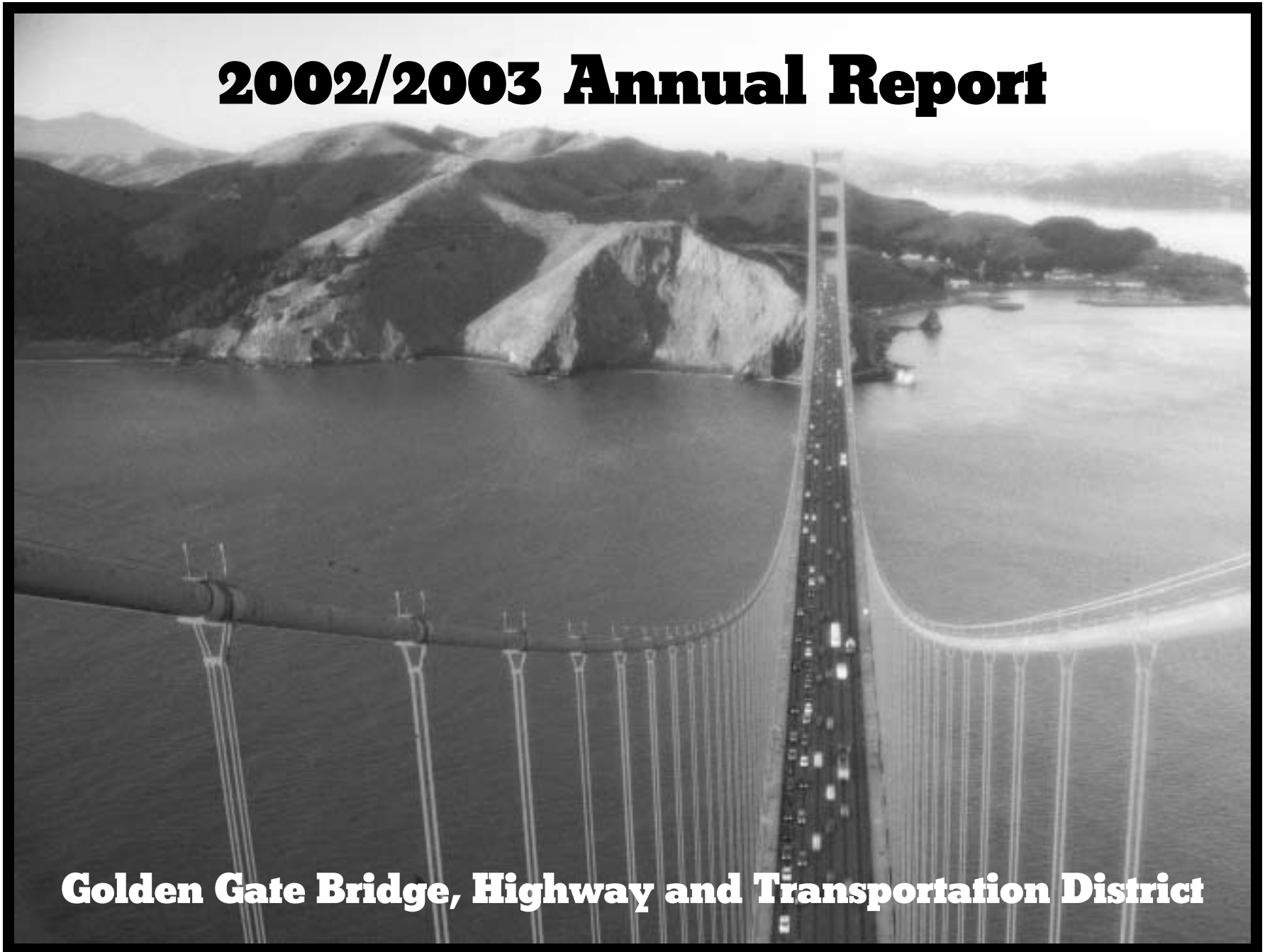


# **2002/2003 Annual Report**

**Golden Gate Bridge, Highway and Transportation District**



# President's Message

This was a year of intense challenge and change for everyone working at or using the services of the Golden Gate Bridge, Highway and Transportation District (District). Our efforts consistently focused on making the difficult decisions required to better the long-term financial health of the District.

