



Agenda Item No. (3)(a)–(3)(d)

To: Transportation Committee/Committee of the Whole  
Meeting of October 26, 2023

From: Ron Downing, Director of Planning  
Denis J. Mulligan, General Manager

Subject: **REPORTS OF DISTRICT ADVISORY COMMITTEES**  
(a) **ADVISORY COMMITTEE ON ACCESSIBILITY**  
(b) **BUS PASSENGERS ADVISORY COMMITTEE**  
(c) **FERRY PASSENGERS ADVISORY COMMITTEE**  
(d) **PEDESTRIAN AND BICYCLE ADVISORY COMMITTEE**

### **Recommendation**

There is no recommendation associated with this item.

### **Summary**

The purpose of the formation of the above-mentioned Advisory Committees is to provide the public a forum by which they can communicate their viewpoints and suggestions on the operations of the Golden Gate Bridge, Highway and Transportation District (District), as well as on the bus and ferry transit systems, to the District Board of Directors and staff. These Advisory Committees meet regularly, and designated District staff participates in these meetings. From time to time, these Advisory Committees submit recommendations to the District’s Transportation Committee (Committee) for its consideration.

The Secretary of the District is required to provide packets of the Advisory Committees to the Committee.

The documents attached to this report are as follows:

- (a) **ADVISORY COMMITTEE ON ACCESSIBILITY**  
Agenda Packets of May 25 and July 20, 2023
- (b) **BUS PASSENGERS ADVISORY COMMITTEE**  
Agenda Packets of March 15, May 17, and September 20, 2023
- (c) **FERRY PASSENGERS ADVISORY COMMITTEE**  
Agenda Packets of June 5 and August 14, 2023
- (d) **PEDESTRIAN AND BICYCLE ADVISORY COMMITTEE**  
Agenda Packets of February 15, May 10, July 19, and September 27, 2023

### **Fiscal Impact**

There is no fiscal impact associated with this item.

Attachments

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# ADVISORY COMMITTEE ON ACCESSIBILITY (ACA)

## *Agenda for Thursday, May 25, 2023*



Convene at 1:30 p.m. – Adjourn by 3:00 p.m.  
Board Room – Vivalon  
930 Tamalpais Avenue, San Rafael, CA 94901

1. Roll Call and Introductions
2. Approval of October 20, 2022, Meeting Minutes (*Attached*)
3. Ongoing Business (5 minutes)
  - a. Receive information report on ACA Recruitment
  - b. Receive information report on Alternative Service Larkspur Ferry
  - c. Receive information report on Marin County Local Bus and Mobility Management
  - d. Receive information report on Paratransit Service (Regional and Local)
4. New Business (60 minutes)
  - a. Review of Proposed Ferry Design
  - b. Strategic Planning Discussion
5. Member Announcements
6. Public Comment (3 minutes per speaker)
7. Adjournment

Next Meeting: July 20, 2023

Public Comment Note: Members of the public are encouraged to participate in-person and provide public comment at the designated times during the meeting.



Agenda and meeting materials are available in alternative formats, and a phonic-ear amplification system is available, upon request. In addition, the District will arrange for disability-related modifications or accommodations, including auxiliary aids or services, to enable individuals with disabilities to participate in public meetings. Please send a written request, including your name, mailing address, telephone number and brief description of the requested materials, preferred alternative format, and/or auxiliary aid or service at least three (3) days before the meeting. Requests should be made by mail to: Amorette M. KoWong, Secretary of the District, Golden Gate

Bridge, Highway and Transportation District, P.O. Box 29000, Presidio Station, San Francisco, CA 94129-9000; or e-mail to [districtsecretary@goldengate.org](mailto:districtsecretary@goldengate.org); or telephone at (415) 923-2223, or the District's ADA Compliance & Program Manager at (415) 257-4416, or California Relay Service at 711.

Sign-language interpreters may be requested by the deaf or hearing impaired by calling (415) 257-4415 or TDD **711** at least three (3) days prior to the meeting.

Consult the District's website at <http://www.goldengate.org/>, or call **511** for further GGT bus and ferry schedule information. Information on accessible services is also available on the District's website. To schedule paratransit transportation to the meeting (for paratransit eligible riders), call Marin Access Paratransit at (415) 454-0964 or (800) 454-0964.

For further information regarding the ACA, call Jon Gaffney, ADA Compliance and Program Manager, at (415) 257-4416 or email [jgaffney@goldengate.org](mailto:jgaffney@goldengate.org).



## **Advisory Committee on Accessibility Minutes of October 20, 2022**



**Members Present:** Patti Mangles, Marcela Vargas, Terry Scussel

**Staff:** Jon Gaffney, ACA Compliance and Program Manager  
Emily DelRoss, Senior Planner  
Roberta Regan, Administrative Assistant

**Visitors:** Director James Mastin

Chair Patti Mangles started the meeting at 1:33 pm. The meeting was held virtually via Zoom.

### **1. Introductions**

**2. Minutes / Agenda** – The April 2020 minutes were unanimously approved.

### **3. ACA-Related Items**

- a) ACA Recruitment - Jon Gaffney stated that current outreach activities had not led to any new members. He also stated that advertisements for the committee would be posted at the San Rafael Transit Center and the Larkspur Ferry Terminal. Marcella Vargas suggested trying Next Door for recruitment.

### **4. Marin Transit-Related Items / Paratransit Report**

- a) Marin County Local Bus and Mobility Management – No member of Marin Transit staff was available to attend. No report was given.
- b) Paratransit Service (Regional and Local) - Mr. Gaffney presented ridership and on-time performance statistics for the paratransit service. The group then discussed the ongoing driver shortage that Transdev, the paratransit service provider, was experiencing.

### **5. GGBHTD Related Items**

- a) COVID-19 Continued Response – Mr. Gaffney discussed ridership statistics compared to pre-pandemic levels. He stated that traffic on the Golden Gate Bridge is approximately 85% of what it was prior to the pandemic, whereas Bus and Ferry ridership remain low at roughly 40% of pre-pandemic levels.
- b) Alternative Ferry Service – Mr. Gaffney described an ongoing situation involving the Larkspur Ferry service. He explained that, due to mechanical issues outside of the District's control, the District has been forced to move operation of the Larkspur Ferry service in San Francisco to Gate B. He stated that this change would be in effect until repairs can be made to Gate C. However, Gate B in San Francisco does not allow for

riders using mobility devices to board the Larkspur Ferry service when the high-speed catamarans are being used, as riders must board on one deck and disembark on another at the alternate gate. The catamarans do not have elevators, so individuals unable to traverse stairs cannot disembark once arriving at their destination.

To ensure that individuals who need to travel from the Larkspur Ferry Terminal to San Francisco can continue to do so, the District contracted with Vivalon to provide emergency backup service for individuals who cannot traverse the stairs. That service consists of vehicles that will transport these individuals between the ferry terminals without need for advance reservation. This service is in effect seven days a week during the hours of operation of the Larkspur Ferry service. It was explained that this service is temporary and will only remain in place until repairs can be made to Gate C in San Francisco.

- c) Mr. Gaffney gave a presentation on Autism in Public Transit that was prepared by the Bus Division's Training Department and is actively part of fixed route driver training at the District.

The next meeting was scheduled for January 19, 2023. That meeting was later canceled due to lack of a quorum. The next ACA meeting was scheduled for April 20, 2023.



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# ADVISORY COMMITTEE ON ACCESSIBILITY (ACA)

## *Agenda for Thursday, July 20, 2023*



Convene at 1:30 p.m. – Adjourn by 3:00 p.m.  
Board Room – Vivalon  
930 Tamalpais Avenue, San Rafael, CA 94901

1. Roll Call and Introductions
2. Approval of May 25, 2023, Meeting Minutes (*Attached*)
3. Ongoing Business (5 minutes)
  - a. Receive information report on District Ridership Post-COVID
  - b. Receive information report on Marin County Local Bus and Mobility Management
  - c. Receive information report on Paratransit Service (Regional and Local)
4. New Business (40 minutes)
  - a. Discussion of the Brown Act
  - b. Review Bylaws
5. ACA Member Announcements
6. Public Comment (3 minutes per speaker)
7. Adjournment

Next Meeting: October 12, 2023

Public Comment Note: Members of the public are encouraged to participate in-person and provide public comment at the designated times during the meeting.



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## **Advisory Committee on Accessibility Minutes of May 25, 2023**



**Members Present:** Patti Mangles, Marcela Vargas,  
Terry Scussel, Craig Yates

**Staff:** Jon Gaffney, ACA Compliance and Program Manager  
Roberta Regan, Administrative Assistant, Planning Department  
Michael Hoffman, Deputy General Manager, Ferry Division  
John Gray, Director of Engineering and Maintenance, Ferry Division

**Ex-Officio Members:** Joanna Huitt, Senior Mobility Planner, Marin Transit  
Jhashe Holloway, General Manager, Transdev

**Visitors:** Director Elbert Hill  
Christian Stark, Sr. Project Manager, Aurora Marine Design

Chair Patti Mangles started the meeting at 1:34 pm. The meeting was held in person at Vivalon, 930 Tamalpais Ave, San Rafael.

### **1. Roll Call and Introductions**

**2. Minutes / Agenda** – The October 20, 2022 minutes were approved.

### **3. Ongoing Business**

- a) ACA Recruitment – Jon Gaffney explained that recruitment is ongoing for the group. He stated that he and Ms. Mangles had posted flyers at libraries, senior centers and assisted living facilities throughout Marin.
- b) Alternative Service: Larkspur Ferry – Mr. Gaffney announced that repairs to the inner berth in San Francisco had been completed. Main deck boarding and disembarking is now possible, which has returned the Larkspur Ferry service to full accessibility and back-up bus service had been discontinued.
- c) Marin Local Bus and Mobility Management – Joanna Huitt discussed upcoming changes going into effect on Marin Transit Fixed Route on June 11, 2023. She then discussed a free ride for youth program that Marin Transit would be participating in throughout the summer. Ms. Huitt then

explained that Marin Access Services would be changing July 1, 2023. She stated that the Connect program was being discontinued and the Catch-A-Ride program was transitioning to a voucher program that could be used with North Bay Taxi and Uber.

Mr. Gaffney discussed the paratransit service statistics. He pointed out that the service had been experiencing problems with low on-time performance and contributed this to a staffing shortage that is being experienced by transit agencies nationwide. Jhashe Holloway then announced to the group that several drivers have been hired and, due to those hires, Marin Access was seeing a dramatic increase in on-time performance in the month of May.

#### **4. New Business**

- a) Review of Proposed Ferry Design – John Gray gave an overview of the New Ferry Design Project. He explained that the goal was to have one new vessel built in 2025. He stated that the last time the District underwent a new vessel build was approximately 2003.

Mr. Gray handed out proposed vessel diagrams to the committee. Christian Stark described the design to the group. He stated that the new vessel will be a high-speed catamaran that will hold approximately 500 passengers. This ferry is planned to be primarily used for commute service between Larkspur and San Francisco, though it will be being designed so that it can be used on any of the District's ferry services. He said the new vessel will be longer and wider than the current vessels operated by the district.

Mr. Stark went on to explain that this vessel would comply with the new emissions regulations set forth by the State of California, which are significantly more stringent than those set forth by the federal government.

Mr. Stark then described the accessibility features of the vessel including two accessible restrooms, a lift that will allow individuals to move from one deck to another, accessible seating areas inside and outside on the vessel, as well as visual and auditory emergency briefings.

Marcella Vargas asked about seating designation for seniors and individuals with disabilities. She expressed that she feels the current signage is not adequate and more can be done to ensure these seats are reserved for individuals that need them. Mr. Gray and Mr. Stark said they would work to determine the number of ambulatory accessible seats that are needed and investigate ways to ensure the message is clear that those seats are reserved. Mr. Gaffney also discussed how deckhands are trained to assist individuals with disabilities, including the requirement to ask individuals without disabilities to vacate these seats should an individual with a disability want to use one.

Craig Yates asked if the District had considered electric ferry vessels for this project. Mr. Stark replied that electric vessels had been considered, but the technology currently available was not able to provide the service level that Golden Gate Ferry currently provides. He stated that the current available electric vessels are significantly slower than what is needed for District service. He also stated that the District would continue to look at that technology in the future as it evolves.

Patti Mangles asked what the current usage is of the lifts on the current vessels. Mr. Stark replied that the current high-speed vessels do not have lifts. Ms. Mangles asked how many individuals using mobility devices are currently using the vessels. Matt Hoffman stated that that information is not currently available. Roberta Regan mentioned that the Planning Department is currently working on a survey of ferry passengers and that usage by individuals with disabilities could be part of that effort.

Director Hill asked if the Americans with Disabilities Act had any section that applied to vessels. Mr. Stark explained that there are Proposed Vessel Accessibility Guidelines, but that those guidelines had yet to be finalized and have remained in draft form since 2014. He also stated that those proposed guidelines are being considered for this vessel design project.

Mr. Stark explained that plans needed to be finalized later this year. Terry Scussel asked that Ferry staff come back to the group, once design had progressed, to revisit changes and further details that will be incorporated into the project.

b) Strategic Planning Discussion – Mr. Gaffney stated that the Committee was asked to provide information to the District’s Board of Directors for Strategic Planning. The committee discussed several items that they would like the Board of Directors to consider during their planning process. These topics included the following:

- Increase service satisfaction and adherence to on-time performance and ADA compliance in the provision of the District’s Regional ADA Paratransit Program.
- Increase awareness of accessibility in the planning of bus stops, routes and facilities including accessible path of travel to and from stops and facilities.
- Increased focus on outreach and education to individuals with disabilities including travel training for District transit services.
- Continued collaboration with local transit providers to provide feeder service to existing regional service.
- Continue research into the reduction of the District’s carbon footprint by exploring electrification and alternative fuel technologies for feasibility on District transit services as they evolve and as new technologies become available.
- Promote transit careers through internships, training programs and awareness of the transit industry in high schools and colleges to ensure a vibrant workforce in the transit industry for years to come.
- Research best practices and innovative approaches across the country and internationally and determine applicability to the District’s services.

**5. Member Announcements** – No member announcements were presented.

**6. Public Comments** – No members of the public were in attendance.

**7. Adjournment** – The meeting was adjourned at 3:03 pm. The next meeting was announced to take place on July 20, 2023.





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**GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT**  
**BUS PASSENGERS ADVISORY COMMITTEE BYLAWS**

**ARTICLE I: PURPOSE**

**Section 1. Name.**

The name of this group is the Bus Passengers Advisory Committee ("Committee").

**Section 2. Creation and Purpose.**

The Committee was created on February 17, 1989 by Resolution No. 89-53 of the Golden Gate Bridge, Highway and Transportation District ("District") Board of Directors ("Board of Directors") with the purpose "to help the District provide transit services that are highly attractive and effective by expressing the service needs of a broad spectrum of bus passengers."

**Section 3. Activity.**

In a series of organized meetings, and with the assistance of District staff, the committee will be invited to critically review District operations and plans as they relate to the quality of service offered to bus passengers. The committee will be asked to formulate recommendations for actions that will make bus services as attractive and effective as they reasonably can be.

The Committee advises District staff. District staff will provide informational updates on Committee business to the Board of Directors.

**ARTICLE II: MEMBERSHIP & STAFFING**

**Section 1. Composition.**

The Committee shall be composed of up to eleven (11) members who reside or work in a variety of locations within the Golden Gate Transit service area, including Marin, San Francisco, and Sonoma Counties and the East Bay.

**Section 2. Member Selection.**

To ensure representation of a broad spectrum of bus passengers, the District's intent to form the committee shall be publicized by appropriate means such as news releases or notices on buses.

A simple form shall be used to enable persons to offer to serve on the committee and provide information to facilitate selection.

Selection of persons for appointment to the committee shall be based upon a consistently applied set of selection factors. These factors shall include, but not be limited to, the following:

- a) Experience as a user of transit in general and the Golden Gate Transit bus system in particular.
- b) Representative of a part of the transit service area that is not represented by other committee members.
- c) Representative of one or more types of bus passenger, such as:
  - Traditional commute passenger
  - Reverse commute passenger

- Non-commute passenger
  - Transit-dependent passenger
- d) Persons should preferably not have previous involvement in advising the District or other agencies on issues that potentially conflict with the issue of transit service quality.
- e) Ability to understand the basic operational and economic factors that relate to the quality of transit service.

### **Section 3. Member Attendance.**

The effectiveness of the committee depends upon the active participation of its members. Members are required to attend at least fifty percent (50%) of meetings, as measured on a rolling two (2)-year basis. In addition, members who miss two (2) consecutive meetings without first notifying District staff of their absences are required to attend the subsequent meeting. Failure to meet these attendance requirements will result in termination from the committee.

### **Section 4. District Support.**

Staff of the District's Planning Department shall provide administrative and secretarial support to the committee, and provide technical staff to research, lead, and facilitate discussion at the pleasure of the committee. Other district staff shall assist the committee as required.

## **ARTICLE III: OFFICERS**

### **Section 1. Duties of Officers.**

The officers of the Committee will be the Chair and Vice Chair. Their duties are as follows:

#### **Section 1.1. Chair Duties.**

The Chair presides over all Committee meetings of which there is quorum of members present. The Chair works with District staff to schedule meetings and develop meeting agendas. The Chair may create and appoint members to temporary ad hoc advisory subcommittees of the Committee as provided in the Brown Act.

#### **Section 1.2. Vice Chair Duties.**

The Vice Chair assists the Chair in the execution of that role. The Vice Chair presides over meetings in the event the Chair is absent. In the event of a vacancy in the Chair's position, the Vice Chair will succeed as Chair for the remainder of the Chair's term, and the Committee will elect a successor Vice Chair.

### **Section 2. Election of Chair and Vice Chair.**

The Committee will elect a Chair and Vice Chair annually. Committee members will nominate and vote to elect a Chair and Vice Chair at the last regular meeting of each calendar year. An individual receiving a majority of the votes of the current membership will be elected and will assume office at the first meeting of the following year.

## **ARTICLE IV: MEETINGS**

### **Section 1. Brown Act.**

The Committee is subject to and will comply with the Ralph M. Brown Act (California Government Code Section 54950 et seq.) ("Brown Act"). Notice of Committee meetings, posting of Committee meeting agendas, and the conduct of such meetings will comply with the Brown Act requirements applicable to legislative bodies.

**Section 2. Location and Time.**

District staff, in consultation with the Committee Chair, will establish the time and place for regular Committee meetings to be held five times per year. The District may schedule additional meetings as necessary. Generally, meetings will be held on the third Wednesday of the selected month. The Chair, in consultation with District staff, may cancel a regularly scheduled meeting if there are no items requiring Committee discussion or action, or if less than a quorum of the Committee is expected to attend the meeting.

**Section 3. Minutes.**

District staff will record each regular and special meeting. District staff will prepare the minutes for all Committee meetings. A copy of the minutes of the prior meeting will be presented to the Committee for approval at the next Committee meeting. District staff will include a copy of the minutes of the most recent Committee meeting in the informational report on advisory committees to the Transportation Committee of the Board of Directors.

**Section 4. Public Comment.**

Public comment at Committee meetings will be limited to three (3) minutes per person, unless the Chair, at his or her discretion, permits additional time.

**Section 5. Parliamentary Procedure.****Section 5.1. Robert's Rules of Order.**

The Committee will follow Robert's Rules of Order, except where inconsistent with applicable law, these Bylaws, or modified by action of the Committee.

**Section 5.2. Voting.**

Each member of the Committee shall have one vote. Members must be present to vote. Action items must have a simple majority vote of the current Committee membership in order to pass, unless otherwise specified in these Bylaws. Procedural questions may be decided by a simple majority vote of the Committee members present.

**Section 5.3. Quorum.**

A simple majority of the current Committee membership shall constitute a quorum authorized to transact any business duly presented at a meeting of the Committee.

**Section 6. Order of Business.**

The order of business for Committee meetings generally will be as follows:

- (a) CALL TO ORDER
- (b) ROLL CALL AND INTRODUCTIONS
- (c) ELECTION OF OFFICERS – When appropriate and at least once each year.
- (d) APPROVAL OF MEETING MINUTES
- (e) BUS STOPPERS – Members to submit observed problems in bus operations, preferably in writing before the meeting, and provide a verbal summary in less than 2 minutes.
- (f) ONGOING BUSINESS
- (g) NEW BUSINESS
- (h) ANNOUNCEMENTS
- (i) MEMBERS' FORUM – Members to discuss topics not covered on the agenda or that should be added to a future agenda.
- (j) PUBLIC COMMENT
- (k) ADJOURNMENT

**Section 7. Adjournment.**

The Chair may adjourn a meeting when the discussion of all business on the agenda has concluded or a quorum of the Committee is no longer present at the meeting.

**ARTICLE V: MISCELLANEOUS****Section 1. Reporting.**

The committee shall be asked to address its advice to the Transportation Committee of the Board of Directors. The advice may be conveyed, at the committee's pleasure, by staff or by the committee's appointed spokesperson. In accordance with District practice, advice that involves certain subjects may be referred for further consideration by other committees of the Board, or by the full Board of Directors.

**Section 2. Communications with the District; Requests for Information.**

All member communications to the District related to the Committee, including requests for information or records to support Committee business, should be directed to the staff person designated by the District or submitted to [pac@goldengate.org](mailto:pac@goldengate.org).

**Section 3. Committee Records.**

All Committee records are the property of the District and are subject to public disclosure pursuant to the California Public Records Act (Government Code Sections 7920.000 et seq.). Requests to inspect or copy Committee records should be made to the Secretary of the District by email at [districtsecretary@goldengate.org](mailto:districtsecretary@goldengate.org), or by mail at Golden Gate Bridge, Administration Building, Golden Gate Bridge Toll Plaza, San Francisco, California, 94129. The Secretary of the District will handle all requests for Committee records.

**Section 4. Member Conduct.**

Members are expected to show respect for each other by raising hands, not interrupting, and following time limits for discussion at Committee meetings. Members are expected to respect the Brown Act's open meeting requirements when communicating with each other about subjects within the Committee's jurisdiction.

**Section 5. Conflicts of Interest.**

If a member has a conflict of interest in a matter before the Committee, the member must abstain from making, participating in making, or influencing the making of a decision on that matter. Before the Committee begins discussing an item in which a member has a conflict of interest, the member must state the nature of the conflict on the record, excuse themselves from the meeting, and refrain from any participation in the decision.

**Section 6. Compensation.**

Members will not receive compensation for, or reimbursement of expenses associated with, attendance of Committee meetings. The District will not make any reimbursement or payment in connection with expenses incurred on behalf of the Committee without prior approval of the Board of Directors.

**Section 7. No Standing Subcommittees.**

There shall be no standing subcommittees.

## **ARTICLE VI: AMENDMENT OF BYLAWS**

These Bylaws may be amended at any meeting of the Committee by a majority vote of the current Committee membership, provided that the amendment has been submitted in writing to the Committee at a previous meeting. Actions by the Board of Directors that replace or supersede these Bylaws or provisions thereof shall take precedence or be incorporated as soon as possible.

Adopted: \_\_\_\_\_, 2023

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## BUS PASSENGERS ADVISORY COMMITTEE (BPAC)

### *Agenda for Wednesday, March 15, 2023*



Convene at 6:00 p.m. – Adjourn by 8:00 p.m.  
Caboose Room – Vivalon  
930 Tamalpais Avenue, San Rafael, CA 94901

1. Roll Call and Introductions
2. Approval of January 18, 2023, Meeting Minutes (*Attached*)
3. Bus Stoppers<sup>1</sup>
4. Ongoing Business (5 minutes)
  - a. San Rafael Transit Center Relocation Update
5. New Business (40 minutes)
  - a. Review of Proposed BPAC Bylaws
  - b. March 2023 Service Changes
  - c. Five-Year Fare Program
  - d. Caltrans Tamalpais Drive Overcrossing Project
  - e. Introduction to National Transit Database (NTD)
6. Announcements
7. Members' Forum<sup>2</sup>
8. Public Comment (3 minutes per speaker)
9. Adjournment

Next Meeting: May 17, 2023

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<sup>1</sup> Members to submit observed problems in bus operations, preferably in writing before the meeting, and provide a verbal summary in less than 2 minutes.

<sup>2</sup> Members to discuss topics not covered on the agenda or that should be added to a future agenda.

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## BUS PASSENGERS ADVISORY COMMITTEE (BPAC)

*Meeting Minutes for Wednesday, January 18, 2023*



**Committee Members Present:** Scott Kempf, Brian Bailey-Gates, Dan Bell, Mike Combs, Dave Troup, Fredi Bloom

**Committee Members Absent:** Jon Horinek

**District Staff Present:** Jason Cave, Schedules Analyst; Carlena Natouf, Customer Relations Supervisor; Krystalyn O'Leary, Director of Transportation; Laura Leahy Bruckman, Manager of Field Operations; Mona Babauta, Deputy General Manager, Bus Division; David Davenport, Principal Planner; Emily DelRoss, Senior Planner.

**Guests Present:** Mohamed Osman, Marin Transit (MT); Katherine Tsou, Senior Counsel, Hanson Bridgett LLP; David Pilpel

1. **Roll Call:** Scott Kempf opened the meeting at 5:37 p.m. Six members were present, representing a quorum.
2. **Approval of Meeting Minutes:** BPAC members approved the November 16, 2022, meeting minutes.
3. **Bus Stoppers:**
  - a. Dave Troup reported that real-time information does not appear in Transit App when buses are turned off at layover points. Staff explained that operators are required to turn vehicles off when they deboard for breaks, which shuts down the headsign. No technical fix is available at this time. Staff recommends relying on scheduled time listed in app until bus is powered on.
  - b. Mike Combs reported a private employee shuttle identified as Route 101 traveling along Van Ness Avenue, raising concerns about possible confusion for GGT riders. Staff will reach out to SFMTA for assistance.
4. **Ongoing Business:** (None)
5. **New Business:**
  - a. Review of Brown Act: Katherine Tsou provided an overview of the Brown Act, with particular focus on committee member conduct and communications. Due to its creation by formal action from the Board of Directors, BPAC meetings are subject to Brown Act requirements including open and public meetings, limiting discussions to only those items on the agenda, opportunities for public comment, and roll-call voting while meetings are being held via Zoom. Communications outside meetings should be limited and managed through District staff.
  - b. Storm Impacts: Krystalyn O'Leary provided a summary of storm-related impacts to GGT operations. Ridership and service were not negatively impacted. GGT assisted Golden Gate Ferry (GGF) with bus bridge service from Tiburon to San Francisco while ferries

were unable to dock at Tiburon. GGT also assisted SMART by providing bus bridge service at a flooded portion of the tracks.

- c. Customer Service Update: Carlena Natouf presented for the District's Customer Service Department. Topics included department functions, service center statistics, and common customer questions and concerns.
- d. Future Fare Increase: David Davenport presented a Proposed Five-Year Fare Program for Fiscal Years 2023/24 through 2027/28. The new fare program would increase fares on bus, ferry, and paratransit to offset the District's rising operating costs. The proposal includes four options, which are subject to change after receiving public input and Board action. Virtual public meetings and a virtual public hearing will be held in February, with board action expected in March.
- e. Customer On-Board Survey: Emily DelRoss presented the District's upcoming Regional Bus, Ferry, and Bridge User and Non-User Survey. The contract for the survey is expected to be awarded in January, pending Board action. The survey will provide the District with updated information on rider use of the system as well as rider demographics, which will inform future Title VI equity analyses. A survey of non-riders will be included too.
- f. Permanent Approval of Route 114: Ms. DelRoss presented a proposal to make Demonstration Route 114 a permanent part of regular service. The route was implemented in March 2022 in response to requests from the public to reinstitute commute service from Mill Valley to San Francisco and follows similar routing to the previous Route 4, which was discontinued through emergency action in 2020 due to lack of ridership. A Title VI equity analysis will be conducted and Board action is expected in February.

**6. Announcements:**

- a. Mohamed Osman provided an update on MT operations. A major service change is scheduled for June with public outreach taking place in March. A new ADA-compliant logo will be rolled out in February. Service disruptions over the past three weeks resulted from storm impacts and operator shortages.
- b. Future In-Person Meetings: Mr. Davenport stated that due to the expiration of the Governor's emergency orders on March 1, BPAC will return to meeting in-person for the next scheduled meeting on March 15<sup>th</sup>. In-person meetings will be held at the Vivalon building, which is adjacent to the San Rafael Transit Center and accessible by public transit, from 6:00 PM to 8:00 PM.

**7. Members' Forum:**

- a. Mr. Combs inquired about the reinstatement of ferry feeder services. Staff reported that the District's Short-Range Transit Plan did not identify any new bus routes for restoration, or expansion beyond current service, due to financial constraints.
- b. Dan Bell requested an update on the status of the San Rafael Transit Center in the next meeting. Staff will include this item on the agenda for the March meeting.

**8. Public Comment:** None.

**9. Adjournment:** Scott Kempf adjourned the meeting at 7:11 p.m.

Members were advised that the next meeting is scheduled to take place in-person at 6:00 P.M. on Wednesday, March 15, 2023 at Vivalon.

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**1. Trip Cancellations**

From Dan Bell: It is unfortunate that numerous GGT bus trips are canceled almost every day due to driver shortages. I receive the GGT e-mail rider alert messages, but can you tell us whether there are real time alerts at the points of departure? For example, do the electronic messages at SFTC or San Rafael TC or Santa Rosa TC publicize the cancellation?

From Mike Combs: Can we get briefing on the reason for the spate of recent short notice bus trip cancellations. Riders need a reliable transit schedule, and short notice cancellations make more likely that riders will abandon transit in favor of private vehicles.

*Recent trip cancellations are due to an uptick in operator absenteeism on top of already existing operator shortages. Operations is investigating the reason behind the recent uptick. We understand that trip cancellations greatly impact riders. To minimize unexpected schedule changes, operations has made every effort to selectively schedule cancellations to allow customers to plan ahead.*

*The third-party technology used to run the electronic reader boards at transit centers and schedules within the app do not have a feature to identify canceled trips. Canceled trips simply do not appear as a trip option for riders. Riders wishing to see canceled trip details can click on the "Rider Alerts" banner on the top of the District's website. Users who sign up can receive these cancellation updates via email.*

**2. San Francisco Local Ridership**

From Mike Combs: How many riders does GGT transport within SF only?

*SF local ridership constitutes 17%-18% of total GGT ridership.*

**3. Future Service Expansion- Ferry Feeder Routes**

From Mike Combs: Is there a longer term plan when riders might see a return of the ferry feeder buses? 6 Months, 1 year, 5 years, never?

*Future service expansions will be based on demand, as well as the availability of funding, and operators. The provision of ferry feeder service is based on the scarcity of parking at Larkspur Ferry Terminal. Therefore, there are no current plans to restore ferry feeder service. Other contributors include the more than \$400 million deficit over the next 5 years to restore pre-pandemic service, the national operator shortage, and the easy availability of parking at LFT. The District will continue to monitor all of these factors and reintroduce service accordingly.*

**GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT**  
**BUS PASSENGERS ADVISORY COMMITTEE BYLAWS**

**ARTICLE I: PURPOSE**

**Section 1. Name.**

The name of this group is the Bus Passengers Advisory Committee ("Committee").

**Section 2. Creation and Purpose.**

The Committee was created on February 17, 1989 by Resolution No. 89-53 of the Golden Gate Bridge, Highway and Transportation District ("District") Board of Directors ("Board of Directors") with the purpose "to help the District provide transit services that are highly attractive and effective by expressing the service needs of a broad spectrum of bus passengers."

**Section 3. Activity.**

In a series of organized meetings, and with the assistance of District staff, the committee will be invited to critically review District operations and plans as they relate to the quality of service offered to bus passengers. The committee will be asked to formulate recommendations for actions that will make bus services as attractive and effective as they reasonably can be.

The Committee advises District staff. District staff will provide informational updates on Committee business to the Board of Directors.

**ARTICLE II: MEMBERSHIP & STAFFING**

**Section 1. Composition.**

The Committee shall be composed of up to eleven (11) members who reside or work in a variety of locations within the Golden Gate Transit service area, including Marin, San Francisco, and Sonoma Counties and the East Bay.

**Section 2. Member Selection.**

To ensure representation of a broad spectrum of bus passengers, the District's intent to form the committee shall be publicized by appropriate means such as news releases or notices on buses.

A simple form shall be used to enable persons to offer to serve on the committee and provide information to facilitate selection.

Selection of persons for appointment to the committee shall be based upon a consistently applied set of selection factors. These factors shall include, but not be limited to, the following:

- a) Experience as a user of transit in general and the Golden Gate Transit bus system in particular.
- b) Representative of a part of the transit service area that is not represented by other committee members.
- c) Representative of one or more types of bus passenger, such as:
  - Traditional commute passenger
  - Reverse commute passenger



- Non-commute passenger
  - Transit-dependent passenger
- d) Persons should preferably not have previous involvement in advising the District or other agencies on issues that potentially conflict with the issue of transit service quality.
- e) Ability to understand the basic operational and economic factors that relate to the quality of transit service.

### **Section 3. Member Attendance.**

The effectiveness of the committee depends upon the active participation of its members. Members are required to attend at least fifty percent (50%) of meetings, as measured on a rolling two (2)-year basis. In addition, members who miss two (2) consecutive meetings without first notifying District staff of their absences are required to attend the subsequent meeting. Failure to meet these attendance requirements will result in termination from the committee.

### **Section 4. District Support.**

Staff of the District's Planning Department shall provide administrative and secretarial support to the committee, and provide technical staff to research, lead, and facilitate discussion at the pleasure of the committee. Other district staff shall assist the committee as required.

## **ARTICLE III: OFFICERS**

### **Section 1. Duties of Officers.**

The officers of the Committee will be the Chair and Vice Chair. Their duties are as follows:

#### **Section 1.1. Chair Duties.**

The Chair presides over all Committee meetings of which there is quorum of members present. The Chair works with District staff to schedule meetings and develop meeting agendas. The Chair may create and appoint members to temporary ad hoc advisory subcommittees of the Committee as provided in the Brown Act.

#### **Section 1.2. Vice Chair Duties.**

The Vice Chair assists the Chair in the execution of that role. The Vice Chair presides over meetings in the event the Chair is absent. In the event of a vacancy in the Chair's position, the Vice Chair will succeed as Chair for the remainder of the Chair's term, and the Committee will elect a successor Vice Chair.

### **Section 2. Election of Chair and Vice Chair.**

The Committee will elect a Chair and Vice Chair annually. Committee members will nominate and vote to elect a Chair and Vice Chair at the last regular meeting of each calendar year. An individual receiving a majority of the votes of the current membership will be elected and will assume office at the first meeting of the following year.

## **ARTICLE IV: MEETINGS**

### **Section 1. Brown Act.**

The Committee is subject to and will comply with the Ralph M. Brown Act (California Government Code Section 54950 et seq.) ("Brown Act"). Notice of Committee meetings, posting of Committee meeting agendas, and the conduct of such meetings will comply with the Brown Act requirements applicable to legislative bodies.

## **Section 2. Location and Time.**

District staff, in consultation with the Committee Chair, will establish the time and place for regular Committee meetings to be held five times per year. The District may schedule additional meetings as necessary. Generally, meetings will be held on the third Wednesday of the selected month. The Chair, in consultation with District staff, may cancel a regularly scheduled meeting if there are no items requiring Committee discussion or action, or if less than a quorum of the Committee is expected to attend the meeting.

## **Section 3. Minutes.**

District staff will record each regular and special meeting. District staff will prepare the minutes for all Committee meetings. A copy of the minutes of the prior meeting will be presented to the Committee for approval at the next Committee meeting. District staff will include a copy of the minutes of the most recent Committee meeting in the informational report on advisory committees to the Transportation Committee of the Board of Directors.

## **Section 4. Public Comment.**

Public comment at Committee meetings will be limited to three (3) minutes per person, unless the Chair, at his or her discretion, permits additional time.

## **Section 5. Parliamentary Procedure.**

### **Section 5.1. Robert's Rules of Order.**

The Committee will follow Robert's Rules of Order, except where inconsistent with applicable law, these Bylaws, or modified by action of the Committee.

### **Section 5.2. Voting.**

Each member of the Committee shall have one vote. Members must be present to vote. Action items must have a simple majority vote of the current Committee membership in order to pass, unless otherwise specified in these Bylaws. Procedural questions may be decided by a simple majority vote of the Committee members present.

### **Section 5.3. Quorum.**

A simple majority of the current Committee membership shall constitute a quorum authorized to transact any business duly presented at a meeting of the Committee.

## **Section 6. Order of Business.**

The order of business for Committee meetings generally will be as follows:

- (a) CALL TO ORDER
- (b) ROLL CALL AND INTRODUCTIONS
- (c) ELECTION OF OFFICERS – When appropriate and at least once each year.
- (d) APPROVAL OF MEETING MINUTES
- (e) BUS STOPPERS – Members to submit observed problems in bus operations, preferably in writing before the meeting, and provide a verbal summary in less than 2 minutes.
- (f) ONGOING BUSINESS
- (g) NEW BUSINESS
- (h) ANNOUNCEMENTS
- (i) MEMBERS' FORUM – Members to discuss topics not covered on the agenda or that should be added to a future agenda.
- (j) PUBLIC COMMENT
- (k) ADJOURNMENT

**Section 7. Adjournment.**

The Chair may adjourn a meeting when the discussion of all business on the agenda has concluded or a quorum of the Committee is no longer present at the meeting.

**ARTICLE V: MISCELLANEOUS****Section 1. Reporting.**

The committee shall be asked to address its advice to the Transportation Committee of the Board of Directors. The advice may be conveyed, at the committee's pleasure, by staff or by the committee's appointed spokesperson. In accordance with District practice, advice that involves certain subjects may be referred for further consideration by other committees of the Board, or by the full Board of Directors.

**Section 2. Communications with the District; Requests for Information.**

All member communications to the District related to the Committee, including requests for information or records to support Committee business, should be directed to the staff person designated by the District or submitted to [pac@goldengate.org](mailto:pac@goldengate.org).

**Section 3. Committee Records.**

All Committee records are the property of the District and are subject to public disclosure pursuant to the California Public Records Act (Government Code Sections 7920.000 et seq.). Requests to inspect or copy Committee records should be made to the Secretary of the District by email at [districtsecretary@goldengate.org](mailto:districtsecretary@goldengate.org), or by mail at Golden Gate Bridge, Administration Building, Golden Gate Bridge Toll Plaza, San Francisco, California, 94129. The Secretary of the District will handle all requests for Committee records.

**Section 4. Member Conduct.**

Members are expected to show respect for each other by raising hands, not interrupting, and following time limits for discussion at Committee meetings. Members are expected to respect the Brown Act's open meeting requirements when communicating with each other about subjects within the Committee's jurisdiction.

**Section 5. Conflicts of Interest.**

If a member has a conflict of interest in a matter before the Committee, the member must abstain from making, participating in making, or influencing the making of a decision on that matter. Before the Committee begins discussing an item in which a member has a conflict of interest, the member must state the nature of the conflict on the record, excuse themselves from the meeting, and refrain from any participation in the decision.

**Section 6. Compensation.**

Members will not receive compensation for, or reimbursement of expenses associated with, attendance of Committee meetings. The District will not make any reimbursement or payment in connection with expenses incurred on behalf of the Committee without prior approval of the Board of Directors.

**Section 7. No Standing Subcommittees.**

There shall be no standing subcommittees.

## ARTICLE VI: AMENDMENT OF BYLAWS

These Bylaws may be amended at any meeting of the Committee by a majority vote of the current Committee membership, provided that the amendment has been submitted in writing to the Committee at a previous meeting. Actions by the Board of Directors that replace or supersede these Bylaws or provisions thereof shall take precedence or be incorporated as soon as possible.

Adopted: \_\_\_\_\_, 2023

DRAFT

## Introduction to National Transit Database (NTD)

What is NTD?

- NTD = National Transit Database
- Data reporting was required by Congress in 1974
- Federal Transit Administration (FTA) set up NTD to be repository of financial, operating, and asset data for American transit systems
- NTD data is used to apportion funding to urbanized and rural areas in the U.S.
- Key metrics include:
  - Vehicle revenue miles (VRM)
  - Vehicle revenue hours (VRH)
  - Passenger miles traveled (PMT)
  - Unlinked passenger trips (UPT)
  - Operating expenses (OE)
- NTD data products include:
  - National summaries and trends
  - Profiles of each transit agency
  - Data tables dating back to 1991
  - Monthly ridership information
  - Safety information

The Golden Gate Bridge, Highway and Transportation District's most recent profile is attached.

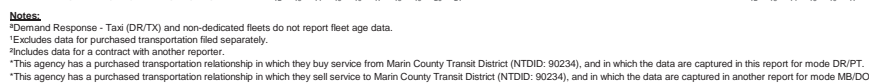
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## Performance Measure Targets - 2022

Performance Measure - Asset Type - Target % not in State of Good Repair
Equipment - Automobiles - 75%
Equipment - Trucks and other Rubber Tire Vehicles - 52%
Facility - Administrative / Maintenance Facilities - 15%
Facility - Passenger / Parking Facilities - 30%
Rolling Stock - BR - Over-the-road Bus - 0%
Rolling Stock - BU - Bus - 0%
Rolling Stock - CU - Cutaway - 0%
Rolling Stock - FB - Ferryboat - 30%

**Summary of Operating Expenses (OE)**

Category	Amount	Percentage
Labor	\$64,059,903	75.2%
Materials and Supplies	\$6,552,531	7.7%
Purchased Transportation	\$1,486,645	1.7%
Other Operating Expenses	\$13,134,722	15.4%
<b>Total Operating Expenses</b>	<b>\$85,233,801</b>	<b>100.0%</b>
Reconciling OE Cash Expenditures	\$19,994,137	
Purchased Transportation (Reported Separately)	\$0	



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## BUS PASSENGERS ADVISORY COMMITTEE (BPAC)

### *Agenda for Wednesday, May 17, 2023*

Convene at 6:00 p.m. – Adjourn by 8:00 p.m.  
Caboose Room – Vivalon  
930 Tamalpais Avenue, San Rafael, CA 94901



1. Roll Call and Introductions
2. Approval of March 15, 2023, Meeting Minutes (*Attached*)
3. Bus Stoppers<sup>1</sup>
4. Ongoing Business (15 minutes)
  - a. San Rafael Transit Center Relocation Update
  - b. Customer Service Update
  - c. Tamalpais Overcrossing Project Update
5. New Business (45 minutes)
  - a. 101 Interchange Project Update
  - b. Strategic Plan Update
  - c. June Service Changes
6. Announcements
7. Members' Forum<sup>2</sup>
8. Public Comment (3 minutes per speaker)
9. Adjournment

Next Meeting: September 20, 2023

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<sup>1</sup> Members to submit observed problems in bus operations, preferably in writing before the meeting, and provide a verbal summary in less than 2 minutes.

<sup>2</sup> Members to discuss topics not covered on the agenda or that should be added to a future agenda.

