

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

2003/2004 Annual Report



President's Message

During the past year, the Board of Directors and employees of the Golden Gate Bridge, Highway and Transportation District (District) joined together to develop and implement an expanded partnership leading to



Stanley M. Smith

significant organizational transformation. This partnership included extensive negotiations with labor unions geared towards reducing costs and sharing the burden of cost increases. We successfully reached closure on all 25 labor contracts with a significant partnership from our employees, resulting in several million dollars of savings over the next several years.

Additionally, we implemented a significant reduction and restructuring of our bus transit services. The Golden Gate Transit (GGT) bus system was downsized to reduce annual operating costs by about \$13 million, which translated to a 22 percent

reduction in service hours. Joining us in this effort was the Marin County Transit District (MCTD), the local agency responsible for determining the level of bus services within Marin County. MCTD contracts with the District to provide these local services using GGT buses.

All regional and local bus routes underwent intensive scrutiny. Working closely with the public, priority services were identified for retention, and underutilized or redundant services were identified for elimination or restructuring. Because the primary source of operating subsidy for GGT is Golden Gate Bridge toll revenues, the highest priority was placed on retaining inter-county transit services that reduce traffic congestion across the Bridge.

The extensive public input allowed for a newly restructured system that minimized customer impact to every extent possible, resulting in the loss of service alternatives for approximately two percent of all customers. A final plan for bus service reductions was approved in July 2003 and implemented in November 2003. While ridership dropped about 15 percent over the next few months as

projected, ridership by the end of the fiscal year was rising again, particularly on local bus routes.

I want to emphasize that this action did not come easily and that the future of the District as a vital transportation provider remains at the heart of our mission. This Board is steadfastly committed to setting policies that will allow the District's infrastructure to sustain for future generations. We are resolved to provide safe and reliable operation, maintenance and enhancement of the Golden Gate Bridge and provide transportation services, as resources allow, for customers within the U.S. Highway 101 Golden Gate Corridor.

On another note, the Board experienced several changes this year. In October 2003, James R. Hooper joined the Board as the representative from Del Norte County following John E. Fraser's retirement in August 2003 after 16 years of service. Sadly, Hooper passed away unexpectedly in December 2003, and Jerry Cochran joined the Board in February 2004. In January 2004, Sabarina Hernández joined the Board to represent the City and County of San Francisco, following the death of director Robert McDonnell who passed away in August 2003 after 20 years of service. In April 2004, San Francisco Supervisor Michela Alioto-Pier joined the Board filling the position vacated by San Francisco Board of Supervisors Sophie Maxwell who resigned in February 2004.

As we look to next year, we must continue to focus our efforts on eliminating the remaining five-year shortfall that is now projected in the \$100 million range. We have come a long way since 2001, when the five-year projected shortfall was nearly \$500 million. I am confident that we will reach financial stability while continuing to serve our valued customers and recognizing our dedicated employees for their role in the provision of our services.

STANLEY M. SMITH
PRESIDENT, BOARD OF DIRECTORS

A handwritten signature in black ink, appearing to read 'Stanley M. Smith', written over a series of horizontal lines.

General Manager's Message

For the past several years, the District has been focused on addressing a sizeable financial shortfall. Over this past year, collaborations with a number of valued partners yielded achievements that assist the District in



Celia Kupersmith

attaining the sought-for financial stability. The substantial bus service downsizing and belt tightening undertaken across the organization could not have been achieved without calling upon these partners that include employees, customers, local governments, regional agencies, bicycle coalitions, citizen advisory committees, contractors and vendors.

Collaboration among the San Francisco Bay Area's transportation providers has been instrumental in allowing the District to identify cost savings through several programs now in varying stages of development. For example, we began the merg-

er of our FasTrak™ customer service center with that of the California Department of Transportation to create one centralized center serving the entire Bay Area. In future years, this will both save substantially on the cost associated with running such a service center and provide a streamlined processing center that enhances customer convenience.

Through a partnership with the Marin County Transit District, the combined local and regional bus service network was restructured and downsized. In spite of the need to reduce costs, services in the high ridership area of the Canal in San Rafael were moderately increased in cost neutral ways. For example, buying several articulated buses from the San Mateo County Transit District for \$1 each allowed us to expand capacity for very little investment. Working with Canal businesses and neighborhood groups, we improved our Spanish language outreach program to better educate customers during and after the bus system restructuring.