The District was formed in 1928 as a special district of the State of California to build and operate the internationally beloved Golden Gate Bridge.

In 1969, the District expanded its transportation role to include operation of public bus and ferry transit systems—Golden Gate Transit and Golden Gate Ferry—as an innovative traffic management tool providing relief to the then escalating traffic across the Golden Gate Bridge.

Since emerging as a fledgling system, our public transit services have flourished into major transportation links carrying upwards of eleven million passengers annually. Subsidized by excess Golden Gate Bridge toll revenue, the role of our buses and ferries evolved to be not only a premier regional operator providing congestion relief across the Golden Gate Bridge by connecting San Francisco with the counties of Marin and Sonoma to the north but also a mode for general mobility for travelers in the U.S. Highway 101 Golden Gate Corridor.

Today, the ability to maintain current transit funding levels has diminished. The Golden Gate Bridge is now more than 66 years old, and as such, more toll dollars must be reserved to undertake several large-scale, multi-million dollar maintenance projects. Further, toll and transit fare revenues have dropped significantly as a result of the recent economic recession. In spite of several cost saving and revenue enhancing initiatives, this year it became necessary to initiate a significant downsizing of our regional transit system to better balance revenues with expenditures.

This decision was not made lightly and only after several significant belt-tightening endeavors were achieved. Throughout this time, we remain committed to providing the highest quality public transportation system possible, one that understands

the needs of its customers and does its best, given available resources. On behalf of the District's Board of Directors, I extend my thanks to all who have worked with us to make it through this period of significant change. Your support, understanding, and patience have been greatly appreciated.

This year the District's 19-member policy Board of Directors also experienced several crucial changes. Four new members were appointed by their respective Boards of Supervisors in early 2003, including Marin County Supervisor Cynthia Murray and three new San Francisco representatives: San Francisco Supervisors Jake McGoldrick and Sophie Maxwell, along with San Francisco public representative Janet Reilly. By the end of FY 2003, ten of the total nineteen Board members have served five years or less on this Board. This new vitality and energy has been invaluable during these difficult times.

The story of this fiscal year would not be complete without a tribute to a true District treasure—veteran Board member Robert McDonnell who passed away in early August 2003. Throughout his 21 years as a Board member, his enthusiasm for serving as a policy maker dedicated to making the District a great public agency for both employees and customers alike never wavered. McDonnell was a genuine leader and a true friend to every employee. He was President of the Board of Directors from January 1995 through December 1996 and had been Chair of the Building and Operating Committee since 1997. During his tenure, he was active in several other standing and advisory committees of the Board. McDonnell was also one of three Board members serving on the Golden Gate Transit Amalgamated Transit Union Retirement Pension Board. He was active in San Francisco labor issues through his employment as Business Agent, Laborer's International Union of North America, AFL-CIO, Local 261, in addition to his membership on the San Francisco Executive Labor Council and San Francisco Building Trades Council. He will be missed by all.

Especially in these tough times, the support and commitment of the District's employees is greatly appreciated. My sincere thanks to the hardworking men and women of the District for all they do to meet the challenges of this organization.



Stanley M. Smith  
President,  
Board of Directors

## General Manager's Message

In reflecting back over the last year, it is clear that two dynamics were prevalent throughout the District—the excitement associated with the advancement of numerous critical projects and the challenges associated with making several very difficult decisions affecting our services. With both, it was the hard work of staff and Board members that made it possible to move forward on major initiatives impacting the District and its customers for years to come.