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## **BUS PASSENGERS ADVISORY COMMITTEE (BPAC)**

*Meeting Minutes for Wednesday, March 15, 2023*



**Committee Members Present:** Scott Kempf, Brian Bailey-Gates, Dan Bell, Mike Combs

**Committee Members Absent:** Fredi Bloom, Jon Horinek, Dave Troup

**District Staff Present:** Jason Cave, Schedules Analyst; Jamos Yeager, Operations Control Center Manager; David Davenport, Principal Planner; Emily DelRoss, Senior Planner

**Guests Present:** Cedar Makhijani

1. **Roll Call:** Scott Kempf opened the meeting at 6:12 p.m. Four members were present, representing a quorum.
2. **Approval of Meeting Minutes:** BPAC members approved the January 18, 2023, meeting minutes.
3. **Bus Stoppers:**
  - a. Dan Bell and Mike Combs reported concerns over the recent increase in cancelled trips and communication of this information to customers. Staff explained that the recent uptick in cancellations is due to an increase in operator absenteeism combined with the existing operator shortage. Operations has selectively pre-scheduled trip cancellations one week in advance to minimize rider impacts. Cancelled trips do not appear in the Transit App or on real-time electronic signs. Riders wishing to see cancelled trip details can click on the “Rider Alerts” banner at the top of the District’s website or sign up for service updates via email. Staff will explore posting signs about cancelled trips at transit center message boards.
  - b. Mike Combs requested the percentage of overall GGT ridership traveling locally in San Francisco. Staff reported that San Francisco local ridership constitutes 17%-18% of total GGT ridership. On commute routes, this increases to 30%-32%, which helps support regional service.
  - c. Mike Combs inquired about the return of ferry feeder service. Staff reported that future service expansions will be based on demand and the availability of parking at Larkspur Ferry Terminal (LFT), as well as the availability of funding and operators. There are no current plans to restore ferry feeder service due to the more than \$400 million deficit over the next five years to restore pre-pandemic service, national operator shortage, and current surplus of available parking at LFT. The District will continue to monitor all these factors and reintroduce service accordingly.
  - d. Dan Bell requested schedule changes to the Route 150 to accommodate connection to the SMART train. Staff noted the challenges of scheduling connections with the infrequency of the train and the clockface headways of the bus. Scheduling staff noted the concern and plans to investigate further.

### **4. Ongoing Business:**

- a. San Rafael Transit Center (SRTC) Relocation Update: Emily DelRoss presented recent developments in the project including Board approval of the “Move Whistlestop” site alternative in December 2022. The District has begun the preliminary design phase of the project and is in the process of establishing a Community Design Advisory Group (CDAG). CDAG will advise on the design on the project and will meet four times through 2023. The group will consist of Marin County residents who represent transit center users and the broad and diverse interests that comprise the surrounding community. District staff and City of San Rafael staff will coordinate contact with individuals who have expressed interest in or provided input on the project, as well as members of community organizations and committees, including BPAC members, to complete the CDAG selection process by the end of April.

**5. New Business:**

- a. Review of Proposed BPAC Bylaws: Emily DelRoss presented draft bylaws to the committee for review and discussion. The creation of bylaws was initiated by the District’s desire to formalize committee procedures and bring greater uniformity across all District advisory committees. Document formatting was taken from recently approved FPAC and PBAC bylaws, both of which were reviewed by the District’s legal counsel, while procedures were pulled from BPAC’s 2018 guidelines document. BPAC members discussed desired alterations to simplify the committee’s existing attendance policy, making it more consistent with other District advisory groups. BPAC members approved the document with edits to Article II, Section 3 regarding member attendance.
- b. March 2023 Service Changes: Emily DelRoss reviewed minor service changes that went into effect on March 12. Changes were made to improve overall system efficiency and included minor schedule adjustments on Routes 114, 132, 154, and 172. Route 114 no longer serves the Spencer Bus Pad and an additional trip was added in each direction. Route 132 will serve the Manzanita Park and Ride only on the first two morning trips.
- c. Five-Year Fare Program: David Davenport reported that the Board authorized the setting of a public hearing to receive comments on the proposed Five-Year Fare Program. In February two virtual public meetings and a public hearing were held to solicit public feedback on the program. The plan detailed four options; each option incrementally increasing fares across all modes every year over the next five years. The Board is expected to select the preferred option at its March Board meeting, with the first fare increase effective July 1, 2023.
- d. Caltrans Tamalpais Drive Overcrossing Project: Emily DelRoss provided an update on this Caltrans project, which aims to redesign the bicycle and pedestrian crossings where Tamalpais Drive passes over US Route 101 to address seismic requirements and improve pedestrian access. District staff recently met with Caltrans, Marin Transit, Transportation Authority of Marin, and the Town of Corte Madera to discuss the project and share the District’s concerns about design elements of the relocated bus pads that could create significant transit delays. The District will continue to engage Caltrans staff to advocate for a transit-friendly design solution. Caltrans is working to complete the environmental review by March 31 and complete design by June 2024, with construction expected to begin in 2025.
- e. Introduction to National Transit Database (NTD): David Davenport provided an overview on the history and purpose of NTD, which is the FTA’s repository for financial, operating, and asset data for public transit providers in the United States. Key metrics

collected include unlinked passenger trips, vehicle revenue hours and miles, passenger miles traveled, and operating expenses. Data is used to apportion funding to urbanized and rural areas. Data is accessible to the public on the NTD website via agency profiles and downloadable spreadsheets.

**6. Announcements:** None.

**7. Members' Forum:**

- a. Dan Bell requested an update on the Highway 37 Carpool and Bus Project.
- b. Dan Bell requested another update on the Caltrans Tamalpais Drive Overcrossing Project.

**8. Public Comment:**

- a. Cedar Makhijani thanked staff for the information shared in the meeting.

**9. Adjournment:** Scott Kempf adjourned the meeting at 7:56 p.m.

Members were advised that the next meeting is scheduled to take place in-person at 6:00 P.M. on Wednesday, May 17, 2023 at Vivalon.

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April 14, 2023

Bus Passengers Advisory Committee  
Scott Kempf, Chair  
[scottkempf@gmail.com](mailto:scottkempf@gmail.com)

Dear Chairperson Kempf:

The Board of Directors of the Golden Gate Bridge, Highway and Transportation District (District) has begun a strategic planning process for the District's future activities and finances. In the first phase of the process, the Board through its Strategic Planning Advisory Committee is collecting ideas on four broad topics:

1. Transportation (including Bridge)
2. Environment and Climate Change Mitigation/Adaptation
3. Finances (Revenue and Expenditure)
4. Labor/Employee Relations

In the second phase, the Board will prioritize the ideas and test them against the five- and ten-year financial projections presented by District staff to its Finance-Auditing Committee Meeting of October 27, 2022 as [Finance Agenda Item No. 9](#).

While we acknowledge many possible overlaps among the topics, the first of them, Transportation, clearly falls within the purview of your committee. Accordingly, we are asking for your input of ideas. These may be grand or highly particular. They might seem visionary or pragmatic. In this first phase, these distinctions are unimportant.

The Strategic Planning Advisory Committee, for its part, established "brainstorming" subcommittees and filled them with volunteers from the broader Board. The subcommittees were tasked with producing ideas and then attempting an initial prioritization, by criteria of their choosing, and in awareness that the test of financial feasibility awaited at a later date. Their results will be reported to the full Board at its meeting on April 28, 2023.

We leave it to you as to how you wish to proceed in this regard. We do ask that you have something for us by the Board's June meeting, if at all possible, and that you assign someone to report it to us.

We value and are grateful for your participation in this effort, and we look forward to hearing from you.

Respectfully yours,

Michael Thériault  
President, Board of Directors

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Agenda Item No. (9)

To: Finance-Auditing Committee/Committee of the Whole  
Meeting of October 27, 2022

From: Jennifer Mennucci, Director of Budget and Electronic Revenue  
Joseph M. Wire, Auditor-Controller  
Denis J. Mulligan, General Manager

Subject: **RECEIVE THE UPDATED FIVE- AND TEN-YEAR FINANCIAL  
PROJECTION**

### **Recommendation**

The Finance-Auditing Committee recommends that the Board of Directors receive the updated five- and ten-year financial projection, as detailed in this staff report.

### **Summary**

#### ***I. Background***

This report contains the Golden Gate Bridge, Highway and Transportation District's (District) five- and ten-year financial projection of operating and capital project revenues and expenses from FY 23/24 through FY 32/33. The projection reflects the maintenance of all current policy decisions – current operating service levels, the current capital project schedule and current revenue assumptions – over the period of the projection. It assumes that the cost will change over time with inflation and that revenues will change according to projections of traffic and transit patronage. *Future* policy decisions to change tolls, fares, and/or service levels are *not* included in this projection.

The projection presents the long-term financial impact of the present baseline level of operations. The projection is not a policy document and therefore does not represent the future direction of the District. That direction will be set by policy decisions made by the Board in the coming year and beyond. Those decisions will change the direction of the District as compared to this projection, i.e., increase or decrease the fiscal strength of the District and, correspondingly, its ability to serve the public.

The projection is the first presented to the Board in three years. The departure from the annual update of the financial projection was a result of the COVID pandemic and the complications associated with projecting revenues and expenditures during that period of extreme uncertainty. As the Board is aware, since the onset of the COVID pandemic, there has been a massive change

to the amount and types of revenues the District is collecting. Similarly, the District is operating significantly different levels of services across its two transit operating divisions. Efforts to project revenues and expenditures in the previous three years would have relied upon scant and evolving information and therefore would have been difficult to trust as a financial planning tool. Now, with the passage of time and more information to analyze, the District is in a better position to project revenue and expenditures into the future. However, given that the impact of the pandemic is still unfolding there is more accuracy risk in this projection than there was in projections from pre-pandemic years.

## II. Fiscal Strength of the District

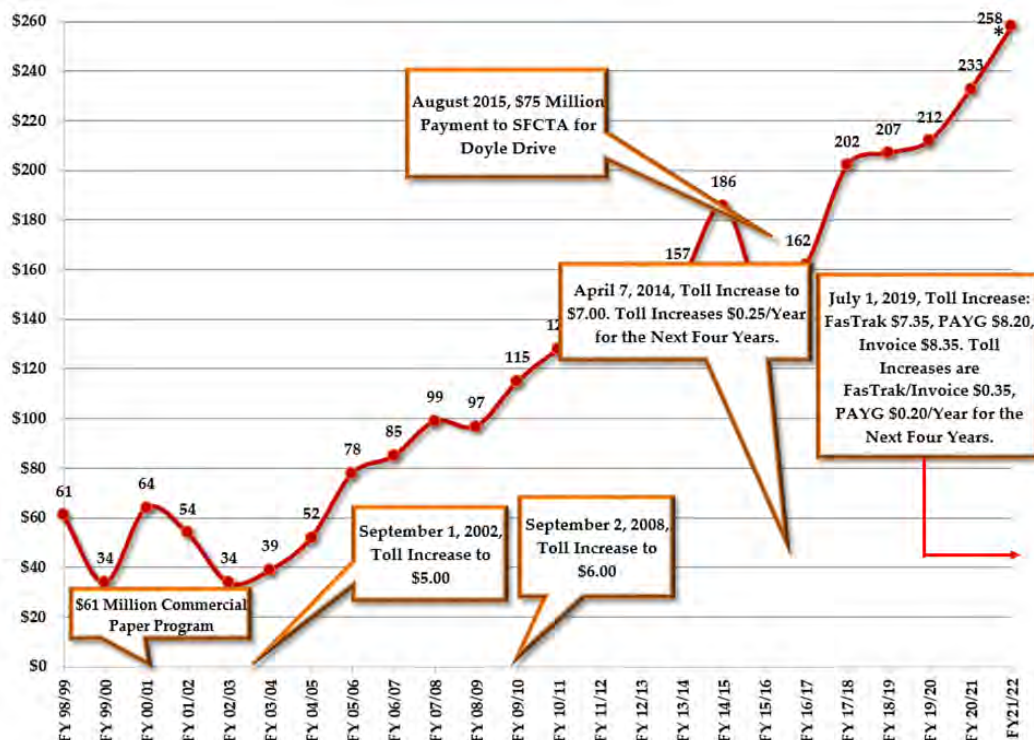
### Summary

The fiscal strength of the District is best tracked by comparing the level of reserve funds available for operating and capital with the time period necessary for the projected needs of the District to exhaust those resources.

### Reserve Level

Historically, the District has maintained reserve funds for capital projects and operating expense emergencies. The amount of these reserves has varied but adequate reserves are essential to the ability of the District to maintain its core assets – the Bridge, the transit rolling stock and infrastructure, and District facilities – and to survive downturns in the economy.

The capital reserve levels for the last + 20 years are displayed in the chart below.

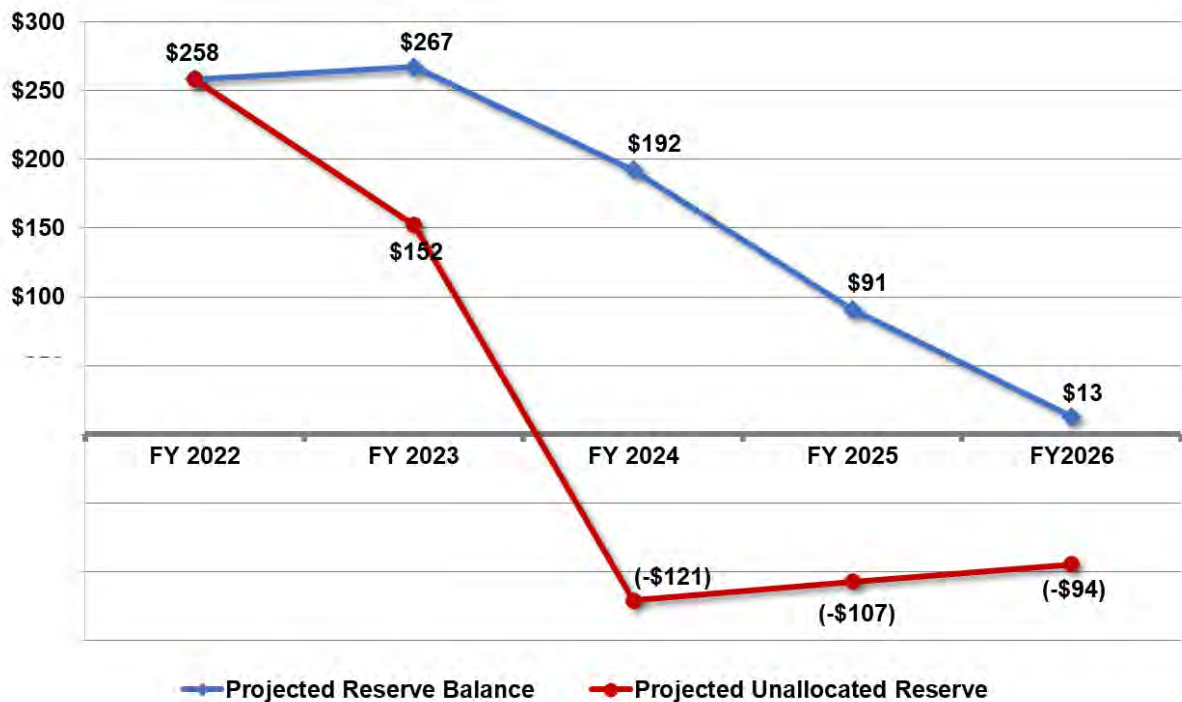


\*Note: Graph amounts represent beginning-of-the-year balances. See Appendix E for more details.

Given the projected funding needs of the capital projects and the liability, and operating reserves over the next few years, and the uncertainty of how much grant funding the District will actually receive, only a portion of the capital reserves are allocated in the FY 22/23 projection. The undetermined funding status of the final phase of the seismic retrofitting of the Bridge is still unknown resulting in the District to take a more conservative approach in allocating its available capital reserve resources (see Appendix D and E for details). Additional funding for new capital projects in future years will need to be raised to fund the full ten-year capital plan in this projection. This projection assumes that necessary funding will be raised by balancing the District's operating budgets over the 5 and 10-year projection period.

In addition to the Capital Project Reserves, the District holds reserves for operations, emergencies, Bridge self-insured losses, other legal liabilities and debt services reserves (See Appendix E). These reserves are not considered available for capital projects.

The District accumulates reserves through its operating budget. Those reserves are set aside until the Board allocates them to fund the District's share of the capital projects or to cover temporary operating budget shortfalls. After funds are allocated by the Board, they are spent out over one to several years depending on the particular project. The following graph represents a projection of how the current total of capital reserves as presented in the District's FY 22/23 Adopted Budget would be allocated (Projected Unallocated Reserve line) and spent out (Projected Reserve Balance line) if capital projects are undertaken as laid out in the Ten-Year Capital Plan.



Note: Graph amounts represent beginning-of-the-year balances but do not represent GASB 68 and GASB 75 accounting changes.

### ***How Reserves Are Funded***

New reserves are accumulated if future operating budgets are balanced. Increases in capital project reserves occur through three mechanisms; 1) the capital reserve contribution set aside; 2) depreciation expense; and, 3) Bridge self-insurance against losses. The tradeoffs between which capital projects to begin and when will be decided during the future year budget process. (For more information regarding the capital contribution or reserve structure, see Appendix D and E).

In addition to the above, the District's reserves have increased due to its policy of utilizing one-time Federal Funds first in order to preserve toll revenue for future uses (and thereby increase the District reserves). The current cumulative toll revenue carryforward is \$55.9M. In this projection, these funds are included in the District's reserves.

### ***III. Current Projection Findings***

The findings of the revised five- and ten-year projection for revenues and expenses are summarized in the following table. A year-by-year summary table and detailed operating and capital revenue and expense tables are in the appendices. The basis for the projected expenditures is the FY22/23 budget, with additional adjustments upward to account for costs associated with a return to full, pre-COVID transit service.

	<b>Year 1 FY 23/24 Estimate</b>	<b>Sub Total Year 1 – 5 Estimate</b>	<b>Total Year 1 – 10 Estimate</b>
Total Operating Expenditures with Capital Contribution (Based on FY22/23 Budget*) (\$M)	\$283	\$1,503	\$3,226
<u>Total Operating Revenues with One-Time Federal (\$M)</u>	<u>\$247</u>	<u>\$1,080</u>	<u>\$2,129</u>
Total Operating & Capital Surplus (Shortfall)	(\$36)	(\$423)	(\$1,098)

\* Adjusted for full transit service

The projected shortfall exists because projected expenses rise over the ten-year measurement period but many of the sources of revenue do not. The revenue sources will only increase through future public action. Over the ten-year measurement period, District expenditures are projected to increase by \$480M. The primary drivers of increases in expenditures include salary costs (\$117M), medical insurance costs (\$88M), and depreciation due to finishing of major projects in the ten-year timeframe (\$116M).

It is important to note that the current five-year toll plan will end following the increase scheduled for FY23/24. Additionally, there are no approved scheduled increases in transit fares during the 10-year projection period. The District assumes some growth in bridge traffic (up to ~84% of pre-COVID southbound crossings) bus ridership (up to ~42.5% of pre-COVID ridership), and ferry

ridership (up to 48% of pre-COVID ridership). Combining modest growth with static toll and transit pricing limits the future growth of revenue in the District's operating divisions.

### ***Capital Contribution***

The FY 22/23 Adopted Budget was approved with the \$21M capital reserve contribution amount. A capital reserve contribution of \$21M is required to fund the projected ten-year capital plan.

The annually updated ten-year Capital Plan is the basis for determining the annual Capital Reserve Contribution need. As the projection moves forward one year, new capital projects become part of the projection and need to be funded through the projected capital reserve contribution. The projected ten-year District capital need is estimated at \$620M compared to the \$475M projected three years ago. After accounting for funds contributed by depreciation, the use of \$180M in District reserves offset by the projected increase in capital project costs and financing risk, the necessary capital contribution from District Operations is approximately \$210M or \$21M annually for the ten-year period (See Appendix D for detail).

### ***Comparison to the Previous Projection***

For comparison purposes, the projected five-year revenue over expense shortfall of \$423M is approximately \$410M higher than the \$13M presented in the previous projection of September 26, 2019. Similarly, the projected ten-year revenue over expense shortfall of \$1,098M is approximately \$925M higher than the \$173M presented in the previous projection.

The increase in the five- and ten-year projected shortfall is primarily due to impacts of the COVID pandemic on operating revenues and expenditures and that there is only one year of scheduled toll increases and no scheduled fare increases in this projection.

The five- and ten-year projection is significantly different than the last projection completed three years ago. Please note that these projections do cover different periods of time. When comparing one projection to another, it is difficult to recognize the actual change in the projection unless one focuses on the same period in time.

***Alternative Scenario – Low Expenditure Growth***

The District considered a scenario which tracks more closely with current service levels and associated expenses. The findings of the “Low Expenditure Growth” five- and ten-year projections for revenues and expenses are summarized in the following table. The basis for the projected expenditures are actual expenditures from FY21/22. The basis for the projected revenues is the same as the current projection presented above (except that in the “Low Expenditure Growth” scenario some one-time Federal funding will be used beyond FY23/24).

	<b>Year 1 FY 23/24 Estimate</b>	<b>Sub Total Year 1 – 5 Estimate</b>	<b>Total Year 1 – 10 Estimate</b>
Total Operating Expenditures with Capital Contribution (Based on FY21/23 Actuals) (\$M)	\$238	\$1,267	\$2,727
<u>Total Operating Revenues with One-Time Federal (\$M)</u>	<u>\$238</u>	<u>\$1,080</u>	<u>\$2,129</u>
Total Operating & Capital Surplus (Shortfall)	\$0	(\$187)	(\$598)

For comparison purposes, the projected five-year revenue over-expense shortfall of \$423M in the current projection is approximately \$236M higher than the \$187M deficit associated with the low expenditure growth scenario. Similarly, the projected ten-year revenue over expense shortfall of \$1,098M in the current projection is approximately \$600M higher than the \$598M deficit associated with the low expenditure growth scenario.

***Analysis on Return to Pre-COVID Conditions***

During previous Board meetings, there have been discussions regarding how the COVID pandemic has and will continue to impact the District finances into the future. Prior to the COVID pandemic, the District projected a deficit over both the five- and ten-year periods. These deficits have only increased as a result of the COVID pandemic as shown above. While the District is unable to predict trends in future traffic and ridership, we can help illustrate that the District’s financial position should southbound crossings and ridership trends revert to pre-COVID patterns. The analysis shows that the District would struggle financially to fund a full-service operation assuming pre-COVID revenue trends and operations levels due to the rapid increase in costs associated with operating the pre-COVID level of service today

To demonstrate this dynamic, the District created a scenario for comparison, whereby pre-COVID revenue assumptions (including an adjustment for the new Angel Island ferry service) are compared to projected expenditures based on the FY22/23 budget, with additional adjustments upward to account for costs associated with a return to full, pre-COVID transit service. The result of that work is shown below:

	<b>Year 1 FY 23/24 Estimate</b>	<b>Sub Total Year 1 – 5 Estimate</b>	<b>Total Year 1 – 10 Estimate</b>
Total Operating Expenditures with Capital Contribution (Based on FY22/23 Budget*) (\$M)	\$283	\$1,503	\$3,226
<u>Total Operating Revenues (Pre-COVID**) (\$M)</u>	<u>\$265</u>	<u>\$1,326</u>	<u>\$2,658</u>
<u>Total Operating &amp; Capital Surplus (Shortfall)</u>	<u>(\$18)</u>	<u>(\$177)</u>	<u>(\$568)</u>

\* Adjusted for full transit service

\*\* Includes Angel Island ferry service projected revenues

For revenue projections, the District extended the previous (pre-COVID) revenue projections for three years (ending FY2032/33) using the same pre-COVID assumptions used three years ago. For expenditures projections, the District used the FY22/23 Adopted Budget (with a few adjustments to account for increases to full pre-COVID operations) as a basis for projections.

The comparison is useful in that it shows that even if trends in southbound crossings and transit ridership reverted to pre-COVID patterns, the revenue generated from those services would be significantly short of covering the cost of a full service of transit operations.

#### ***IV. Assumptions***

The assumptions used to build the projection are very important to the findings. Whether the assumption is the inflation rate used to inflate salary and expense costs or the list of capital projects to be undertaken, all assumptions have an impact on the findings. However, a change to any one of the inflation assumptions or capital projects will not dramatically change the findings in this report. Since the projection is neither a policy document, nor a direction for the District, but a status quo baseline to be used to provide a benchmark for future policy decisions, assumptions have been chosen that provides the greatest likelihood that the projection will correctly reflect a status quo future. The major operating revenue and expense assumptions are listed in Appendix B.

#### ***Capital Project Revenue and Expense Assumptions***

The FY 23/24 through FY 32/33 Ten-Year Capital Projection, provided in Appendix C, identifies a \$2.0 billion capital need over the next ten years requiring a District contribution of \$620M. This plan has been structured to systematically maintain and sustain existing Bridge, Bus and Ferry capital investments within existing staff resources.

Grants are generally assumed to fund 80% of Transit rehabilitation and replacement projects, consistent with prior experience and 80% of the core Bridge rehabilitation projects. The 80% grant funding assumption is based on past experience but will be reviewed each year to reflect current experience. All projects have been reviewed and rated essential for the continued operation of the

District and the timing of each project balances the operational need for the project with the availability of staff resources to complete the project in a timely fashion.

***Alternative Capital Revenue Assumption Scenarios***

Historically, the ten-year Capital projections assume 80% grant funding for major Bridge projects (See table on the following page for a list of projects). The Board requested an analysis on what the size of the resource need would be if less grant funding were obtained for these Capital projects. The following is a summary of the results:

<b>Capital Revenue Assumption Scenarios (In Millions)</b>	<b>10-Year Resource Need</b>	<b>Variance from 80% Funding Level</b>
Grant Funding Level approx. at 80%	\$ 1,098	\$ 0
Grant Funding Level 50%	\$ 1,337	\$ 240
Grant Funding Level 30%	\$ 1,590	\$ 492

For example, here are some of the major projects that assume approximately 80% of grant funding.

**BRIDGE DIVISION**  
(All numbers in thousands)

<b>Capital Project Detail</b>	<b>10 - Year Total</b>
<b>Bridge Seismic Retrofit</b>	
Phase IIIB Design/Construction	\$957,860
<b>Bridge Access Systems:</b>	
North End Access Systems	\$20,000
South Approach & Arch Access Systems	\$20,000
<b>Safety/Security Enhancements:</b>	
Suicide Deterrent-Construction	\$206,630
<b>Paint/Erosion Rehabilitation:</b>	
North Tower Paint Rehabilitation	\$30,000
<b>Roadway Rehabilitation:</b>	
Bridge Pavement Repair	\$30,000



***V. Next Steps***

The Board of Directors may undertake a strategic planning process under acknowledgment of the contingent nature imposed on it by the uncertainties of COVID-19.

**Fiscal Impact**

There is no direct fiscal impact. The report provides a ten-year projection of the potential fiscal impact of the current policy.

- Appendices:**
- A. and A-1. Projection and Revenue Detail
  - B. Assumptions
  - C. Ten-Year Capital Plan Projection
  - D. Capital Contribution Calculation
  - E. Reserve Structure

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**Appendix A**  
**Golden Gate Bridge, Highway & Transportation District Operating Budget Projection**  
**Five-Year and Ten-Year Financial Projections FY 23/24 - FY 32/33**  
**All Figures Rounded to (\$000)**

80% Grant Funded

	Year 1 <u>FY 2024</u> <u>Estimate</u>	Year 2 <u>FY 2025</u> <u>Estimate</u>	Year 3 <u>FY 2026</u> <u>Estimate</u>	Year 4 <u>FY 2027</u> <u>Estimate</u>	Year 5 <u>FY 2028</u> <u>Estimate</u>	Year 6 <u>FY 2029</u> <u>Estimate</u>	Year 7 <u>FY 2030</u> <u>Estimate</u>	Year 8 <u>FY 2031</u> <u>Estimate</u>	Year 9 <u>FY 2032</u> <u>Estimate</u>	Year 10 <u>FY 2033</u> <u>Estimate</u>	Total 5 Year <u>Estimate</u>	Total 10 Year <u>Estimate</u>
<b>Agency Expense:</b>												
Salaries	\$ 86,481	\$ 88,470	\$ 90,504	\$ 92,677	\$ 94,901	\$ 97,178	\$ 99,511	\$ 101,899	\$ 104,345	\$ 106,849	\$ 453,032	\$ 962,814
Fringe Benefits (Incl PR Taxes)	\$ 74,110	\$ 77,194	\$ 77,981	\$ 80,055	\$ 83,079	\$ 85,922	\$ 88,578	\$ 91,339	\$ 94,210	\$ 97,196	\$ 392,418	\$ 849,663
Professional Services	\$ 33,691	\$ 34,466	\$ 35,258	\$ 36,104	\$ 36,970	\$ 37,857	\$ 38,766	\$ 39,696	\$ 40,648	\$ 41,623	\$ 176,488	\$ 375,079
Fuel & Related Taxes	\$ 11,907	\$ 12,181	\$ 12,461	\$ 12,760	\$ 13,066	\$ 13,380	\$ 13,701	\$ 14,030	\$ 14,367	\$ 14,712	\$ 62,376	\$ 132,565
Repair & Operating Supplies	\$ 9,695	\$ 9,918	\$ 10,146	\$ 10,390	\$ 10,639	\$ 10,894	\$ 11,156	\$ 11,424	\$ 11,698	\$ 11,978	\$ 50,788	\$ 107,938
Insurance, Taxes & Permits	\$ 11,164	\$ 11,421	\$ 11,683	\$ 11,964	\$ 12,251	\$ 12,545	\$ 12,846	\$ 13,154	\$ 13,470	\$ 13,793	\$ 58,482	\$ 124,289
Purchased Transportation	\$ 2,058	\$ 2,106	\$ 2,154	\$ 2,206	\$ 2,259	\$ 2,313	\$ 2,368	\$ 2,425	\$ 2,483	\$ 2,543	\$ 10,782	\$ 22,915
Staff Development	\$ 1,146	\$ 1,172	\$ 1,199	\$ 1,228	\$ 1,257	\$ 1,287	\$ 1,318	\$ 1,350	\$ 1,382	\$ 1,415	\$ 6,002	\$ 12,755
Leases & Rentals	\$ 1,153	\$ 1,179	\$ 1,207	\$ 1,236	\$ 1,265	\$ 1,296	\$ 1,327	\$ 1,358	\$ 1,391	\$ 1,424	\$ 6,040	\$ 12,836
Debt Service-Interest Expense	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 6,500	\$ 13,000
Depreciation	\$ 14,180	\$ 17,746	\$ 20,137	\$ 20,098	\$ 20,978	\$ 23,753	\$ 25,803	\$ 27,875	\$ 28,919	\$ 29,613	\$ 93,138	\$ 229,100
<b>Total Expenses</b>	<b>\$ 246,883</b>	<b>\$ 257,151</b>	<b>\$ 264,030</b>	<b>\$ 270,016</b>	<b>\$ 277,965</b>	<b>\$ 287,725</b>	<b>\$ 296,673</b>	<b>\$ 305,850</b>	<b>\$ 314,213</b>	<b>\$ 322,447</b>	<b>\$ 1,316,046</b>	<b>\$ 2,842,954</b>
<b>Known Changes:</b>												
Bus Operator Full Service Adjustment	12,296	12,579	12,868	13,177	13,493	13,817	14,149	14,488	14,836	15,192	64,413	136,895
Ferry Casual Full Service Adjustment	604	618	632	648	663	679	695	712	729	747	3,165	6,728
Total Diesel Full Service Adjustment	2,674	2,735	2,798	2,865	2,934	3,004	3,076	3,150	3,226	3,303	14,006	29,766
<b>Total Known Changes</b>	<b>15,574</b>	<b>15,932</b>	<b>16,299</b>	<b>16,690</b>	<b>17,090</b>	<b>17,500</b>	<b>17,921</b>	<b>18,351</b>	<b>18,791</b>	<b>19,242</b>	<b>81,585</b>	<b>173,389</b>
<b>Sub-Total Expense</b>	<b>\$ 262,457</b>	<b>\$ 273,083</b>	<b>\$ 280,329</b>	<b>\$ 286,706</b>	<b>\$ 295,055</b>	<b>\$ 305,225</b>	<b>\$ 314,594</b>	<b>\$ 324,201</b>	<b>\$ 333,004</b>	<b>\$ 341,689</b>	<b>\$ 1,397,630</b>	<b>\$ 3,016,343</b>
<b>Capital Contribution</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 21,000</b>	<b>\$ 105,000</b>	<b>\$ 210,000</b>
<b>Total Expense</b>	<b>\$ 283,457</b>	<b>\$ 294,083</b>	<b>\$ 301,329</b>	<b>\$ 307,706</b>	<b>\$ 316,055</b>	<b>\$ 326,225</b>	<b>\$ 335,594</b>	<b>\$ 345,201</b>	<b>\$ 354,004</b>	<b>\$ 362,689</b>	<b>\$ 1,502,630</b>	<b>\$ 3,226,343</b>
<b>Total Operating Revenues</b>	<b>\$ 203,541</b>	<b>\$ 205,670</b>	<b>\$ 207,487</b>	<b>\$ 209,352</b>	<b>\$ 210,070</b>	<b>\$ 209,961</b>	<b>\$ 209,854</b>	<b>\$ 209,748</b>	<b>\$ 209,643</b>	<b>\$ 209,539</b>	<b>\$ 1,036,120</b>	<b>\$ 2,084,865</b>
<b>Total Net Surplus/(Deficit) before one-time federal funding and toll revenue carryover</b>	<b>\$ (79,916)</b>	<b>\$ (88,413)</b>	<b>\$ (93,842)</b>	<b>\$ (98,354)</b>	<b>\$ (105,985)</b>	<b>\$ (116,264)</b>	<b>\$ (125,740)</b>	<b>\$ (135,453)</b>	<b>\$ (144,361)</b>	<b>\$ (153,150)</b>	<b>\$ (466,510)</b>	<b>\$ (1,141,478)</b>
One-time Federal Funding	\$ 43,765	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,765	\$ 43,765
<b>Sub-total before Toll Revenue Carryover</b>	<b>\$ (36,152)</b>	<b>\$ (88,413)</b>	<b>\$ (93,842)</b>	<b>\$ (98,354)</b>	<b>\$ (105,985)</b>	<b>\$ (116,264)</b>	<b>\$ (125,740)</b>	<b>\$ (135,453)</b>	<b>\$ (144,361)</b>	<b>\$ (153,150)</b>	<b>\$ (422,746)</b>	<b>\$ (1,097,713)</b>
<b>Total Net Surplus/(Deficit)</b>	<b>\$ (36,152)</b>	<b>\$ (88,413)</b>	<b>\$ (93,842)</b>	<b>\$ (98,354)</b>	<b>\$ (105,985)</b>	<b>\$ (116,264)</b>	<b>\$ (125,740)</b>	<b>\$ (135,453)</b>	<b>\$ (144,361)</b>	<b>\$ (153,150)</b>	<b>\$ (422,746)</b>	<b>\$ (1,097,713)</b>
<b>Bridge Expense</b>												
Bridge Expense	\$ 100,322	\$ 104,682	\$ 107,648	\$ 110,266	\$ 113,793	\$ 118,497	\$ 121,688	\$ 124,961	\$ 129,943	\$ 132,850	\$ 536,711	\$ 1,164,650
<b>Transit Expense</b>	<b>\$ 183,135</b>	<b>\$ 189,401</b>	<b>\$ 193,681</b>	<b>\$ 197,440</b>	<b>\$ 202,262</b>	<b>\$ 207,728</b>	<b>\$ 213,906</b>	<b>\$ 220,240</b>	<b>\$ 224,061</b>	<b>\$ 229,839</b>	<b>\$ 965,919</b>	<b>\$ 2,061,694</b>
<b>Cumulative Toll Revenue Carryover</b>	<b>\$ 55,869</b>	<b>\$ 55,869</b>	<b>\$ 55,869</b>	<b>\$ 55,869</b>	<b>\$ 55,869</b>	<b>\$ 55,869</b>	<b>\$ 55,869</b>	<b>\$ 55,869</b>	<b>\$ 55,869</b>	<b>\$ 55,869</b>	<b>\$ 279,346</b>	<b>\$ 558,692</b>

**Appendix A**  
**Golden Gate Bridge, Highway & Transportation District Operating Budget Projection**  
**Five-Year and Ten-Year Financial Projections FY 23/24 - FY 32/33**

**Revenue Detail**  
**All Figures Rounded to (\$000)**

<b>Revenue Categories</b>	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total	Total
	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>	<u>FY 2030</u>	<u>FY 2031</u>	<u>FY 2032</u>	<u>FY 2033</u>	<u>5 Year</u>	<u>10 Year</u>
	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>	<u>Estimate</u>
Bridge Tolls	\$ 144,067	\$ 145,130	\$ 146,194	\$ 147,257	147,257	\$ 147,257	\$ 147,257	\$ 147,257	\$ 147,257	\$ 147,257	\$ 729,905	\$ 1,466,190
Transit Fares	17,635	17,635	17,635	17,635	17,635	17,635	17,635	17,635	17,635	17,635	88,175	176,349
Investment Income	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	12,500	25,000
Ferry Concessions	-	-	-	-	-	-	-	-	-	-	-	-
Other (Incl Adv. & Leases)	3,220	3,220	3,220	3,220	3,220	3,220	3,220	3,220	3,220	3,220	16,099	32,198
RM2 Local funding	2,355	2,355	2,355	2,355	2,355	2,355	2,355	2,355	2,355	2,355	11,775	23,550
Local Funds (MCTD Contract)	11,863	12,209	12,221	12,587	12,965	12,965	12,965	12,965	12,965	12,965	61,843	126,665
Federal/State/Local Funds	21,901	22,621	23,363	23,799	24,139	24,030	23,923	23,817	23,712	23,608	115,823	234,913
<b>Sub-Total</b>	<b>\$ 203,541</b>	<b>\$ 205,670</b>	<b>\$ 207,487</b>	<b>\$ 209,352</b>	<b>\$ 210,070</b>	<b>\$ 209,961</b>	<b>\$ 209,854</b>	<b>\$ 209,748</b>	<b>\$ 209,643</b>	<b>\$ 209,539</b>	<b>\$ 1,036,120</b>	<b>\$ 2,084,865</b>
<b>One-time Federal Funding</b>												
- ARP Tranche III	\$ 43,765	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 43,765	\$ 43,765
<b>Sub-Total One-Time Federal Funding</b>	<b>\$ 43,765</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 43,765</b>	<b>\$ 43,765</b>
<b>Total Revenue</b>	<b>\$ 247,306</b>	<b>\$ 205,670</b>	<b>\$ 207,487</b>	<b>\$ 209,352</b>	<b>\$ 210,070</b>	<b>\$ 209,961</b>	<b>\$ 209,854</b>	<b>\$ 209,748</b>	<b>\$ 209,643</b>	<b>\$ 209,539</b>	<b>\$ 1,079,885</b>	<b>\$ 2,128,630</b>
Bridge Revenue	\$ 146,775	\$ 147,838	\$ 148,901	\$ 149,964	\$ 149,964	\$ 149,964	\$ 149,964	\$ 149,964	\$ 149,964	\$ 149,964	\$ 743,442	\$ 1,493,263
Transit Revenue	\$ 100,531	\$ 57,832	\$ 58,586	\$ 59,388	\$ 60,105	\$ 59,997	\$ 59,890	\$ 59,784	\$ 59,679	\$ 59,575	\$ 336,443	\$ 635,367

## Appendix B

### Golden Gate Bridge, Highway and Transportation District Five- and Ten-Year Financial Projection for FY 23/24 – FY 32/33

#### CATEGORY ASSUMPTIONS

##### Operating Revenue

**General Assumption: The FY 22/23 Budgeted amounts have been used as the basis for all revenue and expense projections.**

##### Bridge Tolls

Due to the COVID pandemic, Bridge southbound traffic are measured by a projected percentage of pre-COVID southbound traffic. In FY21-22, southbound traffic was 80.5% of pre-COVID southbound traffic and is projected at 82% pre-COVID southbound traffic for FY22/23. Moving beyond this fiscal year, the projection assumes a flat annual increase of 0.75% for FY23/24 – FY26/27 (FY26/27 equaling 84% of pre-COVID southbound traffic). The projection fixes this 84% of pre-COVID southbound traffic for the remainder of the projection period (FY27/28– FY32/33). There is a final toll increase in FY23/24, but no toll revenue increases for the remaining fiscal years. Prior to the COVID pandemic, there was a long-term trend of decreases in southbound crossings. This projection provides an offset to this long-term trend with potential increases in southbound traffic coming out of the COVID pandemic before flattening out.

##### Bus Transit

Due to the COVID pandemic, Regional Bus passengers are measured by a projected percentage of pre-COVID ridership. In FY21-22, bus ridership was 33.75% of pre-COVID bus ridership. Bus ridership is projected to increase to 38.5% in FY22/23. Moving beyond this fiscal year, the projection assumes a flat 42.5% pre-COVID bus ridership from FY23/24 – FY32/33. No transit fare increase is assumed in the 10-year projection. Marin Transit contract ended in FY21-22. Marin Transit contract revenue is assumed at the level of service. Prior to the COVID pandemic, there was a long-term trend of decreases in transit ridership. This projection provides an offset to this long-term trend with potential increases in transit coming out of the COVID pandemic before flattening out.

##### Ferry Transit

Due to the COVID pandemic, Ferry passengers are measured by a projected percentage of pre-COVID ridership. In FY21-22, Ferry ridership was 28% of pre-COVID Ferry ridership. Ferry ridership is projected to increase to 47% in FY22/23. Moving beyond this fiscal year, the projection assumes a flat 48% pre-COVID ferry ridership from FY23/24 – FY32/33. The 5 year transit fare increase program ended in FY21-22. No transit fare increase is projected in the 10-year projection. Prior to the COVID pandemic, there was a long-term trend of decreases in transit ridership. This projection provides an offset to this long-term trend with potential increases in transit coming out of the COVID pandemic before flattening out.

##### Local Funds

The District has executed an updated inter-agency agreement with Marin Transit for local fixed route bus service. This agreement has a range of potential amounts that the District can anticipate annually. At this time, it is anticipated that Marin Transit will purchase an additional 75,000 revenue hours annually, and thus the high estimates for revenues are used through FY27/28 and fixed out through the remainder of the projection period. This projection assumes Marin Transit contract revenue at the same level of service. The amount of RM2 budgeted in FY22/23 is used in the 10 year projection.

##### State Funding

All State Transit Assistance (STA) is based on diesel tax revenue growth, which is anticipated to continue ~3% growth rate through 2026, when it will level off and begin decline due to EV adoption. All other inputs (population, revenue, and service shares) are held constant. For Transportation Development Act (TDA), the estimate is based statewide sales-tax projections from CA Finance and LAO. CA LAO estimates a ~3% escalation in future years. For the projection, growth is projected at 3% for first five years of the projection and flat thereafter.

## Appendix B

### Golden Gate Bridge, Highway and Transportation District Five- and Ten-Year Financial Projection for FY 23/24 – FY 32/33

#### CATEGORY ASSUMPTIONS

##### Federal Funding

It is assumed in the projection that the remaining balance of ARP Tranche II funding will be used in FY22/23. Additionally, approximately \$31.2M of ARP Tranche III funding will be used in FY22/23, and the remaining balance of ARP Tranche III funding will be used in FY23/24..

##### Investment Income

Interest on investment is based on the amount budgeted in FY22/23, which is used as the projection the following 10 years.

##### Other Revenue

Other Revenue is based on the amount budgeted in FY22/23, which is used as the projection the following 10 years.

#### Operating Expense

##### CPI Rates

Projected CPI rates are based on projections provided by the Congressional Budget Office (CBO). Projected rates for 2023 – 2033 range from 2.4 – 2.7%.

##### Salaries

Salary increases for non-Bus Operators are based on current negotiated (and agreed upon) increases of wage rates for the FY22/23. Beyond FY22/23, CPI rate projections are used to estimate increases in salaries for the remaining years of the projection. No salary increase is included for ATU-represented employees in FY22/23, but the projection does include salary increases based on CPI rate projections beyond FY22/23.

## Appendix B

### Golden Gate Bridge, Highway and Transportation District Five- and Ten-Year Financial Projection for FY 23/24 – FY 32/33

#### CATEGORY ASSUMPTIONS

##### Pension

PERS Pension (Employer Responsibility) is based on CalPERS actuarial estimates of 35.7%, 36.2%, 32.3%, 30.7% and 30.5% for the years FY23/24 through FY27/28 respectively. This projection assumes that pension cost continues to remain flat for the years of FY 28/29 - FY 32/33. This projection assumes that the ATU pension rate (34.5%) continues to remain flat for the years of FY23/24-FY32/33. IBU & MEBA pension rates continue to remain flat for the years of FY23/24-FY32/33.

