

**REVISED – May 29, 2024**  
**Date Issued: May 24, 2024**



**SUMMARY OF ACTIONS**  
**BOARD OF DIRECTORS MEETING OF MAY 24, 2024**

**Resolution No. 2024-028 (May 23, 2024 meeting of the Finance-Auditing Committee)**

Ratifies actions taken by the Auditor-Controller, as follows:

- (1) Ratifies Commitments and/or Expenditures;
- (2) Ratifies previous investments;
- (3) Authorizes reinvestments; and,
- (4) Accepts the “Investment Report” for April 2024.

**Resolution No. 2024-029 (May 23, 2024 meeting of the Building and Operating Committee)**

Ratifies the action of the General Manager, to authorize the increased cost of the Landing Rights Agreement License to Land at Port of San Francisco Piers, License No. 16909, between the Golden Gate Bridge, Highway and Transportation District and the City and County of San Francisco operating by and through the San Francisco Port Commission, for a five-year term expiring on December 31, 2026, with the understanding that costs of the license is based on ridership figures, and Golden Gate Ferry ridership has exceeded expectations and thus the cost of the license over the five-year term is greater than anticipated at the time the license was executed, as detailed in the staff report.

**Resolution No. 2024-030 (May 23, 2024 meeting of the Finance-Auditing Committee)**

Authorizes the General Manager or designee to submit and execute grant applications, cooperative agreements, and certifications and assurances as required by the Federal Transit Administration for federal funding assistance for Sections 5307, 5309, 5337, and 5339 formula programs, and by the Federal Highway Administration for Surface Transportation Program funding to support transit projects, commit the necessary local match funds for the projects, and assure completion of the projects, as detailed in the staff report.

**Resolution No. 2024-031 (May 23, 2024 meeting of the Finance-Auditing Committee)**

Authorizes the General Manager to file an application with the Metropolitan Transportation Commission for FY 23/24 Regional Measure 3 funds to support express services in the amount of \$2,181,768, and any related revisions, as detailed in the staff report.

**Resolution No. 2024-032 (May 23, 2024 meeting of the Finance-Auditing Committee)**

Approves a budget increase in the FY 23/24 District Division Capital Budget for Capital Project No. 2213, *Business Intelligence Analysis and Transportation Statistics Reporting Solution*, in the amount of \$670,711; authorizes execution of the Second Amendment to Contract No. 2022-D-067, *Transportation Statistics Reporting System and Implementation Services*, in the amount of \$27,600; and, authorizes an increase in Contract’s Software Implementation Contingency by \$19,387, as detailed in the staff report.

*(continued on the next page)*

**Summary of Actions of the Board of Directors  
Meeting of May 24, 2024/Page 2**

**Resolution No. 2024-033 (May 23, 2024 meeting of the Finance-Auditing Committee)**

Authorizes the execution of a Seventh Amendment to the Contract with MissionSquare Retirement, of Washington, DC, to extend the term by five years and to include two one-year options, to continue to provide bundled plan services for the District's IRC Section 457(b) Deferred Compensation Plan and 401(a) Defined Contribution Plan, as detailed in the staff report.

**Resolution No. 2024-034 (May 23, 2024 meeting of the Rules, Policy and Industrial Relations Committee)**

Approves a compensation policy for all Non-Represented District classifications, as detailed in the staff report and as follows:

“The Golden Gate Bridge, Highway and Transportation District (District) is committed to providing a fair, flexible and competitive compensation program that will attract and retain employees at all levels. The compensation program's policies and procedures will be consistent with the District's Equal Employment Opportunity-Affirmative Action Program.

The District strives to provide total compensation for each position that is about the average of the total compensation for the same position at other Bay Area agencies. Using salary survey findings, if a position's total compensation is more than five percent below market from the average of all of the comparator agencies, then as part of the District's next budget adoption process that position's salary will be considered for reassignment to the closest District pay band that brings the total compensation to about the median from comparator agencies. This may be done by reassigning the position to a higher pay band that most closely aligns to the target salary or may require individual adjustment of the salary band to remedy the situation.

If any adjustment creates a compression issue with an adjoining position or a professional development plan, those positions will be identified for discussion and consideration for adjustments. The recommended comprehensive package of all positions proposed to be adjusted will be submitted as part of the budget process for Board approval.”

**Resolution No. 2024-035 (May 23, 2024 meeting of the Rules, Policy and Industrial Relations Committee)**

Approves amendments to the District's Bus Division Table of Organization, as detailed in the staff report and as follows:

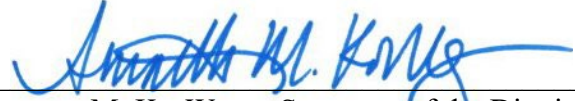
- 1) Eliminates three vacant positions consisting of one Senior Director of Transit Operations, one Senior Director of Business Operations and one Supervising Schedules & Data Analyst
- 2) Establishes four new positions consisting of one Administrative Analyst, one Manager of Fleet and Facilities, one Bus Operations Program Manager and, one Apprenticeship Coordinator; and,
- 3) Reclassifies the Director of Schedules and Service Development to Principal Scheduling and Data Analyst, and reclassifies the Office Specialist to Office Coordinator; with the understanding that these actions will be funded through salary savings in the current fiscal year, and will be budgeted accordingly in future years.

*(continued on the next page)*

**Summary of Actions of the Board of Directors  
Meeting of May 24, 2024/Page 3**

**Resolution No. 2024-036 (May 24, 2024 meeting of the Board of Directors)**

Approves the District's Proposed Final 2024 Strategic Plan, as attached, including amendments as presented by the Strategic Planning Advisory Committee.



