

# President's Message

**T**he Golden Gate Bridge, Highway and Transportation District (District), based in San Francisco, operates an integrated public transportation network in the U.S. Highway 101 corridor. The District provides service to 9.3 million Golden Gate Transit bus and Golden Gate Ferry customers annually along with 38.8 million annual crossings on the Golden Gate Bridge. To operate this vital public transportation system, with rising operational costs and limited funding sources, one of our most critical focuses has been on reducing our five-year projected shortfall from over \$450 million in Fiscal Year (FY) 2001/2002 to just under \$70 million as we move into FY 2005/2006. This has been achieved through a combination of difficult internal cost reductions and external revenue enhancements. We are now close to having this problem behind us.

I am also very pleased to highlight a number of noteworthy developments made in another critical area—advancing our security infrastructure and applying related “Best Practices” throughout the District:

■ Golden Gate Ferry has been actively involved in providing added security at terminals and aboard vessels by coordinating closely with both the United States Coast Guard (Coast Guard) and local law enforcement agencies. Since September 11, 2001, these efforts have expanded significantly. In particular, Golden Gate Ferry has developed a new security plan in coordination with the Coast Guard. Further, in the fall of 2004, working with the local Coast Guard Marine Safety Office as well as local police departments in Sausalito, Larkspur, Corte Madera, San Francisco, and the Marin County Sheriff's Office, a new program was

created—the San Francisco Bay Ferry “Ride Along” Program. The idea was simple—let on- and off-duty law enforcement personnel ride our ferries at no cost and thereby increase the law enforcement presence on the Bay. This program is in addition to the Coast Guard's program where uniformed Coast Guard officers board ferries randomly.

■ This year, Golden Gate Ferry implemented a \$1.2 million project to install several critical security enhancements including the addition of surveillance cameras, perimeter security panels and gates, and back-up communications equipment. To preserve the generally open nature of the terminals and to maintain clear views of the Bay, the new perimeter security wall system was constructed of transparent material. Working under the latest security requirements of the Transportation Security Administration (TSA), Maritime Administration and Coast Guard, Golden Gate Ferry received grant funds totaling \$520,000 from TSA; the remainder came from \$240,000 in District funds and \$440,000 in Federal Transit Administration funds. Construction began in November 2004, and the project was substantially completed by July 2005.

■ In November 2004, the District added a new position, Security and Emergency Management Specialist, to specifically focus on our transit-related security programs as well as emergency preparedness throughout the organization.

■ Also in November 2004, the Golden Gate Bridge received a \$2.1 million grant from the Department of Homeland Security to add and upgrade surveillance equipment, intru-



sion detection devices, physical barriers, and area lighting in FY 2005/2006.

■ Emergency drills are an essential element of emergency preparedness and response. This year, a number of valuable emergency response drills occurred. In December 2004, Golden Gate Ferry participated in a San Francisco Port-sponsored drill at SBC Park that included SBC Park staff, along with San Francisco police, fire, and medical personnel. The exercise included a tabletop drill and a field response drill with a scenario involving a ferry vessel. In February 2005, Golden Gate Ferry and seven Marin County fire departments participated in a field exercise focused on mutual aid practices and confined space rescue. In April 2005, both Golden Gate Ferry and Golden Gate Transit joined the Marin County Special Response Teams from the Marin County Sheriff's Office and three local police departments in a field exercise with a scenario focused on a bus incident. A May 2005 exercise included the Golden Gate Bridge, California Highway Patrol, United States Park Police, Park Rangers, and Coast Guard, along with 11 other San Francisco, Marin, and State emergency response agencies. Two tabletop exercises and a field exercise were conducted around a scenario involving the Golden Gate Bridge.

These advances, coupled with the dedication of all of our employees, greatly assist the District in being better prepared to respond to potential terrorist events or security breaches. While the focus of the next few years remains on reducing our shortfall, I will also continue to keep our security needs in the forefront.