This year the District began the process of transferring

ownership of railroad right-of-way to a newly created agency responsible for planning and developing a rail system through Marin and Sonoma counties, the Sonoma-Marín Area Rail Transit District (SMART). This year all of the right-of-way between Healdsburg and Novato Creek was transferred to SMART. The portion south of Novato Creek to Corte Madera will be transferred in the next year. The District benefits financially as the costs associated with managing the right-of-way are also transferred to SMART.

Another special partnership yielded significant savings. Working in collaboration with our employees and labor unions, cost saving approaches were added to our medical benefits programs. In one case, salary reductions were implemented through a negotiated process that yielded savings and protected jobs for the future. The District is filled with dedicated and hard working employees, the best in the Bay Area, and this partnership approach truly reflects that excellence.

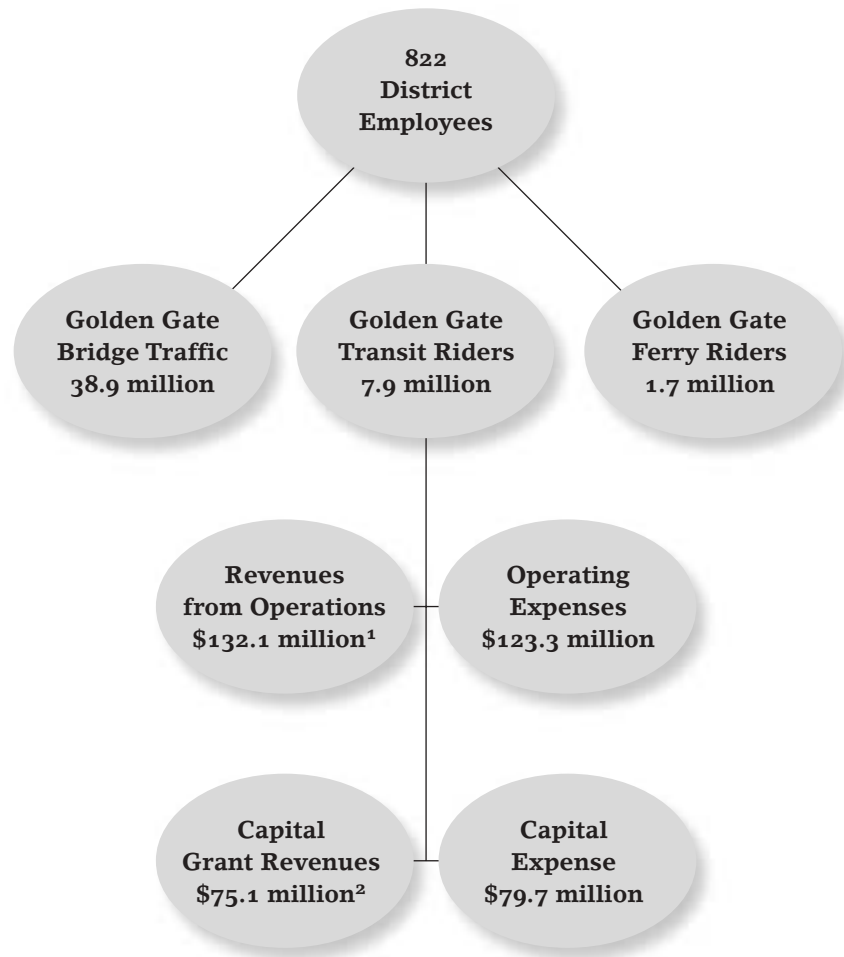
This past year has been a year of partnership, and we are very proud of this newly re-energized approach to assisting the District in taking the steps required to reduce current and future budgets. We look forward to many more years of continued public service working side by side with our valued partners.

A handwritten signature in cursive script that reads "Celia Kupersmith".

CELIA G. KUPERSMITH,
GENERAL MANAGER AND
CHIEF EXECUTIVE OFFICER

District Overview

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.



¹ The Board of Directors designated \$9 million in operating revenues to fund future capital projects.

² The capital funding shortfall is funded by revenues designated for the capital projects by the Board of Directors in past years.