Amorette M. Ko-Wong, Secretary of the District

Attachment: Final Strategic Plan May 24, 2024 & Categorization Criteria

# Final Strategic Plan May 24, 2024

Initiative #

## Strategic Plan Initiatives

Timing  
Duration  
Fiscal Impact

### Customer Service Improvements

1	Enhance accessibility when planning bus stops, routes and facilities including accessible paths of travel.	A	⌚⌚	-\$
2	Study and implement ways to work to reduce District jurisdiction injury crashes yearly, with a goal of reaching zero serious injuries or fatalities.	A	⌚⌚	-\$
3	Match Bus and Ferry service levels to changing customer demand post-pandemic to maximize passengers per trip. Tailor service to the varied and unmet customer demand during the workweek and seasonally.	A	⌚⌚⌚	+\$\$\$
4	Improve bicycle access on transit. Examples include new, secure long-term parking for bikes of different sizes, types, and dimensions, more dry storage on board ferries, and secure bike racks with additional capacity on buses.	A	⌚⌚⌚	-\$
5	Prioritize equity as a criterion when planning and implementing transit service, with a focus on providing robust service within equity-priority communities that have significant concentrations of underserved populations.	A	⌚⌚⌚	-\$

### Improve Transit Service Through Regional Coordination

6	Work with partner agencies to integrate the San Rafael Transit Center into the community by providing seamless transit connections with the goal of substantially increasing transit ridership in the county.	C	⌚	-\$
7	Work with partner agencies to develop and implement an Active Transportation Program that includes supporting where possible, their First & Last Mile solutions to increase access to District transit.	C	⌚	-\$
8	Work with partner agencies to develop a comprehensive, forward looking service plan for the Highway 101 Corridor and evaluate where there is duplicative North Bay service between SMART, GGT, Marin Transit and Sonoma service providers.	C	⌚⌚⌚	+\$\$\$
9	Support the Regional Network Management goals, such as those embodied in the MASCOT program.	C	⌚⌚⌚	+\$
10	Work with State and regional partners to increase bus speeds, including increasing the effectiveness of the HOV lanes and reducing operating costs on the Highway 101 corridor. Examples include extended carpool hours, converting HOV to 3+ passengers, and/or removing zero-emission vehicles from HOV.	C	⌚⌚⌚	+\$
11	Work with regional partners to improve bus travel times on the westbound approach to the Richmond Bridge during commute hours.	C	⌚⌚⌚	+\$
12	Increase bus ridership by working with state and regional partners (including cities, counties and private land owners) to increase capacity at, and accessibility to, park and ride lots in the Highway 101 corridor.	C	⌚⌚⌚	+\$
13	Work with partner agencies to investigate undertaking a comprehensive marketing strategy (including social media) to attract both more transit riders and those of various types, including organized groups, families, transit-dependent individuals, non-commute users, and convention attendees. Examine marketing additional Ferry and Bus service to special events and non-commute locations and how passengers can make connections to local destinations.	C	⌚⌚⌚	+\$
14	Work with regional funding partners and in cooperation with government and commercial entities to expand bus and ferry service beyond the 101 corridor including access to high-traffic special events and recreational sites in the District's service area during and outside of its normal operating hours and additional links to the I-80 corridor.	C	⌚⌚⌚	+\$
15	Work with the Transportation Authority of Marin on the 101-580 Multi-modal and Local Access Improvement Project to increase traffic flow and bus speeds in the 101 corridor.	C	⌚⌚⌚	-\$
16	Work with funding partners to enhance safety on Alexander Avenue to align more properly with its place in the active transportation network.	C	⌚⌚⌚	-\$

# Strategic Plan Initiatives

## Sustainability and Climate Responsibility

17	Plan for climate change by establishing a financially feasible and environmentally sustainable business model for the District including: a long-term energy plan for facilities with implementation timeline goals; green transportation options for Bridge, Bus and Ferry operations; and, a plan to increase efficiency and reduce waste throughout the District's operations that incorporates modern practices, long-term sustainability and environmental and climate responsibility. Work with State and regional transportation partners and customers, staff and the general public to achieve climate goals. Consider dedicating staff permanently to the effort and foster District-wide employee involvement in the District's sustainability goals. Design the plan for achieving financial savings, possibly including earning revenue through clean energy generation. Updates will be provided as available in the General Manager's monthly report.	A	⌚⌚⌚	-\$
18	Study and implement effective alternatives for bus and ferry emissions reductions, as resources allow.	A	⌚⌚⌚	-\$
19	Explore opportunities and possible mechanisms to continue to jointly use and share District facilities with other agencies for transit purposes and to support efforts to jointly develop housing at District property consistent with local zoning and planning jurisdictions and within the District's Mission.	C	⌚⌚⌚	+\$
20	Explore opportunities to provide transit service at new transit-oriented developments.	C	⌚⌚⌚	-\$

## Address the District's Financial Shortfall

21	Develop and implement a new 5-year toll increase program that helps to address the funding needs of the Bridge and the District's transit operations.	A	⌚⌚	+\$
22	Analyze adding staff and/or consulting resources to increase the District's ability to seek additional grant funding to maintain the District's aging capital infrastructure.	A	⌚⌚	+\$
23	Eliminate toll discounts for private transportation services providing service to SFO.	A	⌚⌚	+\$
24	Determine the financial feasibility of paying down unfunded liabilities with CalPERS.	A	⌚⌚	+\$
25	Develop a comprehensive paid vehicle access and parking program across all District parking lots.	A	⌚⌚⌚	+\$
26	Examine the feasibility of re-directing some of the District's northern bus routes to the District's ferry terminals to provide efficient and cost-effective service to San Francisco.	C	⌚⌚⌚	+\$
27	Study the feasibility of expanding the Bridge experience for visitors with fee-based tours.	F	⌚⌚⌚	+\$
28	Study the feasibility of two-way tolling on the Golden Gate Bridge: collect half the toll amount northbound and half the toll southbound.	F	⌚⌚⌚	+\$

## Operational Excellence


29	Develop 5- and 10-year capital plans based on current project delivery abilities.	A	⌚⌚	+\$
30	Study the effectiveness of all staff training, including training on sexual harassment and implicit bias.	A	⌚⌚	-\$
31	Regularly carry out employee surveys and/or focus groups on issues concerning the District to take advantage of their value, knowledge, and experience toward both setting the future direction of the District and improving its current customer service and operational efficiency.	A	⌚⌚	-\$
32	Institute a process to reevaluate business areas and staff levels in all departments; examine both filled and vacant positions.	A	⌚⌚⌚	+\$
33	Explore alternative methods of capital project planning, tracking and delivery to increase the efficiency of completing projects, reduce costs and improve asset management.	A	⌚⌚⌚	+\$
34	Create and implement a comprehensive, District-wide program to attract, train, promote, and retain management and staff needed to accomplish strategic goals.	A	⌚⌚⌚	+\$

