



Agenda Item No. (10)(A)  
**Special Order of Business**

To: Board of Directors  
Meeting of May 24, 2024

From: Strategic Planning Advisory Committee

Subject: **DISCUSSION AND POSSIBLE ACTION TO APPROVE THE DISTRICT'S PROPOSED FINAL 2024 STRATEGIC PLAN**

**Recommendation**

The Strategic Planning Advisory Committee recommends that the Board review, discuss and take action on the Golden Gate Bridge, Highway and Transportation District's (District) Proposed Final 2024 Strategic Plan.

**Summary**

This report contains the Proposed Final 2024 Strategic Plan (Strategic Plan) which is the product of the Strategic Planning Advisory Committee (Committee). The Committee was assigned in January 2023 to undertake an extensive internal and public outreach process, seek input, and then form that input into a Strategic Plan.

The Committee provided a Draft Final 2024 Strategic Plan to the Board for consideration, discussion and comment as a special order of business at its March Board meeting. At that meeting, the Board asked the public, Board members, and partner agencies to provide the Committee with comments on the Draft Final 2024 Strategic Plan. The Committee would then make appropriate adjustments to the Strategic Plan to bring back to a future Board meeting for discussion and action.

The Committee has reviewed all comments submitted to the District during the comment period that ran from the March Board meeting until May 3<sup>rd</sup>. There were approximately 10 comments, emails or letters which, after consideration, led the Committee to incorporate changes into the Strategic Plan now before the Board. Those changes include editing a number of the initiatives to make the language clearer to commenters and to future readers, combining three initiatives covering similar topics into one, and splitting one initiative into two to provide more clarity. A new initiative group heading was added to accentuate the District's commitment to, and the importance of, regional coordination to the success of a number of the initiatives.

### **Proposed Final Strategic Plan Structure**

The Strategic Plan is made up of 39 initiatives divided into 5 descriptive groupings; Customer Service Improvements, Improve Transit Service Through Regional Coordination, Sustainability and Climate Responsibility, Address Financial Shortfall, and Operational Excellence.

Within each grouping, the initiatives are ordered by three levels of criteria using the categorization key included in Attachment B and the Strategic Plan.

- Timing is the first criterion. Each initiative is grouped by whether the District can work to complete the initiative at the time of its choosing, whether the work is contingent on the cooperation of another organization or agency, or whether the initiative requires significant preparation or other events to occur for it to be undertaken.
- Duration is the second criterion. Each of the three Timing groups is further ordered by whether the initiative is underway, will take less than a year to complete, or will take more than a year to complete.
- Fiscal Impact is the third criterion. Each of the three Duration groupings is further ordered by the level of the initiative's estimated net fiscal impact on the District's long-term finances. The initiatives are ordered in six classifications of net fiscal impact: high, medium and low – both positive and negative. For example, High Positive is estimated to increase revenues or decrease costs by over \$1 million a year, while High Negative is estimated to increase costs or decrease revenues by over \$1 million a year. Medium affects costs and/or revenues by between \$100,000 and \$1 million per year; and Low affects costs and/or revenues by less than \$100,000 per year.

### **Background**

#### ***Process Followed in Creating the Proposed Final Strategic Plan***

The objective of the 2023/2024 Strategic Planning process was to allow the involvement of all of the stakeholders in the Golden Gate Bridge, Highway and Transportation District's (District) businesses -- bridge operation and maintenance, and the provision of bus and ferry service between North Bay and San Francisco. To achieve that goal, the District leadership undertook or directed staff to undertake a series of outreach efforts described below:

- In January of 2023, the Board President created the Strategic Planning Advisory Committee comprised of the chairs of the standing board committees to lead the strategic planning effort.
- To ensure that the expertise of the entire board was tapped, the Board created four advisory subcommittees of the Board to provide input focused on the areas of bridge and transit service, sustainability, the labor force and fiscal responsibility.
- The Board requested and received input from the District's four established public advisory committees: Bus Passengers, Ferry Passengers, Accessibility and Bicycles and Pedestrians.
- Extensive direct outreach to District customers and the general public through various methods to request input for the strategic plan.

