



Agenda Item No. (6)(A)

**REPORT OF THE GENERAL MANAGER  
BOARD OF DIRECTORS  
MEETING OF NOVEMBER 21, 2025**

The Honorable Board of Directors  
Golden Gate Bridge, Highway and Transportation District

Honorable Members:

**POSSIBLE RISK TO FTA GRANT FUNDS DUE TO AMALGAMATED TRANSIT UNION (ATU) LAWSUIT**

The Federal Transit Administration (FTA) cannot provide (or obligate) funds to transit agencies under most of its programs unless the United States Secretary of Labor (Secretary) certifies that the grant recipient has labor protective arrangements that the Secretary determines are “fair and equitable.” This action by the Secretary is commonly referred to as a “Section 13(c) certification”.

On November 6, 2025, the Amalgamated Transit Union (ATU) International and several Locals, including Local 1575 which represents the District’s bus operators, filed suit in the U.S. District Court for the District of Columbia against the United States Department of Labor (USDOL) challenging the department’s policy of certifying grants for transit agencies in California over objections raised by ATU that the California Public Employees’ Pension Reform Act of 2013 (PEPRA) violates worker protections under Section 13(c).

Among other things, ATU seeks a permanent injunction from the court that would not only bar USDOL from certifying any grants when ATU raises PEPRA-based objections, but also revoke prior Section 13(c) certifications. Such an injunction could imperil FTA grants for the District’s bus and ferry capital projects (e.g. \$2.5 million for ferry operations in the current fiscal year, purchase of two new ferry boats, and the Sausalito Ferry Terminal Replacement, etc.)

**DISTRICT RECEIVES DISTINGUISHED BUDGET PRESENTATION AWARD FROM THE GOVERNMENT FINANCE OFFICERS ASSOCIATION**

We are pleased to announce that the District’s FY 25/26 Budget document has been awarded the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA). This award represents a significant achievement by the District and is the highest form of recognition in governmental budgeting. This is the 20<sup>th</sup> consecutive year that the District has won this award.

**DISTRICT RECEIVES DISTINGUISHED BUDGET PRESENTATION AWARD FROM THE GOVERNMENT FINANCE OFFICERS ASSOCIATION (continued)**

The Finance Office would like to send special thanks to the District Officers, the Deputy General Managers and their respective staff for contributing to achieving this success. We would also like to highlight the contributions of the Budget and Capital Grants offices represented by Grant Martinez, Director of Budget & Financial Analysis, Eric Reeves, Principal Budget Program Analyst, Jacob Brown, Principal Analyst Capital and Grants Programs and Kris Rogers, Finance Administrative Analyst.

**UPDATE REPORT ON *M.V. MENDOCINO* DRYDOCKING AND ENGINE OVERHAUL**

On June 27, 2025, the Board of Directors ratified the emergency action of the General Manager to enter into an emergency contract with Bay Ship & Yacht Co., of Alameda, CA, in the amount of \$495,000, for drydocking and related services, and to issue a task order under an existing on-call agreement with Pacific Power Group (PPG), of Kent, WA, in the amount of \$536,379.62, for overhaul and commissioning support of the *M.V. Mendocino*'s damaged main engine. The vessel sustained a catastrophic failure of its starboard aft main engine on May 5, 2025, requiring removal and transport of the engine to PPG's facility for a full rebuild, while also completing the vessel's biennial United States Coast Guard (USCG) credited drydocking.

The engine was received by the shipyard on September 30, 2025, and installation began the following day. During engine alignment on the existing bed mounts, the engine was found to be sitting too high. Despite multiple attempts by the shipyard, District staff, and PPG to bring it into proper alignment, acceptable tolerances could not be achieved. On October 24, District staff directed the removal of the existing Chockfast, followed by realignment and re-chocking of the engine. Removing the old Chockfast took several days, after which jacking mounts were fabricated and welded to the vessel to facilitate precise adjustment. The engine has now been aligned within 0.03".

Dams are being built ahead of the new Chockfast pour scheduled for the end of this week. While the Chockfast cures over the subsequent days, the yard will reconnect all related interferences and continue commissioning preparations.