# Strategic Plan Initiatives

## Operational Excellence Continued

35	Complete the work of the GGB Board's Advisory Committee on Diversity, Equity and Inclusion and implement its recommendations.	A	⌚⌚⌚	-\$
36	Study the feasibility and impact on employees of replacing the annual stipend and HRA program with a cost-effective higher medical stipend to give employees more autonomy with less administrative work.	C	⌚⌚⌚	+\$\$\$
37	Study the feasibility and impact on employees of cost-saving health care program changes and standardization such as District-wide standard premium sharing amounts, capping employer premium payments to one HMO plan and one PPO plan, and synchronizing District retiree medical benefit qualifications to allow for consistency across all employees.	C	⌚⌚⌚	+\$
38	Work with partners to craft standard language within MOUs to improve administrative efficiencies.	C	⌚⌚⌚	+\$
39	In cooperation with the bus operator union, take the necessary steps to ensure a stable defined benefit pension for all bus operators.	C	⌚⌚⌚	-\$\$\$

# Categorization Criteria for the Draft Final Strategic Plan

Timing	Duration	Fiscal Impact	<b>Categorization Criteria</b>
A			Anytime: project can be undertaken at anytime
C			Contingent: on actions of others outside of the District
F			Future: requires significant preparation or time to pass
			Underway: initiative is underway already
			Short: less than one year to implement
			Long: more than one year to implement
		+\$\$\$	High: Estimated to decrease costs or increase revenues by a net of more than \$1 million a year.
		+\$\$	Medium: Estimated to decrease costs or increase revenues by a net of between \$100,000 and \$1 million a year.
		+\$	Low: Estimated to decrease costs or increase revenues by a net of less than \$100,000 a year.
		-\$	Low Negative Impact: Estimated to increase costs or decrease revenues by a net of less than \$100,000 a year.
		-\$\$	Medium Negative Impact: Estimated to increase costs or decrease revenues by a net of between \$100,000 and \$1 million a year.
		-\$\$\$	High Negative Impact: Estimated to increase costs or decrease revenues by a net of more than \$1 million a year.

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

**RESOLUTION NO. 2024-028**

**RATIFY PREVIOUS ACTIONS BY THE AUDITOR-CONTROLLER AND ACCEPT  
THE INVESTMENT REPORT FOR APRIL 2024  
AS PREPARED BY PUBLIC FINANCIAL MANAGEMENT**

May 24, 2024

**WHEREAS**, the Auditor-Controller and the Finance-Auditing Committee, at its meeting of May 23, 2024, has so recommended; now, therefore, be it

**RESOLVED**, that the Board of Directors (Board) of the Golden Gate Bridge, Highway and Transportation District had no commitments and/or expenditures to ratify for the period of April 1, 2024 through April 30, 2024; and be it further

**RESOLVED**, that the Board ratifies investments made during the period April 16, 2024 through May 13, 2024; and be it further


**RESOLVED**, that the Board hereby authorizes the reinvestment, within the established policy of the Board, of any investments maturing between May 14, 2024 and June 17, 2024, as well as the investment of all other funds not required to cover expenditures which may become available; and be it further

**RESOLVED**, that the Board hereby accepts the Investment Report for April 2024, as prepared by Public Financial Management and included in the staff report.

**ADOPTED** this 24<sup>th</sup> day of May 2024, by the following vote of the Board of Directors:

**AYES (15):** Directors Conroy, Dorsey, Engardio, Garbarino, Giudice, Grosboll, Hernández, Moulton-Peters, Pahre, Stefani, Thériault and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.  
**NOES (0):** None.  
**ABSENT (4):** Directors Mastin, Rodoni, Safaí and Snyder.

  
**Gerald D. Cochran**  
President, Board of Directors

**ATTEST:**   
**Amorette M. Ko-Wong**  
Secretary of the District

Reference: May 23, 2024, Finance-Auditing Committee, Agenda Item No. (3)  
<https://www.goldengate.org/assets/1/25/2024-0523-financecomm-no3-ratofaction.pdf>



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

**RESOLUTION NO. 2024-029**

**RATIFY AUTHORIZATION OF LANDING RIGHTS AGREEMENT LICENSE TO  
LAND AT PORT OF SAN FRANCISCO PIERS, LICENSE NO. 16909**

May 23, 2024

**WHEREAS**, in June of 2021, during an engineering inspection, cracks were identified on the outer berth at the Golden Gate Bridge, Highway and Transportation District's (District) San Francisco Ferry Terminal (Gate C);

**WHEREAS**, in July of 2021, structural cracks were identified on the inner berth at Gate C and upon discovery of the cracks on the outer and inner berths, ferry service to Gate C was suspended, forcing the Ferry Division to operate all service to the San Francisco Ferry Building out of Gate B, owned by the Port of San Francisco;

**WHEREAS**, service to the inner berth at Gate C was restored in March of 2023; however, repairs to the outer berth will commence in late 2024;

**WHEREAS**, as detailed in the staff report, it is necessary for the Ferry Division to utilize Gate B for Sausalito, Tiburon, and Angel Island services to facilitate the movement of bicycles and maintain accessibility for customers;

**WHEREAS**, following closure of Gate C at the San Francisco Ferry Terminal, the District amended its Landing Rights Agreement License to Land at Port of San Francisco's China Basin for San Francisco Giants Games and Special Event Ferry Services, License No. 14943 to allow Golden Gate Ferry to use Gate B at the San Francisco Downtown Ferry Terminal but that license expired on December 31, 2021;

**WHEREAS**, the District and the Port of San Francisco subsequently entered into the Landing Rights Agreement License to Land at Port of San Francisco Piers, License No. 16909, on July 26, 2022 and at the time, Staff did not anticipate that the fees for Gate B, that are assessed based on the number of Golden Gate Ferry passengers passing through Gate B, would exceed the General Manager's authority of \$250,000;