Board of Directors and Executive Management Team

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, City and County of San Francisco

City and County of San Francisco

Michela Alioto-Pier
 Tom Ammiano
 Tony Hall
 Sabrina Hernández
 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

Jerry Cochran

Officers of the Board

General Manager/CEO

Celia G. Kupersmith

Auditor/CFO

Joseph M. Wire

Attorney

David J. Miller

District Engineer

Denis J. Mulligan

Secretary of the District

Janet S. Tarantino

Deputy General Managers

Administration & Development

Teri W. Mantony

Bridge Division

Kary H. Witt

Bus Division

Susan C. Chiaroni

Ferry Division

Jim P. Swindler



Kellee Hopper

MARKETING AND COMMUNICATIONS SUPERVISOR

“Even during the District’s recent challenging times, the demonstration of teamwork, personal dedication and commitment to providing the best service possible remained a constant. I have a great deal of personal satisfaction in knowing that not only do I work at one of the most beautiful icons in the world, but I am also privileged to work daily with and around dedicated and committed people.”

Kellee was Employee of the Month in August 2003 and was Employee of the Year 2003.

BRIDGE OFFICER

“Every day brings new and unique experiences to enjoy. The employees and customers are like my second family!”

Dennis was Employee of the Month in January 2004.



Dennis Silva



Darryn Silveria

BUS MECHANIC

“Working for Golden Gate Transit, I take pride in knowing that each time I repair or maintain a bus farebox I am helping to keep both our drivers and passengers moving and getting where they need to go. That’s why we are here after all!”

Darryn was Employee of the Month in May 2004.



Wade Ayers

BUS SERVICER

“There are many different opportunities for employees here at the District and I feel privileged to be to be a part of the District. My personal goals are set and I am in pursuit.”

Wade was Employee of the Month in February 2004.



Cathy Simmons

BUS DISPATCHER

“Each day is fun because it is filled with variety. The best part is getting to know all of our bus drivers and being a part of the team that puts the service on the road to keep our customers moving.”

Cathy was Employee of the Month in July 2003.



Cora Acuna

OFFICE SPECIALIST

“On my first day of work in the purchasing department, I didn’t feel lost or alone as everybody helped me get off to a good start. In my mind I was thinking that I made a very good choice of working for the District. And I was right! It’s really a great place to work, with all the wonderful employees and the valued benefits.”

Cora was Employee of the Month in October 2003.

Key Accomplishments

SECOND PHASE SEISMIC RETROFIT CONSTRUCTION NEARS COMPLETION

Completing the seismic retrofit of the Golden Gate Bridge (Bridge) remains the District's top priority. Once completed, the retrofit will allow the Bridge to withstand a nearby earthquake measuring up to 8.3 Richter magnitude.

In spring 2002, the first of three retrofit construction phases was completed using \$71 million in toll revenues to retrofit the north approach viaduct. In June 2001, the second construction phase began—the \$157 million retrofit of the south approach viaduct and Fort Point arch structures. A combination of federal and state funds was authorized to implement this phase. The \$160 million third and final phase remains unfunded as the District continues to work diligently at state and federal levels to assure funding to retrofit the suspension bridge and towers.

Phase 2 construction is nearing completion as the retrofit of the south approach structures—south approach viaduct, south anchorage housing, Fort Point arch, and two south pylons—is well under way. Retrofit measures were developed that reflect each structure's individual behavior under seismic ground motions and their interaction at points of interface while accommodating their already-in-place historic configuration. Without closing the Bridge to traffic, the retrofit of the south approach structures continued this fiscal year with the following notable highlights:

- Two of the three steel support towers of the south approach viaduct were entirely replaced using 1,050,000 pounds of steel. Seismic isolation bearings were installed at the top of the new towers below the roadway truss.
- The replacement of bottom lateral bracing of the south approach viaduct was completed this year. Approximately 333,055 pounds of steel along with 106 steel connectors were installed to strengthen connections of the roadway deck to the steel truss below.
- All foundation strengthening work has been completed, including foundations of the viaduct support tower and

bents, and concrete frame of the south anchorage housing and south pylons. To enlarge and strengthen pylon foundations, 7,320 cubic yards of concrete and 417,600 pounds of reinforcing steel were used to tie pylon foundations to the bedrock, and 56 two-million-pound capacity steel anchors were installed.

- In the south anchorage housing, the addition of reinforced concrete shear walls was completed by placing 1,490 cubic yards of concrete and 548,000 pounds of reinforcing steel. Foundations of the shear walls were tied to the bedrock with tiedown anchors of capacity ranging from 308,000 to 835,000 pounds. Strengthening of the east wall of the housing was also completed; replacement of the west wall reached 69 percent completion.