##### Medical Insurance

Projection assumes increase of 5.5% - 6.0% for the years FY23/24 - FY25/26 and between 4.8% and 5.9% for the years FY26/27 - FY32/33 based on Center for the Medicare/Medicaid Office of the Actuary projections for Health Insurance increases.

##### OPEB

Projections assumes a 3.25% annual increase over the 10 year projection.

##### Workers' Compensation

Workers' Compensation is based on five-year average (FY17/18 – FY21/22) and are projected to increase based on CPI rates.

##### Debt Service Payment

Projection assumes actual expenses in FY21/22, which is used as the projection the following 10 years.

##### All other expenses not mentioned above

Projection assumes use CPI-U projected rates of inflation from CBO.

##### Depreciation

Based on the 10-Year Capital Expenditure Plan, major projects that are projected to be complete for the first five years are as follows: Seismic Phase IIIB CM/GC, GGB Wind Retrofit, Suicide Deterrent, South Approach & Pier Security Improvement, Main Cable Access, South Approach Viaduct Stringer Rehabilitation, Bridge Pavement Repair, Toll System Upgrade, Conventional Over the Road Coaches Replacement, SRTC Relocation PS&E/CON, Purchase of New Vessel, New Ferry Slip, Mission Bay, LFT Berth and Channel Dredging Construction and Gangway & Piers-Sausalito Construction.

For the last five years, major capital projects that are assumed completed are Seismic IIIB Construction and Financing, North End Access System, South Approach Viaduct Stringer Rehab, North Tower Paint Rehabilitation, Fort Point Arch Paint Rehabilitation, Cable Band Rehab Construction, Permanent Toll Collection Gantry & Pavement Rehab, ZEB Over the Road Coaches, D1 ZEB Infrastructure, D1 Bus Lot Campus Redevelopment, Ph2-Construction, MV Del Norte End of Useful Life Replacement, Ferry CARB Compliance Plan(DES/Con), MV Napa and MV Golden Gate Repower & Capital Improvements, Gangway & Piers-Larkspur & San Francisco Construction, LFT Parking Garage.

## **Appendix B**

### **KNOWN CHANGES**

#### Bus Operators

Updates made to hourly rate, pension contribution and fringe benefits from last fiscal year of full service (FY18/19) to determine the estimated additional costs of providing full bus service.

#### Ferry Casuals

Updates made to hourly rate and fringe benefits from last fiscal year of full ferry service (FY18/19) to determine the estimate the estimated additional costs of providing full ferry service.

#### Fuel

Compared fuel usage in last fiscal year of full transit service (FY18/19) to estimate the additional fuel needed to provide full transit service. The additional fuel required to provide full transit service was multiplied by the estimated cost per gallon of fuel in the FY22/23 budget (\$3.75)



**Appendix C**  
**Golden Gate Bridge, Highway and Transportation District**  
**'Five-Year and Ten-Year Financial Projections FY 23/24 - FY 32/33**

							10-Year Projected Capital Need (\$000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	Future Years	Line Item Total
<b>AGENCY SUMMARY</b>																		
<b>BRIDGE DIVISION</b>																		
GRANT FUNDED	870,656	870,656	-	982,544	93,888	18,000	80,718	191,191	157,370	162,000	158,648	78,980	10,850	15,300	9,600	6,000	-	982,544
DISTRICT FUNDED	391,495	-	391,495	478,585	68,378	18,712	53,940	70,508	49,192	52,350	60,694	37,562	34,000	21,840	7,060	4,350	-	478,585
<b>TOTAL</b>	<b>1,262,152</b>	<b>870,656</b>	<b>391,495</b>	<b>1,461,129</b>	<b>162,266</b>	<b>36,712</b>	<b>134,658</b>	<b>261,698</b>	<b>206,562</b>	<b>214,350</b>	<b>219,342</b>	<b>116,542</b>	<b>44,850</b>	<b>37,140</b>	<b>16,660</b>	<b>10,350</b>	<b>-</b>	<b>1,461,129</b>
<b>BUS DIVISION</b>																		
GRANT FUNDED	210,002	210,002	-	214,352	2,186	563	40,587	7,853	52,824	17,535	17,534	48,948	3,390	10,132	8,000	3,200	1,600	214,352
DISTRICT FUNDED	62,956	-	62,956	73,990	8,662	1,972	11,968	5,247	14,547	7,215	6,694	9,662	1,160	2,963	2,350	1,150	400	73,990
<b>TOTAL</b>	<b>272,958</b>	<b>210,002</b>	<b>62,956</b>	<b>288,342</b>	<b>10,848</b>	<b>2,535</b>	<b>52,555</b>	<b>13,100</b>	<b>67,370</b>	<b>24,750</b>	<b>24,228</b>	<b>58,610</b>	<b>4,550</b>	<b>13,095</b>	<b>10,350</b>	<b>4,350</b>	<b>2,000</b>	<b>288,342</b>
<b>FERRY DIVISION</b>																		
GRANT FUNDED	293,137	293,137	-	319,950	17,502	9,311	41,444	47,094	39,293	33,173	26,933	18,400	28,400	23,200	20,000	15,200	-	319,950
DISTRICT FUNDED	126,117	-	126,117	140,945	11,471	3,357	35,820	26,618	18,876	10,160	6,808	4,675	7,675	6,535	5,075	3,875	-	140,945
<b>TOTAL</b>	<b>419,254</b>	<b>293,137</b>	<b>126,117</b>	<b>460,896</b>	<b>28,974</b>	<b>12,668</b>	<b>77,264</b>	<b>73,712</b>	<b>58,170</b>	<b>43,333</b>	<b>33,741</b>	<b>23,075</b>	<b>36,075</b>	<b>29,735</b>	<b>25,075</b>	<b>19,075</b>	<b>-</b>	<b>460,896</b>
<b>DISTRICT DIVISION</b>																		
GRANT FUNDED	3,668	3,668	-	5,223	1,343	212	284	40	2,400	44	800	100	-	-	-	-	-	5,223
DISTRICT FUNDED	39,583	-	39,583	48,244	6,893	1,767	11,959	3,760	4,893	2,911	2,880	3,420	2,100	1,110	3,400	3,150	-	48,244
<b>TOTAL</b>	<b>43,251</b>	<b>3,668</b>	<b>39,583</b>	<b>53,466</b>	<b>8,236</b>	<b>1,979</b>	<b>12,243</b>	<b>3,800</b>	<b>7,293</b>	<b>2,955</b>	<b>3,680</b>	<b>3,520</b>	<b>2,100</b>	<b>1,110</b>	<b>3,400</b>	<b>3,150</b>	<b>-</b>	<b>53,466</b>
<b>AGENCY TOTAL</b>																		
GRANT FUNDED	1,377,463	1,377,463	-	1,522,069	114,920	28,086	163,033	246,178	251,887	212,752	203,914	146,428	42,640	48,632	37,600	24,400	1,600	1,522,069
DISTRICT FUNDED	620,151	-	620,151	741,764	95,404	25,809	113,686	106,132	87,508	72,636	77,077	55,319	44,935	32,448	17,885	12,525	400	741,764
<b>TOTAL</b>	<b>1,997,614</b>	<b>1,377,463</b>	<b>620,151</b>	<b>2,263,833</b>	<b>210,324</b>	<b>53,895</b>	<b>276,719</b>	<b>352,310</b>	<b>339,395</b>	<b>285,388</b>	<b>280,991</b>	<b>201,747</b>	<b>87,575</b>	<b>81,080</b>	<b>55,485</b>	<b>36,925</b>	<b>2,000</b>	<b>2,263,833</b>

							10-Year Projected Capital Need (\$000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	Future Years	Line Item Total
<b>BRIDGE DIVISION</b>																		
<b>GGB SEISMIC RETROFIT</b>																		
<i>Seismic: Design</i>																		
1923 - Seismic Phase IIIB CM/GC	6,587	6,587	-	9,862	1,775	1,500	3,000	3,587	-	-	-	-	-	-	-	-	-	9,862
<i>Seismic: Construction</i>																		
0000 - Seismic Phase IIIB Construction	870,000	696,000	174,000	870,000	-	-	65,200	195,700	173,900	173,900	173,900	87,400	-	-	-	-	-	870,000
0000 - Seismic Phase IIIB Construction	76,000	60,800	15,200	76,000	-	-	2,000	14,000	21,000	23,000	13,000	3,000	-	-	-	-	-	76,000
1528 - GGB Wind Retrofit	1,268	1,268	-	11,860	10,092	500	1,268	-	-	-	-	-	-	-	-	-	-	11,860
<b>BRIDGE IMPROVEMENTS/REHABILITATION</b>																		
<i>Safety/Security Enhancements</i>																		
1526 - Suicide Deterrent - Construction	54,927	35,153	19,774	206,633	126,706	25,000	30,000	24,927	-	-	-	-	-	-	-	-	-	206,633
0805 - South Approach & Pier Security	3,838	3,071	768	5,000	1,162	-	1,000	2,838	-	-	-	-	-	-	-	-	-	5,000
0000 - Fixed CMS North Approach (#	1,560	-	1,560	1,560	-	-	500	1,060	-	-	-	-	-	-	-	-	-	1,560
1524 - North Anchorage House Security	845	-	845	1,000	155	-	845	-	-	-	-	-	-	-	-	-	-	1,000
1118 - Suicide Deterrent - Design	12	-	12	5,543	5,481	50	12	-	-	-	-	-	-	-	-	-	-	5,543

							10-Year Projected Capital Need (\$000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	Future Years	Line Item Total
<b>Bridge Access Systems</b>																		
0000 - North End Access Systems (#1	20,000	-	20,000	20,000	-	-	-	-	-	-	500	5,000	12,000	2,500	-	-	-	20,000
0000 - South Approach & Arch Acces	19,992	-	19,992	20,000	8	-	-	-	500	5,000	12,000	2,492	-	-	-	-	-	20,000
9826 - Main Cable Access	11,020	-	11,020	13,180	2,160	-	4,000	7,020	-	-	-	-	-	-	-	-	-	13,180
2221 - South Approach Viaduct Strin	5,500	-	5,500	6,000	-	500	5,500	-	-	-	-	-	-	-	-	-	-	6,000
2220 - Fort Point Arch Maintenance	5,400	-	5,400	6,000	-	600	5,400	-	-	-	-	-	-	-	-	-	-	6,000
1922 - Technical Svcs for Bridge Acce	400	-	400	400	-	-	50	50	50	50	50	50	50	50	-	-	-	400
2320 - Main Cable Band Bridge Acces	300	-	300	500	-	200	300	-	-	-	-	-	-	-	-	-	-	500
<b>Improvements/Rehab</b>																		
0000 - Electrical Service to North App	3,960	-	3,960	3,960	-	-	-	-	-	-	-	-	160	1,290	1,660	850	-	3,960
2121 - Toll Plaza Admin Bldg Elevator	109	-	109	590	281	200	109	-	-	-	-	-	-	-	-	-	-	590
0000 - Laneworker Shack	248	-	248	248	-	-	221	27	-	-	-	-	-	-	-	-	-	248
2120 - Trailer F Replacement	145	-	145	145	-	-	145	-	-	-	-	-	-	-	-	-	-	145
0000 - Roadway Lighting	100	-	100	100	-	-	-	-	-	-	100	-	-	-	-	-	-	100
0000 - Toll Plaza Admin Bldg Main En	60	-	60	60	-	-	-	60	-	-	-	-	-	-	-	-	-	60
0000 - Toll Plaza Admin Bldg Entranc	30	-	30	30	-	-	-	30	-	-	-	-	-	-	-	-	-	30

							10-Year Projected Capital Need (\$000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	Future Years	Line Item Total
<b>Paint/Erosion Rehab</b>																		
0000 - North Tower Paint Rehab	30,000	24,000	6,000	30,000	-	-	-	-	-	-	-	500	10,000	15,000	4,500	-	-	30,000
0000 - Fort Point Arch Paint Rehab	7,500	6,000	1,500	7,500	-	-	-	-	-	1,000	4,500	2,000	-	-	-	-	-	7,500
0000 - North Tower Pier Shore Prote	1,000	-	1,000	1,000	-	-	-	1,000	-	-	-	-	-	-	-	-	-	1,000
1822 - North Tower Pier Shore Prote	499	-	499	500	1	-	-	499	-	-	-	-	-	-	-	-	-	500
<b>Roadway Rehab</b>																		
0000 - Bridge Pavement Repair	30,000	15,000	15,000	30,000	-	-	500	500	500	500	5,000	5,000	5,000	5,000	5,000	3,000	-	30,000
1722 - Toll Plaza Pavement Overlay	2,878	-	2,878	3,500	122	500	1,000	1,000	878	-	-	-	-	-	-	-	-	3,500
1424 - Deck Paving Investigation	150	-	150	150	-	-	75	75	-	-	-	-	-	-	-	-	-	150
<b>Structure Rehab</b>																		
0000 - Cable Band Rehab Design	400	320	80	400	-	-	-	200	200	-	-	-	-	-	-	-	-	400
0000 - Cable Band Rehab Constructio	8,200	6,560	1,640	8,200	-	-	-	-	-	2,000	3,500	2,700	-	-	-	-	-	8,200
<b>FACILITIES REHABILITATION</b>																		
<b>Grounds and Roads</b>																		
0000 - Alexander Avenue Pavement I	2,987	-	2,987	3,000	13	-	-	200	200	1,000	1,587	-	-	-	-	-	-	3,000
0000 - Employee Parking Lots & Tunr	2,300	-	2,300	2,300	-	-	-	-	-	400	1,300	600	-	-	-	-	-	2,300
0000 - Merchant Road Rehabilitation	1,800	-	1,800	1,800	-	-	-	-	400	1,400	-	-	-	-	-	-	-	1,800
0000 - Alexander Avenue Slide Repai	850	-	850	850	-	-	-	-	200	200	450	-	-	-	-	-	-	850
0000 - Alexander Avenue Slide Repai	500	-	500	500	-	-	100	300	100	-	-	-	-	-	-	-	-	500
1920 - Alexander Avenue Slope Strer	500	-	500	500	-	-	500	-	-	-	-	-	-	-	-	-	-	500
<b>Maintenance Facilites</b>																		
0000 - Maintenance Facility Relocati	9,150	9,150	-	9,150	-	-	-	-	-	-	-	-	350	800	3,500	4,500	-	9,150
0000 - Fuel Station Upgrade and Reh	820	410	410	820	-	-	720	100	-	-	-	-	-	-	-	-	-	820
0000 - Wash Rack Replacement	755	378	378	755	-	-	-	-	-	300	455	-	-	-	-	-	-	755

							10-Year Projected Capital Need (\$000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	Future Years	Line Item Total
<b>Toll Plaza Buildings</b>																		
0000 - Permanent Toll Collection Gar	30,000	-	30,000	30,000	-	-	-	-	-	-	-	5,000	15,000	10,000	-	-	-	30,000
1820 - Toll Plaza Gantry - Constructio	4,837	-	4,837	10,264	1,927	3,500	3,000	1,837	-	-	-	-	-	-	-	-	-	10,264
0000 - South Visitor Plaza Restrooms	3,000	3,000	-	3,000	-	-	2,000	1,000	-	-	-	-	-	-	-	-	-	3,000
0000 - Toll Plaza Administration Bldg	3,000	2,400	600	3,000	-	-	-	100	800	2,100	-	-	-	-	-	-	-	3,000
0000 - Maintenance Shop Retrofit &	1,690	-	1,690	1,690	-	-	1,190	500	-	-	-	-	-	-	-	-	-	1,690
1821 - IS Data Center Seismic Retrofi	1,388	-	1,388	1,500	112	-	1,000	388	-	-	-	-	-	-	-	-	-	1,500
0000 - Purchasing & Stores Bldg & Rc	860	-	860	860	-	-	760	100	-	-	-	-	-	-	-	-	-	860
0000 - Round House Roof Rehab	590	-	590	590	-	-	-	-	-	-	-	300	290	-	-	-	-	590
2020 - Bridge Admin Office Improver	120	-	120	122	2	-	120	-	-	-	-	-	-	-	-	-	-	122
1921 - Stores Bldg Office Space HVAC	34	-	34	35	1	-	34	-	-	-	-	-	-	-	-	-	-	35
0000 - Ballistic Glass and Blast Mitiga	1,008	-	1,008	1,008	-	-	1,008	-	-	-	-	-	-	-	-	-	-	1,008
<b>INFORMATION SYSTEMS/TECHNOLOGY</b>																		
1525 - Toll System Upgrade	6,333	-	6,333	11,731	4,398	1,000	1,000	1,000	4,333	-	-	-	-	-	-	-	-	11,731
0000 - Radio Subscriber Upgrade	4,000	-	4,000	4,000	-	-	-	1,000	1,000	1,000	1,000	-	-	-	-	-	-	4,000
0000 - Radio System Upgrade	2,000	-	2,000	2,000	-	-	-	500	-	500	-	500	-	500	-	-	-	2,000
0000 - Security Systems	700	560	140	700	-	-	100	100	500	-	-	-	-	-	-	-	-	700
<b>CAPITAL EQUIPMENT</b>																		
<b>Tools and Equipment</b>																		
xx29 - Capital Equipment	20,000	-	20,000	31,033	7,871	3,162	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	-	31,033
<b>TOTAL (BRIDGE)</b>	<b>1,262,152</b>	<b>870,656</b>	<b>391,495</b>	<b>1,461,129</b>	<b>162,266</b>	<b>36,712</b>	<b>134,658</b>	<b>261,698</b>	<b>206,562</b>	<b>214,350</b>	<b>219,342</b>	<b>116,542</b>	<b>44,850</b>	<b>37,140</b>	<b>16,660</b>	<b>10,350</b>		<b>1,461,129</b>

							10-Year Projected Capital Need (\$000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	Future Years	Line Item Total
<b>BUS DIVISION</b>																		
<b>REVENUE VEHICLES</b>																		
<i>Revenue Vehicle Improvements</i>																		
0000 - Replace Fare Collection Equip	5,500	4,565	935	5,500	-	-	-	-	-	500	1,000	3,000	1,000	-	-	-	-	5,500
0000 - Bus Radio Upgrade	2,000	-	2,000	2,000	-	-	-	1,000	1,000	-	-	-	-	-	-	-	-	2,000
<i>Revenue Vehicle Replacements</i>																		
0000 - ZEB Over-the-Road (OTR) Coa	79,317	67,419	11,898	79,317	-	-	9,567	-	24,750	-	-	45,000	-	-	-	-	-	79,317
0000 - Replace Conventional Over-th	35,000	29,750	5,250	35,000	-	-	18,000	-	17,000	-	-	-	-	-	-	-	-	35,000
0000 - Demand Response Vehicle Re	1,358	1,154	204	1,358	-	-	-	-	-	-	1,358	-	-	-	-	-	-	1,358
<i>Safety/Security</i>																		
0000 - Security Systems	1,000	800	200	1,000	-	-	-	-	-	-	-	-	1,000	-	-	-	-	1,000
0000 - Mobile Operations Control Ce	420	-	420	420	-	-	420	-	-	-	-	-	-	-	-	-	-	420
<i>Systemwide</i>																		
0000 - Collision Avoidance System	1,050	840	210	1,050	-	-	500	550	-	-	-	-	-	-	-	-	-	1,050
0000 - ZEB Smart Charging System	250	200	50	250	-	-	-	250	-	-	-	-	-	-	-	-	-	250
0000 - Install LED Yard Lighting at Bu	138	138	-	138	-	-	-	-	-	-	-	-	-	138	-	-	-	138
2231 - Safety Management System (\$	100	-	100	100	-	-	100	-	-	-	-	-	-	-	-	-	-	100
2230 - Automated Passenger Countin	-	-	-	150	10	140	-	-	-	-	-	-	-	-	-	-	-	150

							10-Year Projected Capital Need (\$000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	Future Years	Line Item Total
<b>FACILITIES REHABILITATION</b>																		
<b>D-1: San Rafael</b>																		
0000 - D1 ZEB Infrastructure	33,960	27,168	6,792	33,960	-	-	5,000	5,000	5,000	5,000	5,000	8,960	-	-	-	-	-	33,960
0000 - D-1 Bus Lot Campus Redev, PH	25,000	20,000	5,000	25,000	-	-	-	-	-	-	-	-	1,000	10,000	10,000	4,000	-	25,000
1431 - Resurface D1 Employee Parking	4,004	3,203	801	5,130	626	500	4,004	-	-	-	-	-	-	-	-	-	-	5,130
0000 - D-1 Bus Lot Pavement Rehabilitation	2,500	2,000	500	2,500	-	-	-	-	1,000	1,000	500	-	-	-	-	-	-	2,500
2130 - Zero Emission Bus (ZEB) Infrastructure	1,950	1,560	390	2,000	-	50	250	250	1,450	-	-	-	-	-	-	-	-	2,000
0000 - D-1 Main Shop Utility Rehabilitation	1,900	1,520	380	1,900	-	-	800	1,100	-	-	-	-	-	-	-	-	-	1,900
2131 - D-1 Bus Admin Bldg Roof, HVAC	1,700	-	1,700	1,700	-	-	100	1,500	100	-	-	-	-	-	-	-	-	1,700
0000 - D-1 Body Shop Roof and Coating	1,100	880	220	1,100	-	-	-	600	500	-	-	-	-	-	-	-	-	1,100
0000 - D-1 Fuel Island Building Rehabilitation	850	680	170	850	-	-	750	100	-	-	-	-	-	-	-	-	-	850
0000 - D-1 IT Dispatch Office Rehabilitation	800	640	160	800	-	-	-	-	-	-	-	-	-	800	-	-	-	800
0000 - Elevator for D1 HD Shop Building	650	520	130	650	-	-	-	-	-	-	-	-	-	650	-	-	-	650
0000 - D-1 Bus Lot Campus Redev, PH	400	320	80	400	-	-	-	-	-	-	200	200	-	-	-	-	-	400
0000 - D-1 Fire Alarm System Upgrade	300	240	60	300	-	-	-	-	-	-	-	-	-	300	-	-	-	300
1931 - Bus Division Office Improvement	284	-	284	420	111	25	284	-	-	-	-	-	-	-	-	-	-	420
0000 - D-1 New Warehouse: Parts and Service	225	180	45	225	-	-	-	-	-	-	-	-	-	225	-	-	-	225
0000 - San Rafael Card Access Security	216	173	43	216	-	-	-	-	-	-	-	-	-	216	-	-	-	216
0000 - Automatic Door/Enclosure by	150	120	30	150	-	-	-	-	-	-	-	-	-	150	-	-	-	150
0000 - Extend/Add Mezzanine (FY10)	115	-	115	115	-	-	-	-	-	-	-	-	-	115	-	-	-	115
0000 - Bus Lot Landscapes	100	-	100	100	-	-	-	100	-	-	-	-	-	-	-	-	-	100
0000 - Bus Main Shop Heaters Replacement	91	73	18	91	-	-	-	-	-	-	-	-	-	91	-	-	-	91
2134 - Replace Steam Bay Waste Water	100	-	100	100	-	-	100	-	-	-	-	-	-	-	-	-	-	100
0000 - Injector Room Ventilation	35	28	7	35	-	-	-	-	-	-	-	-	-	35	-	-	-	35
0000 - D-1 Drainage Improvements	25	20	5	25	-	-	-	-	-	-	-	-	-	25	-	-	-	25

							10-Year Projected Capital Need (\$000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	Future Years	Line Item Total
0000 - D-1 Main Shop Roof Replacement	2,000	1,600	400	4,000	-	-	-	-	-	1,000	1,000	-	-	-	-	-	2,000	4,000
0000 - Heavy Duty Shop Hoist	500	-	500	500	-	-	500	-	-	-	-	-	-	-	-	-	-	500
2330 - D1 Bird Netting	-	-	-	20	-	20	-	-	-	-	-	-	-	-	-	-	-	20
<b>D-2: Novato</b>																		
0000 - D2 ZEB Infrastructure	3,000	2,400	600	3,000	-	-	3,000	-	-	-	-	-	-	-	-	-	-	3,000
2132 - D-2 Pavement & Remediation	-	-	-	7,100	6,695	405	-	-	-	-	-	-	-	-	-	-	-	7,100
0000 - D-2 Pavement Rehabilitation	1,700	1,360	340	1,700	-	-	-	-	-	300	600	800	-	-	-	-	-	1,700
0000 - D-2 Wash Rack Improvements	840	672	168	840	-	-	-	-	-	320	520	-	-	-	-	-	-	840
0000 - D-2 Dispatch & Fuel Island Bldg	760	608	152	760	-	-	-	-	320	440	-	-	-	-	-	-	-	760
0000 - D2 Buildings Roof and Painting	900	-	900	900	-	-	900	-	-	-	-	-	-	-	-	-	-	900
<b>D-3: Santa Rosa</b>																		
0000 - D3 ZEB Infrastructure	3,000	2,400	600	3,000	-	-	3,000	-	-	-	-	-	-	-	-	-	-	3,000
2232 - Santa Rosa (D3) Bus Facility Parking Lot Rehabilitation Project	-	-	725	2,475	750	1,000	725	-	-	-	-	-	-	-	-	-	-	2,475
0000 - D-3 Bus Security Improvements	1,500	1,200	300	1,500	-	-	-	-	-	300	1,200	-	-	-	-	-	-	1,500
0000 - D-3 Dispatch & Fuel Island Bldg	900	720	180	900	-	-	-	300	600	-	-	-	-	-	-	-	-	900
0000 - D-3 Wash Rack Improvements	840	672	168	840	-	-	-	-	300	540	-	-	-	-	-	-	-	840
<b>D-4: San Francisco</b>																		
0000 - D4 ZEB Infrastructure	3,000	2,400	600	3,000	-	-	3,000	-	-	-	-	-	-	-	-	-	-	3,000
0000 - D-4 Pavement Rehabilitation	1,500	1,200	300	1,500	-	-	-	-	-	-	-	300	1,200	-	-	-	-	1,500
<b>R-7: San Rafael Transit Center</b>																		
0000 - SRTC Relocation PS&E/CON	45,000	30,000	15,000	45,000	-	-	500	2,000	15,000	15,000	12,500	-	-	-	-	-	-	45,000
1717 - SRTC Relocation Design/Env (1717)	705	579	126	2,907	2,052	150	705	-	-	-	-	-	-	-	-	-	-	2,907
<b>CAPITAL EQUIPMENT</b>																		
xx39 - Capital Equipment	3,500	-	3,500	4,350	605	245	350	350	350	350	350	350	350	350	350	350	-	4,350



							10-Year Projected Capital Need (\$000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	Future Years	Line Item Total
TOTAL (BUS)	272,958	210,002	62,956	288,342	10,848	2,535	52,555	13,100	67,370	24,750	24,228	58,610	4,550	13,095	10,350	4,350	2,000	288,342

							10-Year Projected Capital Need (\$000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	Future Years	Line Item Total
<b>FERRY DIVISION</b>																		
<b>REVENUE VEHICLES</b>																		
<b>MS Marin</b>																		
0000 - M.S. Marin Ramp & Gangways	1,340	1,072	268	1,340	-	-	500	840	-	-	-	-	-	-	-	-	-	1,340
<b>Multiple Vessel</b>																		
2040 - Capital Improvements for Ferry	255	204	51	9,635	9,330	50	255	-	-	-	-	-	-	-	-	-	-	9,635
2140 - FY21 Ferry Vessel Rehab	2,046	1,637	409	3,550	1,479	25	2,046	-	-	-	-	-	-	-	-	-	-	3,550
2241 - FY22 Ferry Vessel Rehab	1,301	1,041	260	1,430	79	50	1,301	-	-	-	-	-	-	-	-	-	-	1,430
2341 - FY23-30 Ferry Vessel Rehab/D	18,400	14,720	3,680	18,500	-	100	3,000	3,000	3,000	3,000	2,400	2,000	2,000	-	-	-	-	18,500
2240 - Spaulding Tier IV Repower (CA	17,895	-	17,895	18,000	5	100	11,900	5,995	-	-	-	-	-	-	-	-	-	18,000
0000 - Spaulding DPF Retrofit (CARB	7,500	6,000	1,500	7,500	-	-	-	-	-	-	-	2,500	5,000	-	-	-	-	7,500
0000 - Replace High-Speed Catamaran	124,000	99,200	24,800	124,000	-	-	19,000	30,000	30,000	30,000	15,000	-	-	-	-	-	-	124,000
<b>Systemwide</b>																		
1940 - Purchase New Vessel	29,856	9,554	20,302	30,000	44	100	8,000	10,000	11,856	-	-	-	-	-	-	-	-	30,000
0086 - New Ferry Slip, Mission Bay	7,925	6,340	1,585	7,925	-	-	200	7,725	-	-	-	-	-	-	-	-	-	7,925
0079 - Warehouse Security and Storage	3,670	-	3,670	3,670	-	-	200	1,000	1,000	1,470	-	-	-	-	-	-	-	3,670
0503 - Gangway & Piers - Design	2,185	1,875	310	11,863	9,378	300	500	500	1,185	-	-	-	-	-	-	-	-	11,863
0084 - Ferry Berthing Area, San Quer	1,190	952	238	1,190	-	-	500	690	-	-	-	-	-	-	-	-	-	1,190
0000 - Security Systems	500	400	100	500	-	-	500	-	-	-	-	-	-	-	-	-	-	500
2342 - Ferry Fleet & Infrastructure El	200	-	200	300	-	100	200	-	-	-	-	-	-	-	-	-	-	300

							10-Year Projected Capital Need (\$000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	Future Years	Line Item Total
<b>FACILITIES REHABILITATION</b>																		
<b>Larkspur Ferry Terminal</b>																		
0000 - Gangways & Piers - Larkspur C	66,000	52,800	13,200	66,000	-	-	-	-	-	-	-	4,000	24,000	24,000	10,000	4,000	-	66,000
0000 - LFT Parking Garage	40,000	32,000	8,000	40,000	-	-	-	-	-	-	-	500	4,500	5,000	15,000	15,000	-	40,000
0000 - Terminal Truss Rehab and Pai	4,000	3,200	800	4,000	-	-	-	-	468	1,766	1,766	-	-	-	-	-	-	4,000
0027 - Terminal Bldgs and Waiting A	2,000	1,600	400	2,000	-	-	1,700	300	-	-	-	-	-	-	-	-	-	2,000
2141 - Larkspur Ferry Terminal Fuel S	1,892	-	1,892	2,000	8	100	1,892	-	-	-	-	-	-	-	-	-	-	2,000
2042 - Larkspur Ferry Service and Pa	1,807	136	1,671	3,148	841	500	1,000	807	-	-	-	-	-	-	-	-	-	3,148
0028 - Admin Bldg Roof, Paint Exterio	1,500	1,200	300	1,500	-	-	-	1,200	300	-	-	-	-	-	-	-	-	1,500
0000 - Rehab Parking Lot	1,500	1,200	300	1,500	-	-	-	-	-	300	1,200	-	-	-	-	-	-	1,500
1841 - Fuel System Rehab	1,482	-	1,482	1,500	18	-	1,482	-	-	-	-	-	-	-	-	-	-	1,500
0000 - Rehabilitate Larkspur Mainte	1,200	-	1,200	1,200	-	-	400	400	400	-	-	-	-	-	-	-	-	1,200
2242 - Larkspur Ferry Terminal Berth	-	-	-	1,232	811	421	-	-	-	-	-	-	-	-	-	-	-	1,232
2340 - Larkspur Ferry Terminal (LFT) Berth and Channel Dredging - Construction	13,500	-	2,700	23,500	-	10,000	13,500	-	-	-	-	-	-	-	-	-	-	23,500
0000 - LFT Maintenance Facility Reha	1,160	-	1,160	1,160	-	-	-	-	-	-	-	-	500	660	-	-	-	1,160
0000 - Terminal Water Line and Utilit	1,000	800	200	1,000	-	-	500	500	-	-	-	-	-	-	-	-	-	1,000
0000 - Oil Boom Platform Berth 3	900	-	900	900	-	-	900	-	-	-	-	-	-	-	-	-	-	900
0000 - Rehab Overflow Parking Lot A	800	640	160	800	-	-	800	-	-	-	-	-	-	-	-	-	-	800
0076 - Larkspur Ferry Kiosk Restorati	380	-	380	380	-	-	-	380	-	-	-	-	-	-	-	-	-	380
0000 - EV Charger Upgrades	200	-	200	200	-	-	50	100	50	-	-	-	-	-	-	-	-	200
0075 - Modify Slip #3, Larkspur Ferry	1,000	-	1,000	1,000	-	-	1,000	-	-	-	-	-	-	-	-	-	-	1,000
0000 - Design/Install Swing Mooring	86	-	86	86	-	-	86	-	-	-	-	-	-	-	-	-	-	86
0000 - Parking Lot Striping, Improver	50	-	50	50	-	-	50	-	-	-	-	-	-	-	-	-	-	50

							10-Year Projected Capital Need (\$000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	Future Years	Line Item Total
<b>San Francisco Ferry Terminal</b>																		
0000 - Gangways & Piers - San Francisco	30,000	24,000	6,000	30,000	-	-	-	-	-	3,500	12,500	14,000	-	-	-	-	-	30,000
0000 - Rehab Former Ticket Office Building	2,800	2,240	560	2,800	-	-	-	-	-	2,000	800	-	-	-	-	-	-	2,800
2251 - San Francisco Ferry Terminal Stairs	1,400	938	462	1,500	-	100	1,400	-	-	-	-	-	-	-	-	-	-	1,500
0078 - San Francisco Ferry Terminal II	1,222	-	1,222	1,222	-	-	200	200	500	322	-	-	-	-	-	-	-	1,222
0000 - Waiting Area Roof Rehab	1,200	960	240	1,200	-	-	-	-	300	900	-	-	-	-	-	-	-	1,200
<b>Sausalito Ferry Terminal</b>																		
1441 - Gangways & Piers - Sausalito Ferry	22,035	17,628	4,407	22,560	25	500	3,000	10,000	9,035	-	-	-	-	-	-	-	-	22,560
<b>Corte Madera Marsh</b>																		
2041 - Corte Madera Marsh Restoration	1,127	-	1,127	3,040	1,813	100	1,127	-	-	-	-	-	-	-	-	-	-	3,040
<b>CAPITAL EQUIPMENT</b>																		
xx49 - Capital Equipment	750	-	750	6,015	5,143	122	75	75	75	75	75	75	75	75	75	75	-	6,015
<b>TOTAL (FERRY)</b>	<b>419,254</b>	<b>293,137</b>	<b>126,117</b>	<b>460,896</b>	<b>28,974</b>	<b>12,668</b>	<b>77,264</b>	<b>73,712</b>	<b>58,170</b>	<b>43,333</b>	<b>33,741</b>	<b>23,075</b>	<b>36,075</b>	<b>29,735</b>	<b>25,075</b>	<b>19,075</b>	<b>-</b>	<b>460,896</b>

							10-Year Projected Capital Need (\$000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	Future Years	Line Item Total
<b>DISTRICT DIVISION</b>																		
<b>FACILITIES REHABILITATION</b>																		
0000 - Office Facility Renovation/Cor	6,960	-	6,960	6,960	-	-	-	-	-	-	-	-	-	960	3,000	3,000	-	6,960
0002 - A&D Admin Bldg Remodel/Re	1,500	-	1,500	1,500	-	-	1,300	200	-	-	-	-	-	-	-	-	-	1,500
0000 - Mobile Conference Room/Em	257	-	257	257	-	-	257	-	-	-	-	-	-	-	-	-	-	257
2110 - On-Site Medical Trailer Infrast	150	-	150	250	-	100	150	-	-	-	-	-	-	-	-	-	-	250
2113 - Trailer B Remodel	51	-	51	51	-	-	51	-	-	-	-	-	-	-	-	-	-	51
<b>INFORMATION SYSTEMS/TECHNOLOGY</b>																		
1810 - Financial/HR/Payroll Manager	3,841	-	3,841	5,000	1,009	150	500	1,000	2,341	-	-	-	-	-	-	-	-	5,000
0000 - Transit Scheduling System	3,050	2,440	610	3,050	-	-	-	50	3,000	-	-	-	-	-	-	-	-	3,050
0000 - Telephone System Upgrade	2,550	-	2,550	2,550	-	-	800	-	-	-	50	1,700	-	-	-	-	-	2,550
0000 - Financial/HR/Payroll Manager	2,000	-	2,000	2,000	-	-	-	-	-	1,000	-	-	1,000	-	-	-	-	2,000
0000 - Replace Network Equipment	740	-	740	740	-	-	-	-	-	-	-	740	-	-	-	-	-	740
2214 - Facilities Ventilation Assessme	2,570	-	2,570	2,570	-	-	2,570	-	-	-	-	-	-	-	-	-	-	2,570
0000 - Technology Improvements	1,250	-	1,250	1,250	-	-	250	-	250	-	250	-	250	-	250	-	-	1,250
0000 - Business Intelligence	1,250	-	1,250	1,250	-	-	-	-	-	500	750	-	-	-	-	-	-	1,250
0000 - Data Storage System	600	-	600	600	-	-	-	-	-	-	600	-	-	-	-	-	-	600
2210 - Data Loss Prevention	1,176	-	1,176	1,206	-	30	200	200	776	-	-	-	-	-	-	-	-	1,206
0000 - CAD/AVL System Refresh	1,100	-	1,100	1,100	-	-	50	1,050	-	-	-	-	-	-	-	-	-	1,100
0000 - Time Keeping System	1,055	844	211	1,055	-	-	-	-	-	55	1,000	-	-	-	-	-	-	1,055
0000 - Disaster Recovery	750	-	750	750	-	-	-	250	-	250	-	250	-	-	-	-	-	750
2211 - Technology Disaster Recovery	950	-	950	1,000	-	50	950	-	-	-	-	-	-	-	-	-	-	1,000
2114 - Computer Aided Dispatch (CA	1	1	-	939	846	92	1	-	-	-	-	-	-	-	-	-	-	939
0000 - Cyber Security	555	-	555	555	-	-	-	-	-	80	260	215	-	-	-	-	-	555
2213 - Business Intelligence (BI) Anal	619	-	619	1,050	181	250	619	-	-	-	-	-	-	-	-	-	-	1,050

							10-Year Projected Capital Need (\$000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	Future Years	Line Item Total
0000 - Internet of Things for all Divisi	750	-	750	750	-	-	250	-	-	250	-	-	250	-	-	-	-	750
0000 - Asset and Vehicle Fluid Mgmt	750	-	750	750	-	-	250	-	-	250	-	-	250	-	-	-	-	750
1712 - Transit Scheduling System	294	-	294	3,066	2,672	100	294	-	-	-	-	-	-	-	-	-	-	3,066
0000 - Indoor and Outdoor Wireless	660	-	660	660	-	-	320	-	-	-	-	340	-	-	-	-	-	660
0000 - Redundant Network / Systems	650	-	650	650	-	-	-	150	-	350	150	-	-	-	-	-	-	650
1812 - Asset and Vehicle Fluid Mgmt	228	183	46	1,000	622	150	228	-	-	-	-	-	-	-	-	-	-	1,000
0000 - Replace Server Equipment	400	-	400	400	-	-	-	-	200	-	-	-	200	-	-	-	-	400
1816 - Document Management Syste	605	-	605	800	195	-	200	200	205	-	-	-	-	-	-	-	-	800
0000 - Document Management Syste	540	-	540	540	-	-	-	-	-	70	470	-	-	-	-	-	-	540
0000 - Bus Wifi	250	-	250	250	-	-	-	-	250	-	-	-	-	-	-	-	-	250
2212 - Cyber Security Strategic Plan a	548	-	548	750	102	100	548	-	-	-	-	-	-	-	-	-	-	750
2010 - Asset Management Strategic f	277	-	277	985	608	100	100	100	77	-	-	-	-	-	-	-	-	985
1912 - Manage Detection and Respon	117	-	117	360	143	100	117	-	-	-	-	-	-	-	-	-	-	360
2017 - Video Conferencing	261	-	261	299	13	25	261	-	-	-	-	-	-	-	-	-	-	299
0000 - Ferry Passenger Information S	250	200	50	250	-	-	125	-	-	-	-	125	-	-	-	-	-	250
0000 - Network Security	230	-	230	230	-	-	-	230	-	-	-	-	-	-	-	-	-	230
0000 - District Web Site Re-Design w	220	-	220	220	-	-	-	220	-	-	-	-	-	-	-	-	-	220
0000 - IVR replacement	200	-	200	200	-	-	200	-	-	-	-	-	-	-	-	-	-	200
2111 - Network Hardware and Softw	-	-	-	240	137	103	-	-	-	-	-	-	-	-	-	-	-	240
1960 - Farebox System Upgrade	403	-	403	593	104	86	403	-	-	-	-	-	-	-	-	-	-	593
1916 - San Rafael A&D Admin Office	254	-	254	471	217	-	254	-	-	-	-	-	-	-	-	-	-	471
1815 - Customer Service Incident Sys	45	-	45	45	-	-	-	-	45	-	-	-	-	-	-	-	-	45
0000 - Exacom Voice Recorder Refres	40	-	40	40	-	-	40	-	-	-	-	-	-	-	-	-	-	40
2112 - Video Archive	20	-	20	20	-	-	20	-	-	-	-	-	-	-	-	-	-	20
0000 - Avtec VPGate Refresh	20	-	20	20	-	-	20	-	-	-	-	-	-	-	-	-	-	20

							10-Year Projected Capital Need (\$000)											
							Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10		
JLKEY - Project Name (10YP ID)	10-Year Total (\$000)	10-Year Grants (\$000)	10-Year District (\$000)	TOTAL PROJECT	FY22 & Prior Years	FY23 Budget	FY2024	FY2025	FY2026	FY2027	FY2028	FY2029	FY2030	FY2031	FY2032	FY2033	Future Years	Line Item Total
2012 - Cloud Migration Initiative	-	-	-	319	287	32	-	-	-	-	-	-	-	-	-	-	-	319
2011 - Email to Office 365 Migration	-	-	-	375	364	11	-	-	-	-	-	-	-	-	-	-	-	375
2015 - Intranet Redesign	150	-	150	150	-	-	150	-	-	-	-	-	-	-	-	-	-	150
2310 - Data Storage Replacement	500	-	500	600	-	100	500	-	-	-	-	-	-	-	-	-	-	600
2311 - Enterprise Systems Interface II	94	-	94	194	-	100	94	-	-	-	-	-	-	-	-	-	-	194
2312 - CAD-AVL Improvements for B	20	-	20	120	-	100	20	-	-	-	-	-	-	-	-	-	-	120
<b>CAPITAL EQUIPMENT</b>																		
xx19 - Capital Equipment	1,500	-	1,500	2,436	736	200	150	150	150	150	150	150	150	150	150	150	-	2,436
<b>TOTAL (DISTRICT)</b>	<b>43,251</b>	<b>3,668</b>	<b>39,583</b>	<b>53,466</b>	<b>8,236</b>	<b>1,979</b>	<b>12,243</b>	<b>3,800</b>	<b>7,293</b>	<b>2,955</b>	<b>3,680</b>	<b>3,520</b>	<b>2,100</b>	<b>1,110</b>	<b>3,400</b>	<b>3,150</b>	<b>-</b>	<b>53,466</b>

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**Appendix D**  
**Golden Gate Bridge, Highway and Transportation District**  
**'Five-Year and Ten-Year Financial Projections FY 23/24 - FY 32/33**

**CAPITAL CONTRIBUTION REQUIRED TO FUND PROJECTED CAPITAL PLAN - Assumes Bridge Capital is 80% Grant Funded**

**All Figures Rounded to (\$000)**

	Year 1 <u>FY 2024</u> <u>Estimate</u>	Year 2 <u>FY 2025</u> <u>Estimate</u>	Year 3 <u>FY 2026</u> <u>Estimate</u>	Year 4 <u>FY 2027</u> <u>Estimate</u>	Year 5 <u>FY 2028</u> <u>Estimate</u>	Year 6 <u>FY 2029</u> <u>Estimate</u>	Year 7 <u>FY 2030</u> <u>Estimate</u>	Year 8 <u>FY 2031</u> <u>Estimate</u>	Year 9 <u>FY 2032</u> <u>Estimate</u>	Year 10 <u>FY 2033</u> <u>Estimate</u>	Total 5 Year <u>Estimate</u>	Total 10 Year <u>Estimate</u>
DISTRICT	\$113,686	\$106,132	\$87,508	\$72,636	\$77,077	\$55,319	\$44,935	\$32,448	\$17,885	\$12,525	\$457,039	\$620,151
GRANTS	<u>\$163,033</u>	<u>\$246,178</u>	<u>\$251,887</u>	<u>\$212,752</u>	<u>\$203,914</u>	<u>\$146,428</u>	<u>\$42,640</u>	<u>\$48,632</u>	<u>\$37,600</u>	<u>\$24,400</u>	<u>\$1,077,763</u>	<u>1,377,463</u>
<b>TOTAL</b>	<b>\$276,719</b>	<b>\$352,310</b>	<b>\$339,395</b>	<b>\$285,388</b>	<b>\$280,991</b>	<b>\$201,747</b>	<b>\$87,575</b>	<b>\$81,080</b>	<b>\$55,485</b>	<b>\$36,925</b>	<b>\$1,534,802</b>	<b>\$1,997,614</b>
<b>District Portion Of the Capital Requirement</b>	<b>\$113,690</b>	<b>\$106,130</b>	<b>\$87,510</b>	<b>\$72,640</b>	<b>\$77,080</b>	<b>\$55,320</b>	<b>\$44,940</b>	<b>\$32,450</b>	<b>\$17,890</b>	<b>\$12,530</b>	<b>\$457,050</b>	<b>\$620,180</b>
Total Depreciation Included in the Budget	<u>14,180</u>	<u>17,746</u>	<u>20,137</u>	<u>20,098</u>	<u>20,978</u>	<u>23,753</u>	<u>25,803</u>	<u>27,875</u>	<u>28,919</u>	<u>29,613</u>	<u>93,138</u>	<u>\$ 229,100</u>
Additional Capital Contribution Required to Fund Projected Capital Plan	99,510	88,384	67,373	52,542	56,102	31,567	19,137	4,575	(11,029)	(17,083)	363,912	391,080
Average of the 10 Year Capital Contribution	\$39,100	\$39,100	\$39,100	\$39,100	\$39,100	\$39,100	\$39,100	\$39,100	\$39,100	\$39,100	\$195,500	\$ 391,000

<b>Re-Styled: Fund District Capital through Reserves</b>	<u>FY 2024</u>	<u>FY 2025</u>	<u>FY 2026</u>	<u>FY 2027</u>	<u>FY 2028</u>	<u>FY 2029</u>	<u>FY 2030</u>	<u>FY 2031</u>	<u>FY 2032</u>	<u>FY 2033</u>	<u>Year 1 - 5</u>	<u>Year 1 - 10</u>
District Funded Capital Projects net of Depreciation	\$99,500	\$88,400	\$67,400	\$52,500	\$56,100	\$31,600	\$19,100	\$4,600	(\$11,000)	(\$17,100)	\$363,900	\$ 391,000
Use Reserves to Fund District Projects*	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>18,000</u>	<u>90,000</u>	<u>180,000</u>
Additional Capital Contribution Required to Fund Projected Capital Plan with Reserves	81,500	70,400	49,400	34,500	38,100	13,600	1,100	(13,400)	(29,000)	(35,100)	273,900	211,000
Average of the 10 Year Capital Contribution	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	21,000	105,000	\$ 210,000

\* In 2003 the Board authorized capital contribution from operations to fund future capital projects. In 2008 the Board instructed staff to assume spending all reserves except those that are restricted or set aside by the Board. This projection assumes \$180 million in capital contribution reserves will be released to fund capital projects during this 10-year projection period. \$18 million per year will be released from unrestricted reserves. Thus, the capital contribution remains at \$21 million per year. The \$21 million is distributed to each Division according to its percentage share of District Funded capital projects. The annual capital contribution amount is calculated by taking the sum of the District funded portion of the capital program, less net depreciation, for ten years divided by ten years and rounded to the nearest million. Coming out of the COVID pandemic, the District continues to limit use of reserve funds to other projects while the full funding plan for the seismic retrofit of the bridge is still being developed.