**WHEREAS**, License No. 16909 became effective on March 1, 2022 and will expire on December 31, 2026, and Staff now estimates that the anticipated cost for use of Gate B over the full term of the license period will be approximately \$488,870;

**WHEREAS**, the revised estimated and anticipated cost of landing at Gate B, plus any applicable additional landing and passenger fees for San Francisco Giants games and special event landings at China Basin Ferry Terminal, pursuant to the Current License, will exceed the General Manager's procurement authority of \$250,000; and

**WHEREAS**, the Building and Operating Committee has so recommended, at their meeting of May 23, 2024; now, therefore, be it

**RESOLUTION NO. 2024-029**  
**BOARD OF DIRECTORS MEETING OF MAY 24, 2024**  
**PAGE 2**


**RESOLVED** that the Board of Directors of the Golden Gate Bridge, Highway and Transportation District hereby ratifies the action of the General Manager, to authorize the increased cost of the Landing Rights Agreement License to Land at Port of San Francisco Piers, License No. 16909, between the Golden Gate Bridge, Highway and Transportation District and the City and County of San Francisco operating by and through the San Francisco Port Commission for a five-year term expiring on December 31, 2026; and be it further

**RESOLVED** that the costs of the license are based on ridership figures, and that post-pandemic Golden Gate Ferry ridership has exceeded expectations and thus the cost of the license over the five-year term is greater than anticipated at the time the license was executed.

**ADOPTED** this 24<sup>th</sup> day of May 2024, by the following vote of the Board of Directors:

**AYES (15):** Directors Conroy, Dorsey, Engardio, Garbarino, Giudice, Grosboll, Hernández, Moulton-Peters, Pahre, Stefani, Thériault and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.  
**NOES (0):** None.  
**ABSENT (4):** Directors Mastin, Rodoni, Safaí and Snyder.

  
**Gerald D. Cochran**  
**President, Board of Directors**

**ATTEST:**   
**Amorette M. Ko-Wong**  
**Secretary of the District**

Reference: May 23, 2024, Building and Operating Committee, Agenda Item No. (3)  
<https://www.goldengate.org/assets/1/25/2024-0523-bocomm-no3-apprratlandingleasesfport.pdf>

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

**RESOLUTION NO. 2024-030**

**AUTHORIZE THE FILING OF APPLICATIONS FOR FEDERAL TRANSIT  
ADMINISTRATION FORMULA PROGRAM AND SURFACE TRANSPORTATION  
PROGRAM FUNDING FOR TRANSIT CAPITAL PROJECTS, COMMIT THE  
NECESSARY LOCAL MATCH FOR THE PROJECTS, AND ASSURE THE  
COMPLETION OF THE PROJECTS**

May 24, 2024

**WHEREAS**, Infrastructure Investment and Jobs Act, also known as the Bipartisan Infrastructure Law (BIL, Public Law 117-58) continues and establishes new Federal Transit Administration formula programs (23 U.S.C. §53) and continues the Surface Transportation Program (23 U.S.C. § 133);

**WHEREAS**, pursuant to BIL, and the regulations promulgated there under, eligible project sponsors wishing to receive Federal Transit Administration (FTA) Section 5307 Urbanized Area, Section 5337 State of Good Repair, or Section 5339 Bus and Bus Facilities (collectively, FTA Formula Program) grants or Surface Transportation Program (STP) grants for a project shall submit an application first with the appropriate metropolitan transportation planning organization (MPO), for review and inclusion in the MPO's Transportation Improvement Program (TIP);

**WHEREAS**, the Metropolitan Transportation Commission (MTC) is the MPO for the San Francisco Bay region;

**WHEREAS**, Golden Gate Bridge, Highway and Transportation District (District) is an eligible project sponsor for FTA Formula Program or STP funds;

**WHEREAS**, in its meeting of April 22, 2022, the District's Board of Directors approved Resolution No. 2022-027 authorizing the filing of applications for FTA Formula Program (Section 5307), State of Good Repair (Section 5337), Bus and Bus Facilities (Section 5339), and Federal Highway Administration (FHWA) STP funds programmed by the MTC to support the implementation of transit projects for FFYs 2021-22 through 2023-24;

**WHEREAS**, in its meeting of May 19, 2023, the District's Board of Directors approved Resolution No. 2023-039, amending Resolution No. 2022-027;

**WHEREAS**, the MTC has adjusted the programmed funding to the District since the adoption of Resolution Nos. 2022-027 and 2023-039;

**WHEREAS**, the District wishes to submit additional grant applications to MTC for funds from the FY2021-22, FY2022-23, and FY2023-24 FTA Formula Program or STP funds, for the following projects: Replacement Ferry – CARB Compliance, Ferry Channel and Berth Dredging, Ferry Vessels Major Components Rehabilitation, Replace Conventional Over-the-Road Coaches with ZEBs, Collision Avoidance System, and ZEB Infrastructure Design;

**RESOLUTION NO. 2024-030**  
**BOARD OF DIRECTORS MEETING OF MAY 24, 2024**  
**PAGE 2**

**WHEREAS**, the MTC has adopted Resolution No. 4510, Revised on April 24, 2024, amending the Transit Capital Priorities Program of Projects allocated to the District for FY 2021-22 through FY2023-24;

**WHEREAS**, MTC requires, as part of the application, a resolution stating the following:

- 1) The commitment of necessary local matching funds (18-50% for FTA Formula Program funds, depending on project type, and 11.47% for STP funds);
- 2) That the sponsor understands that the FTA Formula Program and STP funding is fixed at the programmed amount, and therefore any cost increase cannot be expected to be funded from FTA Formula Program or STP funds;
- 3) The assurance of the sponsor to complete the project as described in the application, and if approved, as programmed in MTC's TIP; and
- 4) That the sponsor understands that FTA Formula Program funds must be obligated within three years of programming and STP funds must be obligated by January 31 of the year that the project is programmed for in the TIP, or the project may be removed from the program; now, therefore be it

