



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

To: Board of Directors
Meeting of March 22, 2024

From: Strategic Planning Advisory Committee

Subject: **DISCUSSION OF THE DRAFT FINAL 2024 STRATEGIC PLAN**

Recommendation

There is no recommendation. The Draft Final 2024 Strategic Plan is presented for consideration, discussion and comment by the Board of Directors (Board) and the public.

Summary

This report contains the Draft Final 2024 Strategic Plan (Strategic Plan) which is the product of the Strategic Planning Advisory 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 Draft Final Strategic Plan.

Process Followed in Creating the Draft 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 committees 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 themes, 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 40 initiatives that are included in the Draft Final Strategic Plan, Attachment A of this report.

Purpose of Strategic Plan

The Draft 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 40 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.

Review of the Draft Final Strategic Plan

At the March 22nd Board meeting, the Draft Final Strategic Plan will be presented to the Board and public for consideration, discussion and comment. The Advisory Committee will review any input and bring a revised Strategic Plan back to the Board for consideration and possible approval.

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 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. The public will have the opportunity to provide input on all initiatives during this process and 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 40 initiatives that are focused on achieving the Board's goals and as such also serves as a workplan 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.

Draft Final Strategic Plan Structure

The Strategic Plan is made up of 40 initiatives divided into 4 descriptive groupings; Customer Service Improvements, 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 starting with High – increasing estimated net revenues by over \$1 million a year to the 6th and final level which is High Negative – decreasing estimated net revenues by over \$1 million a year.

Discussion and Review of the Draft Final Strategic Plan by the Board

Following a staff presentation that will cover all the initiatives and Board discussion of the Strategic Plan, the Board and the public are encouraged to provide input to the Committee on the Plan, its structure, and/or any of the initiatives.

Next Steps

Input from the Board and public from the discussion on, and comments about, the Draft Final Strategic Plan will be provided to the Strategic Planning Advisory Committee at its next meeting in April 2024. The Committee will address the comments and return a Final Strategic Plan to the full Board for consideration and possible action.

Fiscal Impact

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

Attachment A – Draft Final Strategic Plan

Attachment B – Categorization Criteria for the Draft Final Strategic Plan

Draft Final Strategic Plan - March 22, 2024

Strategic Plan Initiatives

Customer Service Improvements

Initiative #		Timing	Duration	Fiscal Impact
1	Continue to concentrate on enhanced accessibility when planning bus stops, routes and facilities including accessible paths of travel.	A	⌚⌚	-\$
2	Continue to 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	Respond to post-pandemic transit travel patterns by matching Bus and Ferry service levels to changing customer demand to maximize passengers per trip. Tailor service to the varied customer demand during the workweek and seasonally.	A	⌚⌚⌚	+\$\$\$
4	Make transit easier for bike riders, for example, by providing new, secure long-term parking for bikes of different sizes, types, and dimensions. Examine developing 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	⌚⌚⌚	-\$
6	Continue to 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 service plan for the Highway 101 Corridor. Evaluate where there is duplicative North Bay service between SMART, GGT, Marin Transit and Sonoma service providers. Design transit service based on current and future customer needs. Support the Regional Network Management goals.	C	⌚⌚⌚	+\$\$\$
9	Work with regional partners to convert HOV lanes in North Bay to 3+ occupants with consistent operating hours to increase bus speed and reduce operating costs.	C	⌚⌚⌚	+\$
10	Work with regional partners to improve bus travel times on the westbound approach to the Richmond Bridge during commute hours; advocate adding back the HOV lane approaching the bridge to bypass the queue.	C	⌚⌚⌚	+\$
11	Increase bus ridership by working with regional partners (including cities, counties and private land owners) to increase capacity at, and accessibility to, park and ride lots in the 101 corridor.	C	⌚⌚⌚	+\$
12	Work with partner agencies to investigate undertaking a comprehensive marketing strategy (including the use of social media) to attract more transit riders of various types including organized groups, families, transit-dependent individuals, non-commute users, and convention attendees. Examine the potential of marketing additional Ferry and Bus service to special events and non-commute locations and how passengers can make connections to get to local destinations.	C	⌚⌚⌚	+\$
13	Work with regional funding partners and in cooperation with government and commercial entities to expand bus and ferry service beyond the 101 corridor including for access to high-traffic special events and recreational sites in the District's service area during and outside of its normal operating hours and to explore additional links to the I-80 corridor.	C	⌚⌚⌚	+\$
14	Work with the Transportation Authority of Marin on the 101-580 Multi-modal and Local Access Improvement Project to increase traffic flow and thus bus speed in the 101 corridor.	C	⌚⌚⌚	-\$
15	Redesign Alexander Avenue to align more properly with its place in the active transportation network. Work with Federal, State and regional transportation partners to fund construction of the new design.	C	⌚⌚⌚	-\$