### **Board Members Remembered**

On June 21, 2005, the District grieved the loss of our First Vice President Maryanne P. Harrison, after her short but vigilant battle with cancer. Harrison's dedication to serving as a policymaker brought focus to her commitment

to seeing the District sustain itself as an exceptional public agency for both employees and customers. Her passion for the Golden Gate Bridge was infectious. We also grieved the loss of two former Board members—William R. Lucius and C. Paul Bettini. Lucius was a lifelong civic leader best known for his strong commitment to public transportation, having served on the Board from 1969 to 1978 as a Sonoma County representative. Bettini served on the Board as a Marin County representative from June 1970 to February 1997. When the District opened its major transit hub in 1991, it was named in his honor—C. Paul Bettini San Rafael Transit Center.

### **New Board Members**

In November 2004, San Francisco Supervisor Gerardo Sandoval joined the Board after having been appointed by the San Francisco Board of Supervisors to replace the seat made vacant by San Francisco Supervisor Tony Hall. In January 2005, San Francisco Supervisor Bevan Dufty was appointed to the Board by the San Francisco Board of Supervisors as the replacement for departing Board member San Francisco Supervisor Michela Alioto-Pier. In May 2005, San Francisco resident John Moylan returned to the Board for his fourth appointment, this time as San Francisco Mayor Gavin Newsom's appointee, replacing Stanley M. Smith, who had served as Mayor Willie Brown's appointee.



Maureen Middlebrook,  
President, Board of Directors

# General Manager's Message

**P**artnerships are crucial to the Golden Gate Bridge, Highway and Transportation District's (District) success in fulfilling its mission to provide public transportation services through the Golden Gate Bridge, Golden Gate Transit, and Golden Gate Ferry. With our many agency partners, we are continually working to identify and cultivate relationships as a means of enhancing customer opportunities, improving overall efficiency, and more effectively using our limited resources. The following are just a few examples of the partnerships advanced over the past year:

- Since initiating Golden Gate Transit bus services in the early 1970s, we have partnered with the Marin County Transit District (MCTD) to provide, on their behalf, local bus services in Marin County using our existing infrastructure and workforce. This year we successfully negotiated a new contract to continue providing these vital local services to over 3 million annual riders.

- With a goal of reducing the growing congestion along the main thoroughfares in Marin County, in February 2003 a one-year pilot program dubbed "Ride & Roll" was launched to provide students in grades 6 through 12 with free bus tickets valid on weekdays during the school year. Golden Gate Transit would provide the transportation on existing bus routes. Funding was made available by the Bay Area Air Quality Management District (BAAQMD) and the County of Marin for the first semester, with continued subsidy through the spring 2005 semester provided by the County of Marin. Nearly 50 public and private schools participated by distributing bus tickets and schedule informa-

tion to approximately 17,000 eligible students. By providing this free ride incentive, local traffic congestion was reduced, and students learned about the benefits of public transit. During the first semester 126,000 free trips were taken and, by spring 2005, free trips reached 256,000.

- Marin County is home to one of the nation's most treasured National Monuments—Muir Woods. With nearly 1 million people visiting the coastal redwoods each year, Muir Woods is one of the busiest National Parks in the country. During the summer of 2005, we joined forces with the County of Marin to offer free shuttle bus service on weekends and holidays to Muir Woods to reduce the summertime gridlock that occurs along the very busy, narrow, and winding road to the monument (see photo of Muir Woods shuttle bus on page 8). Ridership grew steadily throughout the summer, serving 1,000 passengers on the highest ridership weekend. Given the success of this one fundamental action—operating a free weekend shuttle—we are coordinating now with the County of Marin to identify funding for next summer.

- The San Francisco Bay Area Water Transit Authority (WTA) was formed in 1999 to expand ferry service. While in the planning and development stages, WTA has partnered with existing ferry operators to assist in growing ridership through promotional events to introduce ferry transit to potential new riders. Golden Gate Ferry and WTA partnered several times this past year to provide free rides to attract new riders to our system. We are now working with



WTA on additional programs for next year including technological improvements to our customer signage as an added convenience and several other onboard incentive promotions.

