awareness and information about transit services, including:

- **Travel Training**—City programs, potentially in combination with school districts and senior organizations, could provide “how to ride” training and material. This program is particularly beneficial to middle school students and seniors.
- **“Getting Around Mountain View” Joint Marketing Effort**—Creating a consolidated service map with all local service and “how to ride” information would be beneficial and help ease confusion about multiple service operators. The Transit and Shuttles page of the City of Mountain View website could also showcase sample transit trips to highlight both local trips that can be made on the Community Shuttle as well as the regional destinations that are accessible by transit.
- **Integrated Transit Information**—Mountain View residents would benefit from integrated transit information that combined all services in the City along with key regional connections. Several Bay Area operators provide their schedule information and connection to digital fare payment in the Transit app. VTA has a web page encouraging customers to download Transit, calling it “VTA’s officially endorsed, trip-planning app.” Mountain View need not develop its own integrated information app for residents, but could work to ensure an existing app (e.g., VTA’s app) serves Mountain View’s needs and helps direct City residents to this app.

Costs and Funding Options

While Google will continue funding the current Community Shuttle service through June 2024, a permanent source of operating funds will be needed beyond that date. In

addition, new funding will be needed to support expansion of service hours, increased frequency, or other transit options listed above. Table 2 summarizes the estimated annual costs of the shuttle service options.

Table 2: Cost Summary of Community Shuttle Service Options

Community Shuttle Service Option	Estimated Annual Cost (2020 \$)
Current service hours and route (needs new funding source in 2024)	\$2.2 to 2.4 million
Extend weekday hours from 10:00 a.m.–6:00 p.m. to 7:00 a.m.–7:00 p.m.	\$0.63 million
Extend weekend hours from 10:00 a.m.–6:00 p.m. to 8:00 a.m.–7:00 p.m.	\$0.12 million
Increase weekday frequency to 20 or 15 minutes (no change in service hours)	\$0.75 to \$1.4 million
Increase weekend frequency to 30 minutes (no change in service hours)	\$0.24 million
Route Realignment Alternative No. 1: remove the El Camino Hospital segment and add East Whisman area	\$0
Route Realignment Alternative No. 2: remove the El Camino Hospital segment to create two loops	\$0

In terms of the first-/last-mile strategies presented, subsidizing peak trippers for VTA Routes 51 and 52 may cost approximately \$430,000 per year. The costs for the other first-/last-mile options and pricing/marketing strategies have not been estimated and would depend on the level of service, amount of subsidy, and/or use of fares.

Potential funding sources for the shuttle and/or other transit services and programs are described below.

Mountain View Measure P (Per-Employee Business Tax)

In November 2018, Mountain View voters approved Measure P, a business license tax that charges businesses based on number of employees. The tax went into effect on January 1, 2020 and is being phased in over three years. The Council’s current direction is to allocate 80 percent of the increased revenue from the business license tax to transportation projects. It is expected that this funding will be used for both critical

transportation infrastructure projects (e.g., local match for the grade separation projects, various bicycle and pedestrian improvements, etc.) and shuttle services. This is the only currently identified source of ongoing funding for continuing the Community Shuttle after June 2024, expanding shuttle services, and/or implementing some of the other service options included in this report. The current estimate is the tax will provide approximately \$4.6 million annually for transportation infrastructure projects and shuttle/transit services.

VTA Measure B Innovative Transit Funds

One element of the 2016 Measure B sales tax measure provides funding for innovative transit programs. Funding applications for these funds are due this summer. Depending on Council direction, staff could pursue funding for one or more strategies from this source. However, it should be noted that this is a one-time funding source designed to pilot projects or provide seed funding. Other funding sources would be necessary to continue the service beyond the pilot period.

Transportation Funds for Clean Air (TFCA) Funds

TFCA grant funds are potentially available from the Bay Area Air Quality Management District's (BAAQMD) Vehicle Trip Reduction Grant Program. To apply for these one-time funds, the City must enter into an agreement with VTA, and VTA must agree to submit the grant application. Cupertino recently received a \$423,000 grant for their OD pilot service.