Strategic Plan Initiatives

Timing
Duration
Fiscal Impact

Sustainability and Climate Responsibility

16	Plan for climate change by establishing a feasible financially and environmentally sustainable business model for the District including: a long-term energy plan with implementation timeline goals for facilities; green transportation options for Bridge, Bus and Ferry operations; a plan to increase efficiency and reduce waste throughout the District's operations that incorporates modern practices in view of 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.	A	⌚⌚⌚	-\$
17	Study and implement effective alternatives for bus and ferry emission reductions within available resources.	A	⌚⌚⌚	-\$
18	Explore opportunities and possible mechanisms to support efforts to jointly develop housing at District property to the extent that it's consistent with local zoning and planning jurisdictions and within the District's Mission.	C	⌚⌚⌚	++\$
19	Work with local jurisdictions implementing transit-oriented developments for opportunities to provide transit service that is aligned with the District's mission and local agencies' efforts to build housing in their communities.	C	⌚⌚⌚	-\$

Address Financial Shortfall










20	Develop and implement a new 5-year toll increase program taking into consideration the funding needs of the District's transit operations.	A	⌚⌚	++\$\$
21	Study 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	⌚⌚	++\$\$
22	Eliminate toll discounts for private transportation services providing service to SFO.	A	⌚⌚	++\$
23	Increase parking fees and investigate increasing lot size at all District lots (bridge and transit). Investigate a comprehensive paid vehicle access and parking program.	A	⌚⌚⌚	++\$
24	Work with our other transit partners to consider coordinating the District's bus routes originating in northern Marin and Sonoma through the Larkspur Ferry Terminus to reduce the cost of service and enable funding to be used for other District services.	C	⌚⌚⌚	++\$\$
25	Investigate the feasibility of expanding the Bridge experience with fee-based educational tours.	F	⌚⌚⌚	++\$\$
26	Investigate the feasibility of converting to two-way tolling: collecting half the toll northbound and half the toll southbound.	F	⌚⌚⌚	++\$\$

Operational Excellence







27	Minimize the District's projected 10-year shortfall and improve the District's ability to effectively demonstrate its unfunded capital project need to other parties by developing a 5-year/10-year capital plan constrained by current project delivery abilities.	A	⌚⌚	++\$\$
28	Investigate the feasibility of the District paying down its unfunded liability by making Additional Discretionary Payments to CalPERS. This could reduce interest payments by potentially \$2.2 million over the next 10 years.	A	⌚⌚	++\$
29	Audit the current approach of all staff training, including training on sexual harassment and implicit bias, to ensure its effectiveness.	A	⌚⌚	-\$
30	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	⌚⌚	-\$
31	Institute a process to reevaluate business areas and staff levels in all departments; examine both filled and vacant positions.	A	⌚⌚⌚	++\$\$

Strategic Plan Initiatives

Operational Excellence Continued

32	Explore alternative methods of capital project delivery, such as on-call contract capital project managers and implementation specialists; and support capital project delivery by institutionalizing the capital planning process to increase the efficiency of completing projects and improve asset management, including by expanding Maximo enterprise-wide and training District staff to utilize Maximo fully.	A		+\$\$\$
33	Create a comprehensive, District-wide plan to attract, train, promote, and retain management and staff needed to accomplish strategic goals. Build necessary District staffing structure to carry out the task. Provide yearly reviews/updates on improvements and on the plan's success.	A		+\$
34	Complete the work of the GGB Board's Advisory Committee on Diversity, Equity and Inclusion and implement its recommendations.	A		-\$
35	Examine the feasibility and impact on employees of replacing the annual stipend and HRA program with a single higher medical stipend which could result in a budgeted savings of \$16 million over 10 years and allow more autonomy for employees and less administrative work for both the employer and employee.	C		+\$\$\$
36	Investigate the feasibility and impact on employees of the District funding District medical benefits at the cost of the CalPERS Gold PPO plan or Kaiser HMO plan. Employees who choose other plans would pay the cost difference. It is anticipated that this would reduce District costs by approximately \$8 million over the next 10 years.	C		+\$
37	Investigate the feasibility and impact on employees of standardizing to that of the non-represented employees the health care premium share for all active employees and early retirees; estimated savings of \$5.5 million over 10 years.	C		+\$
38	Investigate the feasibility and impact on employees of synchronizing District retiree medical benefit qualification to the CalPERS retirement formula and qualifications to allow for consistency across all employees in how medical and retirement qualifications are calculated.	C		+\$
39	Work with partners to craft standard language within MOU's to improve administrative efficiencies.	C		+\$
40	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.