■ This past summer we joined forces across the entire Bay Area with 20 other transit systems in a new summertime free-ride program. The program was sponsored by the BAAQMD and Metropolitan Transportation Commission (MTC). The idea was simple—offer free rides as an incentive to get people out of their cars and into public transit on days deemed by the BAAQMD to be “Spare the Air” days or days when Bay Area air pollution reached unhealthy concentrations. From June 1 to October 14, 2005, during the first five weekday Spare the Air days, transit rides would be free from 4 a.m. to 9 a.m., and MTC and BAAQMD would reimburse transit operators for the lost fare revenue. This season just one Spare the Air day was declared, and we experienced a 15 percent increase in ridership on both the Sausalito and Larkspur ferry routes.

■ The Golden Gate Bridge launched its FasTrak™ electronic toll collection system in 2000. Over the next few years, the seven Bay Area toll bridges operated by the California Department of Transportation (Caltrans) followed suit. Initially, the two agencies opened and operated separate customer service centers. After several years, it became obvious that the customer service requirements were essentially the same for both agencies, and consolidation of the two centers could reduce costs.

June 7, 2005, marked the Grand Opening of a new Bay Area Regional FasTrak Customer Service Center (CSC) in San Francisco, with Mayor Gavin Newsom leading the ribbon cutting ceremony (see photo on page 8). The new CSC combines two FasTrak service centers—one previously operated by the District for Golden Gate Bridge FasTrak customers and one operated by Caltrans. The newly merged

CSC offers improved customer services through its interactive website at [www.bayareafastrak.org](http://www.bayareafastrak.org) and via telephone at 1-877-BAY-TOLL. Now, not only can customers open FasTrak accounts online, but they can also manage and track their accounts online.

FasTrak use at the Golden Gate Bridge continues to hold a high market share, with 70 percent of morning commuters and as many as 56 percent of afternoon commuters using FasTrak to pay their tolls.

■ One of our most important ongoing partnerships is our Bridge Security Coalition which partners our own security personnel with California Highway Patrol, U.S. Park Police, U.S. Coast Guard, Golden Gate National Recreational Area Rangers, along with the San Francisco Police, Marin County Sheriff’s Office, and Federal Bureau of Investigation. The primary coalition members collaborate continually and share patrol duties at the Bridge.

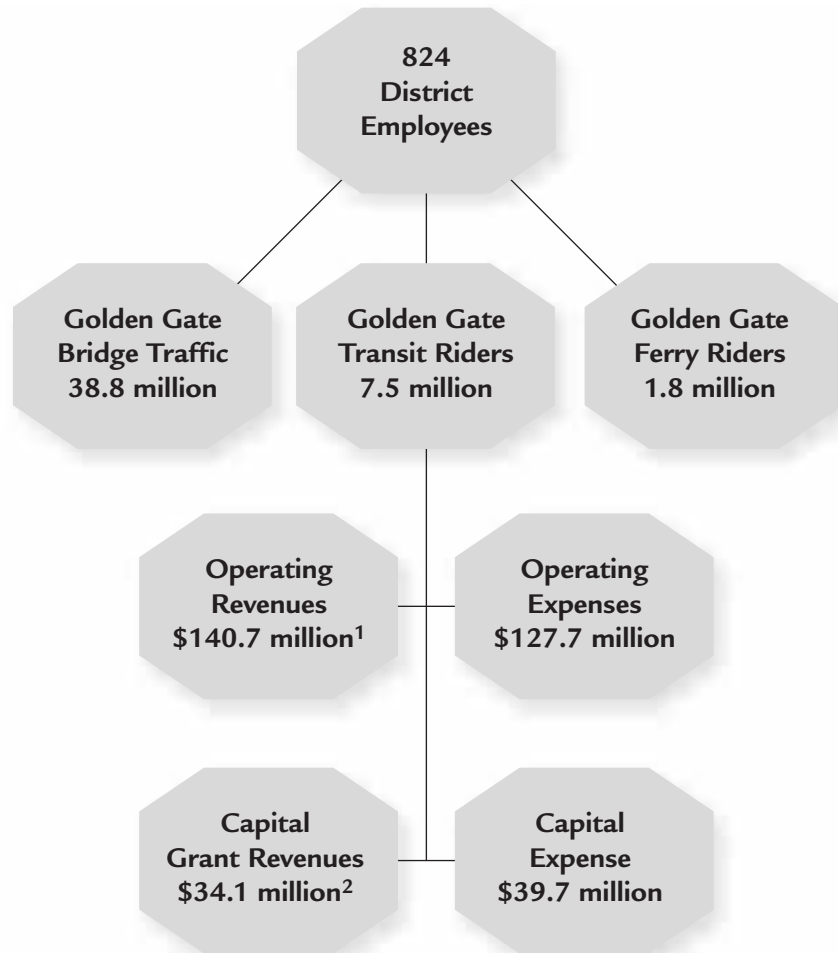
These are just some of the programs that have allowed us to connect with our many communities through a common bond—public transportation. We look forward to continuing these programs and identifying new collaborations for the future.