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**Appendix E**  
**GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT**  
**NET POSITION AVAILABLE FOR NEW CAPITAL PROJECTS OR OPERATIONS - FY 22/23 BUDGET**

Category	Estimated Balance 7/1/2022
<b>Available Net Position before Long Term Deferred Outflows, Liabilities, Deferred Inflows, Board Designated Reserves and Other Reserves (Note 1)</b>	<b>[A] \$ 18,700,000</b>
<b>Long Term Deferred Outflows, Liabilities, Deferred Inflows (Note 2)</b>	
CalPERS Retirement Pension Deferred Outflows, Deferred Inflows & Liability	\$ 89,900,000
Golden Gate Transit Amalgamated Retirement Pension Deferred Outflows, Liabilities & Deferred Inflows	106,700,000
District Other Post Employment Benefits (OPEB) Deferred Outflows, Liabilities & Deferred Inflows	76,800,000
<b>Subtotal: Long Term Deferred Outflows, Liabilities &amp; Deferred Inflows</b>	<b>[B] \$ 273,400,000</b>
<b>Available Net Position before Board Designated Reserves and Other Reserves</b>	<b>\$ 292,100,000</b>

**Fiscal Year 2022 Board Designated Reserves and Other Reserves**

Operating Reserve (Note 3)	\$ (17,900,000)
Emergency Reserve (Note 4)	(8,300,000)
Bridge Self Insurance Loss Reserve (Note 5)	(21,100,000)
<b>Subtotal: Fiscal Year 2022 Board Designated Reserves and Other Reserves</b>	<b>[C] \$ (47,300,000)</b>
<b>Net Position (Reserves) Available Before Committed Capital Projects</b>	<b>[A] + [B] + [C] \$ 244,800,000</b>

**Fiscal Year 2022 Committed Capital Projects (District-funded portion only):**

Bridge	\$ (68,500,000)
Transit	(71,600,000)
<b>Subtotal: Fiscal Year 2022 Total Committed Capital Projects (District-funded portion only)</b>	<b>[D] \$ (140,100,000)</b>
<b>Net Position Available for New Capital Projects or Operations as of 6/30/21</b>	<b>[A] + [B] + [C] + [D] \$ 104,700,000</b>

Category	Estimated Balance 7/1/2023
<b>Beginning Net Position Available for New capital Projects or Operations</b>	<b>[A] + [B] + [C] + [D] \$ 104,700,000</b>
Add Budgeted net Income/Loss for Fiscal Year 2023 (Note 7 & 8)	[E] \$ 33,800,000
<b>Available Net Position before Board Designated Reserves and Other Reserves</b>	<b>[A] + [B] + [C] + [D] + [E] \$ 138,500,000</b>
<b>Change in Fiscal Year 2023 Board Designated Reserves and Other Reserves</b>	
Change in Operating Reserve (Note 6 & 9)	\$ (1,300,000)
Change in Emergency Reserve (Note 10)	\$ (700,000)
Change in Bridge Self Insurance Loss Reserve (Note 11)	\$ (1,300,000)
<b>Subtotal: Change in Fiscal Year 2023 Board Designated Reserves and Other Reserves</b>	<b>[F] \$ (3,300,000)</b>
<b>Net Position (Reserves) Available Before Committed Capital Projects</b>	<b>[A] + [B] + [C] + [D] + [E] + [F] \$ 135,200,000</b>
<b>Fiscal Year 2023 Committed Capital Projects (District Funded Portion Only)</b>	
Bridge	\$ (50,100,000)
Transit	\$ (64,900,000)
<b>Subtotal: Fiscal Year 2023 Committed Capital Projects (District Funded Portion Only)</b>	<b>[G] \$ (115,000,000)</b>
<b>Net Position Available for New Capital Projects or Operation as of 6/30/23</b>	<b>[A] + [B] + [C] + [D] + [E] + [F] + [G] \$ 20,200,000</b>

**NOTES:**

1. Adjusted to exclude funded Capital Reserve Contributions, Bridge Self-Insurance reserves and restricted Local, State and Federal grant funds for capital projects. Also reflects the FY 2022 budget being balanced due to the infusion of Federal CRRSAA & ARPA monies.
2. In 2015 and 2018, the District restated its Net Position as a result of the new reporting requirements of GASB 68: Accounting and Financial Reporting for Pensions and GASB 75: Accounting and Financial Reporting for Post-employment Benefits Other than Pensions respectively. GASB 68 requires agencies to report the deferred outflows, net pension liabilities and deferred inflows on the financial statements even in cases where the agency is not legally responsible for them. The District is not legally responsible for the Golden Gate Transit Amalgamated Retirement Plan.
3. Board Policy funds the operating reserve at 7.5% of budget or to cover the expected operating deficit,
4. Board Policy funds the emergency reserve at 3.5% of the operating budget to enable the amount kept in reserve for emergencies to remain relative to the size of the District's operations.
5. The Bridge Self-Insurance Reserve (BSIR) was created by the Board in FY 05/06. The BSIR was intended to be built up to \$25 million and would be used to offset the need to insure the loss of toll revenue in the event of an emergency.
6. To fund reserves to required contribution levels, additional contributions will be made.



# Improvements to Highway 101 Interchanges and Approaching Roadways in Marin County

## Project Initiation Phase

## Presentation to the GGBHTD BPAC

Transportation Authority of Marin

Bill Whitney, Principal Project Delivery Manager

May 17, 2023

# Agenda

---

1) Introductions

2) Project Overview

1) Project Background

2) Current Phase

3) Project Description

3) Comments and Questions

4) Additional Engagement Opportunities

# Project Overview

# Project Overview – Project Background

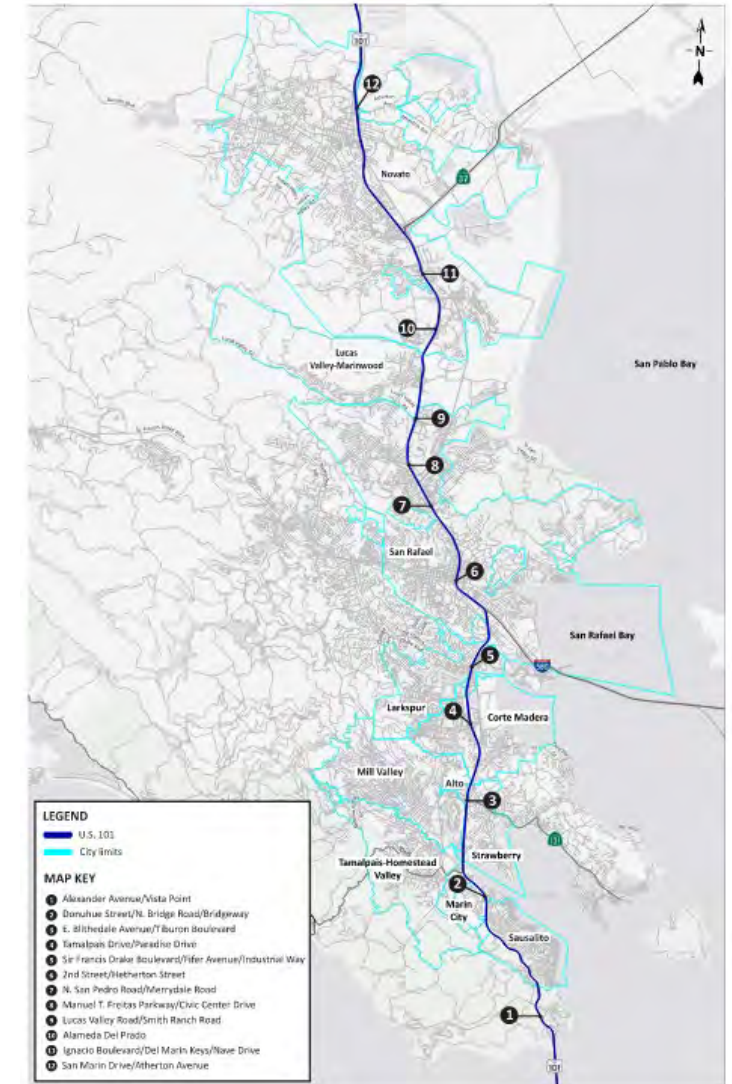
- Study included in the Measure AA ½-Cent Transportation Sales Tax Expenditure Plan
- Plan allocates 3% of sales tax revenue, estimated at \$24.8 million over the 30-year period of the Measure
- Will fund improvements to local road interchanges:
  - improve the operation and safety for all users
  - allow smoother travel to and from Highway 101 and local roads
  - provide seed money to perform the planning, public outreach, and develop the scope of improvements needed at these interchanges
  - prioritize improvements for near- and long-term implementation



# Project Overview – Project Background

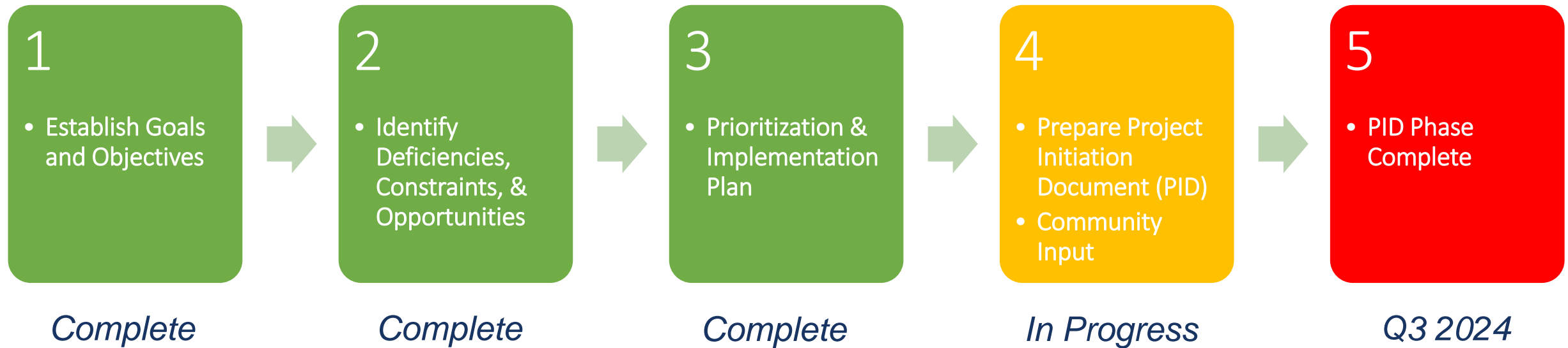
## Studied 12 Interchanges

1. Alexander Avenue
2. Sausalito/Marin City
3. Tiburon Blvd./East Blithedale Avenue
4. Paradise Drive/Tamalpais Drive
5. Sir Francis Drake Boulevard
6. San Rafael On-Ramp at 2nd Street and Hetherton Avenue
7. Merrydale Road/North San Pedro Road
8. Manuel T. Freitas Parkway
9. Lucas Valley Road/Smith Ranch Road
10. Alameda Del Prado/Nave Drive
11. Ignacio Boulevard
12. San Marin Drive/Atherton Avenue



# Project Overview – Project Background

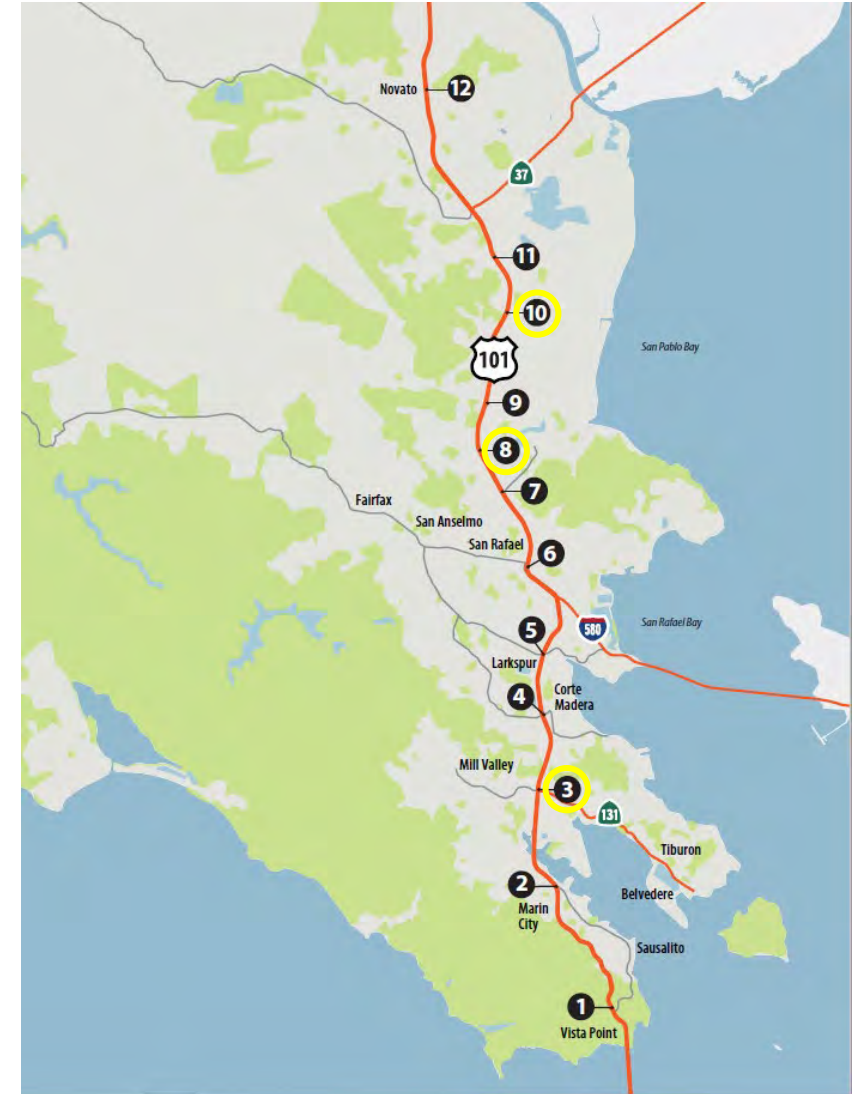
## Timeline



# Project Overview – Project Background

## 3 Interchanges Recommended to Proceed to Project Development:

- SR 131 Tiburon Blvd./E. Blithedale Ave. (#3)
- Freitas Parkway/Civic Center Dr. (#8)
- Alameda del Prado/Nave Drive (#10)



# Project Overview – Project Description

## Interchange Improvements seek to:

- Address existing deficiencies
- Improve operation and safety
- Enhance access to, from, and across Highway 101
- Upgrade conditions for vehicular traffic, transit users, pedestrians, and bicyclists
- Improve multimodal connectivity

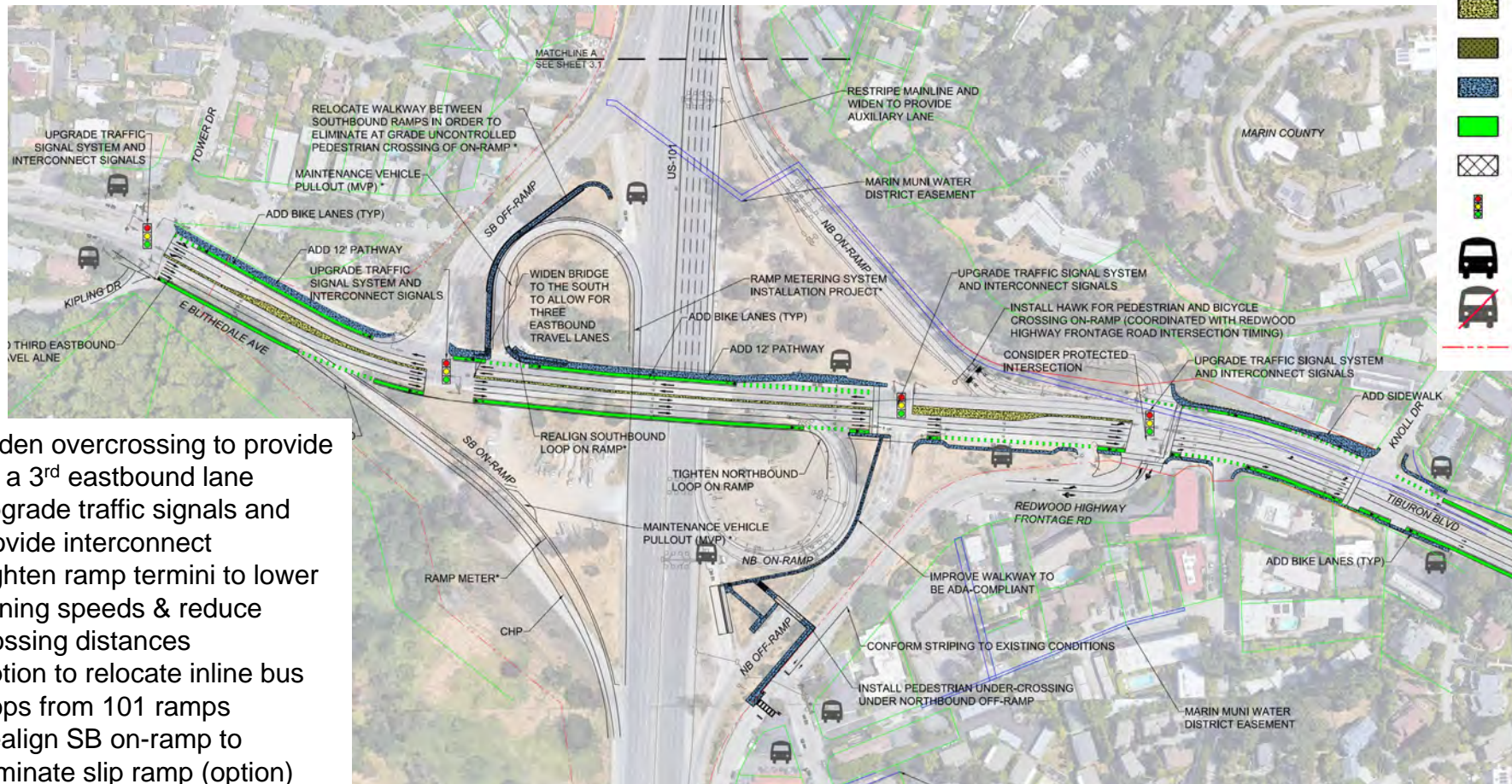
# Active Transportation Elements

## Enhancements include:

- Sidewalk gap closures
- ADA compliant curb ramps
- Separated bikeways
- Shared-use pathways
- Ped and/or bike signal phasing
- Vehicle lane narrowing
- Tightening up ramp termini
- Bus stop enhancements
- Protected intersections
- Roundabouts



# SR 131 Tiburon Boulevard/East Blithedale Avenue



- Widen overcrossing to provide for a 3<sup>rd</sup> eastbound lane
- Upgrade traffic signals and provide interconnect
- Tighten ramp termini to lower turning speeds & reduce crossing distances
- Option to relocate inline bus stops from 101 ramps
- Realign SB on-ramp to eliminate slip ramp (option)







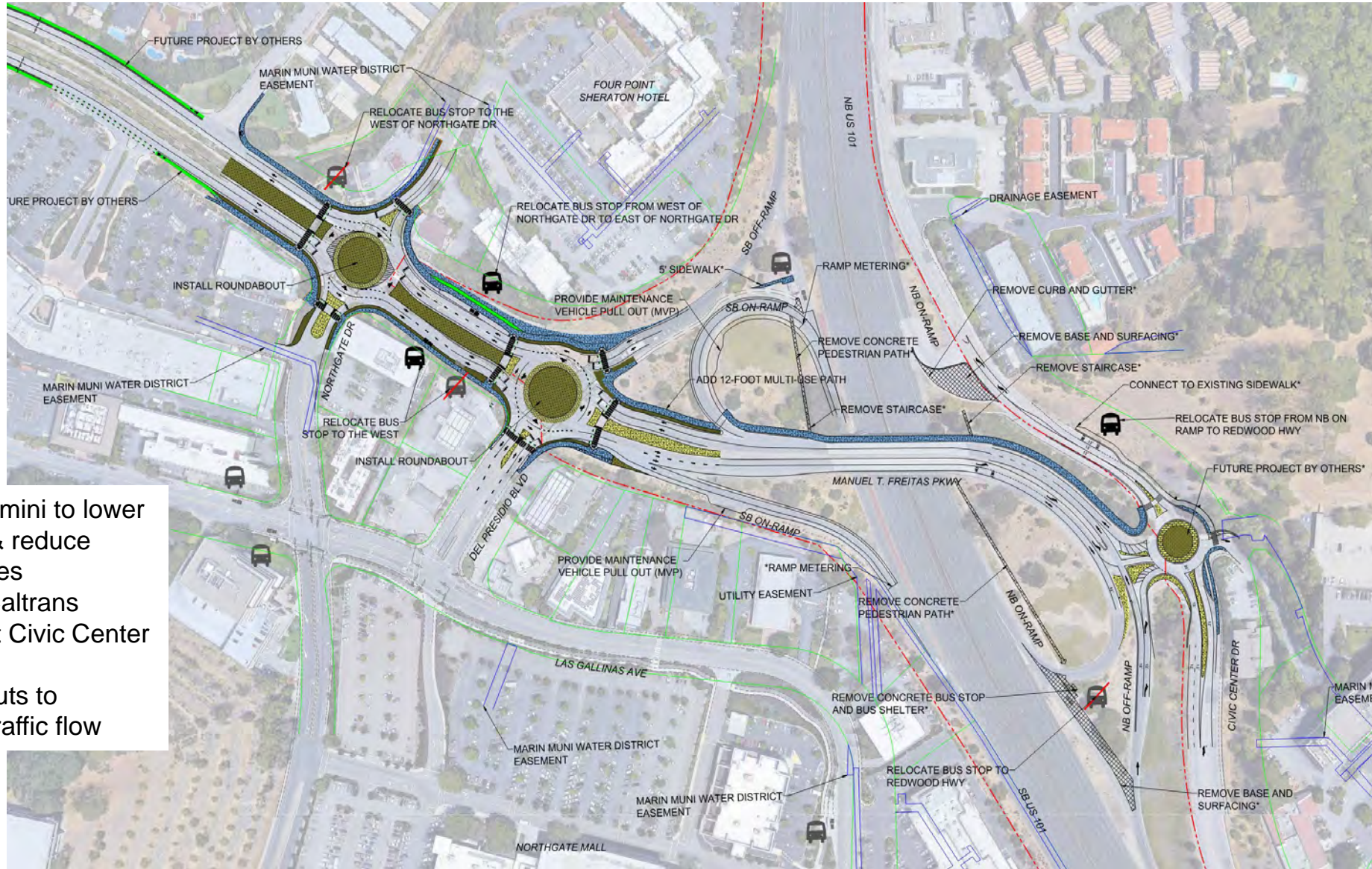
**LEGEND:**

- CONCRETE MEDIAN
- LANDSCAPING
- SIDEWALK/MULTI-USE PAT
- BIKE LANE
- DEMOLITION
- TRAFFIC SIGNAL
- BUS STOP
- RELOCATE BUS STOP
- EXISTING CALTRANS ROW

- Provide 12' multi-use pathway on north side of overcrossing
- Add bike lanes in each direction
- Upgrade traffic signals and provide interconnect
- Improve access to existing bus stops on ramps
- Option to relocate inline bus stops from 101 ramps



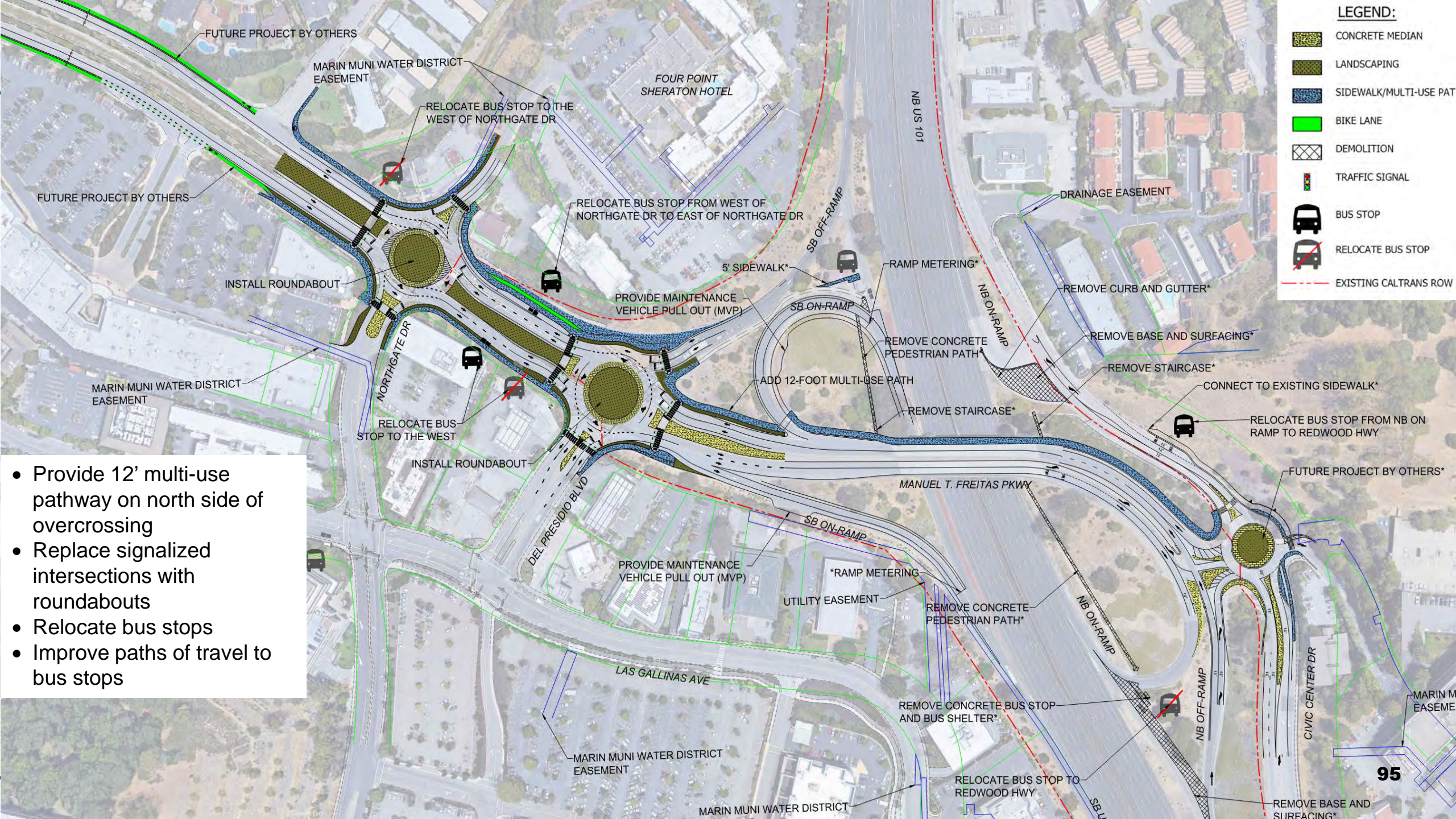
# Freitas Parkway/Civic Center Dr



- |   |                        |
|---|------------------------|
|  | CONCRETE MEDIAN        |
|  | LANDSCAPING            |
|  | SIDEWALK/MULTI-USE PAT |
|  | BIKE LANE              |
|  | DEMOLITION             |
|  | TRAFFIC SIGNAL         |
|  | BUS STOP               |
|  | RELOCATE BUS STOP      |
|  | EXISTING CALTRANS ROW  |

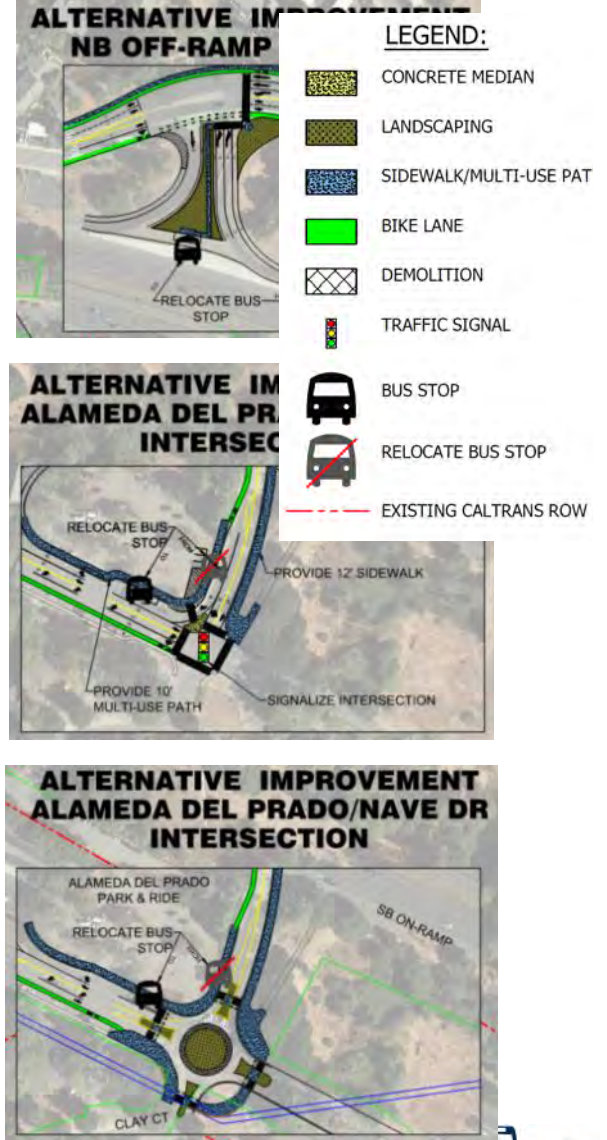
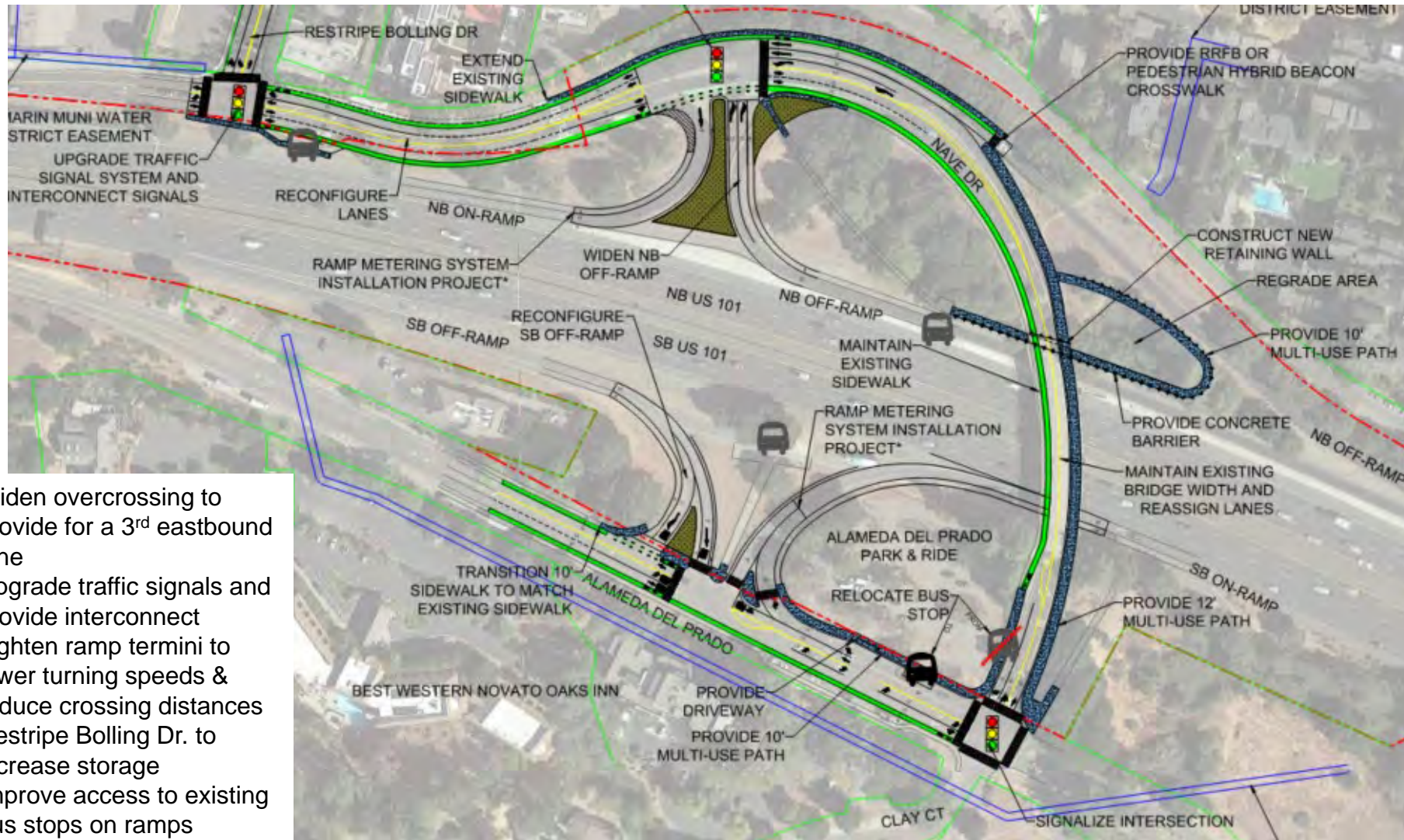
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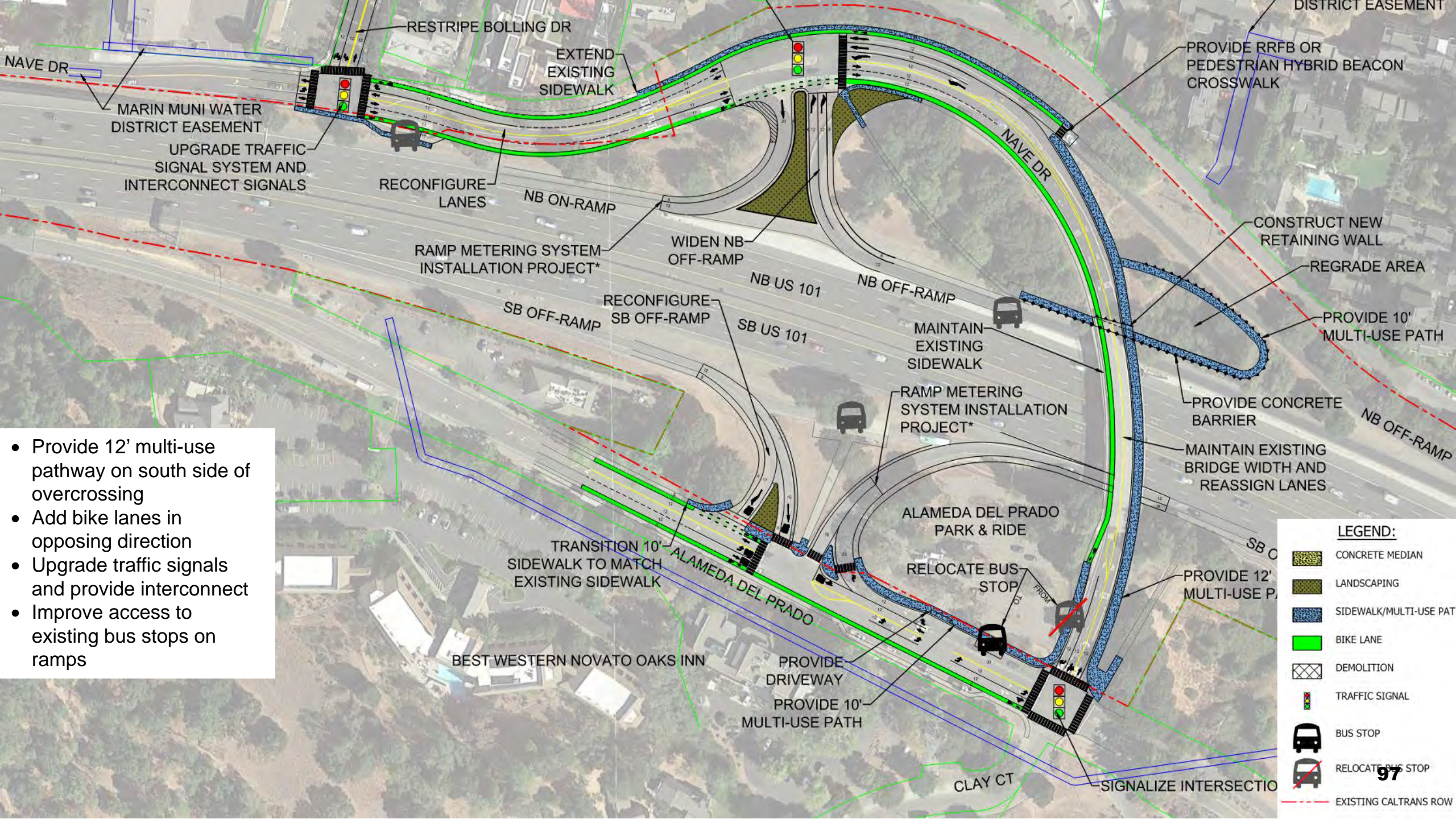




# Alameda del Prado/Nave Drive







- Provide 12' multi-use pathway on south side of overcrossing
- Add bike lanes in opposing direction
- Upgrade traffic signals and provide interconnect
- Improve access to existing bus stops on ramps

**LEGEND:**

- CONCRETE MEDIAN
- LANDSCAPING
- SIDEWALK/MULTI-USE PATH
- BIKE LANE
- DEMOLITION
- TRAFFIC SIGNAL
- BUS STOP
- RELOCATE BUS STOP
- EXISTING CALTRANS ROW



# Additional Engagement Opportunities

# Additional Engagement Opportunities

## Public Workshops

- Three (3) in-person workshops planned for June 2023
- Locations TBD

## Tam101Study.com

- Hosts study findings for all interchanges included in study
- Provides notification of planned meetings and project updates

# Comments and Questions

Additional comments or questions can be submitted  
through the following link:

<https://www.tam.ca.gov/101study/#contact>

## BUS PASSENGERS ADVISORY COMMITTEE (BPAC)

### *Agenda for Wednesday, September 20, 2023*



Convene at 6:00 p.m. – Adjourn by 8:00 p.m.  
Caboose Room – Vivalon  
930 Tamalpais Avenue, San Rafael, CA 94901

1. Roll Call and Introductions
2. Approval of May 17, 2023, Meeting Minutes (Attached)
3. Bus Stoppers<sup>1</sup>
4. Ongoing Business
  - a. San Rafael Transit Center Relocation Update
  - b. Tamalpais Overcrossing Project Update
  - c. Customer On-Board Survey Update
5. New Business
  - a. ~~Highway 37 Traffic and Transit Improvements Update~~ (postponed to next meeting)
  - b. September Service Changes
6. Announcements
  - a. Member Resignation – Thank You for Your Service, Fredi!
  - b. Bus Division Management Change
7. Members' Forum<sup>2</sup>
8. Public Comment (3 minutes per speaker)
9. Adjournment

Next Meeting: November 15, 2023

---

<sup>1</sup> Members to submit observed problems in bus operations, preferably in writing before the meeting, and provide a verbal summary in less than 2 minutes.

<sup>2</sup> Members to discuss topics not covered on the agenda or that should be added to a future agenda.

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## BUS PASSENGERS ADVISORY COMMITTEE (BPAC)

*Meeting Minutes for Wednesday, May 17, 2023*



**Committee Members Present:** Scott Kempf, Brian Bailey-Gates, Dan Bell, Dave Troup

**Committee Members Absent:** Fredi Bloom, Mike Combs

**District Staff Present:** Jason Cave, Schedules Analyst; Carlena Natouf, Customer Relations Supervisor; Krystalyn O'Leary, Director of Transportation; Emily DelRoss, Senior Planner

**Guests Present:** Mohamed Osman, Senior Operations Analyst, Marin Transit (MT); Bill Whitney, Principal Project Delivery Manager, Transportation Authority of Marin (TAM); Bri Adams, Parisi Transportation Consulting; Daniel O'Sullivan, Convey, Inc.

