

December 14, 2023



**MINUTES OF THE TRANSPORTATION COMMITTEE/
COMMITTEE OF THE WHOLE**

**These minutes are supplemented by the audio recording that is posted online at:
<https://www.goldengate.org/district/board-of-directors/meeting-documents>.**

Honorable Board of Directors
Golden Gate Bridge, Highway
and Transportation District

Honorable Members:

The Transportation Committee/Committee of the Whole (Committee) of the Golden Gate Bridge, Highway and Transportation District (District) met in regular session in the Board Room, Administration Building, Golden Gate Bridge Toll Plaza, San Francisco, CA on Thursday, December 14, 2023, at 9:02 a.m., with Chair Hill presiding. A remote audio option for public participation was available.

- (1) **Call to Order:** 9:02 a.m.
- (2) **Roll Call:** Secretary of the District Amorette M. Ko-Wong. **[00:38 Minute Mark on the Audio Recording]**

Committee Members Present (8): Chair Hill; Directors Hernández, Moulton-Peters, Rabbitt, Rodoni, Snyder and Thier; President Thériault.

Committee Member Absent (1): Vice Chair Mastin.

Other Directors Present (4): Directors Cochran, Garbarino, Giudice and Grosboll.

Committee of the Whole Members Present (12): Directors Garbarino, Giudice, Grosboll, Hernández, Moulton-Peters, Rabbitt, Rodoni, Snyder and Thier; Second Vice President Hill; First Vice President Cochran; President Thériault.

Committee of the Whole Members Absent (7): Directors Conroy, Dorsey, Engardio, Mastin, Pahre, Safaí and Stefani.

Staff Present: General Manager Denis Mulligan; Auditor-Controller Joseph Wire; District Engineer Ewa Bauer-Furbush; Secretary of the District Amorette Ko-Wong; Attorney Kimon Manolius; Deputy General Manager/Bridge Division David Rivera; Deputy General Manager/Ferry Division Michael Hoffman; Deputy General Manager/Administration and Development Kellee Hopper; Director of Planning Ron Downing; Executive Administrator to the General Manager Justine Bock; Senior Board Analyst Elizabeth Eells.

**TRANSPORTATION COMMITTEE/COMMITTEE OF THE WHOLE
DECEMBER 14, 2023/PAGE 2**

Copies of all reports and presentations are available on the District's web site at <https://www.goldengate.org/district/board-of-directors/meeting-documents/> or upon request from the Office of the District Secretary.

(3) Report of District Advisory Committees [01:18 Minute Mark on the Audio Recording]

(a) Advisory Committee on Accessibility; (b) Bus Passengers Advisory Committee; (c) Ferry Passengers Advisory Committee; and (d) Pedestrian and Bicycle Advisory Committee

The staff report was for informational purposes only and no action was taken.

[01:42 Minute Mark on the Audio Recording]

President Thériault stated that the Board had received a letter from the Marin County Bicycle Coalition (MCBC) regarding wayfinding and signage on the Golden Gate Bridge and requested the Committee review the letter.

Director Thier stated that she attended the public meeting regarding the San Rafael Transit Center (SRTC) project and she commended staff for the presentation.

[Directors Hernández and Snyder arrived and the Committee became a Committee of the Whole.]

(4) San Rafael Transportation Center Replacement Project Update [03:00 Minutes Mark on the Audio Recording]

Director of Planning Ron Downing spoke about the San Rafael Transportation Center Replacement (SRTC) project process and highlighted the Community Design Advisory Group (CDAG) role, process and focus on design. He acknowledged the work of District Project Manager Ray Santiago. He introduced District consultants, Adam Dankberg of Kimley Horn, and Mara Baum of Dialog Design who reviewed the presentation, which was for informational purposes and no action was taken.

Mr. Mulligan expressed appreciation for the District's partners including the City of San Rafael, Marin Transit, Sonoma-Marín Area Rail Transit (SMART) and Transportation Authority of Marin (TAM). He highlighted the role of the City. He spoke about the District's goal to ensure the new SRTC reflects the diversity of the community, and outlined the CDAG membership, which includes users, neighbors and people who are passing through the community. He expressed appreciation for CDAG's instrumental role in the process and thanked all the members for their input and participation. He spoke about the importance of the project and the SRTC's role as a gateway into the City of San Rafael.

[21:50 and 23:28 Minutes Mark on the Audio Recording]

Chair Hill expressed appreciation for the presentation.

**TRANSPORTATION COMMITTEE/COMMITTEE OF THE WHOLE
DECEMBER 14, 2023/PAGE 3**

Directors Garbarino, Moulton-Peters, Rodoni and Hernández expressed appreciation for the community outreach.