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.



<sup>1</sup> The Board of Directors has designated \$9 million in operating revenues to fund future capital projects; any remaining excess of revenues over expenses has been placed in Unrestricted Net Assets.

<sup>2</sup> 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

Maureen Middlebrook, President, Sonoma County  
 John Moylan, 1st Vice President, City and County of San Francisco<sup>3</sup>  
 Albert J. Boro, 2nd Vice President, Marin County

<b>City and County of San Francisco</b> Tom Ammiano Bevan Dufty Sabrina Hernández Jake McGoldrick Janet Reilly Gerardo Sandoval Leah C. Shahum	<b>Sonoma County</b> Mike Kerns Michael F. Martini	<b>Napa County</b> Barbara L. Pahre
	<b>Marin County</b> Harold C. Brown Cynthia L. Murray J. Dietrich Stroeh	<b>Mendocino County</b> James C. Eddie
		<b>Del Norte County</b> Gerald D. Cochran

### Officers of the Board

<b>General Manager/CEO</b> Celia G. Kupersmith	
<b>Auditor-Controller/CFO</b> Joseph M. Wire	<b>Attorney</b> David J. Miller
<b>District Engineer</b> Denis J. Mulligan	<b>Secretary of the District</b> Janet S. Tarantino

### Deputy General Managers

<b>Administration &amp; Development</b> Teri W. Mantony		
<b>Bridge Division</b> Kary H. Witt	<b>Bus Division</b> Susan C. Chiaroni	<b>Ferry Division</b> Jim P. Swindler

<sup>3</sup> Maryanne P. Harrison served as First Vice President until her passing in June 2005. John Moylan was subsequently appointed as First Vice President on July 8, 2005. At the close of the fiscal year, one Board position representing San Francisco was not yet filled.

# Key Accomplishments

## Golden Gate Bridge Seismic Retrofit Advances

**T**he second phase of Golden Gate Bridge seismic retrofit construction is nearing completion. The first phase of construction retrofitted the north (Marin) viaduct structures and was completed in 2002. Phase 2 is retrofitting the south (San Francisco) approach structures which includes the south approach viaduct, south anchorage housing, Fort Point arch, and two south pylons. 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 Golden Gate Bridge to traffic, the Phase 2 retrofit continued this fiscal year with the following highlights:

New steel bracing installed inside the Fort Point arch structure.



- The replacement of three steel support towers of the south approach viaduct was completed using 540,383 pounds of new structural steel. Seismic isolation bearings were installed at the top of these new supports and below the roadway truss.

- The south approach viaduct was strengthened using 34,015 pounds of steel.

- The steel members and connections of the south approach viaduct truss and Fort Point arch underwent extensive strengthening with 2,034,757 pounds of structural steel installed at various locations on the Fort Point arch, along with the replacement of 16,351 rivets with new high-strength bolts at the south approach viaduct truss and 139,914 at the Fort Point arch.

- At the south pylons, the addition of a protective concrete cover over the previously installed steel plating on the external pylon walls advanced. At Pylon S1, 17,000 square feet of 58,400 square feet was completed. An additional 62,000 square feet of concrete will soon be added at Pylon S2. To date, at the pylons, over 5.6 million pounds of structural steel plating has been installed and seven miles of field welding completed to connect steel plates. To complete strengthening of the pylon walls, over 30,000 holes were cored through the concrete walls and the same number of steel rods were installed to connect the internal and external steel plating.

