When I began my term as President of the Board of Directors in January 2001, the Board of Directors and Executive Management Team of the Golden Gate Bridge, Highway and Transportation District (District) had recently begun forging a comprehensive strategic plan to guide us through our financial and operating challenges for the next five years. The result was 10 distinctive and critical goals aimed at enhancing this world-class organization:

- **Enhance the structural integrity of the Golden Gate Bridge.**
- **Implement new technologies to improve productivity, efficiency, and customer service.**
- **Increase revenue generating and cost saving opportunities.**
- **Enhance bus transit system operating efficiencies.**
- **Enhance ferry transit system operating efficiencies.**
- **Enhance Bridge safety and operating efficiencies.**
- **Increase staff productivity and retention through training and development.**
- **Improve public perception and understanding of the District.**
- **Improve the quality of customer service.**
- **Improve District facilities.**

The resulting strategic goals now provide a definitive blueprint for the future — a plan for achievement that is already bringing success. The goal to enhance the structural integrity of the Bridge is successfully underway with our seismic retrofit project. As for implementing new technologies, FasTrak™ is the most shining example, and the installation of a more efficient comprehensive Districtwide financial management system is now well underway. Cost saving efforts in progress include focusing on reducing workers' compensation claims to gain substantial savings, maintaining full bus operator staffing to decrease overtime, and eliminating redundancies across departments. To increase revenue, a new bus shelter advertising program has been introduced and we are looking at ways to increase income from concessions aboard ferries and our bus advertising program.

To meet these goals, there is a new energy, vision, and enthusiasm at the Board level. With 8 of 19 Board members new to the District this year, a balance of institutional knowledge and fresh ideas has been achieved that will lead this organization forward into the future. The Board also revitalized its management team by hiring two outstanding new officers: Denis J. Mulligan joined us as District Engineer, replacing retiring Mervin Giacomini, and Joseph M. Wire replaced retiring John Quigley as our Auditor-Controller.

On a personal note, I want to recognize the very special contributions made by an exceptional Board member Stephan C. Leonoudakis, who retired after 28 years of service to this District. His original initiative guided our way into the bus and ferry transit business, making the District the excellent transportation system it is today. Bringing ferries back to the San Francisco Bay remains his legacy, and we can all enjoy this benefit for many years to come. To honor his efforts and commitment to public transit, the Golden Gate San Francisco Ferry Terminal was dedicated as the Stephan C. Leonoudakis Ferry Terminal in August 2001.

As the District moves into the future, I look forward to working with the Board and its entire staff as we face new challenges. I am confident that together we will build on the strategic planning and accomplishments of this past year to meet the challenges of the years ahead.

*Harold (Hal) C. Brown, Jr.*

*Board President*
Reflecting on my two plus years as the General Manager and Chief Executive Officer of this exceptional organization, I continue to be invigorated by my charge to face each challenge with a call for excellence from superlative staff who are poised to achieve success in the future. With this group of more than 900 strong, we achieved significant results throughout the organization.

Under the leadership of Board President Hal Brown, the Board of Directors has forged a set of strategic goals. We introduced a new District logo highlighting the magnificent image of the Golden Gate Bridge, bathed in sunlight against blue sky, demonstrating the strength and dependability of our organization (shown below and on back cover). Both of these accomplishments serve as the foundation for a unified future across all three operating divisions—Bridge, Bus and Ferry—along with our Administrative Division. We are now more strongly positioned to concentrate our limited financial and staff resources in areas that will accomplish the organization’s goals with the greatest efficiency.

This year our many achievements include improving our customer service focus, initiating FasTrak electronic toll collection, reaching major seismic retrofit construction milestones, expanding our bus and ferry fleets, and securing grant funds sufficient enough to complete the $157 million second phase of seismic construction.

Our success is due, in part, to the vitality of our reorganized management structure, which creates a more streamlined Executive Team and improves the overall effectiveness of District functions. This year, I hired two exceptional new team members. Susan C. Chiaroni was appointed Deputy General Manager, Bus Division and Teri W. Mantony was selected as Deputy General Manager for the newly created Administration/Development Division overseeing the functions of Graphics, Human Resources, Information Technology, Marketing, Planning, and Public Information as they support the Bridge, Bus, and Ferry Divisions. The blend of new managers, coupled with the knowledge base of tenured staff throughout the District brings energy and fresh ideas to this changing organization.

Several projects received special recognition this year. We earned a first place in the AdWheel Awards Competition from the American Public Transportation Association (APTA) for Marketing’s employee recruitment campaign, and together with the San Francisco Bay Area Rapid Transit District (BART) we were recognized with the Metropolitan Transportation Commission (MTC) Award of Merit for a successful Pacific Bell Park Transit Campaign. Also this year, the American Public Works Association named the Golden Gate Bridge as one of the 10 most outstanding public works projects of the 20th Century.

As I look to the future, I am grateful for the loyal customers we serve, for the supportive citizens who keep us going, and for our exceptionally talented and dedicated staff. They will provide the strength and skill we need to forge a path to our goals.

Celia G. Kupersmith
General Manager