This year brought the first toll increase at the Golden Gate Bridge in 11 years, when tolls were raised from \$3 to \$5 cash, with a \$4 toll for our customers using FasTrak™ on September 1, 2002. With the discount, even more morning commuters were drawn to FasTrak as the market share rose from 60 to 69 percent. The resulting FasTrak popularity has effectively eliminated congestion on the span. Also, in a move to reduce FasTrak administrative costs, the District is joining forces with the Bay Area Toll Authority to develop a joint regional customer service center.

Just as FasTrak has been an enormous success for Bridge users, a new “smart card” technology for all Bay Area transit users, dubbed TransLink®, was tested and proved to be exceedingly popular among our transit customers. Golden Gate Ferry customers will be the first Bay Area transit users to have full access to TransLink in early 2004. A full roll-out on Golden Gate Transit buses will follow.

The largest engineering and construction project to take place on the Bridge since its original construction—the Seismic Retrofit Project—continues to progress successfully. Remaining on time and on budget, this project is a model of coordination among responsible agencies including the District, California Department of Transportation, Federal Highway Administration, National Park Service, and the prime contractor Shimmick-Obayashi, a joint venture, and their subcontractors.

While these and other key programs forged ahead, the year was balanced with the tougher charge of taking significant actions relative to our financial condition. This year's actions directly impacted our bus services to a great degree. The combined impacts of the downward economy resulting in decreases in transit ridership and Bridge traffic, and increased costs for significant expenditures

ranging from insurance and security, to medical benefits were devastating. These were coupled with increased demand for multi-million dollar maintenance projects on the aging 66-year old Bridge. Together a perfect storm of circumstances that resulted in a staggering projected budget deficit for the District overall.

While we were able, via the *Strategic Plan for Achieving Long-Term Financial Stability*, to make significant progress on our initially projected five-year shortfall of more than \$400 million, a significant reduction in bus service throughout our North Bay region was a necessary part of our plan.

Our efforts focused on identifying bus services that were badly underutilized and therefore very costly. This process resulted in the elimination of 13 of 59 bus routes in March 2003. We then struggled to bring our remaining transit services in line with our limited financial resources. We conducted an extensive public outreach program to aid in educating and informing customers about the seriousness of the budget deficit and the plan to balance future budgets. The result was productive public dialogue that centered on the extent and nature of proposed bus service cuts. Public workshops, hearings, and targeted community assemblies were held to continually retool the service reduction plan. In cooperation with the Marin County Transit District, a final plan emerged in June 2003 that would reduce service hours by 25 percent when implemented on November 2, 2003, but is projected to retain 85 percent or more of the pre-cut riders.

In closing, I want to extend a special message of appreciation and encouragement to the many staff of the District. Without your support and commitment, we would never have made it through this year of both progress and retraction. I also want to say a special thanks to our Employee of the Year and our Employees of the Month. Our 2002 employee of the year was Senior Buyer Yvonne Pierce and our employees of the month included: Customer Relations Supervisor Helen Haas; Bus Operator Teresa Dentkos; Human Resources Office Specialist Maria Rodriguez; Transit Scheduler Meredyth Knott; Planning Secretary Katherine Godwin; Associate Civil Engineer Bill Jeng; Bus Operator David Smith; Chief Bus Mechanic Keith Nunn; District Services Assistant Michael Soo; Bus Servicer Chris Lovmark; Building Maintenance Mechanic Douglas Woods; and Ferry Terminal Assistant Edwin Low.



Celia G. Kupersmith,  
General Manager/CEO



# Board of Directors, Officers and Managers

The mission of the Golden Gate Bridge, Highway and Transportation District is to provide safe and reliable operation, maintenance and enhancement of the Golden Gate Bridge and to provide transportation services, as resources allow, for customers within the U.S. Highway 101 Golden Gate Corridor.