- Ultimately, five million pounds of external and internal steel plating will be added to south pylon walls. This fiscal year 2,263,270, pounds of plating were installed.

- The Fort Point arch steel members and connections are undergoing extensive strengthening. Through the end of this fiscal year, approximately 1,416,300 pounds of new steel and approximately 100,000 new high strength bolts were installed, thus reaching 65 percent completion.

PUBLIC SAFETY RAILING INSTALLATION COMPLETED

This year a new four-foot, six-inch-high Public Safety Railing, designed so it will not obstruct the spectacular Bridge views, was installed between the Bridge roadway and each of the two sidewalks to enhance safety for pedestrians, bicyclists and motorists alike. Christie Constructors, Inc., Richmond, CA, fabricated the components off-site and installed the railing in 2003.

DID YOU KNOW?

Ironworkers keep the Bridge's steel in good repair. They remove pieces of corroded steel from the Bridge and take them to the shop where they are either replicated or new pieces fabricated from scratch. Then, these pieces get re-installed. Working under the leadership of the Ironworker Superintendent, a team of 19 ironworkers and five operating engineers do this work. This fiscal year about \$32,000 was spent on steel and \$5,000 on bolts.

SAFETY AWARENESS PROGRAM LAUNCHED

On December 11, 2003, in honor of the completed Public Safety Railing, the District teamed with the San Francisco Bicycle Coalition and the Marin County Bicycle Coalition to launch a public safety awareness program dubbed *Ride Safe on the Golden Gate*. The program provides outreach to Bridge bicyclists using Bridge sidewalks by underscoring the message that the sidewalks are for everyone and bicyclists are urged to take a leading role in making them safe and friendly places to ride and walk. Flyers and website information were created to support and expand the outreach.

GUARDING THE GATE

Security at the Bridge is provided through a coordinated coalition of law enforcement agencies, each bringing its own unique resources and expertise to the mission. The partners include the District's own Bridge Patrol, the California Highway Patrol, U.S. Coast Guard, U.S. Park Police, and National Park Service Rangers. Also included in the security effort are the Federal Bureau of Investigation, San Francisco Police Department, Marin County Sheriff's Department and Sausalito Police Department.

From November 2001 through April 2004, troops from the California National Guard (Guard) were an integral part of this security team, serving side-by-side with representatives from the other security agencies. The Guard's dedicated troops assisted in the security effort in many ways, chiefly through the provision of armed support and

their role as additional "eyes and ears." Their service was deeply appreciated. Upon the Guard's departure, the overall security plan was revamped and the remaining security partners have been redeployed to fill the gap.

To assist in the ongoing security effort, the California State Office of Homeland Security authorized \$2.1 million in Federal Homeland Security funds to be used to improve various elements of physical security infrastructure at the Bridge in FY 2005. These funds will come to the District in FY 2005 through the Urban Areas Security Initiative Grant Program.

DID YOU KNOW?

Golden Gate Bridge traffic has not yet recovered to pre-2001 levels, but the decline in traffic has slowed.

TOLL PLAZA GETS NEW ROOF AND CLOCK

In August 2003, the Bridge toll plaza roof was replaced for the first time since its original construction. As preparation for the roof replacement, the large, round, eight-foot-diameter clock installed in 1949 was removed, and a new replica of the clock was installed. Exposure to salt air over the years had resulted in advancing rust and was impeding the original clock's ability to continue to function properly. The clock is considered a familiar landmark that greets motorists who have come to rely on it to get them to work or home on time.

YOUNG DEER CROSSES BRIDGE SAFELY

On the morning of May 18, 2004, a young deer was spotted on the northwest side of the Bridge next to the roadway. Bridge Patrols in the area mobilized to initiate efforts to keep the deer off the roadway, but were not able to reach the deer before it proceeded into the south-bound lanes. Bridge traffic was immediately halted in both directions for the safety of both deer and morning commuters. The deer was then escorted across the span by a Bridge lane diversion truck and a patrol car, but as it approached the south side, it darted across the toll plaza and passed through a FasTrak-only toll lane and safely exited the roadway into Presidio property just south of the Bridge. The toll violation was waived in this case.

BUSES REFURBISHED

Last fiscal year, federal grant funds through the Federal Transit Administration were secured to assist in refurbishing 34 buses purchased in 1991 with new, low-emission, clean diesel engines compliant with the California Air Resources Board regulations. The engines and drivetrains are being replaced, the interiors refurbished, the exterior bus designation signs converted to LED to improve readability, and improvements to wheelchair securement areas are being made. *Continued on page 10*

DID YOU KNOW?