**RESOLVED** by the Board of Directors (Board) of the Golden Gate Bridge, Highway and Transportation District (District) that the District is authorized to execute and file applications for funding under the FTA Formula Program and/or STP in the amount of \$42,295,771 for transit capital projects; and, be it further

**RESOLVED** that the Board by adopting this resolution does hereby state that:

- 1) The District will provide \$10,573,967 in total local matching funds for the federal programming referenced in this item;
- 2) The District understands that the FTA Formula Program and STP funding for the projects for the three-year period for FFY22-FFY24 is fixed at \$42,295,771, and that any cost increases must be funded by the District from local matching funds, and that the District does not expect any cost increases to be funded with FTA Formula Program and STP funds;
- 3) Transit capital projects will be built as described in this resolution and, if approved, for the amount shown in MTC's TIP with obligation occurring within the timeframe established below;
- 4) The program funds are expected to be obligated by January 31 of the year the project is programmed for in the TIP; and
- 5) The District will comply with FTA requirements and all other applicable Federal, State, and Local laws and regulations with respect to the proposed project; and, be it further

**RESOLUTION NO. 2024-030**  
**BOARD OF DIRECTORS MEETING OF MAY 24, 2024**  
**PAGE 3**

**RESOLVED**, that this Resolution supersedes Resolution Nos. 2022-027 and 2023-039; and, be it further

**RESOLVED**, that the District is an eligible sponsor of projects in the program for FTA Formula Program and STP funds; and, be it further

**RESOLVED**, that the District is authorized to submit an application for FTA Formula Program and STP funds for transit capital projects; and, be it further

**RESOLVED**, that there is no legal impediment to the District making applications for FTA Formula Program and STP funds; and, be it further

**RESOLVED**, that there is no pending or threatened litigation which might in any way adversely affect the proposed project, or the ability of the District to deliver such project; and, be it further

**RESOLVED**, that the District agrees to comply with the requirements of MTC's Transit Coordination Implementation Plan as set forth in MTC Resolution No. 3866; and, be it further

**RESOLVED** that a copy of this resolution will be transmitted to the MTC prior to MTC programming the FTA Formula Program or STP funded projects in the TIP; and, be it further

**RESOLVED** that the MTC is requested to support the application for the project described in the resolution and to program the project, if approved, in MTC's TIP.

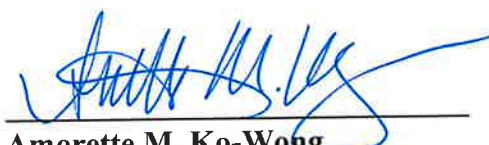
**ADOPTED** this 24th day of May 2024, by the following vote of the Board of Directors:

**AYES (14):** Directors Dorsey, Engardio, Garbarino, Giudice, Grosboll, Hernández, Moulton-Peters, Pahre, Stefani, Thériault and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSENT (5):** Directors Conroy, Mastin, Rodoni, Safai and Snyder.

  
\_\_\_\_\_  
**Gerald D. Cochran**  
President, Board of Directors

**ATTEST:**   
\_\_\_\_\_  
**Amorette M. Ko-Wong**  
Secretary of the District



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

**RESOLUTION NO. 2024-031**

**AUTHORIZE FILING AN APPLICATION WITH THE METROPOLITAN  
TRANSPORTATION COMMISSION FOR FY 23/24 REGIONAL MEASURE 3  
OPERATING FUNDS TO SUPPORT EXPRESS BUS SERVICES**

May 24, 2024

**WHEREAS**, the Board of Directors (Board) of the Golden Gate Bridge, Highway and Transportation District (District) operates Golden Gate Transit (GGT) bus service; and

**WHEREAS**, SB 595 (Chapter 650, Statutes 2017), commonly referred as Regional Measure 3 (RM3), identified projects eligible to receive RM3 funding for operating programs; and

**WHEREAS**, the Metropolitan Transportation Commission (MTC) is responsible for funding projects eligible for RM3 operating funds, pursuant to Streets and Highways Code Section 30914.7(a) and (c); and

**WHEREAS**, MTC has established a process whereby eligible transportation project sponsors may submit allocation requests for RM3 funding; and

**WHEREAS**, allocation requests to MTC must be submitted consistent with procedures and conditions as outlined in RM3 Policies and Procedures (MTC Resolution No. 4404); and

**WHEREAS**, the District is an eligible sponsor of transportation project(s) for RM3 operating funding; and

**WHEREAS**, GGT Bus Route 580 Express Bus Service is eligible for consideration for RM3 operating funding, as identified in California Streets and Highways Code Section 30914.7(c); and

**WHEREAS**, the RM3 allocation request, attached hereto in the Operating Agreement and incorporated herein as though set forth at length, enumerates the project details for which the District is requesting that MTC allocate RM3 funds; and

**WHEREAS**, the Finance-Auditing Committee, at its meeting of May 23, 2024, has so recommended; now, therefore, be it

**RESOLVED**, that the District and its agents shall comply with the provisions of the Metropolitan Transportation Commission's (MTC) Regional Measure 3 (RM3) Policies and Procedures; and, be it further

**RESOLUTION NO. 2024-031**

**BOARD OF DIRECTORS MEETING OF MAY 24, 2024**

**PAGE 2**

**RESOLVED**, that the District certifies that the project is consistent with the Regional Transportation Plan; and be it further

**RESOLVED**, that the District approves the Operating Agreement, attached to this resolution; and be it further

**RESOLVED**, that the District approves the certifications and assurances, attached to this resolution; and be it further

**RESOLVED**, that the District is an eligible sponsor of projects subject to RM3 operating funding, in accordance with California Streets and Highways Code Section 30914.7(c); and be it further

**RESOLVED**, that the District is authorized to submit an application for RM3 funds for Express Bus Services in accordance with California Streets and Highways Code Section 30914.7(c); and be it further

**RESOLVED**, that the District certifies that the projects and purposes for which RM3 funds are being requested are in compliance with the requirements of the California Environmental Quality Act (Public Resources Code Section 21000 et seq.), the State Environmental Impact Report Guidelines (14 California Code of Regulations Section 15000 et seq.), and, if relevant, the National Environmental Policy Act (NEPA), 42 USC Section 4-1 et seq. and the applicable regulations thereunder; and be it further