1. **Roll Call and Introductions:** Scott Kempf opened the meeting at 6:08 p.m. Four members were present, representing a quorum.
2. **Approval of Meeting Minutes:** BPAC members approved the March 15, 2023, meeting minutes pending an edit to include a trip start time of 9:30 am on item 3d.
3. **Bus Stoppers:**
  - a. Dan Bell reported being unable to ride Route 101 with his bike due to the bike rack being at capacity and requested data on how often this occurs. Staff explained that if a rider is unable to load their bike due to the rack being at capacity, an operator may request that Dispatch assign a supervisor, if available, to transport the rider and their bike. Bike counts and rack capacity are unreliable due to the collection method. However, analysis of preliminary data and anecdotal reports from operations staff suggest that this does not happen on a frequent basis.
  - b. Dave Troup reported confusing trip cancellation email alerts and recommended a clearer method for reporting trip cancellations to customers. Staff explained that the headers at the top of the District's bus schedule webpages are the best source for current trip cancellations. The program used to display schedules on the website does not allow real-time schedule editing, so Marketing staff manually enters trip cancellation alerts. Marketing is exploring automated solutions to replace this manual process.
  - c. Mike Combs requested that trip cancellation notifications include more detailed information, such as the reason for the cancellation and a suggested transit alternative. Staff explained that each messaging mode (email, text, and website) has different character limitations, which dictates how much information can be included. District staff is exploring alternative messaging options that would allow for more streamlined, transparent, and timely dissemination of service information to customers.
4. **Ongoing Business:**
  - a. San Rafael Transit Center (SRTC) Relocation Update: Emily DelRoss reported recent developments in the project. The Final Environmental Impact Report was adopted by the Board in December 2022 and a preferred alternative was selected. The project is currently

in the preliminary (30%) design phase, and the District is working with City staff to form the Community Design Advisory Group. This group will be comprised of members of the San Rafael community and will provide input into the design process for the new SRTC. The group is expected to be formed in the coming weeks, with the first meeting tentatively scheduled for late June. The group will meet four times through the end of the year, when the preliminary design should be completed. The final design process is expected to begin in the spring of 2024. Pending full funding, the new SRTC could be completed by mid-2027.

- b. Customer Service Update: Carlena Natouf reported that top customer comments for 2023 include pass ups, conduct, cancellations, and public information with most comments pertaining to no-shows, driving, and late service. Top methods of contact were via phone, web, and email, with minimal contacts made in-person. Language translation services were predominantly requested for Spanish speakers, along with some requests for Mandarin translation and only one request for Hindi translation.
- c. Tamalpais Overcrossing Project Update: Emily DelRoss reported that District staff is continuing to work with Caltrans to resolve transit issues related to proposed interchange improvements. District staff met with Caltrans staff in February and April to discuss transit-related concerns, including the retention of the freeway bus pads and pedestrian and bicycle access. Caltrans is conducting analyses to determine the feasibility of modifications requested by the transit agencies and the Town of Corte Madera and will meet with the agencies after the analyses are completed.

## 5. New Business:

- a. 101 Interchange Project Update: Bill Whitney and Bri Adams presented TAM's Improvements to Highway 101 Interchanges and Approaching Roadway project. The study of 12 freeway interchanges is funded by the local transportation sales tax. The study's goal is to improve operations and safety for all users, provide seed money for planning efforts, conduct public outreach, and develop a scope of improvements for each interchange, as well as prioritize near- and long-term changes. The three interchanges at Tiburon Blvd./East Blithedale Avenue, Freitas Parkway, and Alameda del Prado/Nave Drive were selected for advancement to the Project Initiation Document (PID) development and community input phase. TAM will update BPAC as the project advances.
- b. Strategic Plan Update: Emily DelRoss summarized a request made by Board President Theriault for BPAC's input on the District's strategic planning process. The committee acted to include all ideas submitted from each member in a response letter to the President. Ideas were to be submitted to Emily by May 26 for inclusion in the letter, which would be submitted to the Board by June 12.
- c. June Service Changes: Emily DelRoss reviewed service changes that will go into effect on June 11. Changes include an additional trip in each direction on Route 114. A pilot project on Route 130 will extend four southbound and four northbound weekday peak trips into the Canal District, providing one-seat rides to Sausalito and the City. The first five westbound weekday trips on Route 580 will be adjusted to provide better BART connections. Lastly, Routes 101, 130, and 150 will be realigned in the Civic Center area in response to safety concerns at the 7<sup>th</sup> & Market bus stop. Buses will move to a new stop at Larkin & Grove.

**6. Announcements:** None.

**7. Members' Forum:** None.

**8. Public Comment:**

- a. Mohamed Osman provided an overview of Marin Transit service changes that go into effect on June 11. Significant adjustments to routes, service levels, and schedules will better align bus service with ridership demand and improve reliability.

**9. Adjournment:** Scott Kempf adjourned the meeting at 8:06 p.m.

Members were advised that Committee will begin its summer hiatus and that the next meeting is scheduled to take place in-person at 6:00 P.M. on Wednesday, September 20, 2023, at Vivalon.

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# FERRY PASSENGERS ADVISORY COMMITTEE (FPAC)

*Agenda for Monday, June 5, 2023*



**Convene at 11:00 a.m. – Adjourn by 12:15 p.m.**

**Meeting Address: Port of San Francisco, Pier 1, Rooms 3 & 4**

## **1. Approval of Minutes of February 13, 2023**

## **2. Operational Issues**

- A. Ridership Updates
- B. Service Updates

## **3. Updates and Other Items**

- A. District Strategic Plan Discussion and FPAC Comment Summary

Link to Strategic Plan for Reference:

<https://www.goldengate.org/assets/1/25/2022-1027-financecomm-no9-five-and-ten-year-projection.pdf>

- B. Vessel Updates
- C. Terminal Updates
- D. Return to Office Timeline Discussion

## **4. Committee Business**

- A. FPAC Initiatives
  - i. Approval of Bylaws
  - ii. Larkspur 42 Crossings/Parking Needs Environmental Review
  - iii. Sonoma-Marin Bike Share
  - iv. Future Vessels Discussion
- B. Membership Recruitment
  - i. Updates on Recent Outreach
  - ii. Prospective Member Introductions

## **5. Member/Visitor Comments**

## **6. Next Meeting: August 14, 2023**

Survey of Members to Determine Quorum

- Attachments:
- 1. Summary from meeting of February 13, 2023
  - 2. Draft FPAC Bylaws
  - 3. Ferry Route Performance Report for January, February, and March 2023
    - All Routes
    - Larkspur Ferry Terminal-San Francisco Ferry Terminal (LSSF)
    - Sausalito Ferry Terminal-San Francisco Ferry Terminal (SSSF)
    - Tiburon Ferry Terminal-San Francisco Ferry Terminal (TBSF)
    - Angel Island – San Francisco Ferry Terminal (AISF)

**Public Comment Note:** During the public comment period, speakers will be allotted no more than 3 minutes to speak and will be heard in the order of sign-up. Said time frames may be extended only upon approval of the Committee Chair.

Public comments may also be submitted by e-mail to [PAC@goldengate.org](mailto:PAC@goldengate.org). Comments submitted before the meeting will be provided to the Committee members before or during the Committee meeting. Comments submitted after the meeting is called to order will be included as an attachment to the minutes for this meeting.

Upon request, the Golden Gate Bridge, Highway and Transportation District will provide written agenda materials in appropriate alternative formats to individuals with disabilities. In addition, the District will arrange for disability-related modifications or accommodations, including auxiliary aids or services, to enable individuals with disabilities to participate in public meetings. Please send a written request, including your name, mailing address, telephone number and brief description of the requested materials, preferred alternative format, and/or auxiliary aid or service at least three (3) days before the meeting. Requests should be made by mail to: Amorette M. Ko Wong, Secretary of the District, Golden Gate Bridge, Highway and Transportation District, P.O. Box 29000, Presidio Station, San Francisco, CA 94129-9000; or e-mail to [districtsecretary@goldengate.org](mailto:districtsecretary@goldengate.org); or telephone at (415) 923-2223, or the District's ADA Compliance & Program Manager at (415) 257-4416, or California Relay Service at 711.

# FERRY PASSENGERS ADVISORY COMMITTEE (FPAC)

*Minutes of Meeting of Monday, February 13, 2023*



FPAC Members Present: Chuck Hornbrook, Jordan Jaffe, Maryline Lewett, Erik Selvig, Michael Stryker

Guests Present: Katherine Tsou, Hansen Bridgett; Dan Bell, BPAC; Jim Mastin, GGBHTD Board of Directors

Staff Present: Chris Bearden, Director of Ferry Operations; David Davenport, Principal Planner; Michael Hoffman, Director of Engineering and Maintenance; Collette Martinez, Manager of Ferry Operations; Carlena Natouf, Customer Relations Supervisor; Josh Widmann, Associate Planner

1. Approval of Meeting Minutes of January 9, 2023. Minutes were reviewed with no edits, however there was no quorum to approve them.

## 2. Special Presentation

Bylaws and Brown Act Discussion (Katherine Tsou). Katherine Tsou discussed the Brown Act definition of public meetings. Because FPAC was created by the District Board of Directors, it is considered a legislative body and subject to the Brown Act, which requires discussions among members to take place at the predetermined meeting time and location, with no side discussions by a minority of group members prior to the meeting or after the meeting. The proposed Bylaws are in line with the District's other PAC groups. FPAC members may submit comments on the proposed Bylaws prior to the April meeting, when they will be voted on for approval.

## 3. Operational Issues

A. Ridership Updates. Josh Widmann reported weekday ridership for all routes was close to 3,000 – 3,500 unlinked daily passenger trips in January. Larkspur average weekday ridership was around 2,000 – 2,250 unlinked passenger trips. Sausalito service has been carrying around 500 to 750 unlinked passenger trips on average days. Tiburon has been averaging up to 400 unlinked passenger trips depending on weather. Unlinked daily passenger trips for Angel Island also depends on weather, averaging around 200 on weekdays and 300 on sunny weekends and on group travel days.

B. Service Updates. Collette Martinez stated the next Larkspur schedule changes will include a 25-minute transfer window with SMART. The Ferry Division plans to have the San Francisco inner berth operational soon, which will take the pressure off Gate B. One upcoming change related to the baseball schedules will be that the southbound game day departures will depart an extra 15 minutes early.

## 4. Updates and Other Items

A. Vessel Updates. Collette Martinez reported the M.S. *Sonoma* should return within the week and that this summer will be the first in many summers to have all three Spaulding vessels in use, as

well as all four catamaran boats. At the next meeting the group will have an update on the engine configuration for the new build vessel.

- B. Terminal Updates. Collette Martinez noted that the Larkspur terminal repairs had been completed and the San Francisco terminal repairs to the ramp structure are complete. However, the San Francisco ramp hydraulics are still being worked on at this time.
- C. Return to Office Timeline Discussion. Chuck Hornbrook reported some of his recent findings from outreach and confirmed that the busy Tiburon commute days are Tuesday, Wednesday, and Thursday. He also commented that the 5:45 p.m. Tiburon ferry departs too late, since most nannies end their shift at 5:00 p.m. Jamie Taylor confirmed the Tuesday, Wednesday, and Thursday pattern, however added that some commuters desire an earlier 3:00 p.m. northbound departure out of San Francisco. Maryline Lewett confirmed this desire for earlier departures.
- D. Proposed Five-Year Fare Program. David Davenport, Principal Planner, provided an update on the Proposed Five-Year Fare Program, which would begin July 1, 2023 if approved. To solicit public input, there will be two online public meetings and a public hearing, as well as an email inbox where comments may be provided. There are four scenarios for consideration, including an annual increase of \$0.25 across the board for all fares, a \$0.25 increase across the board for just regional fares, a three percent increase, and a four percent increase. The fare proposal also addresses the \$1.50 state park Angel Island entrance fee pass-through.

## **5. Committee Business**

### **A. FPAC Initiatives.**

i. Larkspur 42 Crossings/Parking Needs Environmental Review. This itemed was tabled due to time constraints.

ii. Sonoma-Marin Bike Share. This itemed was tabled due to time constraints.

iii. Future Vessels Discussion. Vessel size was discussed, however Collette Martinez reminded the committee that the vessel replacement project will be a catamaran size (450 capacity or more) vessel. Once the Angel Island float is reconfigured, it could potentially accommodate a smaller vessel.

- B. Membership Recruitment & New Member Vote. Josh Widmann provided a quick update indicating that the outreach efforts had resulted in ten emails sent out from a previous waitlist to prospective members. At the time, one prospective member responded, however no completed applications were received. An additional marketing effort will be underway to recruit up to three additional members. These prospective members will be invited to the April FPAC meeting.

## **6. Member/Visitor Comments**

No comments from members or visitors.

- 7. **Next Meeting: April 10, 2023.** The committee agreed to reconvene on April 10, 2023 from 12:00 p.m. to 1:00 p.m. This time was later changed to 11:00 a.m. to 12:15 p.m. at the Port of San Francisco.



Route 'AISF:LSSF:SSSF:TBSF'			As of January-23			Ferry Route Performance										
Regular Service (Larkspur,Sausalito,Tiburon,Angel Island)																
Patrons:	Jan 23	Dec 22	% Chg	Jan 22	% Chg	Ferry Service	Trips	Svc Hrs	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	56,560	59,954	-5.7%	31,036	82.2%	Total:	1,526	1,192	121	1,312	592	53	14,075	2,207	16,282	30
Avg /WD	2,230	2,348	-5.0%	841	165.3%	Avg /WD	61	45	6	51	585	0	566	105	670	20
Avg / Sat	1,534	1,090	40.7%	1,652	-7.2%	Avg / Sat	34	30	1	31	632	0	293	13	306	4
Avg / Sun/Hol	997	1,301	-23.3%	1,269	-21.4%	Avg / Sun/Hol	34	31	1	32	609	0	296	11	307	6
Passenger Revenue						Operating Expense										
Cash/Tickets						Expense						\$3,975,058				
B&G Tix Exch-Sausalito						Route Performance						Park Mobile				
Adult						Jan 23						Jan 22				
Senior/Disabled						Dec 22						%Chg				
Youth						%Chg						Jan 22				
Adjustments						Riders per Trip						23				
Total Cash/Tickets						Load Factor (%)						61.1%				
Clipper						Riders per Hour						3.7				
Adult						Fare Recovery (%)						69.3%				
Senior						Deficit per Passenger						11.4				
Disabled						Cancellation Rate (%)						-12.3%				
Youth						Trip Overloads						0				
Limited Use						Accidents						0				
All						Blue And Gold						Rental Bike				
Adult						Patrons						ATT Park				
Senior						Revenue						Cal Games				
Disabled						Patrons						ALL Other LU				
Youth						Revenue						Patrons				
Total Clipper						Patrons						Revenue				
Total Clipper, Park Mobile and Cash/Tickets						Patrons						Revenue				
Adjustments						Patrons						Revenue				
Transfers (Memo)						Patrons						Revenue				
Faregate Revenue						Patrons						Revenue				
Audit Revenue						Patrons						Revenue				
Adjusted Monthly Expense						Patrons						Revenue				
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Route 'AISF:LSSF:SSSF:TBSF'  
All Routes

As of January-23

Ferry Route Performance

Patrons:	Jan 23	Dec 22	% Chg	Jan 22	% Chg	Ferry Service	Trips	Svc Hrs	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	56,560	59,954	-5.7%	31,036	82.2%	Total:	1,526	1,192	121	1,312	592	53	14,075	2,207	16,282	30
Avg /WD	2,230	2,348	-5.0%	841	165.3%	Avg /WD	61	45	6	51	585	0	566	105	670	20
Avg / Sat	1,534	1,090	40.7%	1,652	-7.2%	Avg / Sat	34	30	1	31	632	0	293	13	306	4
Avg / Sun/Hol	997	1,301	-23.3%	1,269	-21.4%	Avg / Sun/H	34	31	1	32	609	0	296	11	307	6

Passenger Revenue

Operating Expense

Expense \$3,975,058

Cash/Tickets

	Patrons	Revenue
B&G Tix Exch-Saus.	0	\$0
Adult	0	\$0
Senior/Disabled	0	\$0
Youth	0	\$0
Adjustments	0	\$0
Total Cash/Tix	0	\$0

Park Mobile

	Patrons	Revenue
Adult	0	\$0
Senior/Disabled	0	\$0
Youth	0	\$0
Total Park Mobile	0	\$0

Route Performance

	Jan 23	Dec 22	%Chg	Jan 22	% Chg
Riders per Trip	37	38	-2.5%	23	61.1%
Load Factor (%)	6.3	6.6	-5.1%	3.7	69.3%
Riders per Hour	47.5	49.0	-3.1%	30.0	58.2%
Fare Recovery (%)	10.0	11.0	-9.1%	11.4	-12.3%
Deficit per Passenger	\$59.65	\$61.54	-3.1%	\$65.59	-9.1%
Cancellation Rate (%)	3.4	0.5	N/A	1.2	179.7%
Trip Overloads	0	0	0.0%	0	0.0%
Accidents	0	0	0.0%	0	0.0%

Tickets.com

	Patrons	Revenue
Adult	0	\$0
Senior/Disabled	0	\$0
Youth	0	\$0
Total Tickets.com	0	\$0

Clipper

	Patrons	Revenue
Adult	33,202	\$267,701
Senior	2,428	\$16,368
Disabled	180	\$1,206
Youth	270	\$1,843

Limited Use

	Patrons	Revenue
Adult	5,241	\$72,427
Senior	1,276	\$8,767
Disabled	0	\$0
Youth	1,165	\$7,973
Total Clipper	43,762	\$376,284

Blue And Gold

Patrons	Revenue
0	\$0
0	\$0
0	\$0
0	\$0
0	\$0
0	\$0

Rental Bike

Patrons	Revenue
0	\$0
0	\$0
0	\$0
0	\$0
0	\$0
0	\$0

ATT Park

Patrons	Revenue
0	\$0
0	\$0
0	\$0
0	\$0
0	\$0
0	\$0

Cal Games

Patrons	Revenue
0	\$0
0	\$0
0	\$0
0	\$0
0	\$0
0	\$0

ALL Other LU

Patrons	Revenue
5,241	\$72,427
1,276	\$8,767
0	\$0
1,165	\$7,973
7,682	\$89,166

Total Clipper, Park Mobile and Cash/Tickets

43,762 \$376,284

Adjustments	12,798	\$8,760
Transfers (Memo)	76	
Faregate Revenue	\$376,284	
Audit Revenue	\$385,044	

NOTE: Blue & Gold patron count based on weighted average

Adjusted Monthly Expense - \$225,222

Route AISF Angel Island			As of January-23				Ferry Route Performance										
Patrons:	Jan 23	Dec 22	% Chg	Jan 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated	
Total	2,494	3,173	-21.4%	4,930	-49.4%	Total	210	165	9	174	656	30	1,628	117	1,745	27	
Avg /WD	55	104	-47.4%	53	3.2%	Avg /WD	8	6	0	6	637	0	62	0	62	17	
Avg / Sat	253	96	163.3%	426	-40.6%	Avg / Sat	8	6	1	7	703	0	58	13	71	4	
Avg / Sun/Hol	93	130	-28.4%	362	-74.4%	Avg / Sun/Hol	7	6	1	7	687	0	57	11	68	6	
Passenger Revenue			Operating Expense														
Cash/Tickets	Patrons	Revenue									Park Mobile	Patrons	Revenue				
Blue/Gold Tix Exchg-Sausalito	0	\$0									Adult	0	\$0				
Adult	0	\$0									Senior/Disabled	0	\$0				
Senior/Disabled	0	\$0									Youth	0	\$0				
Youth	0	\$0									Total Park Mobile	0	\$0				
Adjustments	0	\$0															
Total Cash/Tickets	0	\$0															
Clipper	Patrons	Revenue															
Adult	1,227	\$8,956															
Senior	72	\$435															
Disabled	10	\$60															
Youth	1	\$6															
Limited Use																	
All																	
Adult	448	\$6,272															
Senior	79	\$553															
Disabled	0	\$0															
Youth	46	\$322															
Total Clipper	1,883	\$16,604															
Total Clipper, Park Mobile and Cash/Tickets																	
Adjustments	611	-\$1,058															
Transfers (Memo)	0																
Faregate Revenue	\$16,604																
Audit Revenue	\$15,546																
Adjusted Monthly Expense	-\$30,653																

Route LSSF Larkspur			As of January-23				Ferry Route Performance										
Patrons:	Jan 23	Dec 22	% Chg	Jan 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated	
Total	33,034	35,044	-5.7%	13,191	150.4%	Total	595	478	39	517	477	4	7,705	975	8,680	30	
Avg /WD	1,463	1,479	-1.1%	467	213.5%	Avg /WD	25	18	2	20	444	0	322	49	371	20	
Avg / Sat	454	405	12.2%	481	-5.6%	Avg / Sat	10	11	0	11	641	0	126	0	126	4	
Avg / Sun/Hol	328	492	-33.4%	323	1.6%	Avg / Sun/Hol	10	11	0	11	645	0	127	0	127	6	
Passenger Revenue			Operating Expense														
Cash/Tickets	Patrons	Revenue	Expense				\$1,650,444				Park Mobile	Patrons	Revenue				
Blue/Gold Tix Exchg-Sausalito	0	\$0									Adult	0	\$0				
Adult	0	\$0									Senior/Disabled	0	\$0				
Senior/Disabled	0	\$0	Route Performance				Jan 23	Dec 22	%Chg	Jan 22	% Chg	Youth	0	\$0			
Youth	0	\$0	Riders per Trip				56	57	-2.6%	29	91.4%	Total Park Mobile	0	\$0			
Adjustments	0	\$0	Load Factor (%)				11.6	12.5	-6.9%	6.0	94.0%						
Total Cash/Tickets	0	\$0	Riders per Hour				69.1	73.0	-5.3%	37.0	86.8%						
			Fare Recovery (%)				15.3	15.5	-1.3%	8.1	88.8%						
			Deficit per Passenger				\$39.92	\$42.60	-6.3%	\$91.88	-56.5%						
Clipper	Patrons	Revenue	Cancellation Rate (%)				0.7	0.0	0.0%	3.6	-81.5%						
Adult	22,687	\$189,651	Trip Overloads				0	0	0.0%	0	0.0%						
Senior	1,725	\$11,531	Accidents				0	0	0.0%	0	0.0%						
Disabled	121	\$803	Blue And Gold				Rental Bike		ATT Park		Cal Games		All Other LU				
Youth	170	\$1,144	Patrons		Revenue	Patrons		Revenue	Patrons		Revenue	Patrons		Revenue	Patrons	Revenue	
Limited Use																	
All																	
Adult	1,895	\$25,583													1,895	\$25,583	
Senior	662	\$4,469													662	\$4,469	
Disabled	0	\$0													0	\$0	
Youth	728	\$4,914													728	\$4,914	
Total Clipper	27,988	\$238,094	0		\$0	0		\$0	0		\$0	0		\$0	3,285	\$34,965	
Total Clipper, Park Mobile and Cash/Tickets	27,988	\$238,094															
Adjustments	5,046	-\$22,560															
Transfers (Memo)	32																
Faregate Revenue	\$238,094																
Audit Revenue	\$215,534																
Adjusted Monthly Expense	-\$93,512																

Route SSSF Sausalito			As of January-23				Ferry Route Performance										
Patrons:	Jan 23	Dec 22	% Chg	Jan 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated	
Total	14,294	15,530	-8.0%	11,323	26.2%	Total	372	303	50	352	643	8	2,355	815	3,169	30	
Avg /WD	439	511	-14.0%	242	81.8%	Avg /WD	14	11	3	14	697	0	87	41	128	20	
Avg / Sat	666	505	32.0%	746	-10.7%	Avg / Sat	9	8	0	8	505	0	57	0	57	4	
Avg / Sun/Hol	474	570	-16.8%	585	-19.0%	Avg / Sun/Hol	10	9	0	9	483	0	63	0	63	6	
Passenger Revenue			Operating Expense														
Cash/Tickets	Patrons	Revenue									Park Mobile	Patrons	Revenue				
Blue/Gold Tix Exchg-Sausalito											Adult	0	\$0				
Adult	0	\$0									Senior/Disabled	0	\$0				
Senior/Disabled	0	\$0	Route Performance				Jan 23	Dec 22	%Chg	Jan 22	% Chg	Youth	0	\$0			
Youth	0	\$0	Riders per Trip				38	40	-3.9%	28	37.2%	Total Park Mobile	0	\$0			
Adjustments	0	\$0	Load Factor (%)				6.0	7.6	-21.4%	4.0	49.4%						
Total Cash/Tickets	0	\$0	Riders per Hour				47.2	49.0	-3.6%	38.0	24.3%						
			Fare Recovery (%)				8.2	11.5	-28.4%	14.8	-44.4%						
			Deficit per Passenger				\$63.71	\$61.89	2.9%	\$51.68	23.3%						
Clipper	Patrons	Revenue	Cancellation Rate (%)				2.1	0.0	0.0%	0.0	0.0%						
Adult	4,940	\$36,704	Trip Overloads				0	0	0.0%	0	0.0%						
Senior	357	\$2,493	Accidents				0	0	0.0%	0	0.0%						
Disabled	17	\$119															
Youth	60	\$420															
Limited Use			Blue And Gold		Rental Bike		ATT Park				Cal Games				All Other LU		
All			Patrons	Revenue	Patrons	Revenue	Patrons		Revenue		Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	
Adult	2,601	\$36,414													2,601	\$36,414	
Senior	440	\$3,080													440	\$3,080	
Disabled	0	\$0													0	\$0	
Youth	353	\$2,471													353	\$2,471	
Total Clipper	8,768	\$81,700	0	\$0	0	\$0	0		\$0		0		\$0		3,394	\$41,965	
Total Clipper, Park Mobile and Cash/Tickets	8,768	\$81,700															
Adjustments	5,526	\$31,721															
Transfers (Memo)	14																
Faregate Revenue	\$81,700																
Audit Revenue	\$113,421																
Adjusted Monthly Expense	-\$59,606																

Route TBSF Tiburon			As of January-23				Ferry Route Performance											
Patrons:	Jan 23	Dec 22	% Chg	Jan 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated		
Total	6,738	6,207	8.6%	1,592	323.2%	Total	349	246	23	269	694	11	2,387	300	2,687	30		
Avg /WD	274	255	7.6%	80	244.1%	Avg /WD	14	10	1	11	699	0	94	15	109	20		
Avg / Sat	161	85	89.7%	0	0.0%	Avg / Sat	8	5	0	5	703	0	51	0	51	4		
Avg / Sun/Hol	103	109	-5.8%	0	0.0%	Avg / Sun/Hol	7	5	0	5	658	0	49	0	49	6		
Passenger Revenue			Operating Expense															
Cash/Tickets	Patrons	Revenue					\$731,587				Park Mobile				Patrons	Revenue		
Blue/Gold Tix Exchg-Sausalito	0	\$0									Adult				0	\$0		
Adult	0	\$0									Senior/Disabled				0	\$0		
Senior/Disabled	0	\$0									Youth				0	\$0		
Youth	0	\$0									Total Park Mobile				0	\$0		
Adjustments	0	\$0																
Total Cash/Tickets	0	\$0																
Clipper	Patrons	Revenue																
Adult	4,348	\$32,390																
Senior	274	\$1,910																
Disabled	32	\$224																
Youth	39	\$273																
Limited Use																		
All							Blue And Gold		Rental Bike		ATT Park		Cal Games		All Other LU			
			Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue		
Adult	297	\$4,158													297	\$4,158		
Senior	95	\$665													95	\$665		
Disabled	0	\$0													0	\$0		
Youth	38	\$266													38	\$266		
Total Clipper	5,123	\$39,886	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	430	\$5,089		
Total Clipper, Park Mobile and Cash/Tickets	5,123	\$39,886																
Adjustments	1,615	\$657																
Transfers (Memo)	30																	
Faregate Revenue	\$39,886																	
Audit Revenue	\$40,543																	
Adjusted Monthly Expense	-\$41,451																	

Route 'AISF:LSSF:SSSF:TBSF'				As of February-23				Ferry Route Performance													
Regular Service (Larkspur,Sausalito,Tiburon,Angel Island)																					
Patrons:		Feb 23	Jan 23	% Chg	Feb 22	% Chg	Ferry Service	Trips	Svc Hrs	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated				
Total		69,248	56,560	22.4%	46,077	50.3%	Total:	1,474	1,146	118	1,264	618	9	13,556	2,171	15,727	28				
Avg /WD		2,571	2,230	15.3%	1,341	91.7%	Avg /WD	61	45	6	51	610	0	568	108	676	19				
Avg / Sat		2,372	1,534	54.7%	2,705	-12.3%	Avg / Sat	35	31	1	32	637	0	304	13	317	4				
Avg / Sun/Hol		2,181	997	118.7%	1,955	11.5%	Avg / Sun/Hol	36	31	1	32	654	0	310	13	323	5				
Passenger Revenue				Operating Expense																	
				Expense				\$3,841,337													
Cash/Tickets		Patrons	Revenue															Park Mobile	Patrons	Revenue	
B&G Tix Exch-Sausalito		0	\$0															Adult	0	\$0	
Adult		0	\$0															Senior/Disabled	0	\$0	
Senior/Disabled		0	\$0		Route Performance				Feb 23	Jan 23	%Chg	Feb 22	% Chg	Youth		0	\$0				
Youth		0	\$0		Riders per Trip				47	37	27.0%	31	51.5%	Total Park Mobile		0	\$0				
Adjustments		0	\$0		Load Factor (%)				7.6	6.3	20.6%	4.7	61.7%								
Total Cash/Tickets		0	\$0		Riders per Hour				60.4	48.0	25.9%	42.0	43.9%								
					Fare Recovery (%)				11.7	10.0	17.0%	12.5	-6.4%								
					Deficit per Passenger				\$53.34	\$59.65	-10.6%	\$57.73	-7.6%								
					Cancellation Rate (%)				0.6	3.4	-82.2%	0.2	203.4%								
					Trip Overloads				0	0	0.0%	0	0.0%								
					Accidents				0	0	0.0%	0	0.0%								
Clipper		Patrons	Revenue															Cal Games		ALL Other LU	
Adult		41,829	\$333,796		Blue And Gold				Patrons	Revenue		Patrons	Revenue		Patrons	Revenue		Patrons	Revenue		
Senior		2,862	\$19,349		Patrons				0	\$0		0	\$0		0	\$0		0	\$0		
Disabled		164	\$1,109		Patrons				0	\$0		0	\$0		0	\$0		0	\$0		
Youth		393	\$2,632		Patrons				0	\$0		0	\$0		0	\$0		0	\$0		
Limited Use					Patrons				0	\$0		0	\$0		0	\$0		0	\$0		
All					Patrons				0	\$0		0	\$0		0	\$0		0	\$0		
Adult		7,451	\$103,237		Patrons				0	\$0		0	\$0		0	\$0		0	\$0		
Senior		1,908	\$13,137		Patrons				0	\$0		0	\$0		0	\$0		0	\$0		
Disabled		0	\$0		Patrons				0	\$0		0	\$0		0	\$0		0	\$0		
Youth		2,107	\$14,504		Patrons				0	\$0		0	\$0		0	\$0		0	\$0		
Total Clipper		56,714	\$487,762		Patrons				0	\$0		0	\$0		0	\$0		0	\$0		
Total Clipper, Park Mobile and Cash/Tickets		56,714	487,762															Cal Games		ALL Other LU	
Adjustments		12,534	\$158,027															Patrons		Revenue	
Transfers (Memo)		85																Patrons		Revenue	
Faregate Revenue		\$487,762																Patrons		Revenue	
Audit Revenue		\$645,789																Patrons		Revenue	
NOTE: PARK MOBILE IS NO LONGER IS USE AS OF May 2018																					
Adjusted Monthly Expense		\$339,910																Patrons		Revenue	

Route 'AISF:LSSF:SSSF:TBSF'			As of February-23			Ferry Route Performance											
All Routes																	
Patrons:	Feb 23	Jan 23	% Chg	Feb 22	% Chg	Ferry Service	Trips	Svc Hrs	DH Hours	Total Hours		Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	69,248	56,560	22.4%	46,077	50.3%	Total:	1,474	1,146	118	1,264		618	9	13,556	2,171	15,727	28
Avg /WD	2,571	2,230	15.3%	1,341	91.7%	Avg /WD	61	45	6	51		610	0	568	108	676	19
Avg / Sat	2,372	1,534	54.7%	2,705	-12.3%	Avg / Sat	35	31	1	32		637	0	304	13	317	4
Avg / Sun/Hol	2,181	997	118.7%	1,955	11.5%	Avg / Sun/H	36	31	1	32		654	0	310	13	323	5

Passenger Revenue			Operating Expense														
			Expense					\$3,841,337									
Cash/Tickets			Patrons		Revenue							Park Mobile		Patrons		Revenue	
B&G Tix Exch-Saus.			0		\$0							Adult		0		\$0	
Adult			0		\$0							Senior/Disabled		0		\$0	
Senior/Disabled			0		\$0							Youth		0		\$0	
Youth			0		\$0							Total Park Mobile		0		\$0	
Adjustments			0		\$0												
Total Cash/Tix			0		\$0												
Clipper			Patrons		Revenue							Tickets.com		Patrons		Revenue	
Adult			41,829		\$333,796							Adult		0		\$0	
Senior			2,862		\$19,349							Senior/Disabled		0		\$0	
Disabled			164		\$1,109							Youth		0		\$0	
Youth			393		\$2,632							Total Tickets.com		0		\$0	
Limited Use																	
All																	
Adult			7,451		\$103,237												
Senior			1,908		\$13,137												
Disabled			0		\$0												
Youth			2,107		\$14,504												
Total Clipper			56,714		\$487,762												
Total Clipper, Park Mobile and Cash/Tickets			56,714		\$487,762												
Adjustments			12,534		\$158,027												
Transfers (Memo)			85														
Faregate Revenue			\$487,762														
Audit Revenue			\$645,789														
Adjusted Monthly Expense			\$339,910														

Route Performance					Feb 23	Jan 23	%Chg	Feb 22	% Chg
Riders per Trip					47	37	27.0%	31	51.5%
Load Factor (%)					7.6	6.3	20.6%	4.7	61.7%
Riders per Hour					60.4	48.0	25.9%	42.0	43.9%
Fare Recovery (%)					11.7	10.0	17.0%	12.5	-6.4%
Deficit per Passenger					\$53.34	\$59.65	-10.6%	\$57.73	-7.6%
Cancellation Rate (%)					0.6	3.4	-82.2%	0.2	203.4%
Trip Overloads					0	0	0.0%	0	0.0%
Accidents					0	0	0.0%	0	0.0%

Blue And Gold		Rental Bike		ATT Park		Cal Games		ALL Other LU	
Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue
0	\$0	0	\$0	0	\$0	0	\$0	7,451	\$103,237
0	\$0	0	\$0	0	\$0	0	\$0	1,908	\$13,137
0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
0	\$0	0	\$0	0	\$0	0	\$0	2,107	\$14,504
0	\$0	0	\$0	0	\$0	0	\$0	11,466	\$130,877

NOTE: Blue & Gold patron count based on weighted average

NOTE: Blue & Gold patron count based on weighted average



Route AISF Angel Island		As of February-23				Ferry Route Performance										
Patrons:	Feb 23	Jan 23	% Chg	Feb 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	5,703	2,494	128.7%	7,147	-20.2%	Total	223	174	9	183	746	1	1,728	117	1,845	28
Avg /WD	97	55	78.3%	86	13.6%	Avg /WD	8	6	0	6	750	0	62	0	62	19
Avg / Sat	400	253	58.1%	729	-45.2%	Avg / Sat	8	6	1	7	726	0	60	13	73	4
Avg / Sun/Hol	452	93	387.2%	521	-13.3%	Avg / Sun/Hol	8	6	1	7	750	0	62	13	75	5
Passenger Revenue		Operating Expense														
		Expense				\$578,193										
Cash/Tickets	Patrons	Revenue									Park Mobile	Patrons	Revenue			
Blue/Gold Tix Exchg-Sausalito	0	\$0									Adult	0	\$0			
Adult	0	\$0									Senior/Disabled	0	\$0			
Senior/Disabled	0	\$0									Youth	0	\$0			
Youth	0	\$0									Total Park Mobile	0	\$0			
Adjustments	0	\$0														
Total Cash/Tickets	0	\$0														
Clipper	Patrons	Revenue														
Adult	2,594	\$19,071														
Senior	93	\$565														
Disabled	5	\$30														
Youth	65	\$390														
Limited Use																
All																
Adult	1,038	\$14,532														
Senior	147	\$1,029														
Disabled	0	\$0														
Youth	307	\$2,149														
Total Clipper	4,249	\$37,765														
Total Clipper, Park Mobile and Cash/Tickets		4,249	\$37,765													
Adjustments	1,454	\$8,673														
Transfers (Memo)	0															
Faregate Revenue	\$37,765															
Audit Revenue	\$46,438															
Adjusted Monthly Expense	\$51,163															

Route LSSF Larkspur			As of February-23				Ferry Route Performance									
Patrons:	Feb 23	Jan 23	% Chg	Feb 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	37,165	33,034	12.5%	18,055	105.8%	Total	565	450	40	490	477	0	7,317	988	8,305	28
Avg /WD	1,686	1,463	15.3%	697	141.9%	Avg /WD	25	18	2	20	444	0	324	52	376	19
Avg / Sat	655	454	44.2%	663	-1.2%	Avg / Sat	10	11	0	11	652	0	130	0	130	4
Avg / Sun/Hol	503	328	53.4%	432	16.3%	Avg / Sun/Hol	10	11	0	11	646	0	130	0	130	5
Passenger Revenue			Operating Expense													
			Expense				\$1,634,440									
Cash/Tickets	Patrons	Revenue									Park Mobile	Patrons	Revenue			
Blue/Gold Tix Exchg-Sausalito	0	\$0									Adult	0	\$0			
Adult	0	\$0									Senior/Disabled	0	\$0			
Senior/Disabled	0	\$0									Youth	0	\$0			
Youth	0	\$0									Total Park Mobile	0	\$0			
Adjustments	0	\$0														
Total Cash/Tickets	0	\$0														
Clipper	Patrons	Revenue														
Adult	25,845	\$215,263														
Senior	1,908	\$12,778														
Disabled	96	\$638														
Youth	190	\$1,277														
Limited Use																
All																
Adult	2,155	\$29,093														
Senior	878	\$5,927														
Disabled	0	\$0														
Youth	981	\$6,622														
Total Clipper	32,053	\$271,596														
Total Clipper, Park Mobile and Cash/Tickets																
Adjustments	5,112	\$34,641														
Transfers (Memo)	17															
Faregate Revenue	\$271,596															
Audit Revenue	\$306,237															
Adjusted Monthly Expense	\$144,627															

Route SSSF Sausalito			As of February-23				Ferry Route Performance									
Patrons:	Feb 23	Jan 23	% Chg	Feb 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	18,738	14,294	31.1%	14,940	25.4%	Total	355	288	47	335	664	1	2,247	773	3,021	28
Avg /WD	499	439	13.5%	371	34.5%	Avg /WD	14	11	3	14	713	0	88	41	129	19
Avg / Sat	1,079	666	62.0%	984	9.7%	Avg / Sat	10	9	0	9	525	0	63	0	63	4
Avg / Sun/Hol	989	474	108.7%	792	24.9%	Avg / Sun/Hol	10	9	0	9	514	0	63	0	63	5
Passenger Revenue			Operating Expense													
Cash/Tickets	Patrons	Revenue									Park Mobile	Patrons	Revenue			
Blue/Gold Tix Exchg-Sausalito											Adult	0	\$0			
Adult	0	\$0									Senior/Disabled	0	\$0			
Senior/Disabled	0	\$0									Youth	0	\$0			
Youth	0	\$0									Total Park Mobile	0	\$0			
Adjustments	0	\$0														
Total Cash/Tickets	0	\$0														
Clipper	Patrons	Revenue														
Adult	8,199	\$60,775														
Senior	477	\$3,327														
Disabled	30	\$210														
Youth	83	\$580														
Limited Use															All Other LU	
All			Blue And Gold		Rental Bike		ATT Park				Cal Games				Revenue Patrons Revenue	
Adult	3,783	\$52,962	Patrons Revenue		Patrons Revenue		Patrons Revenue				Patrons				3,783 \$52,962	
Senior	753	\$5,271													753 \$5,271	
Disabled	0	\$0													0 \$0	
Youth	722	\$5,054													722 \$5,054	
Total Clipper	14,047	\$128,179	0 \$0		0 \$0		0 \$0				0 \$0				5,258 \$63,287	
Total Clipper, Park Mobile and Cash/Tickets			14,047		\$128,179											
Adjustments	4,691	\$117,806														
Transfers (Memo)	33															
Faregate Revenue	\$128,179															
Audit Revenue	\$245,984															
Adjusted Monthly Expense	\$87,400															

Route TBSF Tiburon			As of February-23				Ferry Route Performance													
Patrons:	Feb 23	Jan 23	% Chg	Feb 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated				
Total	7,642	6,738	13.4%	5,935	28.8%	Total	331	233	22	256	724	7	2,264	292	2,556	28				
Avg /WD	290	274	5.7%	188	54.2%	Avg /WD	14	10	1	11	728	0	94	15	109	19				
Avg / Sat	238	161	48.5%	329	-27.6%	Avg / Sat	8	5	0	5	675	0	51	0	51	4				
Avg / Sun/Hol	238	103	130.7%	210	13.3%	Avg / Sun/Hol	8	5	0	5	742	0	55	0	55	5				
Passenger Revenue			Operating Expense																	
Cash/Tickets			Patrons		Revenue						Park Mobile		Patrons		Revenue					
Blue/Gold Tix Exchg-Sausalito			0		\$0						Adult		0		\$0					
Adult			0		\$0						Senior/Disabled		0		\$0					
Senior/Disabled			0		\$0						Youth		0		\$0					
Youth			0		\$0						Total Park Mobile		0		\$0					
Adjustments			0		\$0															
Total Cash/Tickets			0		\$0															
Clipper			Patrons		Revenue		Route Performance													
Adult			5,191		\$38,688		Feb 23				Jan 23		%Chg		Feb 22		% Chg			
Senior			384		\$2,679		Riders per Trip				23		19		21.5%		15		53.9%	
Disabled			33		\$231		Load Factor (%)				3.2		2.8		13.9%		2.0		59.4%	
Youth			55		\$385		Riders per Hour				32.8		27.0		21.3%		21.0		56.0%	
Limited Use							Fare Recovery (%)				7.2		5.8		24.1%		6.4		12.5%	
All							Deficit per Passenger				\$84.73		\$96.50		-12.2%		\$103.54		-18.2%	
Adult			475		\$6,650		Cancellation Rate (%)				2.1		3.1		-33.2%		0.0		0.0%	
Senior			130		\$910		Trip Overloads				0		0		0.0%		0		0.0%	
Disabled			0		\$0		Accidents				0		0		0.0%		0		0.0%	
Youth			97		\$679															
Total Clipper			6,365		\$50,222		Blue And Gold				Patrons		Revenue		Rental Bike		Patrons		Revenue	
Total Clipper, Park Mobile and Cash/Tickets			6,365		\$50,222		0				\$0		0		\$0		0		\$0	
Adjustments			1,277		-\$3,092															
Transfers (Memo)			35																	
Faregate Revenue			\$50,222																	
Audit Revenue			\$47,130																	
Adjusted Monthly Expense			\$56,720																	