The Golden Gate Bridge is painted continuously. The Paint Superintendent and the crew of 28 Bridge Painters set goals each year giving the areas that corrode most top priority. This fiscal year approximately \$100,000 was spent to purchase the Bridge's well known International Orange paint and the sand used to blast clean the steel in the areas in need of paint.

SENIOR NETWORK ADMINISTRATOR

“My grandfather was an Ironworker in San Francisco and I was an apprentice Ironworker in San Francisco, so it’s ironic that I’m working at the Bridge as a computer specialist.”

Tom was Employee of the Month in June 2004.



Tom Sullivan

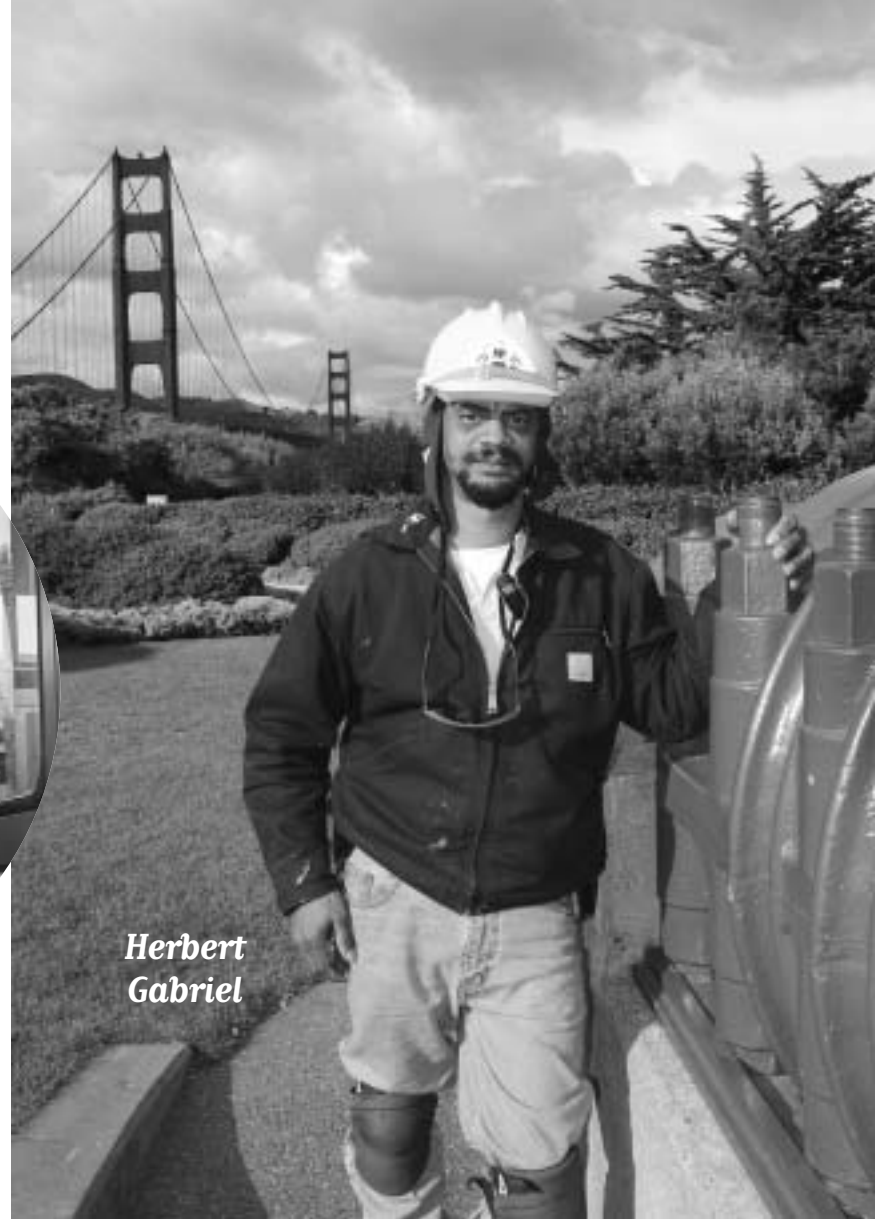


David De La Paz

TRAFFIC CHECKER

“I take great pride in working for Golden Gate Transit and give credit to my father for being a big influence in my life. He taught me to always do my best, never say ‘can’t,’ and to stay focused on achieving my goals.”