## Out of the Ordinary

The Golden Gate Bridge is not only a major San Francisco tourist destination and a vital transportation link but the scene of many extraordinary activities. The sidewalks

are crossed by races and walks—the July 2004 Avon Walk for Breast Cancer and the U.S. Half Marathon in October 2004 each drew 2,000 people, while the Girl Scouts Bridging Event drew about 4,000 participants in May 2005.

And it doesn't stop there—in November 2004, actors Reese Witherspoon and Mark Ruffalo visited the Golden Gate Bridge to film a scene (which was chopped in the editing room) for their 2005 film release *Just Like Heaven*. In April 2005, Anheuser-Busch filmed a segment of its “*Clydesdales Across America—Budweiser’s Salute to American Heroes*” television commercial. The commercial aired in July 2005 as a celebration of everyday American heroes and included beautiful images of the famed span. Two notable cable television programs featuring the Golden Gate Bridge were filmed this year—National Geographic Channel’s *Megastructures* and the Travel Channel’s *Extreme Maintenance*.

Not to be forgotten was the very much out of the ordinary passing of giant cranes under the Golden Gate Bridge on March 5, 2005. The two new super post-Panamax cranes bound for the Port of Oakland were even bigger than the three previous crane shipments that passed under the span in October 2000, May 2002, and June 2002. The cranes were delivered across the Pacific Ocean from Shanghai, China, aboard the Zhen Hua 1. At their apex, the giant cranes are about the equivalent of a 24-story building—two stories taller than the newest cranes already in place at the Port of Oakland. The cranes, each estimated at \$7 million, will be able to accommodate the newer wider container ships currently being used in the maritime industry.

Santa and his caroling elves at the Bridge, December 2004.



### Collectible Ornament Series Expands

The 2004 Second Annual Collectible Golden Gate Bridge Holiday Ornament made the local headline news when Santa and his caroling elves stopped by the Golden Gate Bridge on December 14, 2004, to pick up his holiday order. The 2005 Third Annual Collectible Ornament debuted in early 2005 and Santa plans on stopping by again! All three collectible ornaments are available through the online store at [www.goldengate.org](http://www.goldengate.org).



The 2005 Annual Holiday Golden Gate Bridge Collectible Ornament, dubbed Midnight Magic, features a full moon rising behind the span.

### Website Enhancements

This year the District’s website underwent several significant modifications. The entire site, comprised of [www.goldengate.org](http://www.goldengate.org), [www.goldengatebridge.org](http://www.goldengatebridge.org), [www.goldengateferry.org](http://www.goldengateferry.org), and [www.goldengatetransit.org](http://www.goldengatetransit.org), was originally written in now-obsolete web code. As a result, over the course of several months, the site was re-engineered and converted to a newer, more flexible code. The conversion, which went live June 30, 2005, now allows staff to edit and manage the majority of the site, minimizing consultant programming fees.

A new section was added to the site to highlight the policy activities of the Board of Directors including their meeting calendar, agendas, and reports. In addition, a new Multimedia Gallery was added to share “our story” in a unique and fun way. One section of the Gallery features eight short video vignettes edited, with permission, from the 2003 “*Bay Area Backroads*” program that featured the Golden Gate Bridge and its employees. Another component of the Gallery is an interactive virtual Bridge tour and walk.

### Automatic Call Distribution Software Upgraded

In September 2004, the Golden Gate Transit Call Center upgraded its Automatic Call Distribution Software to pro-

Officiating at the ribbon cutting ceremony for the Grand Opening of the new Regional FasTrak Customer Service Center on June 7, 2005, were San Francisco Mayor Gavin Newsom (l), Jon Rubin Metropolitan Transportation Commission Chair, and District Board President Maureen Middlebrook (r).



vide more advanced telephone services management. The new application allows for real time statistical information regarding call distribution as well as the ability to monitor a Customer Service Representative's performance, including call duration and activity. Information regarding the efficiency, types of calls received, and statistical data are easily accessed by the use of the new software application. From January through June 2005, the Call Center answered an average of approximately 15,300 calls per month.