**RESOLVED**, that there is no legal impediment to the District making allocation requests for RM3 funds; and be it further

**RESOLVED**, that there is no pending or threatened litigation which might in any way adversely affect the proposed project, or the ability of the District to deliver such project; and be it further

**RESOLVED**, that the District agrees to comply with the requirements of MTC's Transit Coordination Implementation Plan as set forth in MTC Resolution 3866; and be it further

**RESOLVED**, that the District indemnifies and holds harmless MTC, BATA, and their Commissioners, representatives, agents, and employees from and against all claims, injury, suits, demands, liability, losses, damages, and expenses, whether direct or indirect (including any and all costs and expenses in connection therewith), incurred by reason of any act or failure to act of the District, its officers, employees or agents, or subcontractors or any of them in connection with its performance of services under this allocation of RM3 funds. The District agrees at its own cost, expense, and risk, to defend any and all claims, actions, suits, or other legal proceedings brought or instituted against MTC, BATA, and their Commissioners, officers, agents, and employees, or any of them, arising out of such act or omission, and to pay and satisfy any resulting judgments. In addition to any other remedy authorized by law, so much of the funding due under this allocation of RM3 funds as shall reasonably be considered necessary by



**RESOLUTION NO. 2024-031**  
**BOARD OF DIRECTORS MEETING OF MAY 24, 2024**  
**PAGE 3**

MTC may be retained until disposition has been made of any claim for damages; and be it further

**RESOLVED**, that the District shall, if any revenues or profits from any non-governmental use of property (or project) that those revenues or profits shall be used exclusively for the public transportation services for which the project was initially approved, either for capital improvements or maintenance and operational costs, otherwise the MTC is entitled to a proportionate share equal to MTC's percentage participation in the projects(s); and be it further

**RESOLVED**, that the District authorizes its General Manager, or designee, to execute and submit an allocation request for operating or planning costs for FY 23/24 with MTC for RM3 funds in the amount of \$2,181,768 for the project, purposes and amounts included in the project application attached to this resolution; and be it further

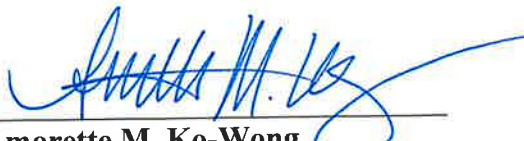
**RESOLVED**, that the General Manager, or designee, is hereby delegated the authority to make non-substantive changes or minor amendments to the Operating Agreement as he deems appropriate.

**RESOLVED**, that a copy of this resolution shall be transmitted to MTC in conjunction with the filing of the District application referenced herein.

**ADOPTED** this 24th day of May 2024, by the following vote of the Board of Directors:

**AYES (15):** Directors Conroy, Dorsey, Engardio, Garbarino, Giudice, Grosboll, Hernández, Moulton-Peters, Pahre, Stefani, Thériault and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.  
**NOES (0):** None.  
**ABSENT (4):** Directors Mastin, Rodoni, Safai and Snyder.

  
**Gerald D. Cochran**  
**President, Board of Directors**

**ATTEST:**   
**Amorette M. Ko-Wong**  
**Secretary of the District**



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

**RESOLUTION NO. 2024-032**

**APPROVE ACTIONS RELATIVE TO CAPITAL PROJECT NO. 2213,  
BUSINESS INTELLIGENCE ANALYSIS AND TRANSPORTATION STATISTICS  
REPORTING SOLUTION, AND TO CONTRACT NO. 2022-D-067, TRANSPORTATION  
STATISTICS REPORTING SYSTEM AND IMPLEMENTATION**

May 24, 2024

**WHEREAS**, the Golden Gate Bridge, Highway and Transportation District (District) currently utilizes Transtat, a 20-year-old in-house developed application, to gather Golden Gate Transit and Golden Gate Ferry statistical data and provide analytical and reporting functionality;

**WHEREAS**, Transtat is not agile enough to meet the District's contemporary business needs and has required many adjustments over the years to ensure that data is being both tabulated and reported accurately;

**WHEREAS**, in March 2023, by Resolution No. 2023-025, the District's Board of Directors approved award of Contract No. 2022-D-067, *Transportation Statistics Reporting System and Implementation Services*, to TransSIGHT LLC of Pleasanton, CA, to implement a Transtat replacement system for a not-to-exceed-amount of \$1,794,538, funded with capital and operating funds;

**WHEREAS**, the scope of the awarded contract was based on requirements presented in the Request for Proposal, which were established via a requirements gathering process conducted in 2022; however, as detailed in the staff report, following project kick off in May 2023, it was discovered that the initial project requirements did not adequately cover the District's needs as the original scope primarily replicates existing reports and calculations from Transtat;

**WHEREAS**, project team members felt that an in-depth requirements assessment was necessary to ensure the final design would meet future business needs, which also includes a revalidation of the calculations used in all reports to ensure accuracy and data integrity across the different business departments who produce and consume the data;

**WHEREAS**, on November 3, 2023, the District executed the First Amendment to Contract No. 2022-D-067, for \$50,472 to add the Needs Assessment and extend the software implementation timeline by six months;

**WHEREAS**, as detailed in the staff report, the Second Amendment to Contract No. 2022-D-067 adds \$27,600 in value to fully fund the Contract's original scope, which was impacted by borrowing funds for the Needs Assessment added in the First Amendment;

**WHEREAS**, an increase of \$670,711 in the Fiscal Year (FY) 23/24 District Division capital budget for Capital Project No. 2213, *Business Intelligence Analysis and Transportation Statistics Reporting Solution*, is necessary to accommodate the increased project costs; and

**RESOLUTION NO. 2024-032**  
**BOARD OF DIRECTORS MEETING OF MAY 24, 2024**  
**PAGE 2**

**WHEREAS**, the Finance-Auditing Committee, at its meeting of May 23, 2024, has so recommended; now therefore, be it

**RESOLVED** that the Board of Directors (Board) of the Golden Gate Bridge, Highway and Transportation District hereby approves a capital project budget increase in the FY 23/24 District Division capital budget, in the amount of \$670,711, to Capital Project No. 2213, *Business Intelligence Analysis and Transportation Statistics Reporting Solution*, for a total project cost of \$1,720,711; and be it further


**RESOLVED** that the Board hereby authorizes execution of the Second Amendment to Contract No. 2022-D-067, *Transportation Statistics Reporting System and Implementation Services*, to add \$27,600 to support Needs Assessment for a new total not-to-exceed contract value of \$1,872,610; and be it further

**RESOLVED** that the Board hereby authorizes an increase of \$19,387 in the Software Implementation Contingency for Contract No. 2022-D-067 to cover future amendments, for a new total amount of \$72,107.