## Board of Directors

Stanley M. Smith, President, City and County of San Francisco  
Maureen Middlebrook, 1st Vice President, Sonoma County  
Maryanne P. Harrison, 2nd Vice President, San Francisco County

### City and County of San Francisco

Tom Ammiano  
Tony Hall  
Sophie Maxwell  
Robert McDonnell  
Jake McGoldrick  
Janet Reilly  
Leah C. Shahum

### Sonoma County

Mike Kerns  
Michael F. Martini

### Marin County

Harold C. Brown  
Albert J. Boro  
Cynthia L. Murray  
J. Dietrich Stroeh

### Napa County

Barbara L. Pahre

### Mendocino County

James C. Eddie

### Del Norte County

John E. Fraser

## Officers of the Board

### General Manager/CEO

Celia G. Kupersmith

### Auditor-Controller

Joseph M. Wire

### Attorney

David J. Miller

### District Engineer

Denis J. Mulligan

### District Secretary

Janet S. Tarantino

## Deputy General Managers

### Administration & Development

Teri W. Mantony

### Bridge Division

Kary H. Witt

### Bus Division

Susan C. Chiaroni

### Ferry Division

David B. Clark  
Rebecca Wessling (Acting)



The Navy's Blue Angels stream past the Golden Gate Bridge during a practice session for San Francisco's annual Fleet Week. Photo copyright by Forrest "Woody" Becker, Bridge Division Ironworker.

# Key Accomplishments

## NEW REVENUE GENERATORS

As part of the District's *Strategic Plan for Achieving Long-Term Financial Stability*, several new and innovative revenue generating concepts became a reality this year.

With millions of tourists visiting the Golden Gate Bridge each year, there has been growing call for additional multi-hour and/or all-day parking on the south side of the span, particularly on busy week-ends. Existing parking consists of 80 metered parking spaces. These spaces are available for 25 cents per 15 minutes, with a 2-hour limit.

In April 2003, a parking expansion scheme became a reality when 50 fee-based parking spaces were made available to visitors in a nearby employee parking lot. Customers simply deposit the \$5 per day flat fee into an automated ticket vending machine. Initial start-up costs were approximately \$10,000 for equipment, labor to re-stripe the spaces, and necessary related signage.

Another new and innovative revenue generator was launched when the first ever limited edition official Golden Gate Bridge annual holiday ornament debuted at the Marin County Fair during the 2003 July 4th weekend. The solid brass ornament, three by two and one-half inches, is finished in 24 kt. gold and delicately designed with a three-dimensional replica of the Golden Gate Bridge framed with a blue sky backdrop. The back side is engraved with "First Annual Limited Edition Golden Gate Bridge Collectible." Handmade and manufactured by American artisans, the collectible ornament is packaged in a custom gift box, and includes a display stand. Retailing for \$24.99 plus tax, the 2003 ornament is available on-line at [www.goldengate-bridge.org](http://www.goldengate-bridge.org) and at the Golden Gate Bridge roundhouse Gift Center. Designs are now underway for the 2004 ornament.

The Golden Gate Bridge Annual Collectible Ornament Program was modeled after the White House Historical Association Annual Ornament program. The White House program began modestly in 1981 with sales less than 2,000 ornaments. Today, it is the largest single holiday ornament program in the U.S.

## UNIQUE PROGRAMS FEATURE BRIDGE

Each year a number of television productions are filmed featuring different aspects of the Golden Gate Bridge. This year several very special programs were produced and aired.

As part of a national retrospective reflecting on the impacts of September 11, 2001 on people across the U.S., MSNBC produced a special series, *On Location with Ashleigh Banfield*. The show was aired live from various locations across the country, beginning in Seattle on September 1, 2002, and ending in New York City on September 11, 2002. The Golden Gate Bridge and its unique security program was the feature of the second show, broadcast live from the Vista Point parking lot while fog and wind whipped across the improvised outdoor set. The story included interviews with District staff, as well as with our partners at the U.S. Coast Guard and California Highway Patrol.