#### **Outreach Programs Undergo Audit**

In May 2005, the Government Accounting Office (GAO) audited the District's transit information outreach activities. Of particular interest was outreach targeting populations with Limited English Proficiency. GAO staff observed the District to be more responsive to its non-English speaking populations than many other agencies around the nation.

#### **Financial Management System**

In FY 2003/2004, the District started work on the implementation of a \$4.5 million Financial Management Information System designed to interface core finance, payroll

and human resource modules provided by SunGard Bi-Tech, Inc. (SBI) with materials and maintenance management modules provided by Spear Technologies, Inc. (Spear). Project activities in FY 2004/2005 included the roll-out of Spear Materials software used to manage purchasing and warehouse inventory processes and implementation of SBI Human Resources and Payroll systems in June 2005.

#### **Service Extends to Hamilton Community**

On October 18, 2004, Golden Gate Transit's existing weekday commute Route 58, which links Novato, CA, with San Francisco's Financial District, was extended into Novato's Hamilton Field community (Hamilton) with four new stops. Hamilton is a planned community with more than



2,000 homes built on the site of the former military base at Hamilton. It is located in the Golden Gate Transit service area in northern Marin County. With the added trips into the Hamilton community, ridership on Route 58 has increased by about 10 percent.

In summer 2005, Golden Gate Transit provided the bus for a new free shuttle service to Muir Woods National Monument funded by the County of Marin.

The Annual Report was developed by Mary Currie, Public Affairs Director; employee photographs, pages 9 - 11, by Amorette Ko-Wong, Executive Assistant to the General Manager; design by Shepard Associates Graphic Design, San Rafael, CA; printed by Performance Printing, San Rafael, CA.

# Employees of the Month Honored This Year



*"This is the first time I worked for a company that cared so much. If anyone has a serious illness in the family or loses a loved one, someone is always quick to get a card for that person."*

**Ricardo Martinez, Bridge Paint Laborer, October 2004 and 2004 Employee of the Year**



*"Working for such a historical landmark has been an honor. I'm proud to be a part of a tradition that's stretched almost 70 years. It's a company you want to retire from."*

**Jason Brewer, Bus Storekeeper, July 2004**



*"Working for Golden Gate Transit allows me the opportunity to work with some of the nicest people on earth!"*

**John Coyne, Bus Operator, August 2004**



*"It is an honor to work for a world icon, with its unique issues. I enjoy the variety of problem-solving, working with dedicated staff, and knowing that my contribution will directly assist in the District's future."*

**Jennifer Mennucci, Budget and Program Analysis Manager, January 2005**



*"It's great to travel to other locations and see the Bridge in posters and photos and know I work for such a well-known establishment. I go out to do a job that is the best I can do, have fun and enjoy the people I meet."*

**Jeffrey Atkins, Bus Operator, November 2004**



*"I have been charged with projects that will have a profound effect on the future of the Golden Gate Bridge as well as District facilities. Being an employee of the District is an experience I will never forget!"*

**Gerardo Munsayac, Engineering Design Technician, December 2004**



*"My job is great as I am constantly challenged to solve new problems. Plenty of variety!"*

**Tomasz Klys, Senior Systems Administrator, September 2004**

*"It is wonderful to work as part of the Golden Gate Bridge family. We do the best job we can and more. I count it a special privilege to work at one of the most famous icons in the world."*

**Daisy Chow, Engineering Office Specialist, March 2005**





*“Even though the District is enduring budgetary challenges, I am continually impressed with the positive feedback of our passengers and honored to be part of such a cohesive unit that displays dedicated teamwork as the norm.”*

**Cynthia Amadea, Ferry Operations Supervisor, June 2005**

*“Each day brings new challenges, and I like that. I really enjoy the friendships I’ve made with my fellow workers.”*

**Pete Guthlein, Planning Administrative Assistant, April 2005**



*“The work environment is constantly changing – almost by the minute. It could be anything....the bus, passengers, traffic, or weather. You’ve got to be ready for it!”*

**Matthew Corbett, Bus Operator, May 2005**



*“I am honored to have been selected by my coworkers for this honor; without each one of them I could not do my job. I would like to express my appreciation to all Golden Gate employees.”*

**Sidney Thomas, Ferry Mechanic, February 2005**