David was Employee of the Month in September 2003.



Herbert Gabriel

CHIEF BRIDGE PAINTER

“The best part of my day is going home safe to my family. I can look back at the end of each the day and see a good coat of paint and know that I will be back tomorrow to start all over again. I also enjoying talking to the visitors. Many of them think we paint from one end of the Golden Gate Bridge to the other, but we don’t. We prioritize and paint the worst-case scenario spots.”

Herbert was Employee of the Month in April 2004.



David Turner

ASSOCIATE CIVIL ENGINEER

“For an engineer it doesn’t get much better than working on the Golden Gate Bridge! I am a longtime Bay Area resident and crossed the span for several decades before landing my dream job. I always wanted to see the elements of the Bridge up close, and experience its grandeur first-hand. Now, when I come to work each day, I’m proud to be one of many of its caretakers.”

Jorge was Employee of the Month in November 2003.



Jorge Lee

CUSTOMER SERVICE REPRESENTATIVE

“I am part of two Golden Gate families—the larger District family of my fellow employees, and my own—my wife, Beth, joined the District as a bus operator in 1998 and I followed in 2000. Last year, I was assigned to manage the ticket book order desk in addition to my telephone information duties. I enjoy working with our “regulars”—the daily riders. I take pride in what I do and in being part of a team working together at peak efficiency.”

Michael was Employee of the Month in March 2004.

BUS MECHANIC

“Working for GGT has become a family tradition—I am so proud that I followed my father’s footsteps and, as he did, work as a bus mechanic for GGT. My father and I had the opportunity to work together at the San Rafael maintenance shop from 1979 to 1982. My father, Delmer Turner, retired from the Novato shop where I am working now. And—one of the things that I love each day is telling the bus dispatchers that the bus is fixed and ready to roll!”

David was Employee of the Month in December 2003.



Michael Peck

M.V. MENDOCINO RETURNS TO SERVICE

The high-speed catamaran, *Motor Vessel (M.V.) Mendocino*, began service on the Larkspur-San Francisco route in September 2001. The vessel was then taken out of service in December 2002 for warranty repairs and, after a one-year hiatus, returned to service in December 2003. The *M.V. Mendocino* was returned to the original builder, Nichols Brothers, Freeland, WA, so that the twin hulls and superstructure could be rebuilt after routine inspections found that some of the aluminum plating was manufactured using a process that did not meet stringent marine engineering requirements. Given these findings, the warranty work, undertaken at no cost to the District, was required to ensure the boat's long-term viability. While the *M.V. Mendocino* was

DID YOU KNOW?

Golden Gate Transit buses run on the cleanest diesel fuel available in California, ultra-low sulfur diesel. Last fiscal year, it cost a little over \$2 million to buy 1.7 million gallons of fuel, which is purchased locally through Golden Gate Petroleum, Concord, CA.

undergoing repairs, District funds were allocated to enhance the weather protection on its upper deck and to add 42 upper deck seats, bringing passenger capacity up from 408 to 450. While the vessel was undergoing reconstruction, all 42 daily trips were maintained by using one of the original three Spaulding-class vessels.

M.V. GOLDEN GATE FERRY VESSEL RETIRES

March 26, 2004, was the last day of service for Golden Gate Ferry's (GGF) very first vessel—*M.V. Golden Gate*, a 590-passenger, three-deck, steel mono-hull ferry. The *M.V. Golden Gate*, which began service between Sausalito and San Francisco in August 1970, was purchased for \$771,300 and sold for \$75,000. The vessel was a sentimental favorite among regular commuters, carrying 21 million passengers and traveling 1.3 million nautical miles during 432,108 roundtrips. The vessel had its highest ridership during the 1987 Golden Gate Bridge 50th Anniversary Celebration, when 4,637 customers plied the Bay in just one day.

DID YOU KNOW?

Our home page at www.goldengate.org averaged 4.4 million "hits" per month at the close of the fiscal year.