Community Shuttle Fare

The City could also consider charging a fare for the Community Shuttle. While not desirable, a fare could help provide revenue for the continuation or expansion of service. For a community of Mountain View's size, the cost of installing and maintaining a fare collection system may outweigh the potential revenue. Furthermore, some riders will stop riding if a fare is introduced, either because they can no longer afford to ride or they no longer perceive the service to be the most convenient option, knowing they will need cash or some kind of pass to ride. Collecting a fare also has operational impacts, adding dwell time at each stop for customers to pay as they board.

Community Shuttle Operations

Google has committed to funding the current level of Community Shuttle operations through June 2024 and requested that the City assume responsibility for the management and operations of the shuttle starting on July 1, 2020. Staff is working

with Google on a funding agreement that would provide \$2.4 million per year for shuttle operations through Fiscal Year 2023-24, increased annually by the Consumer Price Index (CPI) for Fiscal Years 2021-22 through 2023-24. This funding is intended for the current level of service with the expectation that the City will fund any service expansions. Under the proposed agreement terms, the City may contract with a third party to manage and operate the shuttle service. Another key provision of the proposed agreement will be access to the shuttle charging stations on Google's Crittenden parking lot in North Bayshore for two years, with a possible one-year extension. This will provide time for the City to identify and establish an overnight storage and charging area for the shuttle system.

While the City could directly manage and operate the Community Shuttle, it would require a significant staffing commitment on an ongoing basis and may require bringing on staff skilled in transit planning and operations. Staff recommends that the City enter into an agreement with the TMA to manage and operate the shuttle. The TMA is already providing a free-fare, public shuttle system in Mountain View and is best positioned to continue the Community Shuttle operations in July in a manner that will be seamless for the current riders.

The TMA Board of Directors has indicated a willingness to negotiate an agreement with the City to provide the service. The preliminary agreement framework calls for a two-year term whereby the City pays for all costs and the TMA operates the Community Shuttle as a separate service from MVgo, keeping the Mountain View Community Shuttle branding. An initial two-year term with the TMA will give the City and TMA time to explore options for integrating the Community Shuttle and MVgo shuttle. Integrating the shuttles may provide opportunities to extend service hours, expand service area, and/or increase frequencies through cost efficiencies and economies of scale.

To allow for an effective transition in the management and operations of the Community Shuttle, it is recommended that no service modifications that require realignments or additional vehicles be pursued during the first two years. All changes in operations must be carefully planned and staged to avoid service disruptions and help retain and increase ridership. The best service modification to implement in the short term would be an extension of service hours. While requiring additional funding, starting the shuttle service earlier in the morning and running it later in the evening will not add vehicles or substantially change current service. Longer service hours could be considered for implementation, if supported by the Council, in 2021.

RECOMMENDATIONS

Staff recommends the following for the Community Shuttle:

- Develop a two-year agreement with the TMA to take over management and operations of the Community Shuttle effective July 1, 2020.
- Do not make any changes to the shuttle route and hours during the transition of Community Shuttle operations to new management.
- Give priority to expanding service hours before increasing frequency or changing the route alignment. Depending on actual cost and funding, expand the service hours in 2021.
- Work with the TMA to explore options for integrating the Community Shuttle and MVgo shuttle in 2022 or later.

Staff seeks input on the following questions:

1. Does Council support staff's recommendations for the Community Shuttle as listed above?
2. Which, if any, of the following first-/last-mile strategies should staff further investigate:
 - a. VTA peak trippers;
 - b. On-demand services; and/or
 - c. TNC partnerships?
3. Which, if any, of the following pricing and marketing strategies should staff further investigate:
 - a. Free transfers to VTA routes;
 - b. Free fares on VTA routes in Mountain View;
 - c. Mobility wallet; and/or
 - d. Marketing/customer information?
4. Are there other Community Shuttle service and/or operational options the Council would like staff to study?

NEXT STEPS

Staff will request Council approval of a proposed agreement with Google for Community Shuttle funding and a proposed agreement with the TMA for management and operations of the Community Shuttle in March or April 2020. Depending on Council direction, staff will further investigate and develop specific first-/last-mile and pricing/marketing strategies for consideration by the Council.

PUBLIC NOTICING

Agenda posting. Notices were e-mailed to community members and stakeholders on the Shuttle Study interest list, Google, and TMA and posted on social media.

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Attachment: 1. Mountain View Shuttle Study Report