

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.

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**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:

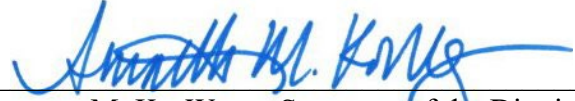
- 1) Eliminates three vacant positions consisting of one Senior Director of Transit Operations, one Senior Director of Business Operations and one Supervising Schedules & Data Analyst
- 2) Establishes four new positions consisting of one Administrative Analyst, one Manager of Fleet and Facilities, one 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.

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**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	Categorization Criteria
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.