Route 'AISF:LSSF:SSSF:TBSF'				As of March-23		Ferry Route Performance										
Regular Service (Larkspur,Sausalito,Tiburon,Angel Island)																
Patrons:	Mar 23	Feb 23	% Chg	Mar 22	% Chg	Ferry Service	Trips	Svc Hrs	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	76,483	69,248	10.4%	66,454	15.1%	Total:	1,639	1,263	139	1,402	621	52	15,145	2,573	17,718	31
Avg /WD	2,720	2,571	5.8%	2,163	25.7%	Avg /WD	60	45	6	51	601	0	557	107	664	23
Avg / Sat	2,258	2,372	-4.8%	2,260	-0.1%	Avg / Sat	36	32	1	33	730	0	310	13	323	4
Avg / Sun/Hol	1,296	2,181	-40.6%	1,914	-32.3%	Avg / Sun/Hol	36	31	1	32	705	0	306	13	319	4
Passenger Revenue				Operating Expense												
				Expense		\$4,222,455										
Cash/Tickets		Patrons	Revenue	Park Mobile												
B&G Tix Exch-Sausalito		0	\$0	Patrons												
Adult		0	\$0	Revenue												
Senior/Disabled		0	\$0	Adult												
Youth		0	\$0	Senior/Disabled												
Adjustments		0	\$0	Youth												
Total Cash/Tickets		0	\$0	Total Park Mobile												
				0 \$0												
Clipper		Patrons	Revenue	Route Performance												
Adult		48,314	\$386,021	Mar 23												
Senior		3,490	\$23,584	Feb 23												
Disabled		216	\$1,454	%Chg												
Youth		438	\$2,937	Mar 22												
				% Chg												
				Riders per Trip												
				47												
				47 -0.7%												
				40 16.7%												
				Load Factor (%)												
				7.5												
				7.6 -1.1%												
				6.1 23.3%												
				Riders per Hour												
				60.6												
				60.0 0.9%												
				53.0 14.3%												
				Fare Recovery (%)												
				13.6												
				11.7 16.2%												
				16.2 -16.0%												
				Deficit per Passenger												
				\$49.29												
				\$53.34 -7.6%												
				\$42.27 16.6%												
				Cancellation Rate (%)												
				3.1												
				0.6 412.5%												
				0.4 N/A												
				Trip Overloads												
				0												
				0 0.0%												
				0 0.0%												
				Accidents												
				0												
				0 0.0%												
				0 0.0%												
Limited Use		Blue And Gold														
All		Rental Bike														
Adult		ATT Park														
Senior		Cal Games														
Disabled		ALL Other LU														
Youth		Patrons														
Total Clipper		Revenue														
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Route 'LSPB'			As of March-23			Ferry Route Performance											
ATT Service (ATT Baseball)																	
Patrons:	Mar 23	Feb 23	% Chg	Mar 22	% Chg	Ferry Service	Trips	Svc Hrs	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated	
Total	228	0	0.0%	0	0.0%	Total:	2	2	0	2	750	0	30	0	30	1	
Avg /WD	228	0	0.0%	0	0.0%	Avg /WD	2	1	0	1	750	0	30	0	30	1	
Avg / Sat	0	0	0.0%	0	0.0%	Avg / Sat	0	0	0	0	0	0	0	0	0	0	
Avg / Sun/Hol	0	0	0.0%	0	0.0%	Avg / Sun/	0	0	0	0	0	0	0	0	0	0	
Passenger Revenue			Operating Expense														
			Expense			\$5,074											
Cash/Tickets	Patrons	Revenue															
B&G Tix Exch-Saus		0	\$0														
Adult		0	\$0														
Senior/Disabled		0	\$0	Route Performance			Mar 23	Feb 23	%Chg	Mar 22		% Chg					
Youth		0	\$0	Riders per Trip			114	0	0.0%	0		0.0%					
Adjustments		0	\$0	Load Factor (%)			15.2	0	0.0%	0.0		0.0%					
Total Cash/Tickets		0	\$0	Riders per Hour			120.0	0.0	0.0%	0.0		0.0%					
				Fare Recovery (%)			0.0	0.0	0.0%	0.0		0.0%					
Clipper	Patrons	Revenue		Deficit per Passenger			\$23.00	\$0.00	0.0%	\$0.00		0.0%					
Adult		0	\$0	Cancellation Rate (%)			0.0	0.0	0.0%	0.0		0.0%					
Senior		0	\$0	Trip Overloads			0	0	0.0%	0		0.0%					
Disabled		0	\$0	Accidents			0	0	0.0%	0		0.0%					
Youth		0	\$0														
Limited Use				Blue And Gold		Rental Bike		ATT Park		Cal Games		ALL Other LU					
All				Patrons	Revenue	Patrons	Revenue	Patrons		Revenue		Patrons		Revenue		Patrons	Revenue
Adult		0	\$0	0	\$0	0	\$0	0		\$0		0		\$0		0	\$0
Senior		0	\$0	0	\$0	0	\$0	0		\$0		0		\$0		0	\$0
Disabled		0	\$0	0	\$0	0	\$0	0		\$0		0		\$0		0	\$0
Youth		0	\$0	0	\$0	0	\$0	0		\$0		0		\$0		0	\$0
Total Clipper		0	\$0	0	\$0	0	0	0		\$0		\$0		\$0		0	\$0
Total Clipper/Cash Tix			0	\$0													
Adjustments			228	\$0													
Transfers (Memo)			0														
Faregate Revenue			\$0														
Audit Revenue			\$0														
Adjusted Monthly Expense			\$170														

Route 'AISF:LSPB:LSSF:SSSF:TBSF'		As of March-23					Ferry Route Performance									
All Routes																
Patrons:	Mar 23	Feb 23	% Chg	Mar 22	% Chg	Ferry Service	Trips	Svc Hrs	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	76,711	69,248	10.8%	66,454	15.4%	Total:	1,641	1,265	139	1,404	621	52	15,175	2,573	17,748	31
Avg /WD	2,948	2,571	14.6%	2,163	36.3%	Avg /WD	62	46	6	52	606	0	587	107	694	23
Avg / Sat	2,258	2,372	-4.8%	2,260	-0.1%	Avg / Sat	36	32	1	33	730	0	310	13	323	4
Avg / Sun/Hol	1,296	2,181	-40.6%	1,914	-32.3%	Avg / Sun/H	36	31	1	32	705	0	306	13	319	4

Passenger Revenue			Operating Expense														
			\$4,227,529														
Cash/Tickets			Patrons	Revenue								Park Mobile			Patrons	Revenue	
B&G Tix Exch-Saus.			0	\$0								Adult			0	\$0	
Adult			0	\$0								Senior/Disabled			0	\$0	
Senior/Disabled			0	\$0								Youth			0	\$0	
Youth			0	\$0								Total Park Mobile			0	\$0	
Adjustments			0	\$0													
Total Cash/Tix			0	\$0								Tickets.com			Patrons	Revenue	
												Adult			0	\$0	
												Senior/Disabled			0	\$0	
												Youth			0	\$0	
												Total Tickets.com			0	\$0	
Clipper			Patrons	Revenue													
Adult			48,314	\$386,021													
Senior			3,490	\$23,584													
Disabled			216	\$1,454													
Youth			438	\$2,937													
Limited Use							Blue And Gold		Rental Bike		ATT Park		Cal Games		ALL Other LU		
All			Patrons	Revenue		Patrons	Revenue		Patrons	Revenue		Patrons	Revenue		Patrons	Revenue	
Adult			10,413	\$144,229		0	\$0		0	\$0		0	\$0		0	\$0	
Senior			2,467	\$16,974		0	\$0		0	\$0		0	\$0		0	\$0	
Disabled			0	\$0		0	\$0		0	\$0		0	\$0		0	\$0	
Youth			2,783	\$19,143		0	\$0		0	\$0		0	\$0		0	\$0	
Total Clipper			68,121	\$594,341		0	\$0		0	\$0		0	\$0		0	\$0	
Total Clipper, Park Mobile and Cash/Tickets			68,121	\$594,341													
Adjustments			8,590	\$10,415													
Transfers (Memo)			125														
Faregate Revenue			\$594,341														
Audit Revenue			\$604,756														
Adjusted Monthly Expense			\$141,971														

NOTE: Blue & Gold patron count based on weighted average

NOTE: Blue & Gold patron count based on weighted average

Route AISF Angel Island			As of March-23					Ferry Route Performance																																												
Patrons:	Mar 23	Feb 23	% Chg	Mar 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated																																				
Total	5,582	5,703	-2.1%	7,871	-29.1%	Total	227	176	8	184	687	21	1,759	104	1,863	29																																				
Avg /WD	144	97	48.5%	175	-17.7%	Avg /WD	8	6	0	6	664	0	60	0	60	21																																				
Avg / Sat	411	400	2.9%	474	-13.3%	Avg / Sat	8	6	1	7	751	0	62	13	75	4																																				
Avg / Sun/Hol	227	452	-49.8%	485	-53.3%	Avg / Sun/Hol	8	6	1	7	750	0	62	13	75	4																																				
Passenger Revenue			Operating Expense																																																	
Cash/Tickets			Expense					\$573,108																																												
Blue/Gold Tix Exchg-Sausalito								Park Mobile					Patrons			Revenue																																				
Adult								Adult					0			\$0																																				
Senior/Disabled								Senior/Disabled					0			\$0																																				
Youth								Youth					0			\$0																																				
Adjustments								Total Park Mobile					0			\$0																																				
Total Cash/Tickets													0			\$0																																				
Clipper			Patrons					Revenue																																												
Adult			2,309					\$16,920																																												
Senior			97					\$587																																												
Disabled			5					\$30																																												
Youth			42					\$252																																												
Limited Use								Blue And Gold					Rental Bike					ATT Park					Cal Games					All Other LU																								
All								Patrons					Revenue					Patrons					Revenue					Patrons					Revenue					Patrons					Revenue									
Adult			994					\$13,916																									994					\$13,916														
Senior			111					\$777																									111					\$777														
Disabled			0					\$0																									0					\$0														
Youth			302					\$2,114																									302					\$2,114														
Total Clipper			3,860					\$34,595																									0					\$0					1,407					\$16,807				
Total Clipper, Park Mobile and Cash/Tickets			3,860					\$34,595																																												
Adjustments			1,722					\$25,595																																												
Transfers (Memo)			0																																																	
Faregate Revenue			\$34,595																																																	
Audit Revenue			\$60,190																																																	
Adjusted Monthly Expense			\$19,246																																																	



Route LSSF Larkspur			As of March-23				Ferry Route Performance									
Patrons:	Mar 23	Feb 23	% Chg	Mar 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	42,413	37,165	14.1%	30,691	38.2%	Total	643	501	47	549	473	12	8,327	1,183	9,510	31
Avg /WD	1,690	1,686	0.2%	1,151	46.8%	Avg /WD	25	18	2	20	440	0	318	51	369	23
Avg / Sat	578	655	-11.8%	629	-8.1%	Avg / Sat	10	11	0	11	735	0	130	0	130	4
Avg / Sun/Hol	309	503	-38.6%	424	-27.2%	Avg / Sun/Hol	10	11	0	11	679	0	126	0	126	4
Passenger Revenue			Operating Expense													
			Expense				\$1,749,647									
Cash/Tickets	Patrons	Revenue									Park Mobile	Patrons	Revenue			
Blue/Gold Tix Exchg-Sausalito	0	\$0									Adult	0	\$0			
Adult	0	\$0									Senior/Disabled	0	\$0			
Senior/Disabled	0	\$0									Youth	0	\$0			
Youth	0	\$0									Total Park Mobile	0	\$0			
Adjustments	0	\$0														
Total Cash/Tickets	0	\$0														
Clipper	Patrons	Revenue														
Adult	30,638	\$255,127														
Senior	2,410	\$16,134														
Disabled	137	\$907														
Youth	261	\$1,744														
Limited Use																
All																
Adult	3,106	\$41,931														
Senior	1,179	\$7,958														
Disabled	0	\$0														
Youth	1,352	\$9,126														
Total Clipper	39,083	\$332,926														
Total Clipper, Park Mobile and Cash/Tickets	39,083	\$332,926														
Adjustments	3,330	-\$60,293														
Transfers (Memo)	33															
Faregate Revenue	\$332,926															
Audit Revenue	\$272,633															
Adjusted Monthly Expense	\$58,757															

Route SSSF Sausalito		As of March-23					Ferry Route Performance									
Patrons:	Mar 23	Feb 23	% Chg	Mar 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	20,233	18,738	8.0%	19,985	1.2%	Total	395	321	57	378	722	7	2,500	938	3,439	31
Avg /WD	595	499	19.2%	575	3.5%	Avg /WD	14	11	3	14	734	0	87	41	128	23
Avg / Sat	1,027	1,079	-4.8%	883	16.3%	Avg / Sat	10	9	0	9	690	0	63	0	63	4
Avg / Sun/Hol	613	989	-38.1%	808	-24.2%	Avg / Sun/Hol	10	9	0	9	660	0	63	0	63	4
Passenger Revenue			Operating Expense													
			Expense			\$1,122,313										
Cash/Tickets	Patrons	Revenue	Park Mobile													
Blue/Gold Tix Exchg-Sausalito			Patrons													
Adult	0	\$0	Adult													
Senior/Disabled	0	\$0	Senior/Disabled													
Youth	0	\$0	Youth													
Adjustments	0	\$0	Total Park Mobile													
Total Cash/Tickets	0	\$0	0													
Clipper	Patrons	Revenue	Route Performance													
Adult	9,601	\$71,140	Mar 23													
Senior	541	\$3,779	Feb 23 %Chg													
Disabled	42	\$293	Mar 22 % Chg													
Youth	80	\$557	Riders per Trip													
Limited Use			Load Factor (%)													
All			Riders per Hour													
Adult	5,773	\$80,822	Fare Recovery (%)													
Senior	1,075	\$7,525	Deficit per Passenger													
Disabled	0	\$0	Cancellation Rate (%)													
Youth	1,034	\$7,238	Trip Overloads													
Total Clipper	18,146	\$171,354	Accidents													
			Blue And Gold		Rental Bike		ATT Park		Cal Games		All Other LU					
			Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue				

Route TBSF Tiburon			As of March-23				Ferry Route Performance									
Patrons:	Mar 23	Feb 23	% Chg	Mar 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	8,255	7,642	8.0%	7,907	4.4%	Total	374	265	26	291	727	12	2,558	348	2,906	31
Avg /WD	291	290	0.6%	262	11.1%	Avg /WD	14	10	1	11	722	0	92	15	107	23
Avg / Sat	242	238	1.5%	274	-11.7%	Avg / Sat	8	6	0	6	751	0	55	0	55	4
Avg / Sun/Hol	148	238	-37.7%	196	-24.6%	Avg / Sun/Hol	8	5	0	5	750	0	55	0	55	4
Passenger Revenue			Operating Expense													
			Expense				\$777,388									
Cash/Tickets	Patrons	Revenue									Park Mobile	Patrons	Revenue			
Blue/Gold Tix Exchg-Sausalito	0	\$0									Adult	0	\$0			
Adult	0	\$0									Senior/Disabled	0	\$0			
Senior/Disabled	0	\$0									Youth	0	\$0			
Youth	0	\$0									Total Park Mobile	0	\$0			
Adjustments	0	\$0														
Total Cash/Tickets	0	\$0														
Clipper	Patrons	Revenue														
Adult	5,766	\$42,835														
Senior	442	\$3,085														
Disabled	32	\$224														
Youth	55	\$384														
Limited Use																
All																
Adult	540	\$7,560														
Senior	102	\$714														
Disabled	0	\$0														
Youth	95	\$665														
Total Clipper	7,032	\$55,466														
Total Clipper, Park Mobile and Cash/Tickets																
Adjustments	1,223	-\$20,608														
Transfers (Memo)	43															
Faregate Revenue	\$55,466															
Audit Revenue	\$34,858															
Adjusted Monthly Expense	\$26,107															

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# FERRY PASSENGERS ADVISORY COMMITTEE (FPAC)

*Agenda for Monday, August 14, 2023*



**Convene at 11:00 a.m. – Adjourn by 12:15 p.m.**

**Meeting Address: Port of San Francisco, Pier 1, Room 1**

- 1. Approval of Minutes of June 5, 2023**
- 2. Operational Issues**
  - A. Ridership Updates
  - B. Service Updates
- 3. New Build Ferry Presentation by John Gray**
- 4. Updates and Other Items**
  - A. Vessel Updates
  - B. Terminal Updates
  - C. Return to Office Timeline Discussion
- 5. Committee Business**
  - A. FPAC Initiatives
    - i. Larkspur 42 Crossings/Parking Needs Environmental Review
    - ii. Sonoma-Marin Bike Share
  - B. Membership Recruitment
    - i. Updates on Recent Outreach
    - ii. Prospective Member Introductions
- 6. Member/Visitor Comments**
- 7. Next Meeting: November 13, 2023**

Survey of Members to Determine Quorum

- Attachments:
1. Summary from meeting of June 5, 2023
  2. John Gray PowerPoint Presentation
  3. Ferry Route Performance Report for April, May, June 2023
    - All Routes
    - Angel Island – San Francisco Ferry Terminal (AISF)
    - Larkspur Ferry Terminal-San Francisco Oracle Park (LSPB)
    - Larkspur Ferry Terminal-San Francisco Ferry Terminal (LSSF)
    - Sausalito Ferry Terminal-San Francisco Ferry Terminal (SSSF)
    - Tiburon Ferry Terminal-San Francisco Ferry Terminal (TBSF)

**Public Comment Note:** During the public comment period, speakers will be allotted no more than 3 minutes to speak and will be heard in the order of sign-up. Said time frames may be extended only upon approval of the Committee Chair.

Public comments may also be submitted by e-mail to [PAC@goldengate.org](mailto:PAC@goldengate.org). Comments submitted before the meeting will be provided to the Committee members before or during the Committee meeting. Comments submitted after the meeting is called to order will be included as an attachment to the minutes for this meeting.

Upon request, the Golden Gate Bridge, Highway and Transportation District will provide written agenda materials in appropriate alternative formats to individuals with disabilities. In addition, the District will arrange for disability-related modifications or accommodations, including auxiliary aids or services, to enable individuals with disabilities to participate in public meetings. Please send a written request, including your name, mailing address, telephone number and brief description of the requested materials, preferred alternative format, and/or auxiliary aid or service at least three (3) days before the meeting. Requests should be made by mail to: Amorette M. Ko Wong, Secretary of the District, Golden Gate Bridge, Highway and Transportation District, P.O. Box 29000, Presidio Station, San Francisco, CA 94129-9000; or e-mail to [districtsecretary@goldengate.org](mailto:districtsecretary@goldengate.org); or telephone at (415) 923-2223, or the District's ADA Compliance & Program Manager at (415) 257-4416, or California Relay Service at 711.

Patrons:	Apr 23	Mar 23	% Chg	Apr 22	% Chg	Ferry Service	Trips	Svc Hrs	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	111,130	76,711	44.9%	86,151	29.0%	Total:	1,668	1,297	114	1,412	632	0	15,686	2,067	17,753	30
Avg /WD	4,002	2,948	35.8%	3,273	22.3%	Avg /WD	66	50	5	55	612	0	639	96	735	20
Avg / Sat	4,503	2,258	99.4%	3,870	16.4%	Avg / Sat	38	32	1	33	710	0	344	16	360	5
Avg / Sun/Hol	3,557	1,296	174.5%	3,286	8.3%	Avg / Sun/H	38	33	1	34	719	0	340	13	353	5

Passenger Revenue

Cash/Tickets	Patrons	Revenue
B&G Tix Exch-Saus.	3,439	\$47,671
Adult	0	\$0
Senior/Disabled	0	\$0
Youth	0	\$0
Adjustments	0	\$0
Total Cash/Tix	3,439	\$47,671

Clipper	Patrons	Revenue
Adult	59,830	\$473,387
Senior	4,331	\$29,108
Disabled	270	\$1,815
Youth	561	\$3,758

Limited Use	Patrons	Revenue
All		
Adult	16,962	\$235,019
Senior	4,020	\$27,758
Disabled	0	\$0
Youth	5,193	\$35,812
Total Clipper	91,167	\$806,656

Total Clipper, Park Mobile and Cash/Tickets	94,606	\$854,327
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Adjustments	16,524	\$428,114
Transfers (Memo)	124	
Faregate Revenue	\$1,006,119	
Audit Revenue	\$1,282,441	

Adjusted Monthly Expense	-\$443,495
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Operating Expense

Expense \$4,437,984

Route Performance	Apr 23	Mar 23	%Chg	Apr 22	% Chg
Riders per Trip	67	47	41.8%	58	14.9%
Load Factor (%)	10.5	7.5	40.5%	9.1	15.8%
Riders per Hour	85.7	61.0	40.4%	70.0	22.4%
Fare Recovery (%)	25.2	13.6	85.3%	22.7	11.0%
Deficit per Passenger	\$26.89	\$49.21	-45.4%	\$31.13	-13.6%
Cancellation Rate (%)	0.0	3.1	-100.0%	0.0	0.0%
Trip Overloads	0	0	0.0%	0	0.0%
Accidents	0	0	0.0%	0	0.0%

Blue And Gold		Rental Bike		ATT Park		Cal Games		ALL Other LU	
Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue
0	\$0	0	\$0	0	\$0	0	\$0	16,962	\$235,019
0	\$0	0	\$0	0	\$0	0	\$0	4,020	\$27,758
0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
0	\$0	0	\$0	0	\$0	0	\$0	5,193	\$35,812
0	\$0	0	\$0	0	\$0	0	\$0	26,175	\$298,588

NOTE: Blue & Gold patron count based on weighted average

Route 'LSPB'  
ATT Service (ATT Baseball)

As of April-23

Ferry Route Performance

Patrons:	Apr 23	Mar 23	% Chg	Apr 22	% Chg	Ferry Service	Trips	Svc Hrs	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	6,852	228	2905.3%	7,493	-8.6%	Total:	26	24	0	24	750	0	392	0	392	13
Avg /WD	425	228	86.5%	628	-32.3%	Avg /WD	2	2	0	2	750	0	30	0	30	9
Avg / Sat	799	0	0.0%	1,004	-20.5%	Avg / Sat	2	2	0	2	750	0	30	0	30	2
Avg / Sun/Hol	714	0	0.0%	1,090	-34.5%	Avg / Sun/l	2	2	0	2	750	0	30	0	30	2

Passenger Revenue

Operating Expense  
Expense

\$124,522

Cash/Tickets	Patrons	Revenue
B&G Tix Exch-Saus	0	\$0
Adult	0	\$0
Senior/Disabled	0	\$0
Youth	0	\$0
Adjustments	0	\$0
<b>Total Cash/Tickets</b>	<b>0</b>	<b>\$0</b>

Route Performance	Apr 23	Mar 23	%Chg	Apr 22	% Chg
Riders per Trip	264	114	131.2%	375	-29.7%
Load Factor (%)	35.1	15	131.2%	50.0	-29.7%
Riders per Hour	291.6	120.0	143.0%	410.0	-28.9%
Fare Recovery (%)	135.9	0.0	0.0%	232.1	-41.4%
Deficit per Passenger	-\$5.84	\$23.00	-125.4%	-\$12.34	-52.7%
Cancellation Rate (%)	0.0	0.0	0.0%	0.0	0.0%
Trip Overloads	0	0	0.0%	0	0.0%
Accidents	0	0	0.0%	0	0.0%

Clipper	Patrons	Revenue
Adult	11	\$171
Senior	0	\$0
Disabled	0	\$0
Youth	0	\$0

Limited Use

All		
Adult	7	\$98
Senior	0	\$0
Disabled	0	\$0
Youth	0	\$0
<b>Total Clipper</b>	<b>18</b>	<b>\$269</b>

Blue And Gold		Rental Bike		ATT Park		Cal Games		ALL Other LU	
Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue
0	\$0	0	\$0	0	\$0	0	\$0	7	\$98
0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>7</b>	<b>\$98</b>

**Total Clipper/Cash Tix      18      \$269**

Adjustments	6,834	\$151,792
Transfers (Memo)	0	
Faregate Revenue	\$269	
Audit Revenue	\$152,061	

Adjusted Monthly Expense      -\$12,444



Route LSSF Larkspur		As of April-23				Ferry Route Performance										
Patrons:	Apr 23	Mar 23	% Chg	Apr 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	49,138	42,413	15.9%	34,549	42.2%	Total	661	526	30	556	470	0	8,560	780	9,340	30
Avg /WD	2,084	1,690	23.3%	1,375	51.5%	Avg /WD	28	21	2	23	434	0	363	39	402	20
Avg / Sat	871	578	50.7%	738	18.0%	Avg / Sat	10	11	0	11	668	0	132	0	132	5
Avg / Sun/Hol	623	309	101.9%	497	25.3%	Avg / Sun/Hol	10	11	0	11	672	0	130	0	130	5
Passenger Revenue			Operating Expense				\$1,866,825									
Cash/Tickets	Patrons	Revenue														
Blue/Gold Tix Exchg-Sausalito	0	\$0														
Adult	0	\$0														
Senior/Disabled	0	\$0														
Youth	0	\$0														
Adjustments	0	\$0														
Total Cash/Tickets	0	\$0														
			Route Performance				Apr 23	Mar 23	%Chg	Apr 22	% Chg					
Clipper	Patrons	Revenue	Riders per Trip	74	66	12.6%	71	4.7%								
Adult	32,999	\$274,294	Load Factor (%)	15.8	13.9	13.8%	14.5	9.1%								
Senior	2,681	\$17,932	Riders per Hour	93.3	85.0	9.8%	77.0	21.2%								
Disabled	142	\$941	Fare Recovery (%)	23.0	18.4	24.8%	20.6	11.5%								
Youth	268	\$1,796	Deficit per Passenger	\$26.34	\$34.79	-24.3%	\$31.43	-16.2%								
Limited Use			Cancellation Rate (%)	0.0	1.8	-100.0%	0.0	0.0%								
All			Trip Overloads	0	0	0.0%	0	0.0%								
Adult	4,899	\$66,137	Accidents	0	0	0.0%	0	0.0%								
Senior	1,528	\$10,314														
Disabled	0	\$0														
Youth	2,157	\$14,560														
Total Clipper	44,674	\$385,973														
Total Clipper, Park Mobile and Cash/Tickets			0	\$0	0	\$0	0	\$0								
Adjustments	4,464	\$4,967														
Transfers (Memo)	43															
Faregate Revenue	\$385,973															
Audit Revenue	\$390,940															
Adjusted Monthly Expense			-\$186,555													

Route SSSF Sausalito		As of April-23				Ferry Route Performance										
Patrons:	Apr 23	Mar 23	% Chg	Apr 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	32,661	20,233	61.4%	26,260	24.4%	Total	381	307	50	357	727	0	2,412	841	3,252	30
Avg /WD	882	595	48.3%	761	15.9%	Avg /WD	14	11	3	14	735	0	89	41	130	20
Avg / Sat	1,688	1,027	64.4%	1,238	36.4%	Avg / Sat	10	8	0	8	689	0	65	3	68	5
Avg / Sun/Hol	1,318	613	115.1%	1,025	28.5%	Avg / Sun/Hol	10	9	0	9	724	0	63	0	63	5
Passenger Revenue			Operating Expense				\$1,091,490									
Cash/Tickets			Patrons		Revenue											
Blue/Gold Tix Exchg-Sausalito			3,439		\$47,671											
Adult			0		\$0											
Senior/Disabled			0		\$0											
Youth			0		\$0											
Adjustments			0		\$0											
Total Cash/Tickets			3,439		\$47,671											
Clipper			Patrons		Revenue											
Adult			13,796		\$102,282											
Senior			765		\$5,335											
Disabled			78		\$544											
Youth			135		\$942											
Limited Use																
All																
Adult			9,193		\$128,702											
Senior			1,890		\$13,230											
Disabled			0		\$0											
Youth			2,118		\$14,826											
Total Clipper			27,975		\$265,861											
Total Clipper, Park Mobile and Cash/Tickets			31,414		\$313,532											
Adjustments			1,247		\$292,552											
Transfers (Memo)			55													
Faregate Revenue			\$313,532													
Audit Revenue			\$606,084													
Adjusted Monthly Expense			-\$109,074													

Route TBSF Tiburon		As of April-23				Ferry Route Performance										
Patrons:	Apr 23	Mar 23	% Chg	Apr 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	10,673	8,255	29.3%	8,269	29.1%	Total	360	260	24	284	743	0	2,462	316	2,778	30
Avg /WD	369	291	26.8%	287	28.5%	Avg /WD	14	10	1	11	745	0	96	16	112	20
Avg / Sat	364	242	50.4%	277	31.3%	Avg / Sat	8	5	0	5	741	0	55	0	55	5
Avg / Sun/Hol	294	148	98.8%	213	38.3%	Avg / Sun/Hol	8	5	0	5	734	0	55	0	55	5
Passenger Revenue			Operating Expense													
			Expense			\$740,840										
Cash/Tickets	Patrons	Revenue														
Blue/Gold Tix Exchg-Sausalito	0	\$0														
Adult	0	\$0														
Senior/Disabled	0	\$0														
Youth	0	\$0														
Adjustments	0	\$0														
Total Cash/Tickets	0	\$0														
Clipper	Patrons	Revenue														
Adult	7,427	\$55,462														
Senior	533	\$3,717														
Disabled	30	\$210														
Youth	70	\$489														
Limited Use																
All																
Adult	874	\$12,236														
Senior	254	\$1,778														
Disabled	0	\$0														
Youth	212	\$1,484														
Total Clipper	9,400	\$75,377														
Total Clipper, Park Mobile and Cash/Tickets			9,400	\$75,377												
Adjustments	1,273	-\$1,637														
Transfers (Memo)	26															
Faregate Revenue	\$75,377															
Audit Revenue	\$73,740															
Adjusted Monthly Expense	-\$74,033															

Route AISF Angel Island		As of April-23				Ferry Route Performance										
Patrons:	Apr 23	Mar 23	% Chg	Apr 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	11,806	5,582	111.5%	9,580	23.2%	Total	240	181	10	191	750	0	1,860	130	1,990	30
Avg /WD	243	144	68.1%	222	9.1%	Avg /WD	8	6	0	6	750	0	62	0	62	20
Avg / Sat	782	411	90.1%	613	27.5%	Avg / Sat	8	6	1	7	750	0	62	13	75	5
Avg / Sun/Hol	609	227	168.6%	461	32.1%	Avg / Sun/Hol	8	6	1	7	751	0	62	13	75	5
Passenger Revenue			Operating Expense				\$614,308									
Cash/Tickets	Patrons	Revenue														
Blue/Gold Tix Exchg-Sausalito	0	\$0														
Adult	0	\$0														
Senior/Disabled	0	\$0														
Youth	0	\$0														
Adjustments	0	\$0														
Total Cash/Tickets	0	\$0														
Clipper	Patrons	Revenue														
Adult	5,597	\$41,178														
Senior	352	\$2,124														
Disabled	20	\$120														
Youth	88	\$531														
Limited Use																
All																
Adult	1,989	\$27,846														
Senior	348	\$2,436														
Disabled	0	\$0														
Youth	706	\$4,942														
Total Clipper	9,100	\$79,177														
Total Clipper, Park Mobile and Cash/Tickets			9,100	\$79,177												
Adjustments	2,706	-\$19,561														
Transfers (Memo)	0															
Faregate Revenue	\$79,177															
Audit Revenue	\$59,616															
Adjusted Monthly Expense	-\$61,389															

# FERRY PASSENGERS ADVISORY COMMITTEE (FPAC)

*Minutes of Meeting of Monday, June 5, 2023*



FPAC Members Present: Chuck Hornbrook, Jordan Jaffe, Maryline Lewett, Michael Stryker

Guests Present: Bert Hill, GGBHTD Board of Directors; Carlin Long, prospective member; Christopher Snell, prospective member; Anita Yao, Port of San Francisco

Staff Present: Michael Hoffman, Deputy General Manager, Ferry Division; Collette Martinez, Manager of Ferry Operations; Carlena Natouf, Customer Relations Supervisor; Josh Widmann, Associate Planner

1. Approval of Meeting Minutes of February 13, 2023. Minutes were reviewed and approved with no edits.

## 2. Operational Issues

A. Ridership Updates. Josh Widmann reported weekday ridership for all routes are averaging 3,000 unlinked daily passenger trips in January through March on non-rain days, and 4,000 to 4,500 in April and May on non-rain days. Larkspur average weekday ridership was around 2,000 unlinked passenger trips in January through March and 2,500 to 2,700 in April and May. Jordan Jaffe questioned whether these averages were the entire week or just Tuesday through Thursday higher demand days. He was informed these were the mid-week average numbers. Sausalito service has been carrying around 500 riders per day in January and February, 1,000 in March, and 1500 to 2,000 in April and May. Tiburon has been averaging up to 300 to 400 unlinked passenger trips in January through March, and 400 to 500 on good weather days in April and May. Unlinked daily passenger trips for Angel Island are also weather-dependent, averaging around 100 to 200 on weekdays in January through March, and 400 to 500 in April through May, sometimes exceeding 600 to 1,000 on warm weather days.

B. Service Updates. The next ferry schedule changes will take place June 26. Tiburon will operate one less trip in the afternoon as a result of the triangle schedules. The SMART transfer window will be adjusted for some trips allowing a 25-minute inter-agency transfer window. Mr. Jaffe inquired about the Route 25 Larkspur ferry shuttle route and was informed this is not likely to return in the near future. The Metropolitan Transportation Commission has been encouraging regional schedule change coordination, and as a result the next ferry schedule change will occur on August 14, 2023.

## 3. Updates and Other Items

A. District Strategic Plan Discussion and FPAC Comment Summary. The committee discussed their top District Strategic Plan concerns. The group stated they were in favor of the high-speed

catamaran vessel replacement plan, the plan for ferry berthing at San Quentin, a new shared ferry slip in Mission Bay, and the San Francisco and Larkspur gangways and piers projects. The committee was also in support of the Larkspur parking and service expansion project. A discussion of future vessel emissions occurred and the committee was informed the emissions reductions goals can be achieved through a combined look at both bus and ferry vehicle improvements. The FPAC comments were later submitted to the Board of Directors on June 12, 2023 and are attached to the meeting materials.

- B. Vessel Updates. The M.V. *Golden Gate* has been out for servicing since April 8, 2023. This is part of the Coast Guard requirement for small passenger vessels to receive inspection every two years. The M.V. *Napa* will be the next boat to go out for servicing when the M.V. *Golden Gate* returns. After this the M.V. *Del Norte* will go out for inspection, followed by the M.V. *Mendocino*. There is a minimum of 30 days out for servicing, however, additional time may be needed if vessel hull pitting and if corrosion are discovered.
- C. Terminal Updates. Collette Martinez informed the committee that more service is being moved to the main San Francisco berth (Gate C) to take the pressure off Gate B. Electric bikes were discussed, as some vessels require moving bicycles up steps from main (lower) deck to upper deck at the main San Francisco berth. Deckhands are limited to assistance with bicycles 50 pounds and lower according to the MOU. New ferry vessels in the future will allow for bicycle storage on both upper and main decks.
- D. Return to Office Timeline Discussion. Chuck Hornbrook stated that Meta will require employees to return to the office five days per week starting in the fall of 2023. Mr. Jaffe noted that law offices near his office are trending toward more days per week however, not all five days. Maryline Lewett stated the Bay Area Council monitors this information.

#### **4. Committee Business**

##### **A. FPAC Initiatives.**

- a. Approval of Bylaws. Chuck Hornbrook made a motion to approve the FPAC Bylaws discussed at the February meeting, Jordan Jaffe seconded the motion, and the committee voted unanimously to approve.
- b. Larkspur 42 Crossings/Parking Needs Environmental Review. Josh Widmann reported no major updates were available on this item, but the study is continuing. Michael Hoffman noted a preliminary report of wake wash analysis was under review.
- c. Sonoma-Marin Bike Share. Mr. Widmann reported that the prior vendor Bolt Bikes was in violation of the contract back in the fall of 2022 and currently there is a procurement for a new vendor selection process, which will take place after the June 12 Sonoma County Transportation Authority meeting.
- d. Future Vessels Discussion. This item will be discussed at the August 14 meeting.

##### **B. Membership Recruitment & New Member Vote.**

- a. Updates on Recent Outreach. Mr. Widmann reported four applications have been received. The Bylaws state the committee shall have between nine and 11 members. Outreach will continue.
- b. Prospective Member Introductions. Two prospective members were in attendance. Chris Snell resides in San Rafael and bikes to the Larkspur ferry three days per week for a job in Rincon Hill. Carlin Long bikes to the Sausalito ferry for employment in Mission Bay.

**5. Member/Visitor Comments**

District staff will be attending a zero emission ferry conference, including Engineering Department representatives and Capital and Grants Department representatives.

**6. Next Meeting: August 14, 2023.** The committee agreed to reconvene on August 14, 2023 from 11:00 p.m. to 12:15 p.m.

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Route 'AISF:LSPB:LSSF:SSSF:TBSF'			As of May-23			Ferry Route Performance																	
All Routes																							
Patrons:	May 23	Apr 23	% Chg	May 22	% Chg	Ferry Service	Trips	Svc Hrs	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated							
Total	120,396	111,130	8.3%	95,177	26.5%	Total:	1,764	1,363	124	1,488	609	1	16,661	2,257	18,918	31							
Avg /WD	4,036	4,002	0.8%	3,153	28.0%	Avg /WD	66	50	5	55	606	0	639	96	734	22							
Avg / Sat	4,464	4,503	-0.9%	4,219	5.8%	Avg / Sat	38	34	1	35	624	0	340	13	353	4							
Avg / Sun/Hol	4,619	3,557	29.9%	3,998	15.5%	Avg / Sun/H	39	33	1	34	642	0	346	20	367	5							
Passenger Revenue				Operating Expense																			
				Expense				\$3,781,172															
Cash/Tickets												Park Mobile				Patrons				Revenue			
B&G Tix Exch-Saus.				3,517				\$48,546				Adult				0				\$0			
Adult				0				\$0				Senior/Disabled				0				\$0			
Senior/Disabled				0				\$0				Youth				0				\$0			
Youth				0				\$0				Total Park Mobile				0				\$0			
Adjustments				0				\$0															
Total Cash/Tix				3,517				\$48,546															
Clipper				Patrons				Revenue															
Adult				66,702				\$529,958															
Senior				4,959				\$33,444															
Disabled				265				\$1,773															
Youth				554				\$3,720															
Limited Use																							
All																							
Adult				16,854				\$233,400															
Senior				4,634				\$31,985															
Disabled				0				\$0															
Youth				3,550				\$24,447															
Total Clipper				97,518				\$858,726															
Total Clipper, Park Mobile and Cash/Tickets				101,035				\$907,272															
Adjustments				19,361				\$208,529															
Transfers (Memo)				186																			
Faregate Revenue				\$1,053,809																			
Audit Revenue				\$1,115,802																			
Adjusted Monthly Expense				-\$586,283																			

Route 'LSPB'		As of May-23				Ferry Route Performance											
ATT Service (ATT Baseball)																	
Patrons:	May 23	Apr 23	% Chg	May 22	% Chg	Ferry Service	Trips	Svc Hrs	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated	
Total	9,532	6,852	39.1%	10,332	-7.7%	Total:	30	27	0	27	730	0	452	0	452	15	
Avg /WD	471	425	10.6%	519	-9.3%	Avg /WD	2	2	0	2	750	0	30	0	30	10	
Avg / Sat	728	799	-8.8%	1,029	-29.2%	Avg / Sat	2	2	0	2	750	0	30	0	30	2	
Avg / Sun/Hol	1,124	714	57.5%	1,202	-6.5%	Avg / Sun/l	2	2	0	2	650	0	30	0	30	3	
Passenger Revenue		Operating Expense															
Cash/Tickets		Patrons		Revenue		Expense		\$106,683									
B&G Tix Exch-Saus		0		\$0													
Adult		0		\$0													
Senior/Disabled		0		\$0		Route Performance		May 23		Apr 23		%Chg		May 22		% Chg	
Youth		0		\$0		Riders per Trip		318		264		20.4%		356		-10.7%	
Adjustments		0		\$0		Load Factor (%)		43.5		35		24.0%		48.1		-9.5%	
Total Cash/Tickets		0		\$0		Riders per Hour		351.7		292.0		20.5%		384.0		-8.4%	
						Fare Recovery (%)		163.1		135.9		20.0%		103.3		57.9%	
Clipper		Patrons		Revenue		Deficit per Passenger		-\$5.94		-\$5.84		1.7%		-\$0.44		N/A	
Adult		10		\$155		Cancellation Rate (%)		0.0		0.0		0.0%		0.0		0.0%	
Senior		2		\$31		Trip Overloads		0		0		0.0%		0		0.0%	
Disabled		1		\$16		Accidents		0		0		0.0%		0		0.0%	
Youth		0		\$0													
Limited Use						Blue And Gold		Rental Bike		ATT Park		Cal Games		ALL Other LU			
All						Patrons		Revenue		Patrons		Revenue		Patrons		Revenue	
Adult		2		\$28		0		\$0		0		\$0		0		\$0	
Senior		0		\$0		0		\$0		0		\$0		0		\$0	
Disabled		0		\$0		0		\$0		0		\$0		0		\$0	
Youth		0		\$0		0		\$0		0		\$0		0		\$0	
Total Clipper		15		\$230		0		\$0		0		\$0		0		\$0	
						0		\$0		0		\$0		0		\$0	
Total Clipper/Cash Tix		15		\$230													
Adjustments		9,517		\$146,537													
Transfers (Memo)		0															
Faregate Revenue		\$230															
Audit Revenue		\$146,767															
Adjusted Monthly Expense		-\$16,542															

Route LSSF Larkspur		As of May-23				Ferry Route Performance										
Patrons:	May 23	Apr 23	% Chg	May 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	55,091	49,138	12.1%	35,997	53.0%	Total	708	554	34	589	444	0	9,169	884	10,053	31
Avg /WD	2,134	2,084	2.4%	1,346	58.6%	Avg /WD	28	21	2	23	430	0	363	39	402	22
Avg / Sat	883	871	1.5%	880	0.4%	Avg / Sat	10	11	0	11	512	0	130	0	130	4
Avg / Sun/Hol	921	623	47.9%	703	31.0%	Avg / Sun/Hol	10	11	0	11	559	0	135	5	140	5
Passenger Revenue			Operating Expense													
Cash/Tickets			Patrons		Revenue		Expense		\$1,588,648		Park Mobile		Patrons		Revenue	
Blue/Gold Tix Exchg-Sausalito			0		\$0						Adult		0		\$0	
Adult			0		\$0						Senior/Disabled		0		\$0	
Senior/Disabled			0		\$0		Route Performance		May 23		Apr 23		%Chg		May 22 % Chg	
Youth			0		\$0		Riders per Trip		78		74		5.2%		72 8.1%	
Adjustments			0		\$0		Load Factor (%)		17.5		15.8		10.9%		15.3 14.5%	
Total Cash/Tickets			0		\$0		Riders per Hour		99.4		93.0		6.8%		77.0 29.1%	
							Fare Recovery (%)		33.0		23.0		43.6%		16.2 103.9%	
Clipper			Patrons		Revenue		Deficit per Passenger		\$16.32		\$26.34		-38.1%		\$41.46 -60.6%	
Adult			39,216		\$326,220		Cancellation Rate (%)		0.0		0.0		0.0%		0.2 -100.0%	
Senior			3,249		\$21,714		Trip Overloads		0		0		0.0%		0 0.0%	
Disabled			190		\$1,261		Accidents		0		0		0.0%		0 0.0%	
Youth			305		\$2,046											
Limited Use							Blue And Gold		Rental Bike		ATT Park		Cal Games		All Other LU	
All							Patrons		Revenue		Patrons		Revenue		Patrons Revenue	
Adult			5,112		\$69,012										5,112 \$69,012	
Senior			1,812		\$12,231										1,812 \$12,231	
Disabled			0		\$0										0 \$0	
Youth			1,613		\$10,888										1,613 \$10,888	
Total Clipper			51,497		\$443,372		0 \$0		0 \$0		0 \$0		0 \$0		8,537 \$92,131	
Total Clipper, Park Mobile and Cash/Tickets			51,497		\$443,372											
Adjustments			3,594		-\$20,603											
Transfers (Memo)			71													
Faregate Revenue			\$443,372													
Audit Revenue			\$422,769													
Adjusted Monthly Expense			-\$246,325													