Director Garbarino echoed Mr. Mulligan's comments and expressed appreciation for the community's participation in the process.

President Thériault expressed appreciation for the District's role in convening the CDAG. He requested feedback about the San Rafael Heritage letter, which was sent to Mr. Santiago, and provided comments about some further design elements that could possibly be included.

Mr. Mulligan spoke about the Whistlestop building design elements. He explained that there is a difference between the elements that are protected under Federal and State Historic Preservation Laws and those elements that are well-regarded by the community. He added that the design team has tried to capture the parts of the building that are representative of the initial structure in the conceptual design. Ms. Baum stated that the San Rafael Heritage letter was in reference to the work of the CDAG and the author was a CDAG participant who provided input throughout the process. Ms. Baum provided information about some of the challenges of trying to recreate historic aspects of a building with modern materials and spoke about other ways to reflect and represent history without actually trying to recreate it.

Director Thier spoke about the District's relationship with the City of San Rafael and expressed appreciation for the SRTC project. She expressed support for having an accessible restroom on the east side of the site as well as two accessible restrooms on the west side of the site. She also expressed support for President Thériault's comments about honoring historic elements. She expressed appreciation for the SRTC project team including Mr. Mulligan for his leadership, staff and the consultants.

Ms. Baum clarified that two restrooms, one accessible and one not accessible are planned for the west side of the lot and indicated that both restrooms could be accessible.

Director Moulton-Peters agreed with Director Garbarino's comments and expressed appreciation for the thorough process.

Director Rodoni encouraged the project team to continue to emphasize the community engagement process.

Director Hernández inquired about the status of CDAG, and continued opportunity for community engagement throughout the process through construction.

Mr. Mulligan confirmed that the project team would continue to engage with the community that will use the new SRTC.

Director Rabbitt commented about the challenges of historic preservation. He expressed appreciation for the SRTC project as currently envisioned. He advocated for choosing a

**TRANSPORTATION COMMITTEE/COMMITTEE OF THE WHOLE
DECEMBER 14, 2023/PAGE 4**

good design that will be more timeless.

The following individuals spoke under public comment: **[35:15 Minutes Mark on the Audio Recording]**

- Jeff Rhoads, Resilient Shore, San Rafael resident and CDAG member (in person)
- William Carney, Sustainable San Rafael and CDAG member (remotely)

(5) Larkspur Ferry Service and Parking Expansion Progress Update [44:38 Minutes Mark on the Audio Recording]

Director of Planning Ron Downing initiated the presentation and spoke about the project history. He reviewed the key District consultants including Jacobs, Apex Strategies, DLR Group, Civic Edge Consulting and CHS Consulting Group. He introduced David Dick of Jacobs who reviewed the presentation, which was for informational purposes and no action was taken.

Mr. Downing introduced additional team members including Robert Jansen of DLR Group, Lisbet Sunshine of Civic Edge Consulting and Chin-Hsin Shao of CHS Consulting Group.

Mr. Mulligan spoke about the project, the timeline and the Larkspur Ferry Terminal (LFT) constraints. He predicted that ridership would fully return and the District would eventually want to operate more than 42 ferry trips from Larkspur in a day. He framed key questions for the Board to consider, “How do you want people to travel from the North Bay to San Francisco? Do you want to give them the option of taking a boat?” He indicated that now is the time to anticipate and plan for that eventual demand.

[Director Grosboll arrived.]

[1:12:25 Hour Mark on the Audio Recording]

Directors Thier, Snyder, Hernández, and Rodoni, and Chair Hill expressed appreciation for the report and presentation.

Directors Snyder, Rabbitt and Rodoni expressed support for the study and project.

President Theriault inquired about the ownership and size of the overflow lot. He also inquired about the Bay Conservation and Development Commission (BCDC) boundary. In addition, he inquired about the overflow lot’s potential parking capacity, and its suitability to provide parking while a new parking structure is being built on the main lot. He further inquired about possible foundation issues on the overflow lot.

Mr. Mulligan confirmed that the District owns the overflow lot. He stated that BCDC boundary is 100 feet from the high tide line. He said that the overflow lot does provide the District with more options for staging construction.

Director Thier thanked the project team including consultants Jacobs, Apex Strategies, DLR Group, Civic Edge Consulting and CHS Consulting Group. She requested that the lot be designed to be less visible and inquired about the possibility of putting the parking lot

**TRANSPORTATION COMMITTEE/COMMITTEE OF THE WHOLE
DECEMBER 14, 2023/PAGE 5**

underground. She suggested the consulting team reach out to the Marin Rowing Association regarding wake impacts.