In February 2003, San Francisco's KRON-TV4 television series *Bay Area Backroads* aired its first ever program filmed in high definition format. This special episode, *A Day in the Life of the Golden Gate Bridge*, featured Golden Gate Bridge employees in one of two 30-minute segments. A host of Bridge workers from toll collectors to ironworkers were filmed, in their work settings, talking about both the challenges and the joys experienced in performing their jobs. The program was so well received that it was also included as a feature presentation at the Marin County Fair.

In April 2003, PBS aired a four-part series entitled *Avoiding Armageddon*. Hosted by renowned journalist Walter Cronkite, this series, from Ted Turner Documentaries, explored the volatile connection between terrorism and weapons of mass destruction. The Golden Gate Bridge was featured as part of the fourth episode, *Confronting Terrorism: Turning the Tide*, focusing on what can be done to reduce the threat of terrorism. Viewers were brought to San Francisco to see the "new normal" resulting from the heightened focus on homeland security across the U.S. Around-the-clock efforts to protect the Bridge were featured.

## MARIN COUNTY FAIR HONORS BRIDGE

This year the Marin County Fair paid tribute to the magnificence of the 66-year old Golden Gate Bridge with the theme, "*The Bridge for All Generations*."

To honor the extraordinary legacy of the Bridge, a large por-



First ever limited edition Golden Gate Bridge holiday ornament.



tion of the Fair's Exhibit Hall was dedicated to sharing Bridge related facts from the history of original construction through today's large-scale construction and ongoing maintenance programs.

Fairgoers were immediately greeted by a 48-foot model of the Golden Gate Bridge. A short stroll across the model brought them to an interactive 360-degree video produced to let them take their very own virtual trip to the top of one of the 746-foot tall towers. Standing nearby was the original stainless steel scaled replica of one of the towers used by original engineers to gauge tower strength during design. The history and magnitude of original Bridge construction was depicted in an exhibit filled with vintage photos and details of key construction milestones. Also presented was one of the very first automobiles to cross the Bridge in 1937, a restored 1937 Packard. The importance of the largest construction project undertaken since the Bridge opened—the Seismic Retrofit Project—was emphasized with a display depicting the challenges of the job. Tying it all together were plentiful displays of historic photographs and graphics that filled and warmed the hearts of all attending and created a nostalgic mood for many.

Employees from across the entire organization volunteered their time as interpreters of the Bridge's long history. Months of preparation paid off with one of the largest Fair attendance records in recent years. Attendance during the five-day Fair hit



112,000, about 4,000 more than the previous year and a bit short of the highest attendance when, in 1988, 130,000 turned out for the theme, "The Magic of Lucasfilm."

#### **FASTRAK™ MARKET SHARE CLIMBS**

When the Golden Gate Bridge initiated electronic toll collection in July 2000, customers rapidly embraced its convenience and continue to do so today. On September 1, 2002, cash tolls were increased from \$3 to \$5, with a discounted toll of \$4 for FasTrak customers. The discounted toll rate brought even more customers to the electronic toll collection system.

After three years of operation, 84,000 FasTrak accounts have been opened, of which 16,000 were opened in FY 2003. The average daily FasTrak market share climbed from 37 percent in FY 2002 to 47 percent in FY 2003, and FasTrak use during the peak morning commute surpassed the previous year, rising from 60 percent to 69 percent.

FasTrak, the name for electronic toll collection systems in California, allows customers to prepay an account and pay tolls electronically, without having to stop, using a small electronic transponder mounted on the inside of the vehicle's windshield. FasTrak is currently accepted on the Golden Gate Bridge, on all other California Department of Transportation operated Bay Area bridges and on several toll facilities in southern California.



Photos include some of the many Bridge-related displays at the Marin County Fair.

LEFT: A restored 1937 Packard was one of the first automobiles to cross the Bridge.

CENTER: Fairgoers learned about the original Bridge construction through a series of historic photos.

RIGHT: A close-up look at safety gear worn by today's Bridge workers was a big hit.



Public Safety Railing being installed on Golden Gate Bridge. Railing components were welded and painted on site.