**ADOPTED** this 24<sup>th</sup> day of May 2024, by the following vote of the Board of Directors:

- AYES (15):** Directors Conroy, Dorsey, Engardio, Garbarino, Giudice, Grosboll, Hernández, Moulton-Peters, Pahre, Stefani, Thériault and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.
- NOES (0):** None.
- ABSENT (4):** Directors Mastin, Rodoni, Safaí and Snyder

  
**Gerald D. Cochran**  
**President, Board of Directors**

**ATTEST:**   
**Amorette M. Ko-Wong**  
**Secretary of the District**

Reference: May 23, 2024, Finance-Auditing Committee, Agenda Item No. (6)  
<https://www.goldengate.org/assets/1/25/2024-0523-financecomm-no6-appractbudgetincrtranssight.pdf>

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

**RESOLUTION NO. 2024-033**

**AUTHORIZE EXECUTION OF A SEVENTH AMENDMENT TO PROFESSIONAL SERVICES AGREEMENT NO. 2010-D-1, DEFERRED COMPENSATION PLAN PROVIDER, WITH MISSIONSQUARE RETIREMENT**

May 24, 2024

**WHEREAS**, in September 2009, by Resolution No. 2009-079, the Golden Gate Bridge, Highway and Transportation District's (District) Board of Directors (Board), authorized execution of Professional Services Agreement No. 2010-D-1, *Deferred Compensation Plan Provider* (Agreement) with MissionSquare Retirement (previously named ICMA Retirement Corporation) as the sole plan provider of the District's Deferred Compensation Plan, for a five-year term with two one-year renewal options that allowed the District to renegotiate new terms after the initial five-year contract period ended;

**WHEREAS**, the Agreement has been amended on six separate occasions, which include extensions of the term through June 16, 2024 with two one-year options;

**WHEREAS**, for this current renewal, the District, with the assistance of NFP Retirement, Inc. (NFP), requested that MissionSquare respond to a detailed renegotiation questionnaire and provide clarification regarding the Plans' fees and charges, record keeping services, education services, customer services, reporting, and performance standards and guarantees;

**WHEREAS**, staff has carefully reviewed MissionSquare's responses and considered the options available for administration of the District's Plans and determined MissionSquare's proposal to be very competitive, and that it would be in the District's best interest to further amend the Agreement with MissionSquare for plan fee reductions and to further extend the term, rather than go to market with a new Request for Proposals when the Agreement term expires;

**WHEREAS**, as detailed in the staff report, staff has completed its negotiations with MissionSquare and recommends the Board authorize the execution of a Seventh Amendment to the Agreement to extend the term by five years, through June 16, 2029, with two one-year options; and,

**WHEREAS**, the Finance-Auditing Committee, at its meeting of May 23, 2024, has so recommended; now therefore, be it

**RESOLVED** that the Board of Directors of the Golden Gate Bridge, Highway and Transportation District (District) hereby authorizes execution of a Seventh Amendment to Agreement No. 2010-D-1, *Deferred Compensation Plan Provider*, with MissionSquare Retirement, of Washington, DC, to extend the term by five years with two one-year options to


**RESOLUTION NO. 2024-033**  
**BOARD OF DIRECTORS MEETING OF MAY 24, 2024**  
**PAGE 2**

continue providing bundled plan services for the District's IRC Section 457(b) Deferred Compensation Plan and 401(a) Defined Contribution Plan.

**ADOPTED** this 24<sup>th</sup> day of May 2024, by the following vote of the Board of Directors:

- AYES (15):** Directors Conroy, Dorsey, Engardio, Garbarino, Giudice, Grosboll, Hernández, Moulton-Peters, Pahre, Stefani, Thériault and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.
- NOES (0):** None.
- ABSENT (4):** Directors Mastin, Rodoni, Safai and Snyder

  
**Gerald D. Cochran**  
**President, Board of Directors**

**ATTEST:**   
**Amorette M. Ko-Wong**  
**Secretary of the District**

Reference: May 23, 2024, Finance-Auditing Committee, Agenda Item No. (7)  
<https://www.goldengate.org/assets/1/25/2024-0523-financecomm-no7-authexecmsquare7thamend.pdf>

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

**RESOLUTION NO. 2024-034**

**APPROVE A COMPENSATION POLICY FOR NON-REPRESENTED EMPLOYEES**

May 24, 2024

**WHEREAS**, the Rules, Policy and Industrial Relations Committee, at its meeting of May 23, 2024, has so recommended; now, therefore, be it

**RESOLVED** that the Board of Directors of the Golden Gate Bridge, Highway and Transportation District hereby approves the following compensation policy for all Non-Represented District classifications:

“The Golden Gate Bridge, Highway and Transportation District (District) is committed to providing a fair, flexible and competitive compensation program that will attract and retain employees at all levels. The compensation program’s policies and procedures will be consistent with the District’s Equal Employment Opportunity-Affirmative Action Program.

The District strives to provide total compensation for each position that is about the average of the total compensation for the same position at other Bay Area agencies. Using salary survey findings, if a position’s total compensation is more than five percent below market from the average of all of the comparator agencies, then as part of the District’s next budget adoption process that position’s salary will be considered for reassignment to the closest District pay band that brings the total compensation to about the median from comparator agencies. This may be done by reassigning the position to a higher pay band that most closely aligns to the target salary or may require individual adjustment of the salary band to remedy the situation.

If any adjustment creates a compression issue with an adjoining position or a professional development plan, those positions will be identified for discussion and consideration for adjustments. The recommended comprehensive package of all positions proposed to be adjusted will be submitted as part of the budget process for Board approval.”