- Direct requests for input to stakeholder agencies in the Bay Area.
- Learning session with North Bay transit operators and public funding agencies.
- Direct solicitation for input from District staff and the inclusion of initiatives produced by the extensive 2021/2022 internal strategic planning process that involved staff from throughout the District.

The extensive outreach process produced over 400 comments, statements, ideas and requests on topics related to the District's businesses, how they operate, or how they could operate. Given that these comments came from a varied number of sources, they were often a variation on the same issues, so they were combined for review by the Advisory Committee on Strategic Planning. The Committee has met regularly over the last 6 months and developed the combined comments into 39 initiatives that are included in the Proposed Final Strategic Plan, Attachment A of this report.

### ***Purpose of Strategic Plan***

The Proposed Final 2024 Strategic Plan targets a diverse set of purposes as evidenced by the far-ranging initiatives it contains. This Strategic Plan is broader than the District's previous three strategic financial plans that focused on long-term deficit reduction. The 39 initiatives in the Strategic Plan can be described as enabling the District to:

- Carry out its mission in the post-pandemic environment; operate, maintain, and strengthen the Golden Gate Bridge and ensure efficient flowing traffic across it during commute periods by providing public transit alternatives;
- Meet the demand of its customers that has been changed by the pandemic, with a reduced level of resources due to that reduction in customer demand;
- Reach the climate sustainability goals of the District, Region and State;
- Attract, train and maintain a high-quality workforce to ensure that the District can meet its customer-driven mission;
- Participate meaningfully in the region's transportation goals; and,
- Make a significant positive contribution to the quality of life of the people in its service area.

### ***Process for Approving Individual Initiatives***

Even if a Final Strategic Plan is approved that is not the approval of any of the specific initiatives within the Strategic Plan. Prior to the implementation of any specific initiative, further staff analysis will be completed and as required by Board policy, each initiative of the Strategic Plan will be brought through the Board's committee structure and then forwarded to the Board for consideration and possible approval. This ensures that the public will have the opportunity to provide input on every initiative prior to possible implementation. Additionally, some initiatives will require additional formal public outreach and public hearings during the deliberation process.

***Annual Review***

An approved Strategic Plan will be monitored, reviewed and updated annually as part of the Board’s regular financial planning cycle which currently includes the yearly budget and long-term financial projection. The Strategic Plan will be a living document subject to change year-to-year as initiatives are completed, restructured, deferred or withdrawn, or as new ideas, concepts and initiatives are added.

***Work Plan***

The Strategic Plan contains 39 initiatives that are focused on achieving the Board’s goals and as such, also serves as a work plan for staff. The Strategic Plan identifies general priorities to guide implementation work on each initiative in recognition that staff resources are limited and not everything can happen at the same time. The workload impact of the Strategic Plan will be addressed each year in the District's budget. Initiatives will begin at the Board's direction, but the staff’s entire workload will be taken into consideration in the timing of when the initiatives in the Strategic Plan are undertaken. The Strategic Plan will seek to keep existing projects that are underway moving forward on schedule to the degree possible.

**Next Steps**

If the Strategic Plan is approved by the Board, staff will incorporate it into its current work plan and its workplans for future years. The process of bringing individual items to the Board for discussion and possible action will begin. If the Board provides additional input on the Strategic Plan, staff will work with the Strategic Planning Advisory Committee at its next meeting to address the comments and return an updated Final Strategic Plan to the full Board for consideration and possible action at a future meeting.

**Fiscal Impact**

There is no direct fiscal impact in discussing the Proposed Final Strategic Plan.

- Attachments: A – Proposed Final Strategic Plan  
                  B – Categorization Criteria for the Proposed Final Strategic Plan

# Proposed Final Strategic Plan

Initiative #	<b>Strategic Plan Initiatives</b>	Timing	Duration	Fiscal Impact
<b>Customer Service Improvements</b>				
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	⌚⌚⌚	-\$
<b>Improve Transit Service Through Regional Coordination</b>				
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.	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 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	⌚⌚⌚	-\$\$\$

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# 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.

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