### SAFETY RAILING INSTALLATION

Unique to the Golden Gate Bridge are its publicly accessible sidewalks. The east sidewalk serves as the promenade for visitors and bicyclists during daylight hours, and at night, bicyclists are provided access via a secured gate system. The west sidewalk serves as a key staging area during the week for workers and their equipment and as the main artery for many weekend cycling enthusiasts.

With the number of sidewalk users steadily on the rise, a railing between the six-lane roadway and two sidewalks was imperative as the original design provided only an eighteen-inch high steel barrier separating the two. To improve safety conditions, a four foot, six inch high railing was designed to be installed between the sidewalks and the roadway. The design review process ensured that the new railing would not adversely impact the historic architecture of the Bridge, obscure the spectacular views,

impact wind stability, or compromise the safety of motorists, bicyclists, or pedestrians. Railing components were fabricated off-site in 2002, and installation began in January 2003 and was completed in November 2003.

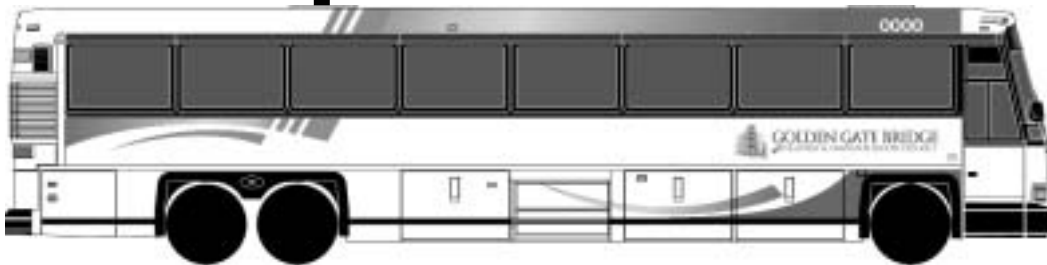
### NEW BUSES PURCHASED

In August 2000, the California Air Resource Board (CARB) set new emission standard regulations for public transit operators. Since then, Golden Gate Transit (GGT) has been working incessantly toward full compliance. A key step toward CARB compliance was the purchase of 80 new buses built by Orion Bus Industries, Oriskany, New York. The Orion buses will replace buses built in 1989. The Orion buses are equipped with newer series 50 EGR 2.5 Oxides of Nitrogen (NOx)/.01 Particulate Matter (PM) emission engines. They also include the latest in exhaust after-treatment reduction devices that further reduce emissions. At a cost of \$28.5 million, the buses will be purchased with 81 percent federal and 19 percent District funds. They are scheduled to be placed into service in early 2004.

### BUSES REFURBISHED

This year funding was secured to assist GGT in fully refurbishing and replacing the engines in 51 buses purchased in 1991 with new, low emission, clean diesel engines compliant with the new CARB requirements. To complete the project, grant funds totaling

Illustration of Orion bus adorned with the new District logo.



\$5 million came from the Federal Transit Administration, and the District contributed \$1.3 million.

Each of the 51 buses is being repowered with the latest clean diesel technology and exhaust after-treatments to reduce both PM and NOx. In addition, all suspension components will be refurbished as needed. The exterior designation signs will be converted to LED to improve readability and improvements to wheelchair securement areas will be made.

### FERRY VESSEL UNDERGOES RECONSTRUCTION

Golden Gate Ferry's (GGF) high-speed catamaran, the *M.V. Mendocino*, was introduced into the Larkspur-San Francisco route on September 10, 2001. In spring 2002, routine inspections by the U.S. Coast Guard and GGF showed that substantial warranty work was needed to ensure the long-term viability of the vessel. Specifically, it was determined that much of the aluminum plating incorporated into the hulls and superstructure was manufactured using a process that did not meet stringent marine engineering requirements.

In December 2002, the *M.V. Mendocino* was returned to Nichols Brothers in Washington, the original builder. Once in Washington, the twin hulls and superstructure underwent extensive reconstruction, all under warranty and at no cost to the District. At the same time, the upper deck was modified with the addition of enhanced weather protection and the addition of 42 seats, bringing the total seating capacity up from 408 to 450. The vessel will return to service in December 2003.