Route SSSF Sausalito		As of May-23				Ferry Route Performance											
Patrons:	May 23	Apr 23	% Chg	May 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated	
Total	32,916	32,661	0.8%	28,669	14.8%	Total	399	321	55	376	682	0	2,526	917	3,442	31	
Avg /WD	842	882	-4.5%	733	14.8%	Avg /WD	14	11	3	14	716	0	89	41	130	22	
Avg / Sat	1,634	1,688	-3.2%	1,395	17.2%	Avg / Sat	10	8	0	8	542	0	63	0	63	4	
Avg / Sun/Hol	1,570	1,318	19.1%	1,281	22.5%	Avg / Sun/Hol	10	9	0	9	583	0	65	2	67	5	
Passenger Revenue																	
Cash/Tickets		Operating Expense				Expense											
Patrons	Revenue					\$928,398											
Blue/Gold Tix Exchg-Sausalito	3,517	\$48,546					Park Mobile										
Adult	0	\$0					Patrons										
Senior/Disabled	0	\$0					Revenue										
Youth	0	\$0					Adult										
Adjustments	0	\$0					Senior/Disabled										
Total Cash/Tickets	3,517	\$48,546					Youth										
Clipper	Patrons	Revenue					Total Park Mobile										
Adult	15,037	\$111,392					0										
Senior	962	\$6,709					0										
Disabled	43	\$299					0										
Youth	112	\$784					0										
Limited Use							0										
All							0										
Adult	8,948	\$125,272					0										
Senior	2,299	\$16,093					0										
Disabled	0	\$0					0										
Youth	1,263	\$8,841					0										
Total Clipper	28,664	\$269,389					0										
Total Clipper, Park Mobile and Cash/Tickets	32,181	\$317,935					0										
Adjustments	735	\$82,991					0										
Transfers (Memo)	73						0										
Faregate Revenue	\$317,935																
Audit Revenue	\$400,926																
Adjusted Monthly Expense	-\$143,951																

Route TBSF Tiburon		As of May-23				Ferry Route Performance																				
Patrons:	May 23	Apr 23	% Chg	May 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated										
Total	10,904	10,673	2.2%	8,776	24.2%	Total	379	275	26	301	737	1	2,592	340	2,932	31										
Avg /WD	350	369	-5.1%	296	18.5%	Avg /WD	14	10	1	11	743	0	95	15	111	22										
Avg / Sat	422	364	15.9%	257	64.3%	Avg / Sat	8	6	0	6	709	0	55	0	55	4										
Avg / Sun/Hol	302	294	2.7%	257	17.7%	Avg / Sun/Hol	8	5	0	5	717	0	55	0	55	5										
Passenger Revenue			Operating Expense																							
Cash/Tickets			Patrons			Revenue			\$644,366			Park Mobile			Patrons			Revenue								
Blue/Gold Tix Exchg-Sausalito			0			\$0						Adult			0			\$0								
Adult			0			\$0						Senior/Disabled			0			\$0								
Senior/Disabled			0			\$0			Route Performance			May 23			Apr 23			%Chg								
Youth			0			\$0			Riders per Trip			29			30			-4.1%								
Adjustments			0			\$0			Load Factor (%)			3.9			4.0			-2.4%								
Total Cash/Tickets			0			\$0			Riders per Hour			39.7			41.0			-3.2%								
									Fare Recovery (%)			13.7			11.3			21.3%								
Clipper			Patrons			Revenue			Deficit per Passenger			\$43.09			\$55.41			-22.2%								
Adult			7,504			\$55,957			Cancellation Rate (%)			0.3			0.0			0.0%								
Senior			504			\$3,518			Trip Overloads			0			0			0.0%								
Disabled			11			\$77			Accidents			0			0			0.0%								
Youth			68			\$476																				
Limited Use									Blue And Gold			Rental Bike			ATT Park			Cal Games			All Other LU					
All									Patrons			Revenue			Patrons			Revenue			Patrons			Revenue		
Adult			871			\$12,194															871			\$12,194		
Senior			210			\$1,470															210			\$1,470		
Disabled			0			\$0															0			\$0		
Youth			133			\$931															133			\$931		
Total Clipper			9,301			\$74,623			0			\$0			0			\$0			0			\$0		
Total Clipper, Park Mobile and Cash/Tickets			9,301			\$74,623															0			\$0		
Adjustments			1,603			-\$13,507																				
Transfers (Memo)			41																							
Faregate Revenue			\$74,623																							
Audit Revenue			\$61,116																							
Adjusted Monthly Expense			-\$99,911																							

Route AISF Angel Island		As of May-23				Ferry Route Performance										
Patrons:	May 23	Apr 23	% Chg	May 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	11,953	11,806	1.2%	11,403	4.8%	Total	248	186	9	195	750	0	1,922	117	2,039	31
Avg /WD	239	243	-1.6%	259	-7.9%	Avg /WD	8	6	0	6	750	0	62	0	62	22
Avg / Sat	797	782	1.9%	659	21.0%	Avg / Sat	8	7	1	8	751	0	62	13	75	4
Avg / Sun/Hol	703	609	15.4%	555	26.7%	Avg / Sun/Hol	8	6	1	7	750	0	62	13	75	5
Passenger Revenue			Operating Expense													
			Expense			\$513,078										
Cash/Tickets	Patrons	Revenue														
Blue/Gold Tix Exchg-Sausalito	0	\$0														
Adult	0	\$0														
Senior/Disabled	0	\$0														
Youth	0	\$0														
Adjustments	0	\$0														
Total Cash/Tickets	0	\$0														
Clipper	Patrons	Revenue														
Adult	4,935	\$36,234														
Senior	242	\$1,472														
Disabled	20	\$121														
Youth	69	\$414														
Limited Use																
All																
Adult	1,921	\$26,894														
Senior	313	\$2,191														
Disabled	0	\$0														
Youth	541	\$3,787														
Total Clipper	8,041	\$71,113														
Total Clipper, Park Mobile and Cash/Tickets																
Adjustments	3,912	\$13,111														
Transfers (Memo)	1															
Faregate Revenue	71,113															
Audit Revenue	\$84,224															
Adjusted Monthly Expense	-\$79,554															

Route 'AISF:LSPB:LSSF:SSSF:TBSF'

All Routes

As of June-23

Ferry Route Performance

Patrons:	Jun 23	May 23	% Chg	Jun 22	% Chg	Ferry Service	Trips	Svc Hrs	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	132,954	120,396	10.4%	109,052	21.9%	Total:	1,713	1,328	122	1,450	621	5	16,141	2,175	18,316	30
Avg /WD	4,711	4,036	16.7%	3,889	21.1%	Avg /WD	65	50	5	55	614	0	631	93	724	22
Avg / Sat	5,194	4,464	16.3%	4,608	12.7%	Avg / Sat	39	35	1	36	656	0	349	15	364	4
Avg / Sun/Hol	5,620	4,619	21.7%	4,393	27.9%	Avg / Sun/H	39	33	1	34	675	0	353	16	369	4

## Passenger Revenue

## Cash/Tickets

Patrons	Revenue
B&G Tix Exch-Saus.	3,378
Adult	0
Senior/Disabled	0
Youth	0
Adjustments	0
<b>Total Cash/Tix</b>	<b>3,378</b>

## Clipper

Patrons	Revenue
Adult	67,976
Senior	5,347
Disabled	337
Youth	857

## Limited Use

Patrons	Revenue
Adult	19,963
Senior	4,778
Disabled	0
Youth	7,517
<b>Total Clipper</b>	<b>106,775</b>

## Total Clipper, Park Mobile and Cash/Tickets

	110,153
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Adjustments	22,801
Transfers (Memo)	134
Faregate Revenue	\$1,240,948
Audit Revenue	\$1,295,965

Adjusted Monthly Expense -531

## Operating Expense

Expense \$3,471,740

## Route Performance

	Jun 23	May 23	%Chg	Jun 22	% Chg
Riders per Trip	78	68	14.1%	72	7.8%
Load Factor (%)	12.5	11.2	11.7%	11.7	6.9%
Riders per Hour	100.1	88.0	13.8%	88.0	13.8%
Fare Recovery (%)	35.7	33.0	8.2%	21.6	65.3%
Deficit per Passenger	\$16.77	\$17.78	-5.7%	\$31.50	-46.7%
Cancellation Rate (%)	0.3	0.1	191.0%	0.1	191.0%
Trip Overloads	0	0	0.0%	0	0.0%
Accidents	0	0	0.0%	0	0.0%

## Blue And Gold

Patrons	Revenue	Patrons	Revenue	Patrons	Revenue
0	\$0	0	\$0	0	\$0
0	\$0	0	\$0	0	\$0
0	\$0	0	\$0	0	\$0
0	\$0	0	\$0	0	\$0
<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>

## Rental Bike

## ATT Park

## Cal Games

## ALL Other LU

Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue
0	\$0	0	\$0	0	\$0	0	\$0	19,963	\$276,052
0	\$0	0	\$0	0	\$0	0	\$0	4,778	\$32,960
0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
0	\$0	0	\$0	0	\$0	0	\$0	7,517	\$51,701
<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>0</b>	<b>\$0</b>	<b>32,258</b>	<b>\$360,713</b>

NOTE: Blue &amp; Gold patron count based on weighted average

Route 'LSPB'			As of June-23			Ferry Route Performance											
ATT Service (ATT Baseball)																	
Patrons:	Jun 23	May 23	% Chg	Jun 22	% Chg	Ferry Service	Trips	Svc Hrs	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated	
Total	11,014	9,532	15.5%	11,200	-1.7%	Total:	26	23	0	23	728	0	392	0	392	12	
Avg /WD	733	471	55.9%	653	12.4%	Avg /WD	2	2	0	2	751	0	30	0	30	6	
Avg / Sat	777	728	6.7%	1,084	-28.3%	Avg / Sat	2	2	0	2	751	0	30	0	30	3	
Avg / Sun/Hol	1,428	1,124	27.1%	1,254	13.9%	Avg / Sun/l	3	2	0	2	675	0	40	0	40	3	
Passenger Revenue			Operating Expense														
			Expense			\$120,746											
Cash/Tickets	Patrons	Revenue															
B&G Tix Exch-Saus	0	\$0															
Adult	0	\$0															
Senior/Disabled	0	\$0	Route Performance		Jun 23	May 23	%Chg	Jun 22		% Chg							
Youth	0	\$0	Riders per Trip		424	318	33.2%	400		5.9%							
Adjustments	0	\$0	Load Factor (%)		58.2	44	33.8%	53.3		9.2%							
Total Cash/Tickets	0	\$0	Riders per Hour		472.7	352.0	34.3%	452.0		4.6%							
			Fare Recovery (%)		206.2	163.1	26.4%	134.1		53.8%							
Clipper	Patrons	Revenue	Deficit per Passenger		-\$11.63	-\$5.94	95.8%	-\$3.75		210.2%							
Adult	5	\$78	Cancellation Rate (%)		0.0	0.0	0.0%	0.0		0.0%							
Senior	0	\$0	Trip Overloads		0	0	0.0%	0		0.0%							
Disabled	0	\$0	Accidents		0	0	0.0%	0		0.0%							
Youth	0	\$0															
Limited Use			Blue And Gold		Rental Bike		ATT Park				Cal Games		ALL Other LU				
All			Patrons	Revenue	Patrons	Revenue	Patrons		Revenue	Patrons		Revenue	Patrons	Revenue			
Adult	0	\$0	0	\$0	0	\$0	0		\$0	0		\$0	0	\$0	0	\$0	
Senior	0	\$0	0	\$0	0	\$0	0		\$0	0		\$0	0	\$0	0	\$0	
Disabled	0	\$0	0	\$0	0	\$0	0		\$0	0		\$0	0	\$0	0	\$0	
Youth	0	\$0	0	\$0	0	\$0	0		\$0	0		\$0	0	\$0	0	\$0	
Total Clipper	5	\$78	0	\$0	0	\$0	0		\$0	0		\$0	0	\$0	0	\$0	
Total Clipper/Cash Tix			5	\$78													
Adjustments	11,009	\$248,768															
Transfers (Memo)	0																
Faregate Revenue	\$78																
Audit Revenue	\$248,846																
Adjusted Monthly Expense	-\$18																



Route LSSF Larkspur			As of June-23			Ferry Route Performance													
Patrons:	Jun 23	May 23	% Chg	Jun 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated			
Total	59,358	55,091	7.7%	45,464	30.6%	Total	685	543	32	574	450	2	8,871	819	9,690	30			
Avg /WD	2,227	2,134	4.4%	1,691	31.7%	Avg /WD	28	21	1	22	434	0	356	37	392	22			
Avg / Sat	1,067	883	20.8%	790	35.1%	Avg / Sat	10	11	0	11	545	0	130	0	130	4			
Avg / Sun/Hol	1,523	921	65.3%	1,276	19.3%	Avg / Sun/Hol	10	11	0	11	591	0	133	3	136	4			
Passenger Revenue																			
Cash/Tickets			Operating Expense			\$1,473,555													
Blue/Gold Tix Exchg-Sausalito	Patrons	Revenue															Park Mobile	Patrons	Revenue
Adult	0	\$0															Adult	0	\$0
Senior/Disabled	0	\$0															Senior/Disabled	0	\$0
Youth	0	\$0															Youth	0	\$0
Adjustments	0	\$0															Total Park Mobile	0	\$0
Total Cash/Tickets	0	\$0																	
Clipper			Route Performance			Jun 23	May 23	%Chg	Jun 22 % Chg										
Adult	38,902	\$324,419	Riders per Trip	87	78	11.1%	88	-1.5%											
Senior	3,384	\$22,611	Load Factor (%)	19.3	17.5	10.0%	19.0	1.3%											
Disabled	224	\$1,481	Riders per Hour	109.3	99.0	10.4%	99.0	10.4%											
Youth	397	\$2,660	Fare Recovery (%)	32.7	33.0	-0.9%	21.3	53.5%											
Limited Use			Deficit per Passenger	\$16.71	\$16.32	2.4%	\$30.02	-44.3%											
All			Cancellation Rate (%)	0.3	0.0	0.0%	0.2	45.6%											
Adult	6,860	\$92,610	Trip Overloads	0	0	0.0%	0	0.0%											
Senior	1,943	\$13,115	Accidents	0	0	0.0%	0	0.0%											
Disabled	0	\$0																	
Youth	3,672	\$24,786																	
Total Clipper	55,382	\$481,682	Blue And Gold			Rental Bike		ATT Park		Cal Games		All Other LU							
			Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue					
Adult	6,860	\$92,610	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	12,475	\$130,511					
Senior	1,943	\$13,115																	
Disabled	0	\$0																	
Youth	3,672	\$24,786																	
Total Clipper	55,382	\$481,682																	
Total Clipper, Park Mobile and Cash/Tickets	55,382	\$481,682																	
Adjustments	3,976	-\$24,039																	
Transfers (Memo)	42																		
	Faregate Revenue	\$481,682																	
	Audit Revenue	\$457,643																	
Adjusted Monthly Expense	-\$225																		

Route SSSF Sausalito		As of June-23				Ferry Route Performance										
Patrons:	Jun 23	May 23	% Chg	Jun 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	35,002	32,916	6.3%	31,379	11.5%	Total	386	312	55	367	717	2	2,443	897	3,340	30
Avg /WD	998	842	18.4%	898	11.1%	Avg /WD	14	11	3	14	736	0	88	41	129	22
Avg / Sat	1,745	1,634	6.8%	1,698	2.8%	Avg / Sat	10	9	0	9	617	0	63	0	63	4
Avg / Sun/Hol	1,519	1,570	-3.3%	1,206	25.9%	Avg / Sun/Hol	10	9	0	9	667	0	63	0	63	4
Passenger Revenue																
Cash/Tickets			Operating Expense		\$838,465											
Blue/Gold Tix Exchg-Sausalito	Patrons	Revenue	Park Mobile													
Adult	3,378	\$46,754	Patrons													
Senior/Disabled	0	\$0	Revenue													
Youth	0	\$0	Adult													
Adjustments	0	\$0	Senior/Disabled													
Total Cash/Tickets	3,378	\$46,754	Youth													
Clipper			Route Performance		Jun 23	May 23	%Chg	Jun 22	% Chg	Total Park Mobile						
Adult	15,199	\$113,206	Riders per Trip	91	82	10.6%	85	6.7%	0							
Senior	981	\$6,843	Load Factor (%)	12.6	12.1	4.5%	14.0	-9.7%	0							
Disabled	62	\$432	Riders per Hour	112.1	103.0	8.9%	100.0	12.1%	0							
Youth	179	\$1,249	Fare Recovery (%)	40.0	40.5	-1.2%	25.0	60.0%	0							
Limited Use			Deficit per Passenger	\$14.37	\$14.17	1.4%	\$26.51	-45.8%	0							
All			Cancellation Rate (%)	0.5	0.0	0.0%	0.0	0.0%	0							
Adult	9,731	\$136,234	Trip Overloads	0	0	0.0%	0	0.0%	0							
Senior	2,157	\$15,099	Accidents	0	0	0.0%	0	0.0%	0							
Disabled	0	\$0	Blue And Gold		Rental Bike		ATT Park		Cal Games		All Other LU					
Youth	2,231	\$15,617	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue	Patrons	Revenue		
Total Clipper	30,540	\$288,680	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	14,119	\$166,950		
Total Clipper, Park Mobile and Cash/Tickets			33,918	\$335,434												
Adjustments	1,084	\$87,196														
Transfers (Memo)	72															
Faregate Revenue	\$335,434															
Audit Revenue	\$422,630															
Adjusted Monthly Expense	-\$128															

Route TBSF Tiburon		As of June-23				Ferry Route Performance																
Patrons:	Jun 23	May 23	% Chg	Jun 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated						
Total	13,501	10,904	23.8%	10,501	28.6%	Total	373	269	26	295	742	1	2,551	348	2,899	30						
Avg /WD	439	350	25.3%	383	14.7%	Avg /WD	14	10	1	11	748	0	95	16	111	22						
Avg / Sat	561	422	33.0%	295	90.4%	Avg / Sat	9	6	0	6	713	0	58	0	58	4						
Avg / Sun/Hol	400	302	32.3%	226	77.2%	Avg / Sun/Hol	8	5	0	5	720	0	55	0	55	4						
Passenger Revenue			Operating Expense																			
			Expense			\$564,650																
Cash/Tickets			Patrons		Revenue												Park Mobile		Patrons		Revenue	
Blue/Gold Tix Exchg-Sausalito			0		\$0												Adult		0		\$0	
Adult			0		\$0												Senior/Disabled		0		\$0	
Senior/Disabled			0		\$0												Youth		0		\$0	
Youth			0		\$0												Total Park Mobile		0		\$0	
Adjustments			0		\$0																	
Total Cash/Tickets			0		\$0																	
Clipper			Patrons		Revenue																	
Adult			8,414		\$62,824																	
Senior			622		\$4,343																	
Disabled			14		\$98																	
Youth			86		\$602																	
Limited Use																						
All							Blue And Gold		Rental Bike		ATT Park		Cal Games		All Other LU							
							Patrons		Revenue		Patrons		Revenue		Patrons		Revenue					
Adult			1,101		\$15,414																	
Senior			320		\$2,240																	
Disabled			0		\$0																	
Youth			286		\$2,002																	
Total Clipper			10,843		\$87,522		0		\$0		0		\$0		0		\$0					
Total Clipper, Park Mobile and Cash/Tickets			10,843		\$87,522																	
Adjustments			2,658		-\$22,022																	
Transfers (Memo)			20																			
Faregate Revenue			\$87,522																			
Audit Revenue			\$65,500																			
Adjusted Monthly Expense			-\$86																			

Route AISF  
Angel Island

As of June-23

Ferry Route Performance

Patrons:	Jun 23	May 23	% Chg	Jun 22	% Chg	Ferry Service	Trips	Service Hours	DH Hours	Total Hours	Seats	Canx Trips	Serv. Miles	DH Miles	Total Miles	Days Operated
Total	14,079	11,953	17.8%	10,508	34.0%	Total	243	181	10	191	750	0	1,883	112	1,995	30
Avg /WD	314	239	31.4%	264	18.7%	Avg /WD	8	6	0	6	750	0	62	0	62	22
Avg / Sat	1,044	797	31.0%	743	40.5%	Avg / Sat	9	7	1	8	750	0	68	15	83	4
Avg / Sun/Hol	751	703	6.9%	432	74.0%	Avg / Sun/Hol	8	6	1	7	750	0	62	13	75	4

Passenger Revenue

Cash/Tickets	Patrons	Revenue
Blue/Gold Tix Exchg-Sausalito	0	\$0
Adult	0	\$0
Senior/Disabled	0	\$0
Youth	0	\$0
Adjustments	0	\$0
<b>Total Cash/Tickets</b>	<b>0</b>	<b>\$0</b>

Clipper	Patrons	Revenue
Adult	5,456	\$40,296
Senior	360	\$2,182
Disabled	37	\$222
Youth	195	\$1,170

Limited Use	Patrons	Revenue
All		
Adult	2,271	\$31,794
Senior	358	\$2,506
Disabled	0	\$0
Youth	1,328	\$9,296
<b>Total Clipper</b>	<b>10,005</b>	<b>\$87,465</b>

**Total Clipper, Park Mobile and Cash/Tickets**      10,005      \$87,465

Adjustments      4,074      \$13,881  
Transfers (Memo)      0

Faregate Revenue      \$87,465  
Audit Revenue      \$101,346

Adjusted Monthly Expense      -\$73

Operating Expense  
Expense

\$474,325

Route Performance

	Jun 23	May 23	%Chg	Jun 22	% Chg
Riders per Trip	58	48	20.7%	44	31.7%
Load Factor (%)	7.7	6.4	20.7%	5.9	30.9%
Riders per Hour	77.8	64.0	21.5%	57.0	36.5%
Fare Recovery (%)	18.4	16.4	12.5%	10.6	74.0%
Deficit per Passenger	\$27.47	\$30.32	-9.4%	\$54.38	-49.5%
Cancellation Rate (%)	0.0	0.0	0.0%	0.4	-100.0%
Trip Overloads	0	0	0.0%	0	0.0%
Accidents	0	0	0.0%	0	0.0%

Blue And Gold

Patrons      Revenue

Rental Bike

Patrons      Revenue

ATT Park

Patrons      Revenue

Cal Games

Patrons      Revenue

All Other LU

Patrons      Revenue

0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	1,328	\$9,296
										3,957	\$43,596

# High-Speed Vessel Design

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FERRY PASSENGER  
ADVISORY COMMITTEE  
AUGUST 2023



## Ferry Operational Criteria

---

Meet existing transit times

---

Integrate with existing terminals & facilities

---

500 passenger capacity

---

Accessible to all

---

Bike accommodations



# New CARB Commercial Harborcraft Rules

*“The purpose and intent of this section is to reduce diesel particulate matter (PM), oxides of sulfur (SOx), and oxides of nitrogen (NOx), and greenhouse gas (GHG) emissions from diesel propulsion and auxiliary engines on harbor craft that operate in any of the waters subject to this section (“Regulated California Waters”).”*

## Noteworthy elements from the new CHC rules:

- Renewable Diesel Fuel (R99) now required for diesel engines
- Engine Idle Time Limits (Jan 1, 2024)
- Phase out of EPA Tier II & III engines
- Requirement of Diesel Particulate Filter in addition to EPA Tier IV
- Short Run Ferry (<3nm) must be zero emission by 2025

Learn More...

<https://ww2.arb.ca.gov/our-work/programs/commercial-harbor-craft>

# Driveline Analysis and Selection



Vessel Arrangement Factors



Vessel Performance Factors



Engine Factors



Operating Metrics



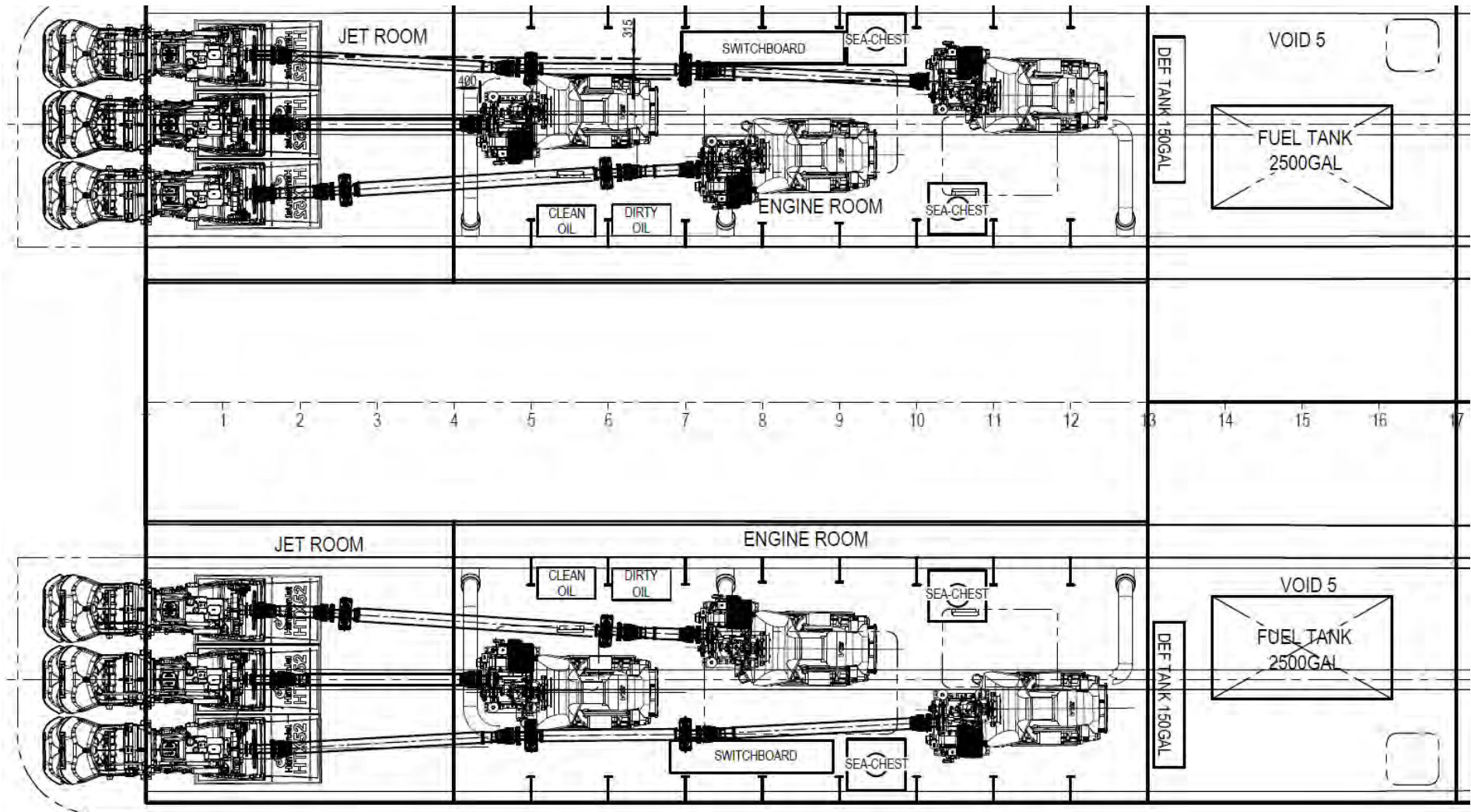
Costs – Operating and Capital



# EFFICIENCY

MAN 24L D2862  
Six engine configuration

	MV Napa	New Vessel
No. of Propulsion Engines	4	6
Generators	2 @ 150kW	None
Power Per Engine (kW)	1,908 kW	906 kW
Power All Engines (kW)	7,632 kW	5,437 kW
Predicted Speed	40 kts	36 kts
Predicted Speed with 1 Engine Offline	32 kts	34 kts
Fuel Reduction		28%
Emmissions Reduction		77%

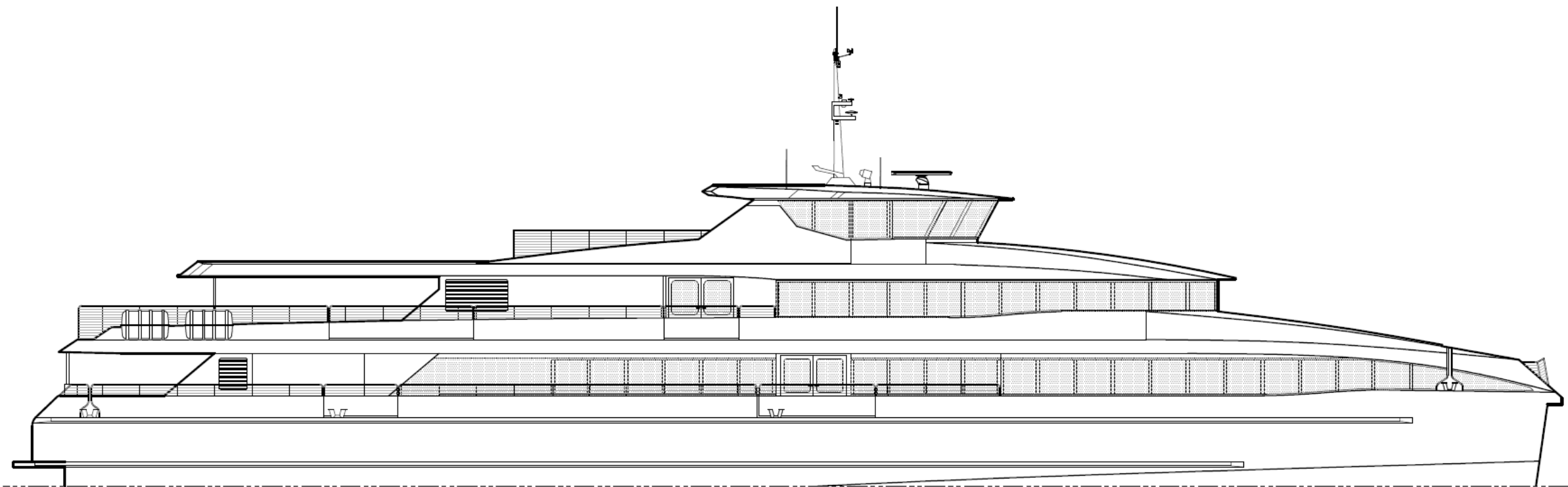


## PRINCIPAL PARTICULARS

(APPROX)

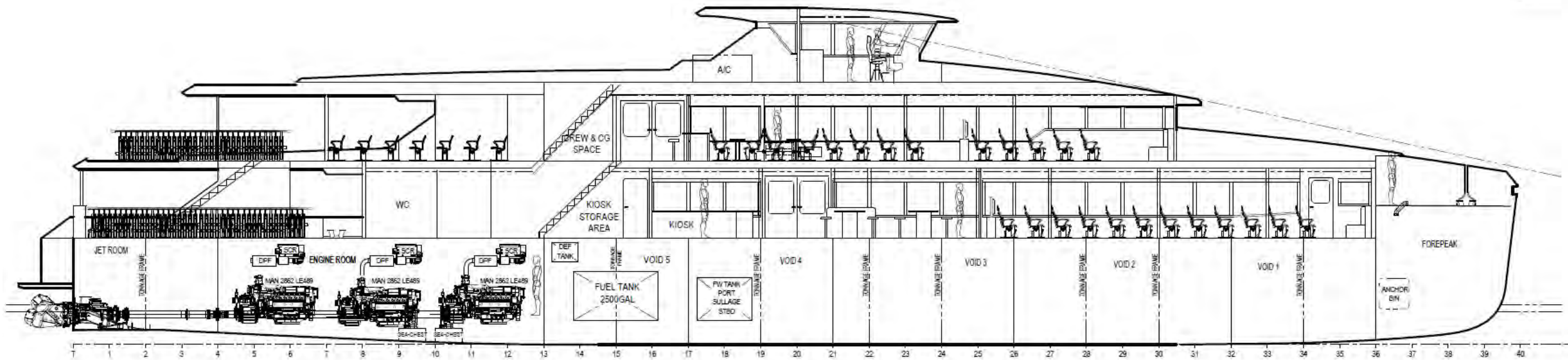
Length Extreme	50.50 m	Draft (Full Load)	1.30 m
Length WL	47.21 m	Fuel	2 x 6625 L/1750 USG
Beam (Overall)	13.00 m	Fresh Water	1 x1900 L/500 USG
Beam (Moulded)	12.60 m	Sullage	1 x 1900 L/500 USG
Depth (Moulded)	3.50 m		

PASSENGERS	500
SEATS - INTERNAL TOTAL	462 (+ 6 WHEELCHAIR)
INTERNAL - MAIN DECK	273 (+ 4 WHEELCHAIR)
INTERNAL - UPPER DECK	189 (+ 2 WHEELCHAIR)
SEATS - EXTERNAL TOTAL	59 (+2 WHEELCHAIR)
EXTERNAL - MAIN DECK	0
EXTERNAL - UPPER DECK	59 (+2 WHEELCHAIR)
SEAT - TOTAL	521
Bikes	76



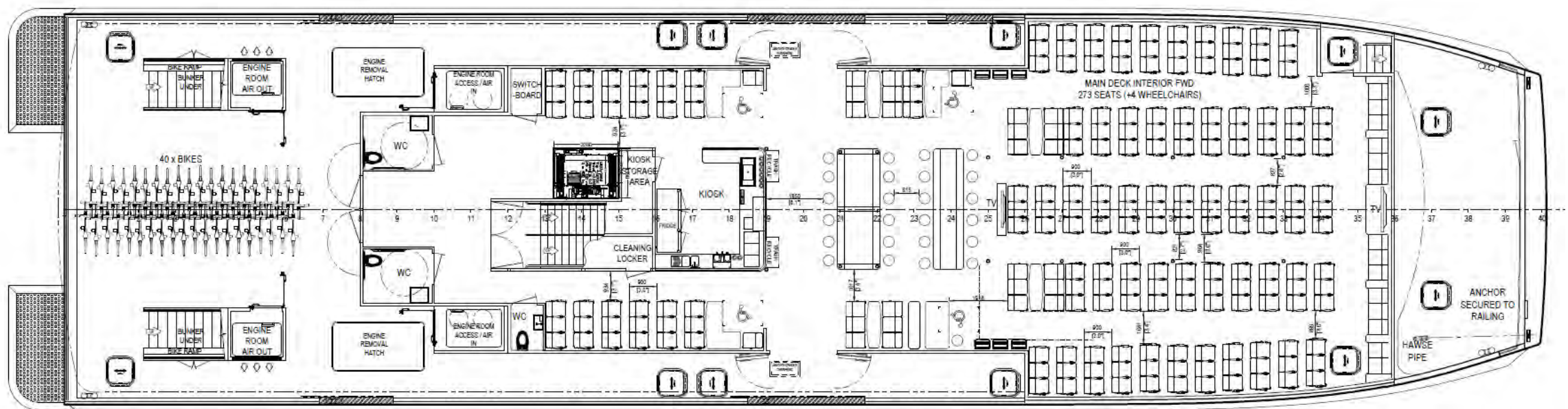
# Profile

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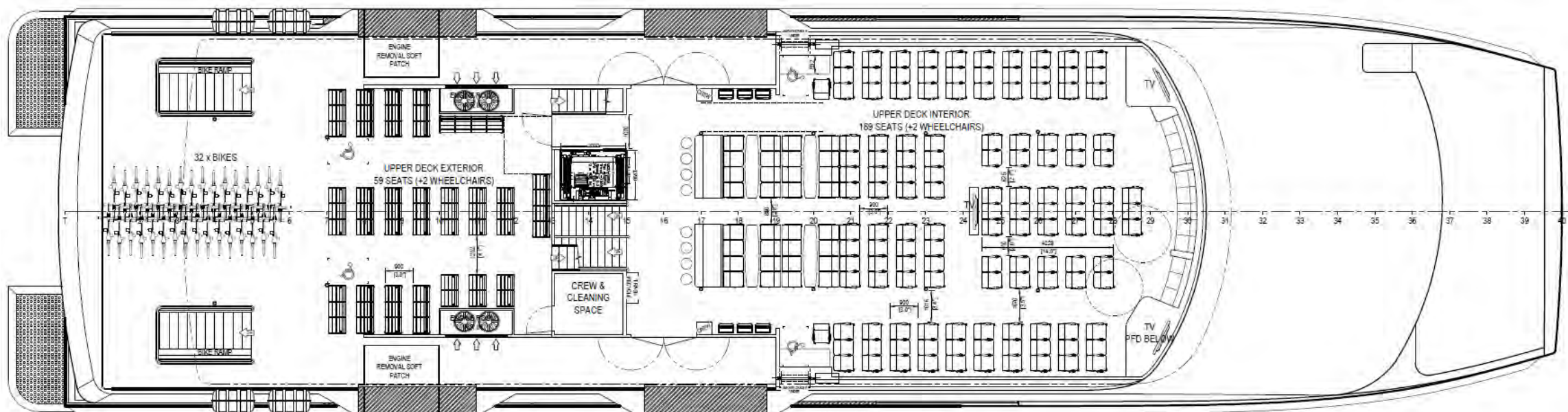


# Profile





# Main Deck



# Upper Deck

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# PEDESTRIAN AND BICYCLE ADVISORY COMMITTEE (PBAC)

## *Agenda for Wednesday, February 15, 2023*

Convene at 6:00 p.m.



Videoconference Meeting will be held via Zoom: <https://goldengate-org.zoom.us/j/83194959447>

Meeting ID: 831 9495 9447

Password: 83194959447

Dial by your location: 1-669-900-6833

1. Consent Calendar (5 minutes)
  - a. Approval of Meeting Minutes from January 18, 2023
2. Committee Business
  - a. Discussion and Approval of Draft PBAC Bylaws prepared by the District (See Attachment 1) (Michael Jones) - Action
  - b. PBAC 2023 Meeting Schedule (David Rivera) – Informational
  - c. In-Person Meeting Location Discussion (David Rivera) - Informational
3. Public Comment-3 minutes per speaker (10 minutes)
4. Adjournment

*Possible Future Agenda Items:*

### **April 19 Meeting:**

*Alexander Avenue Concerns and Issues*

### **June 21 Meeting:**

*Review of Pedestrian and Bicycle Access of Other District Facilities (Ferry Terminals, Bus Transit Centers)*

- Attachments:
1. Draft PBAC Bylaws – District Document
  2. Draft Proposed PAC Rules of Order – Committee Member Proposal Document

**Videoconference Meeting Note:** Pursuant to Assembly Bill 361, until further notice, this meeting will be conducted virtually (no physical location).

**Public Comment Note:** Members of the public are encouraged to participate remotely via the Zoom link listed on this agenda. If you know in advance that you would like to make a public

comment during the videoconference, please email [PAC@goldengate.org](mailto:PAC@goldengate.org) with your name and item number you would like to provide comment on no later than 15 minutes prior to the start of the meeting. Comments will also be accepted via Zoom in real time. During the public comment period, speakers will be allotted no more than 3 minutes to speak and will be heard in the order of sign-up. Said time frames may be extended only upon approval of the Committee Chair.

Public comments may also be submitted by e-mail to [PAC@goldengate.org](mailto:PAC@goldengate.org). Comments submitted before the meeting will be provided to the Committee members before or during the Committee meeting. Comments submitted after the meeting is called to order will be included as an attachment to the minutes for this meeting.

Upon request, the Golden Gate Bridge, Highway and Transportation District will provide written agenda materials in appropriate alternative formats to individuals with disabilities. In addition, the District will arrange for disability-related modifications or accommodations, including auxiliary aids or services, to enable individuals with disabilities to participate in public meetings. Please send a written request, including your name, mailing address, telephone number and brief description of the requested materials, preferred alternative format, and/or auxiliary aid or service at least three (3) days before the meeting. Requests should be made by mail to: Amorette M. KoWong, Secretary of the District, Golden Gate Bridge, Highway and Transportation District, P.O. Box 29000, Presidio Station, San Francisco, CA 94129-9000; or e-mail to [districtsecretary@goldengate.org](mailto:districtsecretary@goldengate.org); or telephone at (415) 923-2223, or the District's ADA Compliance & Program Manager at (415) 257-4416, or California Relay Service at 711.

# PEDESTRIAN AND BICYCLE ADVISORY COMMITTEE (PBAC)

*Meeting Minutes for Wednesday, January 18, 2023*



**Members Present:** David Alexander, Parker Day, Candy Doran, Dan Federman, Phoebe Ford, Kevin Gammon, James Grady, Jon Herman, Sasha Madfes, Charles Metzler, Susan Nawbary, David Pilpel, Ray Scherck, Warren Wells

**District Staff Present:** David Rivera, Deputy General Manager, Bridge Division; Josh Widmann, Associate Planner; Roberta Regan, Administrative Assistant, Planning Department

**Guests Present:** Michael Jones, Alta Consulting; Katherine Tsou, Senior Counsel, Hanson Bridgett, LLP

**Sasha Madfes called the Zoom meeting to order at 6:04 p.m. A quorum of members was present.**

## **1. Consent Calendar.**

**Approval of Minutes from the November 16 Meeting.** Sasha Madfes noted that member David Pilpel was omitted from the Members Present section. With this correction, Dan Federman moved to approve the Minutes and Ray Scherck seconded. The November 16, 2022 Meeting Minutes were unanimously approved by roll call vote.

## **2. PBAC Rules.**

**a. Review of Brown Act** (Katherine Tsou). Attorney Katherine Tsou returned to clarify some basic rules of the Brown Act. She stated that communications by a majority of PBAC members outside a committee meeting, specifically online, to discuss or take deliberate action on any item of committee business are subject to the Brown Act. She also reminded the group that any emails and documents the committee creates are subject to the State of California Public Records Act. Members of the public must have access to any communications of a quorum of the committee members. She also explained that PBAC is a legislative body, as it was created by the District's Board of Directors by a formal action.

**b. Review of Proposed PBAC Bylaws** (Katherine Tsou). Ms. Tsou presented a proposed PBAC Bylaws document developed by staff. She explained that the PBAC Bylaws are presented as an informational item only; however, members are welcome to provide input to staff liaison Josh Widmann. She remarked that a revised final Bylaws document will be presented at the next meeting for a vote. She also noted that in Item 3 of the Bylaws the District suggests having *one* chair and *one* vice-chair for efficiency, and this is how the other advisory committees are structured. Warren Wells inquired why two documents were attached to the agenda for committee review: the draft bylaws and David Pilpel's Draft Rules of Order for Advisory Committees. Ms. Tsou stated that Mr. Pilpel's draft was provided to the committee at his request. It was not prepared by staff, has not been approved, and that it would not be appropriate for this body to adopt the document. At this time Ms. Tsou exited the meeting.

Mr. Pilpel stated that he feels there needs to be uniformity among the advisory committees and prepared his document prior to knowing that PBAC bylaws had been created. Ms. Madfes then suggested that the group reread both documents and compare them for a discussion at the next meeting. She stated that a conversation is preferable to sending comments to staff and asked for a motion as such. Candy Doren moved that the committee reread both documents and compare their content. Parker Day seconded the motion. A roll call vote was taken and the motion passed.

### **3. Committee Business.**

**a. Summary of GGBHTD Pedestrian and Bicycle Policies** (David Rivera). Mr. Rivera shared the Building and Operating Committee staff report from November 18, 2021, wherein the District's Pedestrian and Bicycle Safety Policies were presented and then adopted by the Board of Directors on November 19, 2021. He explained all the improvements and adjustments that the District has made to the Bridge and adjacent walkways, many of which were recommended by Alta Design and Planning Staff in their 2020 study. Mr. Rivera also showed the group how to access the Bridge weather dashboard on the District website (goldengate.org), and where to file a bicycle incident form. The staff report Mr. Rivera presented can be found on the District website: <https://www.goldengate.org/assets/1/25/2021-1118-bocomm-no3-appractbicyclesafetyrulesregulations.pdf?7446>.