Mr. Mulligan confirmed that a parking structure in the main lot would be hard to see because of its proximity to Wood Island, which is on top of a hill. He reviewed some of the cost and design challenges of putting the parking lot underground. He said the District has an established relationship with the Marin Rowing Association.

Director Moulton-Peters inquired about the team's planning for sea level rise, and the possibility of operating an autonomous vehicle (AV) between the overflow lot and the LFT.

Mr. Mulligan agreed an AV could work well between the overflow lot and the LFT. He indicated that the last mile connection is really a local matter, but the District could consider operating that connection. He compared the distance between the SMART station and LFT to other connection points such as those between the San Francisco Market Street stations and the Salesforce Transit Center.

Director Snyder expressed appreciation for the project. He inquired about the timeline to transition from Spaulding to catamaran vessels and asked how fast the new vessels will be able to travel.

Mr. Mulligan stated that the transition to all catamarans would depend on funding availability and California Air Resources Board (CARB) rules and replied that a catamaran could travel from Larkspur to San Francisco in about 30 minutes.

Director Giudice inquired about SMART's role in the project and studies regarding last mile delivery.

Mr. Mulligan said that SMART is not involved in the study. However, the station is adjacent to the District overflow lot and the District does refer to the placement of the potential parking lot. He responded that the District's core focus is to get some cars off the Bridge. However, if others provide funding, the District would have more flexibility to try other transportation approaches. He noted that the Cal Park Tunnel has helped facilitate access to the LFT.

Director Snyder inquired about how the District ensures that people in the lot are riding the Golden Gate Ferry.

Mr. Mulligan responded that the District implemented a paid parking program.

Director Grosboll inquired about the construction timeline for Option 1, and the number of parking spaces in each option.

Mr. Downing responded that a construction timeline and parking lot space quantities are not yet available at this stage of the project.

**TRANSPORTATION COMMITTEE/COMMITTEE OF THE WHOLE
DECEMBER 14, 2023/PAGE 6**

Director Rabbitt expressed appreciation for the study and support for retiring the Spaulding vessels. He spoke about the desirability of the parking structure being closer to the destination and the possibility of building lots in both locations.

Director Hernández requested additional information about sea level rise. She also inquired about an opportunity for the Board to discuss the possibility of building housing on one of the District properties.

Mr. Mulligan stated that under the law, the District is required to take into account sea level rise in the environmental review process. He confirmed that the District does have property in a number of locations, and the Federal Transit Administration has programs, which allow transit agencies to build transit-oriented development. He added that the District would be inclined to defer to the local community.

Director Rodoni inquired about the timeline for the project and how the strategic plan would inform this project.

Mr. Dick reviewed the timeline and Mr. Downing confirmed the timeline has been revised based on circumstances. Mr. Mulligan spoke about a District survey of customers who travel by Bridge, bus and ferry along the Highway 101 corridor. He also reviewed a survey the District is conducting with its partners of Marin Transit, Petaluma Transit, Santa Rosa CityBus and Sonoma County Transit.

Chair Hill commented about the recent agreement at the 2023 United Nations Climate Change Conference (COP28) and encouraged the project team to consider climate change.

The following individuals spoke under public comment: **[1:39:24 Hour Mark on the Audio Recording]**

- Matthew Hartzell, WTB-TAM, Larkspur City resident (in person)
- Susan Nawbary (remotely)
- Elise Semonian, City of Larkspur (remotely)
- Warren Wells, Marin County Bicycle Coalition (remotely)

(6) Monthly Report on Bridge Traffic, Transit Ridership Trends, and Transit Service Performance [1:51:52 Hour Mark on the Audio Recording]

General Manager Denis Mulligan presented the staff report, which was for informational purposes only and no action was taken.

(7) Monthly Report on Activities Related to Marin Transit [1:52:41 Hour Mark on the Audio Recording]

General Manager Denis Mulligan presented the staff report, which was for informational purposes only and no action was taken.

(8) Public Comment

TRANSPORTATION COMMITTEE/COMMITTEE OF THE WHOLE
DECEMBER 14, 2023/PAGE 7

There were no public comments.

(9) **Adjournment** [1:53:26 Hour Mark on the Audio Recording]

All business having been concluded, **Directors SNYDER/THIER** moved and seconded that the meeting be adjourned at 10:56 a.m.

Carried

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Elbert Hill', written in a cursive style.

Elbert Hill, Chair
Transportation Committee

EH:AMK:EIE:tnm