**ADOPTED** this 24<sup>th</sup> day of May 2024, by the following vote of the Board of Directors:

**AYES (15):** Directors Conroy, Dorsey, Engardio, Garbarino, Giudice, Grosboll, Hernández, Moulton-Peters, Pahre, Stefani, Thériault and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.

**NOES (0):** None.

**ABSENT (4):** Directors Mastin, Rodoni, Safai and Snyder

**RESOLUTION NO. 2024-034**  
**BOARD OF DIRECTORS MEETING OF MAY 24, 2024**  
**PAGE 2**



**Gerald D. Cochran**  
**President, Board of Directors**

**ATTEST:**



**Amorette M. Ko-Wong**  
**Secretary of the District**

Reference: May 23, 2024, Rules, Policy & Industrial Relations Committee, Agenda Item No. 3  
<https://www.goldengate.org/assets/1/25/2024-0523-rulescomm-no3-discpossibleactioncomppolicy.pdf>



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

**RESOLUTION NO. 2024-035**

**APPROVE ACTIONS RELATIVE TO THE TABLE OF ORGANIZATION IN THE  
BUS DIVISION**

May 24, 2024

**WHEREAS**, the Rules, Policy and Industrial Relations Committee, at its meeting of May 23, 2024, has so recommended; now, therefore, be it

**RESOLVED** that the Board of Directors of the Golden Gate Bridge, Highway and Transportation District hereby approves the following actions compensation policy for all Non-Represented District classifications:

relative to the Bus Division's Table of Organization:

1. Eliminate three vacant positions on the Table of Organization:
  - a. Senior Director of Transit Operations at an annual salary range of \$170,206 to \$205,670, not including benefits;
  - b. Senior Director of Business Operations at an annual salary range of \$170,206 to \$205,670, not including benefits; and,
  - c. Supervising Schedules & Data Analyst at an annual salary range of \$117,354 to \$141,877, not including benefits.
  
2. Establish four new positions as follows:
  - a. One Administrative Analyst at an annual salary range of \$98,883 to \$119,496, not including benefits, to report directly to the Deputy General Manager, Bus Division;
  - b. One Manager of Fleet and Facilities at an annual salary range of \$117,354 to \$141,877 not including benefits, to report directly to the Director of Fleet and Facilities;
  - c. One Bus Operations Program Manager at an annual salary range of \$117,354 to \$141,877 not including benefits, to report directly to the Director of Business Operations; and,
  - d. One Apprenticeship Coordinator at an annual salary range of \$91,936 to \$111,155, not including benefits, reporting to the Bus Operations Program Manager;
  
3. Reclassify the following filled positions:
  - a. Director of Schedules and Service Development (at an annual salary range of \$142,355 to \$171,995, not including benefits) to Principal Scheduling and Data Analyst (at an annual salary range of \$133,411 to \$161,262, not including benefits), reporting to the Director of Business Operations; and,

**RESOLUTION NO. 2024-035**

**BOARD OF DIRECTORS MEETING OF MAY 24, 2024**


**PAGE 2**

- b. Office Specialist (at an annual salary range of \$72,509 to \$87,630, not including benefits) to Office Coordinator (at an annual salary range of \$76,336 to \$92,269, not including benefits), reporting to the Supervising Administrative Assistant.
4. Amend the Bus Division Table of Organization, accordingly, as shown on Attachment A of the staff report.

**ADOPTED** this 24<sup>th</sup> day of May 2024, by the following vote of the Board of Directors:

- AYES (15):** Directors Conroy, Dorsey, Engardio, Garbarino, Giudice, Grosboll, Hernández, Moulton-Peters, Pahre, Stefani, Thériault and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.
- NOES (0):** None.
- ABSENT (4):** Directors Mastin, Rodoni, Safaí and Snyder

  
**Gerald D. Cochran**  
**President, Board of Directors**

**ATTEST:**   
**Amorette M. Ko-Wong**  
**Secretary of the District**

Reference: May 23, 2024, Rules, Policy & Industrial Relations Committee, Agenda Item No. 4  
<https://www.goldengate.org/assets/1/25/2024-0523-rulescomm-no4-appracttableoforgbusdiv.pdf>

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

**RESOLUTION NO. 2024-036**

**APPROVE THE DISTRICT'S PROPOSED FINAL 2024 STRATEGIC PLAN**

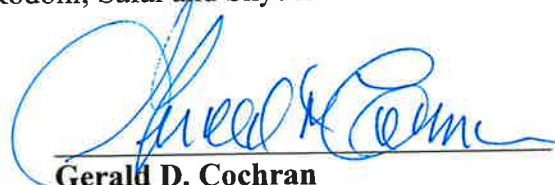
May 24, 2024

**WHEREAS**, the Golden Gate Bridge, Highway and Transportation District's (District) Board of Directors, at its meeting of May 24, 2024, has so recommended; now, therefore, be it


**RESOLVED** that the Board of Directors of the Golden Gate Bridge, Highway and Transportation District hereby approves the District's Proposed Final 2024 Strategic Plan, as attached.

**ADOPTED** this 24<sup>th</sup> day of May 2024, by the following vote of the Board of Directors:

**AYES (14):** Directors Conroy, Dorsey, Garbarino, Giudice, Grosboll, Hernández, Moulton-Peters, Pahre, Stefani, Thériault and Thier; Second Vice President Rabbitt; First Vice President Hill; President Cochran.  
**NOES (0):** None.  
**ABSENT (5):** Directors Engardio, Mastin, Rodoni, Safaí and Snyder

  
\_\_\_\_\_  
**Gerald D. Cochran**  
**President, Board of Directors**

**ATTEST:**

  
\_\_\_\_\_  
**Amorette M. Ko-Wong**  
**Secretary of the District**

Attachment – Final 2024 Strategic Plan

Reference: May 24, 2024, Board of Directors Meeting, Agenda Item No. (10)(A)  
<https://www.goldengate.org/assets/1/25/2024-0524-boardmeeting-no10a-specorderbus-strategicplanning-revised.pdf>