SECOND ANNUAL HOLIDAY ORNAMENT DEBUTS

The Golden Gate Bridge Annual Collectible Ornament Program was launched in July 2003 as just one of several new revenue generators. In fiscal year 2004, the fledgling program, featuring the 2003 first-ever limited edition collectible, generated 1,691 sales, amounting to gross revenues of just over \$40,000. The 2003 edition featured the Golden Gate Bridge framed with a blue sky backdrop. In May 2004, the second annual ornament debuted at both the online Gift Store at www.goldengate.org and the Bridge Gift Store, where it was launched with a special event that featured Bridge workers selling the ornaments and signing autographs for visitors. The 2004 ornament features a three-dimensional design of the Bridge's massive south tower.



WEBSITE USE SPIKES

In May 1996, the District launched www.goldengate.org, www.goldengate-bridge.org, www.goldengateferry.org, and www.goldengatetransit.org. Since then, interest in all sites has grown dramatically. By July 1, 2002, www.goldengate.org was averaging 1.1 million "hits" per month, and in just two years, monthly "hits" grew to 4.4 million. Interest ranges from accessing transit information to Bridge historical data, to current news, to contract and meeting information.

ONLINE STORE LAUNCHED

The Bridge Gift Store is now accessible to shoppers across the U.S. through the establishment of an online store in July 2003 at www.goldengate.org. The online store offers select Bridge specific merchandise including the collectible ornaments, original rivets, and replicas of the expired construction bonds. The store also sells transit ticket books. Sales through June 30, 2004, totaled nearly \$100,000.

ONLINE TRANSIT SCHEDULE INFORMATION

In early 2004, each of the home pages were redesigned to more prominently feature breaking news and pertinent customer information, allowing customers to access needed information more easily. GGT bus schedules were made available in "HTML format" using information that is electronically uploaded directly from GGT's computerized bus scheduling program. The electronic uploading process allows the most up-to-date bus schedules to be posted quickly, including any adjustments made between publications of the *Transit Guide*. In addition to the schedules being in HTML format, they are also available as PDF files for convenient printing purposes. To save consultant programming costs, Marketing and Communication Department staff manages the uploading of this information.

TECHNOLOGY ENHANCEMENTS

In September 2003, contracts were awarded to SunGard Bi-Tech, Inc., Chico, CA, and Spear Technologies, Oakland, CA, to replace 20- and 30-year-old computer operating systems with a fully integrated management information system consisting of modules for accounting, budgeting, human resources tracking, payroll, purchasing, and maintenance. Implementation of the core financial modules, including all accounting and some budgeting and purchasing modules, began in December 2003 and was completed in June 2004. The remaining modules will be implemented during the next fiscal year. In addition to its information management capabilities for work units across the District, the new system provides efficient links to finance and operating information to support effective decision-making and oversight. The project was budgeted at \$4 million, including hardware, software, consultant configuration services and internal staff resources.

REGIONAL PROGRAMS ADVANCE

Three regional technology-based programs achieved advancements this year—FasTrak™ electronic toll collection, TransLink® transit fare payment, and 511® transportation information.

Since the inception of FasTrak in 2000, the Bridge has

operated its own FasTrak customer service center. This year a cooperative agreement was crafted with the Bay Area Toll Authority, the agency that manages the other seven toll bridges in the Bay Area, that will merge FasTrak customer service centers into one regional center by mid-2005. ACS State and Local Solutions was selected to operate the regional center. Several steps toward the full merger occurred, including the creation of a regional website and development of combined business rules for the new center's operation.

TransLink is a seamless, "smart card" transit fare payment system that means passengers no longer have to carry exact change or operator-specific tickets or passes. It will be used by the six primary transit agencies in the Bay Area. Since February 2002, GGF customers have been participating in the initial testing of the system. This year, an Interagency Participation Agreement formed the foundation for the establishment of a multi-operator consortium that will administer the full-scale TransLink program. Full implementation is slated to begin on GGT and GGF next year and then expand over the next two years as TransLink equipment is installed throughout the other agencies' station networks and vehicle fleets.

Bay Area transportation-related information was consolidated into a one-stop resource with the implementation of 511, a toll-free phone and web service (www.511.org); hearing- and speech-impaired callers dial 711. These services provide up-to-the-minute information on traffic conditions and incidents, details on public transportation routes and fares, instant carpool and vanpool referrals, bicycling information and more. This year, GGT was added to the web-based trip planning feature, and GGT customers are now directed to 511 for their transit information needs.

DID YOU KNOW?

The bus and ferry transit telephone call center is open daily. With a staff total of 11, approximately 180,000 calls for transit information and customer comments were processed this year.