### PACIFIC BELL FERRY SERVICE HITS NEW HIGH

Direct GGF service between Larkspur and the San Francisco Giants' home at Pacific Bell Park hit the high mark this year with just over 107,000 riders, up from just under 80,000 passengers in the previous year.

### SEISMIC CONSTRUCTION ON TRACK

Funding and completing the \$392 million three-phased seismic retrofit of the Golden Gate Bridge is the District's number one priority. Since the 7.1 Richter magnitude Loma Prieta Earthquake struck the San Francisco Bay Area in 1989, the District has tenaciously pursued an unprecedented program to strengthen the Bridge against a nearby quake of up to Richter magnitude 8.3, while maintaining the historic and architectural integrity of this cherished icon.

The first of three construction phases began in 1997 with the retrofit of the 1,080 foot-long north approach viaduct, the most vulnerable part of the span. This \$71 million undertaking was funded entirely with toll revenue and was completed in April 2002. The five independent spans that comprise the viaduct were linked together to move as one during an earthquake. Below the roadway, out of view of the traveling public, and without interrupting traffic, five new support towers that are ten times stronger than the original ones were constructed on new enlarged foundations. Expansion joints and isolation bearings were installed in key locations on the viaduct to decrease the transfer of forces imposed by an earthquake.

In June 2001, the \$161 million second construction phase commenced which retrofits the second most vulnerable section of the span—the south approach viaduct structures including the south approach viaduct, south anchorage housing, Fort Point arch, and south pylons. This is the most complex of the three phases. Retrofit measures developed for each of these structures reflect their individual behavior under seismic ground motions and their interaction at points of interface, while accommodating their already-in-place historic configuration.

Federal and state funds were aggressively sought and authorized to complete this work.

Significant progress has been made during the last year and



ABOVE: The most complex of the three construction phases is underway and includes the retrofit of the Fort Point arch which is situated directly over Historic Fort Point.

LEFT: Pictured are two elements of the south approach retrofit. One of five steel support towers is currently being replaced and the concrete pylon is being strengthened with steel plating and concrete.



Photos illustrate the complexity of the south pylon strengthening.

ABOVE LEFT: Steel plating is added to the exterior.

ABOVE MIDDLE: Sleeves for the tie-downs are constructed.

ABOVE RIGHT: Reinforcing steel (rebar) is then added.

BELOW RIGHT: The plating and rebar are then covered with concrete and the hole backfilled.



completion is on schedule for 2005. Working among the millions of annual Bridge visitors, steel is being erected and concrete poured to strengthen the Bridge. Without closing the Bridge to traffic, the steel support towers and bottom lateral bracing of the south approach viaduct are being entirely replaced, and seismic isolation bearings and joints will be installed at the roadway level. The west wall of the south anchorage housing is being replaced and massive internal shear walls constructed. Five million pounds of external and internal steel plating are being added to the walls of the south pylons. The historic architectural appearance of the external surfaces of the pylons will remain unchanged with the addition of a new external concrete cover on top of the new plating. The Fort Point arch will be retrofitted with new arch bearings and energy dissipation devices, and isolation joints will be installed. Steel members throughout the entire arch are undergoing extensive strengthening.

The construction site itself adds to the job's complexity as it is located in a very compact area bound on the west by the Pacific Ocean and on the east by very steep slopes. Severe weather including strong wind and high waves are nearly constant. Access consists of two narrow roads that are shared with tourists.

Time is of the essence to complete this massive project as the U.S. Geological Survey indicates there is a 62 percent chance of a major earthquake striking the Bay Area in the next 30 years. The

District continues to work diligently at the state and federal levels to assure grant funding for the \$160 million third and final phase of construction which will retrofit the main span and towers. Funding has not yet been finalized. Once funding is secured, it will take approximately four years to complete the final phase.