The agenda was altered at this time to present Item 3d.

**d. Prioritize Topic Groupings by next meeting.** Sasha Madfes stated that she had reviewed the list of topics members submitted after the November meeting and had prioritized the list by issues mentioned most frequently. She determined the top five topics for future discussions to be: 1) Signage/Markings; 2) West Side; 3) Alexander Avenue; 4) Rerouting; 5) Pedestrians. Jon Herman asked why the west sidewalk is closed during the day Monday through Friday. Susan Nawbary asked if consideration could be given to expanding the hours of access to the west side. Mr. Rivera answered that the west sidewalk is needed for maintenance crews to work on the bridge and store their equipment. He also mentioned the recent storms caused damage to equipment resulting in an extended closure until repairs could be completed.

**b. Summary of 2020 Alta Bicycle Safety Study on the Golden Gate Bridge** (Michael Jones). Mr. Jones presented highlights of the study in a PowerPoint presentation. The study focused on the safety issues on Golden Gate Bridge sidewalks (east and west) between the north and south entry gates. He explained how and when data was collected, and what the final safety recommendations were: 1) Establish a 15-mph speed limit on the Bridge; 2) Continue to create signage and pavement marking to help delineate spacing between bicycles and pedestrians; 3) Continue radar speed signs 4) Allow Class 1 and 2 e-bikes on the bridge; 5) Continue to prohibit rolling-type pedestrian conveyances, such as roller/inline skates, skateboards and scooters.

**c. Presentation of Standard Planning Task Flow Diagram** (Michael Jones). Mr. Jones shared a flowchart diagram to illustrate the steps taken to map the data for the Alta Consulting Safety Study. He explained how such an analysis can help identify and execute critical areas of the planning process and stated that good data is critical. A brief question-and-answer period followed.

e. **Confirm next meeting date.** A meeting date was selected for February 15, 2023, to discuss the PBAC Bylaws.

f. **Discussion of PBAC Meeting Schedule Calendar 2023.** The committee agreed to meet on February 15 and April 19 but did not set the schedule for the remainder of the year. Phoebe Ford commented that the group needed to use their meeting time more efficiently and have fewer presentations. Ms. Madfes echoed that the group wanted more discussions and conversations and fewer presentations.

4. **Ongoing Issues.**

**Report on Pedestrian and Bicycle Related Maintenance, Signage, Pavement Conditions** (PBAC Members). This item will remain on the agenda.

5. **Other.** None.

6. **Public Comment.** None.

7. **Adjournment.** Sasha Madfes adjourned the January 18, 2023 meeting of the Pedestrian and Bicycle Advisory Committee at 7:48 p.m.

The next meeting of the Pedestrian and Bicycle Advisory Committee will take place on Wednesday, February 15, 2023, at 6:00 p.m. via Zoom.

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April 14, 2023

Dear Pedestrian and Bicycle Advisory Committee Chair(s):

The Board of Directors of the Golden Gate Bridge, Highway and Transportation District (District) has begun a strategic planning process for the District's future activities and finances. In the first phase of the process, the Board through its Strategic Planning Advisory Committee is collecting ideas on four broad topics:

1. Transportation (including Bridge)
2. Environment and Climate Change Mitigation/Adaptation
3. Finances (Revenue and Expenditure)
4. Labor/Employee Relations

In the second phase, the Board will prioritize the ideas and test them against the five- and ten-year financial projections presented by District staff to its Finance-Auditing Committee Meeting of October 27, 2022 as [Finance Agenda Item No. 9](#).

While we acknowledge many possible overlaps among the topics, the first of them, Transportation, clearly falls within the purview of your committee. Accordingly, we are asking for your input of ideas. These may be grand or highly particular. They might seem visionary or pragmatic. In this first phase, these distinctions are unimportant.

The Strategic Planning Advisory Committee, for its part, established "brainstorming" subcommittees and filled them with volunteers from the broader Board. The subcommittees were tasked with producing ideas and then attempting an initial prioritization, by criteria of their choosing, and in awareness that the test of financial feasibility awaited at a later date. Their results will be reported to the full Board at its meeting on April 28, 2023.

We leave it to you as to how you wish to proceed in this regard. We do ask that you have something for us by the Board's June meeting, if at all possible, and that you assign someone to report it to us.

We value and are grateful for your participation in this effort, and we look forward to hearing from you.

Respectfully yours,

A handwritten signature in blue ink, appearing to read "Michael Thériault", is written over a light blue circular background.

Michael Thériault  
President, Board of Directors

## **GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT**

### **FERRY PASSENGERS COMMITTEE BYLAWS**

#### **ARTICLE I: PURPOSE**

##### **Section 1. Name.**

The name of this group is the Ferry Passengers Advisory Committee ("Committee").

##### **Section 2. Creation and Purpose.**

The Committee was reactivated by Golden Gate Bridge, Highway and Transportation District ("District") staff in 1998 to effectively and efficiently address comments from members of the public regarding the District's ferry service ("Golden Gate Ferry"), and to provide a forum for discussion of District proposals to change Golden Gate Ferry service.

The Committee advises District staff. District staff will provide informational updates on Committee business to the District's Board of Directors.

#### **ARTICLE II: MEMBERSHIP & STAFFING**

##### **Section 1. Composition.**

The Committee will consist of no less than nine (9) and no more than eleven (11) frequent Golden Gate Ferry users appointed by District staff based on the following factors: residence in Southern Marin, Central Marin, Northern Marin, San Francisco, or Sonoma; experience using transit in general and Golden Gate Ferry in particular; and, representative of one or more types of ferry passengers: peak-period commuter to San Francisco, early or late commuter, recreational passenger, transit-dependent passenger, ferry-feeder user, and bicycle commuter.

##### **Section 2. Member Terms.**

Each member will serve a term of three (3) years. Members wishing to serve another term may reapply to the District for Committee membership.

##### **Section 3. Member Vacancy.**

Members are expected to attend all Committee meetings. If a member is absent for two (2) consecutive meetings without first notifying District staff of their anticipated absence, the member's seat will automatically be deemed vacant. The District will appoint an interested Golden Gate Ferry user based on the factors set forth in Section II.1 to fill the resulting vacancy for the duration of the departing member's term.

##### **Section 4. District Support.**

District staff will support the Committee's business as follows:

- Serve as the liaison between the Committee and the Board of Directors.
- Serve as the liaison between the Committee and District staff, all internal and external organizations, and members of the public.
- Prepare Committee meeting agenda packets in consultation with the Committee Chair.
- Post and distribute Committee meeting agenda packets.
- Attend Committee meetings.
- Prepare Committee meeting minutes.
- Maintain the Committee roster.
- Manage Committee member recruitments.



- Handle all communications to and from the Committee.

## **ARTICLE III: OFFICERS**

### **Section 1. Duties of Officers.**

The officers of the Committee will be the Chair and Vice Chair. Their duties are as follows:

#### **Section 1.1. Chair Duties.**

The Chair presides over all Committee meetings of which there is quorum of members present. The Chair works with District staff to schedule meetings and develop meeting agendas. The Chair may create and appoint members to temporary ad hoc advisory subcommittees of the Committee as provided in the Brown Act.

#### **Section 1.2. Vice Chair Duties.**

The Vice Chair assists the Chair in the execution of that role. The Vice Chair presides over meetings in the event the Chair is absent. In the event of a vacancy in the Chair's position, the Vice Chair will succeed as Chair for the remainder of the Chair's term, and the Committee will elect a successor Vice Chair.

### **Section 2. Election of Chair and Vice Chair.**

The Committee will elect a Chair and Vice Chair annually. No person may occupy the Chair or Vice Chair position for more than one (1) year. Committee members will nominate and vote to elect a Chair and Vice Chair at the first regular meeting of each calendar year. An individual receiving a majority of the votes of the current membership will be elected and will assume office at the second meeting of the year.

## **ARTICLE IV: MEETINGS**

### **Section 1. Brown Act.**

The Committee is subject to and will comply with the Ralph M. Brown Act (California Government Code Section 54950 et seq.) ("Brown Act"). Notice of Committee meetings, posting of Committee meeting agendas, and the conduct of such meetings will comply with the Brown Act requirements applicable to legislative bodies.

### **Section 2. Location and Time.**

District staff, in consultation with the Committee Chair, will establish the time and place for regular Committee meetings to be held five times per year. Generally, meetings will be held on the second Monday of the selected month. The Chair, in consultation with District staff, may cancel a regularly scheduled meeting if there are no items requiring Committee discussion or action, or if less than a quorum of the Committee is expected to attend the meeting.

### **Section 3. Minutes.**

District staff will record each regular and special meeting. District staff will prepare the minutes for all Committee meetings. A copy of the minutes of the prior meeting will be presented to the Committee for approval at the next Committee meeting. District staff will include a copy of the minutes of the most recent Committee meeting in the informational report on advisory committees to the Transportation Committee of the Board of Directors.

### **Section 4. Public Comment.**

Public comment at Committee meetings will be limited to three (3) minutes per person, unless the Chair, at his or her discretion, permits additional time.

## **Section 5. Parliamentary Procedure.**

### **Section 5.1. Robert's Rules of Order.**

The Committee will follow Robert's Rules of Order, except where inconsistent with these Bylaws or modified by action of the Committee.

### **Section 5.2. Voting.**

Each member of the Committee shall have one vote. Members must be present to vote. Action items must have a simple majority vote of the current Committee membership in order to pass, unless otherwise specified in these Bylaws.

### **Section 5.3. Quorum.**

A simple majority of the current Committee membership shall constitute a quorum authorized to transact any business duly presented at a meeting of the Committee.

## **Section 6. Order of Business.**

The order of business for Committee meetings generally will be as follows:

- (a) CALL TO ORDER
- (b) ROLL CALL
- (c) ELECTION OF OFFICERS – when appropriate and at least once each year
- (d) APPROVAL OF MEETING MINUTES
- (e) OTHER BUSINESS
- (f) COMMITTEE MEMBER COMMENTS/COMMUNICATIONS
- (g) PUBLIC COMMENTS – at this time, members of the public may speak on any matter within the jurisdiction of the Committee
- (h) ADJOURNMENT

## **Section 7. Adjournment.**

The Chair may adjourn a meeting when the discussion of all business on the agenda has concluded or a quorum of the Committee is no longer present at the meeting.

## **ARTICLE V: MISCELLANEOUS**

**Section 1. Communications with the District; Requests for Information.** All member communications to the District related to the Committee, including requests for information or records to support Committee business, should be directed to the staff person designated by the District or submitted to [pac@goldengate.org](mailto:pac@goldengate.org).

### **Section 2. Committee Records.**

All Committee records are the property of the District and are subject to public disclosure pursuant to the California Public Records Act (Government Code Sections 7920.000 et seq.) Requests to inspect or copy Committee records should be made to the Secretary of the District by email at [districtsecretary@goldengate.org](mailto:districtsecretary@goldengate.org), or by mail at Golden Gate Bridge, Administration Building, Golden Gate Bridge Toll Plaza, San Francisco, California, 94129. The Secretary of the District will handle all requests for Committee records.

**Section 3. Member Conduct.** Members are expected to show respect for each other by raising hands, not interrupting, and following time limits for discussion at Committee meetings. Members are expected to respect the Brown Act's open meeting requirements when communicating with each other about subjects within the Committee's jurisdiction.

**Section 4. Conflicts of Interest.** If a member has a conflict of interest in a matter before the Committee, the member must abstain from making, participating in making, or influencing the making of a decision on that matter. Before the Committee begins discussing an item in which a member has a conflict of interest, the member must state the nature of the conflict on the record, excuse themselves from the meeting, and refrain from any participation in the decision.

**Section 5. Compensation.** Members will not receive compensation for, or reimbursement of expenses associated with, attendance of Committee meetings. The District will not make any reimbursement or payment in connection with expenses incurred on behalf of the Committee without prior approval of the Board of Directors.

**Section 6. No Standing Subcommittees.** There shall be no standing subcommittees.

#### **ARTICLE VI: AMENDMENT OF BYLAWS**

These Bylaws may be amended at any meeting of the Committee by a two-thirds majority vote of the current Committee membership, provided that the amendment has been submitted in writing to the Committee at a previous meeting.

Adopted [date]

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June 12, 2023

President of the Board  
Golden Gate Bridge, Highway and Transportation District  
P.O. Box 29000, Presidio Station  
San Francisco, CA 94129-9000



Dear President Theriault:

Thank you for your letter of April 14, 2023, requesting the Pedestrian and Bicycle Advisory Committee (PBAC) to provide input into the District's Strategic Planning process. At our May 10 meeting, the committee discussed the key areas of interest we share and the areas that we think need improvement and consideration when developing the Strategic Plan. We offer the following feedback:

#### Alexander Avenue

Alexander Avenue should be a safe, all ages and abilities route for people walking and biking

#### Wayfinding

Provides clear direction for permitted users using accessible signage/icons for new and returning

#### Rules & Regulations

Communicates proper use of bridge facilities and approaches using accessible signage/icons, particularly for new users

#### Bridge Right of Way

Reimagine allocation of space for users of all modes with the goal of increasing bridge throughput and improving user experience comfort

#### Sidewalks

Evaluate ways to maximize usable space of limited sidewalk width

#### Buses

Provide new secure bicycle racks on buses with additional capacity, accessibility for users, and usability for variety of bicycles

#### Ferries

Provide level loading for bicycles on ferries to facilitate e-bike use and to permit users of all abilities

#### Bicycle Parking

Provide secure, long duration bicycle parking for bikes of different sizes and dimensions

#### Special Events

Provide uninterrupted use of the bridge facilities for users of all modes, particularly during special events

Coordination

Work with local partner transit agencies to maximize access to Golden Gate Transit.

Thank you for the opportunity to express our feedback.

Respectfully submitted,



Sasha Madfes, PBAC Chair



Warren Wells, PBAC Vice Chair

C: PBAC file, Joshua Widmann

# PEDESTRIAN AND BICYCLE ADVISORY COMMITTEE (PBAC)



## *Agenda for Wednesday, May 10, 2023*

**Convene at 5:00 p.m. – Adjourn by 6:30 p.m.  
The Dairy Room, Sports Basement Presidio,  
610 Old Mason Street, San Francisco, CA**

1. Consent Calendar (5 minutes)
  - a. Approval of Meeting Minutes from February 15, 2023
2. Committee Business
  - a. Feedback on District Strategic Planning – Transportation Topics (PBAC Members)
  - b. Recent Bicycle and Pedestrian District-wide Observations (PBAC Members)
    - i. Near Term Solutions
    - ii. Long Term Solutions
  - c. Alexander Avenue Discussion (David Rivera and Michael Jones)
    - i. Current Conditions
    - ii. Potential Improvements
  - d. PBAC 2023 Meeting Schedule (David Rivera) – Informational
3. Public Comment - 3 minutes per speaker (10 minutes)
4. Adjournment

### **Possible Future Agenda Items:**

*Review of Pedestrian and Bicycle Access of Other District Facilities (Ferry Terminals, Bus Transit Centers)*

*Bicycle and Pedestrian Signage Markings – District-wide*

*Bicycle and Pedestrian Facilities – East Sidewalk and West Sidewalk of Golden Gate Bridge*

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meeting. Comments submitted after the meeting is called to order will be included as an attachment to the minutes for this meeting.

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# PEDESTRIAN AND BICYCLE ADVISORY COMMITTEE (PBAC)

*Meeting Minutes for Wednesday, February 15, 2023*



**Members Present:** David Alexander, Parker Day, Candy Doran, Dan Federman, Phoebe Ford, Kevin Gammon, James Grady, Jon Herman, Sasha Madfes, Charles Metzler, Susan Nawbary, David Pilpel, Ray Scherck

**District Staff Present:** David Rivera, Deputy General Manager, Bridge Division; Josh Widmann, Associate Planner; Roberta Regan, Administrative Assistant, Planning Department

**Guests Present:** Michael Jones, Alta Consulting; Katherine Tsou, Senior Counsel, Hanson Bridgett, LLP

**Sasha Madfes called the Zoom meeting to order at 6:05 p.m. A quorum of members was present.**

## **1. Consent Calendar.**

**Approval of Minutes from the January 18 Meeting.** David Pilpel moved to approve the minutes with a correction to page 2: Candy Doran's name was spelled incorrectly as "Doren." Dan Federman seconded the motion. Sasha Madfes conducted a roll call vote, and the minutes were unanimously approved with the correction.

## **2. Committee Business.**

**a. Discussion and Approval of Draft PBAC Bylaws Prepared by the District.** Mr. Pilpel provided edits to the District Secretary's office at 4:48 p.m. the day of this meeting, but his submission did not conform to Brown Act requirements. The Brown Act states that public meeting documents must be posted and made available to the public 72 hours prior to a meeting.

Ms. Madfes read the Draft Bylaws document aloud section by section for the group discussion, as David Rivera provided edits to the Draft document by sharing his screen. Katherine Tsou assisted the group with terminology and phrasing.

After a lengthy discussion, Mr. Pilpel moved to approve the revised PBAC Bylaws Draft and Ray Scherck seconded the motion. The final District-approved Bylaws Draft was approved by a unanimous roll call vote. The PBAC 2023 Bylaws document is attached herein.

**b. PBAC 2023 Meeting Schedule.** The committee agreed to meet on April 19, 2023, and in the month of June but did not set the schedule for the remainder of the year, due to time constraints. [The April 19 meeting was later cancelled due to lack of a quorum. The meeting was rescheduled for May 10, 2023.]

**c. In-Person Meeting Location Discussion.** As Governor Newsom's Emergency COVID-19 Declaration will end on February 28, 2023, the District's Board of Directors and its

advisory committees will return to in-person meetings effective March 1, 2023. David Rivera led this brief discussion, but no meeting location for April was determined.

3. **Public Comment.** None.

4. **Adjournment.** Sasha Madfes adjourned the February 15, 2023 meeting of the Pedestrian and Bicycle Advisory Committee at 7:24 p.m.

The next meeting of the Pedestrian and Bicycle Advisory Committee will take place on Wednesday, April 19, 2023, at 6:00 p.m. The in-person meeting location will be determined and communicated to the committee by email.

# PEDESTRIAN AND BICYCLE ADVISORY COMMITTEE (PBAC)



## *Agenda for Wednesday, July 19, 2023*

**Convene at 5:00 p.m. – Adjourn by 6:30 p.m.**  
**The Dairy Room, Sports Basement Presidio,**  
**610 Old Mason Street, San Francisco, CA**

- 1. Consent Calendar (5 minutes)**
  - a. Approval of Meeting Minutes from May 10, 2023
- 2. Committee Business**
  - a. Bridge Pedestrian and Bicycle Signage Simplification (Michael Jones)
  - b. Recent Bicycle and Pedestrian District-wide Observations (PBAC Members)
  - c. Remaining PBAC 2023 Meetings - 9/13 or 9/27 and 11/15 (Joshua Widmann)
- 3. Public Comment - 3 minutes per speaker (10 minutes)**
- 4. Adjournment**

### Attachments:

1. Draft Minutes of May 10, 2023 PBAC
2. Michael Jones Signage Presentation
3. June 12, 2023 PBAC Strategic Plan Comment Letter

### *Possible Future Agenda Items:*

- *Review of Pedestrian and Bicycle Access of Other District Facilities (Ferry Terminals, Bus Transit Centers)*
- *Bicycle and Pedestrian Signage Markings – District-wide*
- *Bicycle and Pedestrian Facilities – East Sidewalk and West Sidewalk of Golden Gate Bridge*

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# PEDESTRIAN AND BICYCLE ADVISORY COMMITTEE (PBAC)

## *Meeting Minutes for Wednesday, May 10, 2023*



**Members Present:** Parker Day, Candy Doran, Dan Federman, Phoebe Ford, Kevin Gammon, James Grady, Jon Herman, Sasha Madfes, Susan Nawbary, Warren Wells

**District Staff Present:** David Rivera, Deputy General Manager, Bridge Division; Josh Widmann, Associate Planner; Roberta Regan, Administrative Assistant, Planning Department

**Guests Present:** Michael Jones, Michael Jones Consulting.

**Sasha Madfes called the meeting to order at 5:04 p.m. A quorum of members was present.**

### **1. Consent Calendar.**

**Approval of Minutes from the February 15 Meeting.** Warren Wells moved to approve the minutes and Dan Federman seconded the motion. Members unanimously approved the meeting minutes of February 15.

### **2. Committee Business.**

**a. Feedback on District Strategic Planning.** Members agreed to submit the list of topics that were identified last November as key goals and interests of PBAC, with a one- or two-sentence summary of each item. Warren Wells offered to type the summaries of each topic in real time at the meeting. Following this discussion, the committee agreed that it was a productive exercise and voted unanimously to submit the list in letter form to the Board. Sasha Madfes and Warren Wells stated that they will work with District staff to accomplish this by the June 12 deadline.

**b. Recent Bicycle and Pedestrian District-wide Observations.** Susan Nawbury suggested that the white bicycle symbol on the bridge west sidewalk should be painted green to match Caltrans' green bicycle lanes and to differentiate from the white pedestrian symbol. She commented that the sign is located at the beginning of the bike lane and suggested that the symbol should be repeated at various intervals along the bike lane. The group discussed the need for international signage.

**c. Alexander Avenue Discussion.** 1) Michael Jones presented information from online studies regarding Alexander Avenue. He remarked that the roadway is widely used by several diverse groups, including bicycle commuters and pedestrian tourists unfamiliar with the area. He noted the high number of accidents on this small stretch of road and asked for feedback from the group to identify specific safety issues, striping issues, pavement issues, and any ways to find solutions to make Alexander Avenue safer. 2) David Rivera gave an overview of improvements and repairs that were made to the roadway following a mudslide in January. He noted that the land surrounding and including Alexander Avenue has multi-jurisdictional stakeholders, making any projects or improvements complex and time-consuming. Mr. Rivera mentioned other safety improvements currently being planned, including bicycle lane striping upgrades. He also agreed to send photos to the group via Planning staff of adjustments recently made to the west sidewalk bridge railings to address the loud, shrill noises resulting

from the bridge retrofit 2020. Lastly, Mr. Rivera encouraged the group to email him with any safety issues relating to the bridge.

**d. PBAC 2023 Meeting Schedule.** Due to time constraints, a schedule for the remainder of the year was not discussed. Sasha Madfes proposed a date of July 12 for the next meeting. The committee voted unanimously to meet on Wednesday, July 12.

3. **Public Comment.** None.

4. **Adjournment.** Sasha Madfes adjourned the May 10, 2023 meeting of the Pedestrian and Bicycle Advisory Committee at 6:32 p.m.

Following the meeting, staff learned of a conflict with the meeting location on July 12. Therefore, an email survey was taken, and the next meeting of the Pedestrian and Bicycle Advisory Committee was changed to Wednesday, July 19, 2023, at 5:00 p.m. at the Dairy Room, Sports Basement-Presidio, San Francisco, CA.



# Moving Projects Forward

- Marin Bridge  
Connections/Alexander Ave
- Signage/Striping

## Pedestrian and Bicycle Advisory Committee (PBAC)

July 19, 2023



## ➤ Understanding User Groups Needs

- Origin (visitors, locals, regular commuters)
- Route (where learned, trip purpose, mapping)
- Route Quality (scenic, indirect route v direct route)
- Qualities (hills, level of traffic, quality of bikeways)
- Patterns of Use (northbound tourists, most direct route)
- Volumes of bicyclists/pedestrians
- Language



## ➤ **Marin Bridge Connection/Alexander Avenue**

- Two Routes (Conzelman v Alexander)
- Visitors mostly traveling north to Sausalito
- Should they be directed to Conzelman/Ft. Baker?
- What Improvements to Alexander Ave would help commuters/others



- **Alexander Avenue Improvements**

- Change Directional Signage (direct NB visitors to Conzelman)
- Crosswalk at US 101 North Ramp
- Clearing of shoulder of debris to minimum four feet
- Designate as Class II bike lanes
- Warning signs/lights at US 101 under crossing





## • Qualities of a Good Signage System

- Clear message
- Regulatory versus informational
- Legible to foreign language speakers
- Continuity especially at changes at junctions
- Location, height, size, color
- Bridge District and NPS have done a good job overall adding signs as needed



## • Signage at Northwest Access

- Added over time
- Need to convey complex information
- Topics:
  - Intercom/actions to open gate
  - Temporary access hours due to construction
  - Various CYCLIST restrictions/warnings (no peds west side, 15mph, no scooters, high winds)
  - No drones
  - No pedestrians on west sidewalk
  - Real time signal indicating west side opened/closed, gate opening/closure





- Analyze Information Being Conveyed





- **Northbound Signage**

- Somewhat conflicting signage information for visitors (ie, 'Headlands' uses Alexander Avenue to access Sausalito, 'Sausalito' directs people to Conzelman and Ft Baker, part of the Headlands)



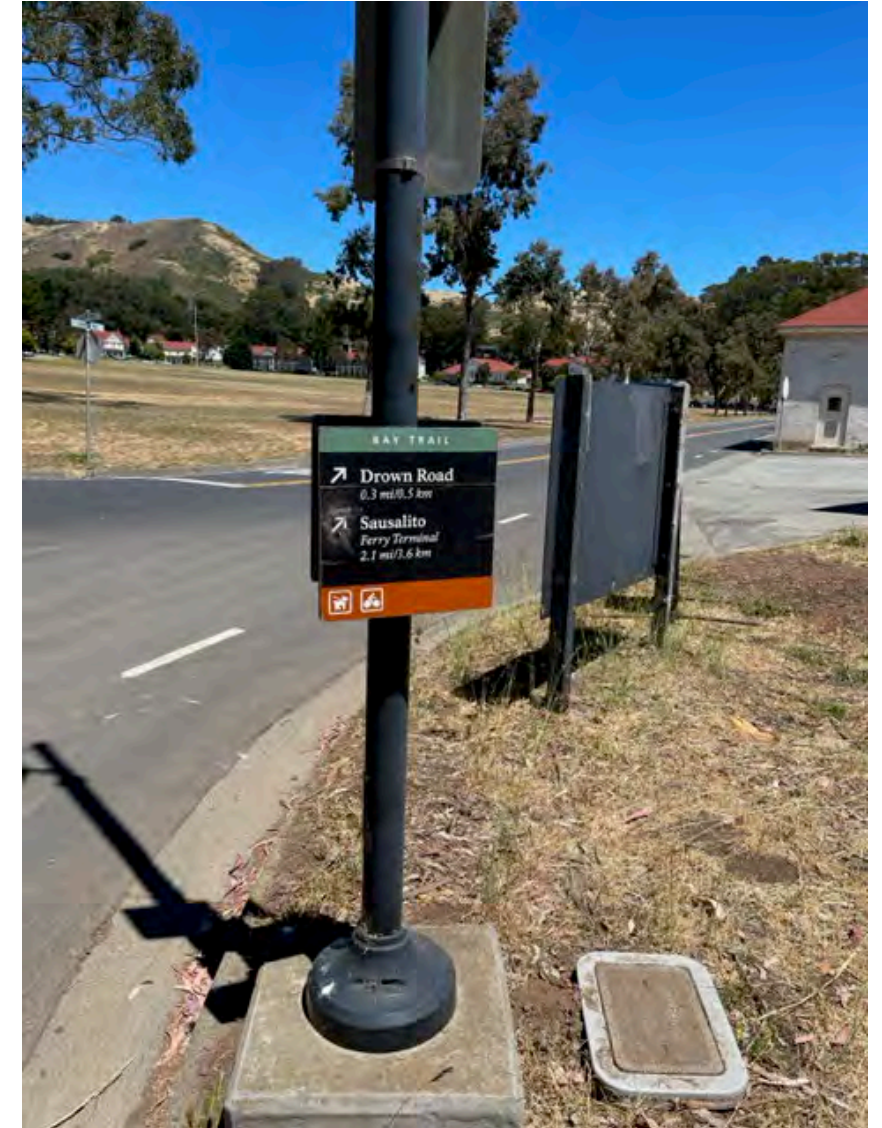
- **East Road/Conzelman Signage**

- East Rd has low traffic, bike lanes, scenery, and one major hill for SB users
- SB change from East Rd to Moore Rd has signage—but in unusual location
- Mixture of NPS, County (route #), and other signage styles





- **East Road/Conzelman Signage**
- NB cyclist users are also not clearly directed to turn right onto East Road from Moore Road





# PEDESTRIAN AND BICYCLE ADVISORY COMMITTEE (PBAC)



## *Agenda for Wednesday, September 27, 2023*

**Convene at 5:00 p.m. – Adjourn by 6:30 p.m.  
The Dairy Room, Sports Basement Presidio,  
610 Old Mason Street, San Francisco, CA**

- 1. Consent Calendar (5 minutes)**
  - a. Approval of Meeting Minutes from July 19, 2023
- 2. Committee Business**
  - a. Presentation - Wayfinding Signage Recap / Pedestrian/Bicycle Access to Ferry Terminals (Michael Jones)
  - b. Recent Bicycle and Pedestrian Issues/Observations (PBAC Members)
  - c. Remaining PBAC 2023 - 11/8 Meeting & 2024 Calendar (Joshua Widmann)
- 3. Public Comment - 3 minutes per speaker (10 minutes)**
- 4. Adjournment**

Attachments:

1. Draft Minutes of July 19, 2023 PBAC
2. Signage and Ferries PBAC Michael Jones Presentation

*Possible Future Agenda Items:*

- *Review of Pedestrian and Bicycle Access of Bus Transit Centers*

**Public Comment Note:** If you know in advance that you would like to make a public comment during the meeting, please email [PAC@goldengate.org](mailto:PAC@goldengate.org) with your name and item number you would like to provide comment on no later than 15 minutes prior to the start of the meeting. During the public comment period, speakers will be allotted no more than 3 minutes to speak and will be heard in the order of sign-up. Said time frames may be extended only upon approval of the Committee Chair.

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at least three (3) days before the meeting. Requests should be made by mail to: Amorette M. Ko-Wong, Secretary of the District, Golden Gate Bridge, Highway and Transportation District, P.O. Box 29000, Presidio Station, San Francisco, CA 94129-9000; or e-mail to [districtsecretary@goldengate.org](mailto:districtsecretary@goldengate.org); or telephone at (415) 923-2223, or the District's ADA Compliance & Program Manager at (415) 257-4416, or California Relay Service at 711.

# PEDESTRIAN AND BICYCLE ADVISORY COMMITTEE (PBAC)

## *Meeting Minutes for Wednesday, July 19, 2023*



**Members Present:** David Alexander, Parker Day, Candy Doran, Dan Federman, Phoebe Ford, Kevin Gammon, Jon Herman, Timothy Hunter, Sasha Madfes, Charles Metzler, Susan Nawbary, David Pilpel, Ray Scherck, Warren Wells

**Members Absent:** James Grady

**District Staff Present:** David Rivera, Deputy General Manager, Bridge Division; Josh Widmann, Associate Planner; Roberta Regan, Administrative Assistant, Planning Department

**Guests Present:** Michael Jones, Michael Jones Consulting; Director Elbert Hill

**Upon arrival, staff learned that Sports Basement personnel had changed the PBAC meeting location from the Dairy Room to the Sign Room. Informational signs were posted onsite and the change was noted on the District's website.**

**Sasha Madfes called the meeting to order at 5:05 p.m. A quorum of members was present.**

### **1. Consent Calendar.**

**Approval of Minutes from the May 10, 2023 Meeting.** David Pilpel moved to approve the minutes with minor edits he had made on a printed copy. Dan Federman provided a second. Members unanimously approved the meeting minutes of May 10, 2023, as written.

### **2. Committee Business.**

**a. Bridge Pedestrian and Bicycle Signage Simplification.** Michael Jones gave a PowerPoint presentation to the committee, noting the qualities of a good signage system and the current signage issues and challenges on the Golden Gate Bridge and its approaches. A lengthy discussion between staff and committee members followed. A summary of the Signage Recommendations presented and discussed is on page two of the meeting minutes. Warren Wells also requested a map showing the various jurisdictions' rights-of-way on the Bridge's access roads and surrounding land. David Rivera commented that Planning staff would provide this by email.

**b. Recent Bicycle and Pedestrian District-wide Observations.** Committee members requested adding alert messages to the District's Instagram and Twitter accounts. David Rivera stated that he would mention this to the Marketing staff who manage these accounts. Warren Wells also asked if a counter for bicyclists could be installed on the bridge.

**c. PBAC 2023 Meeting Schedule.** Members discussed possible meeting dates for the remainder of the calendar year. A majority of committee members approved the dates of September 27, 2023, and November 8, 2023.

### **3. Public Comment. None.**

**4. Adjournment. Sasha Madfes adjourned the July 19, 2023 meeting of the Pedestrian and Bicycle Advisory Committee at 6:23 p.m.**

**The next meeting of the Pedestrian and Bicycle Advisory Committee will take place on Wednesday, September 27, 2023, at 5:00 p.m. The location will be communicated to members by email and posted on the District's website.**

Appendix 1: PBAC Suggestions for Signage from July 19, 2023 Meeting Discussion

- *Consistency Across Jurisdictions*
  - o *fonts, colors, destinations, routes*
- *Pavement Marking Improvements*
  - o *Repaint faded portions*
  - o *Make reflective where possible/needed*
  - o *Consider green bike lane or other indicators*
- *Maps Installed at Key Junctures*
  - o *For routes/approaches for bicycles and pedestrians*
  - o *Showing jurisdictions, routes, points of interest*
- *Signage for Local Users and Visitors*
  - o *Use universal symbols*
  - o *Include QR codes*
  - o *Signage for accidents/emergencies – Include phone number to call*
- *Signage Simplification – at areas with signage clutter*
- *Regulatory Versus Informational Signage*
- *Pathway Continuity at Junctions*
  - o *Needs clear signage at key direction change intersections so users do not get lost*
- *NPS Sign Text*
  - o *Should be large enough for bikes going by to read*
- *Renaming Pavement Markings*
  - o *Repaint “Headlands” to “Upper Conzelman” (near “Sausalito”/”Headlands” pavement marking split at east end of Headlands triangular parking lot)*
- *East Conzelman Path Signage*
  - o *Improvements to increase utilization (alternate to Alexander Ave)*
  - o *Add directional signage*

- **Recap and Next Steps for  
Wayfinding and Signage/Striping**
- **Ferry Terminals/Ferries**

## **Pedestrian and Bicycle Advisory Committee (PBAC) Meeting**

**September 27, 2023**



## ➤ **Recap of Wayfinding and Signage/Striping Assessment**

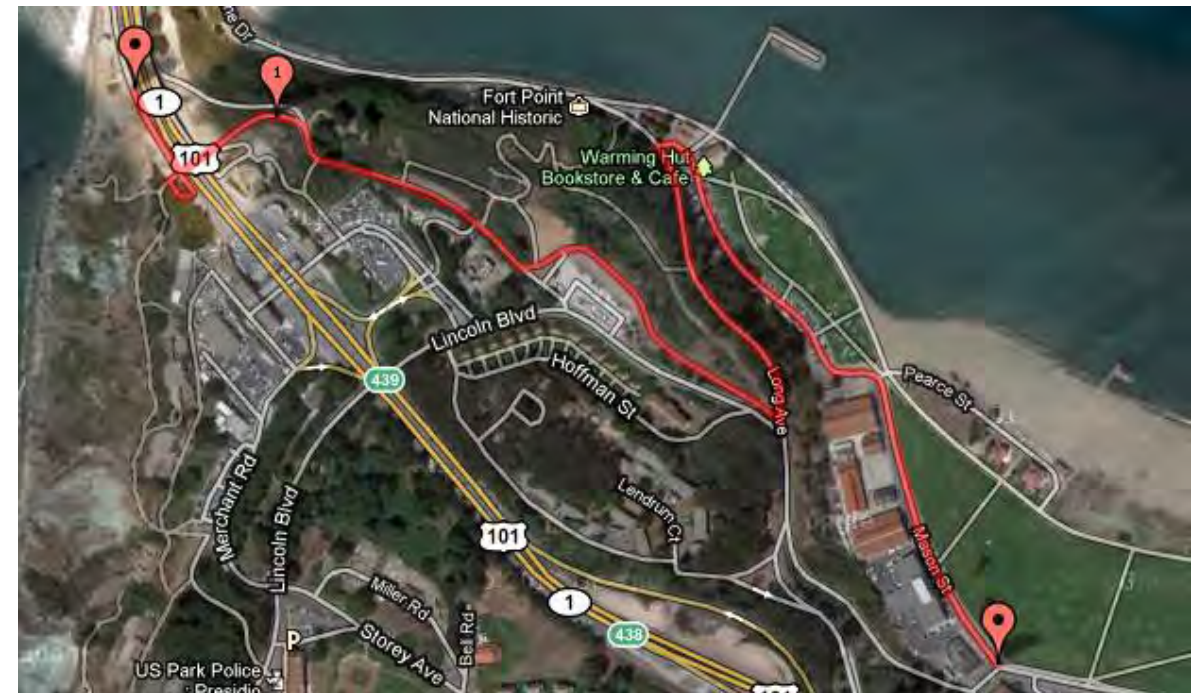
- Consistency and continuity
- Innovative pavement markings
- Maps at key locations
- Different signage for commuters & visitors
- Universal symbols/QR codes
- Emergency response signage
- Simplify signage





## ➤ Recap of Wayfinding and Signage/Striping Assessment

- Regulatory versus informational signage
- Rename north side pavement markings
- Routing of visitors to East Conzelman



## ➤ Wayfinding and Signage/Striping Assessment Next Steps

- Feedback/approval from staff, Board
- Develop preliminary scope of work and budget
- Contact potential GGBHTD partners: Caltrans, GGNRA, City of Sausalito
- Identify lead agency – define study area
- Apply for grant moneys; quantify benefits
- Develop RFP, obtain staff/board approval
- Select design firm/complete contract
- Construct project





## ➤ **Wayfinding and Signage/Striping RFP Potential Scope of Work**

- Public outreach/user surveys/counts of pedestrians and bicyclists
- Field review/existing conditions
- Mapping of user routes
- Preliminary sign graphics
- Preliminary sign/marketing locations, heights, setbacks
- Signage specifications
- Manufacturing and installation of signs



## ➤ Ferry Terminals and Ferries Bicycle Parking

San Francisco (Ferry Building)	Bay Wheels/public racks			
Larkspur Landing	Bike racks inside and outside terminal			
Tiburon	Fence near dock serves as bike parking			
Sausalito	High capacity bike staging/parking area			
Angel Island	Bike rentals on island/public bike racks			
3 Spaulding Class Ferries	Slower	Weekends	150+ bicycle capacity	
4 multi-hull catamaran ferries	Faster	Weekdays	20-30 bicycle capacity	Larkspur-SF

## ➤ Ferry Bicycle Use

While auto commuting has declined since Covid, bicycle use is strong on some commute and tourist trips, growing slowly.

Del Norte (Catamaran) Wed Aug 16 7:55 am	Larkspur-SF 20/30 spaces, 23 bikes
San Francisco (Spaulding) Wed Aug 16 4:57 pm	Sausalito-SF 150 spaces, 167 bikes
Marin (Spaulding) Sat July 15 5:16pm	Sausalito-SF 150 spaces 174 bikes
Marin (Spaulding) Sat July 29 5:16pm	Sausalito-SF 150 spaces 180 bikes



## ➤ Larkspur Landing





## ➤ Larkspur Landing





## ➤ SMART & Other Connections



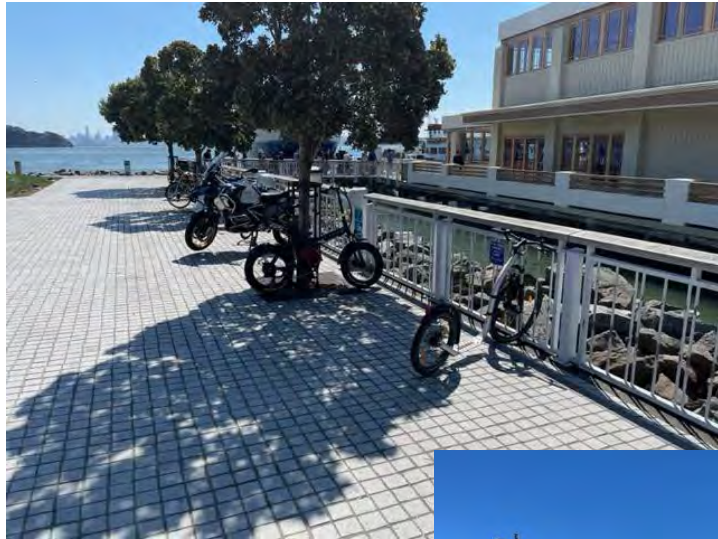


## ➤ San Francisco (Ferry Building)



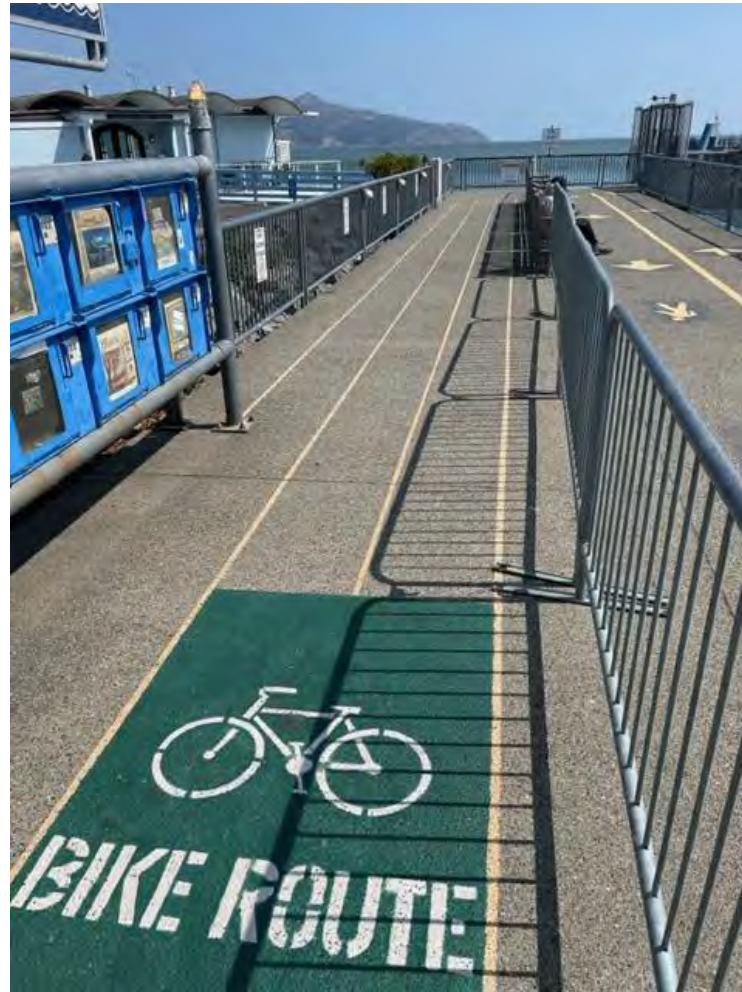


# ➤ Tiburon





## ➤ Sausalito





- **Catamaran Ferry 20-30 spaces**
- **Del Norte on Sausalito Run: 43 spaces**
- **Napa on Sausalito Run: 59 bikes**



➤ **Spaulding Class Ferry 150+- spaces**

➤ **Sausalito-SF            9/1/19            287 spaces**





➤ **Overall GGBHTD and local agencies have done a great job improving access to and bike parking at ferry terminals, and on the ferries**

➤ **Potential Projects Include:**

- Larkspur Ferry Terminal - SMART connection
- Bike share/rentals/station at Larkspur Landing Ferry Terminal
- Replacing 'wheel bender' bike racks
- Considering higher volume racks on boats
- More consistent GGBHTD signage
- Ticket machine and new racks in Tiburon

**Thank you!**









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