If all work proceeds without issue, the current return-to-service window is November 14–17. All USCG work items have been corrected and signed off; USCG will still witness engine startup and sea trials. The vessel will be service-ready upon return to Larkspur, pending issuance of the Certificate of Inspection (COI).

The District has received change orders from Bay Ship & Yacht for structural repairs to the hull and from PPG for the crankshaft and engine block machining. These change orders are reflected in the fiscal impact table below.

**Background**

On May 5, 2025, the *M.V. Mendocino* sustained a catastrophic failure of its starboard aft main engine while underway at full operating speed. Upon inspection by PPG, the original equipment manufacturers (OEM) authorized service provider, District staff were advised that significant

**UPDATE REPORT ON *M.V. MENDOCINO* DRYDOCKING AND ENGINE OVERHAUL  
(continued)**

engine damage had occurred, including the destruction of two-cylinder liners and associated damage to the crankshaft and other interfacing components. Metal debris was also dispersed throughout the engine, necessitating a complete teardown and rebuild at PPG's facility in Kent, Washington.

Due to the extent of the damage, the engine must be removed from the vessel and transported to PPG's overhaul facility in Washington for complete teardown and rebuild. To accomplish this, the vessel must be drydocked to allow for engine extraction and subsequent reinstallation. District staff also identified the opportunity to complete the vessel's biennial USCG credited drydocking while it is out of the water, as required by 46 CFR 115.610 for K-class vessels.

To avoid service disruptions and cascading delays to future drydocking schedules for other high-speed vessels in the fleet, including the *M.V. Napa*, *M.V. Golden Gate*, and *M.S. Marin*, District staff recommended immediate action. Under the authority granted by California Public Contract Code Section 22050 and the District's Procurement Policy, the General Manager authorized an emergency contract with Bay Ship & Yacht to facilitate drydock access and support engine removal and reinstallation and an emergency task order for the overhaul and commissioning support under the existing on-call professional services agreement with PPG.

**Summary of Scope of Work**

The scope of work performed under this emergency action includes:

- Bay Ship & Yacht Co.
  - Drydocking the vessel and providing all labor and equipment necessary for safe removal and reinstallation of the damaged engine.
  - Supporting structural and mechanical work, including removal of interferences, temporary modifications, and preservation of disturbed systems.
  - Making the vessel available for USCG inspection and completing all work necessary for USCG credited drydocking, including valve servicing, sea chest cleaning, and hull coatings.
  - Supporting dock and sea trials.
- Pacific Power Group
  - Performing a full in-shop overhaul of the starboard aft MTU 12V4000M60 main engine.
  - Replacing or rebuilding major components, including cylinder heads, piston liners, crankshaft, camshaft, bearings, fuel pumps, turbochargers, and cooling systems.
  - Reassembling and testing the engine in accordance with OEM specifications prior to redelivery.
  - Supporting on-site commissioning of the engine following reinstallation, including sea trials.

**UPDATE REPORT ON *M.V. MENDOCINO* DRYDOCKING AND ENGINE OVERHAUL  
(continued)**

**Fiscal Impact**

The total estimated cost of the emergency work related to the *M.V. Mendocino* is \$1,464,731. District staff have reviewed the scope and cost proposals for both efforts and determined the prices to be fair and reasonable based on the nature and urgency of the work, and by comparison with recent, similar shipyard and OEM-authorized engine service contracts.

Funding for this work is available in Capital Project #2341, *Ferry Vessel Rehabilitation and Dry Dockings*, which is included in the FY 24/25 Ferry Division Capital Budget with a total budget of \$18,500,000. This project is funded with 80 percent Federal Transit Administration (FTA) funds and 20 percent District funds, as shown in the table below. The General Manager will continue to provide the Board with regular updates on the status and costs of this work.

DESCRIPTION OF ITEMS	FEDERAL (80%)	DISTRICT (20%)	TOTAL
Contract No. 2025-F-061, <i>M.V. Mendocino Emergency Drydocking and Engine R&amp;R</i>	\$396,000.00	\$99,000.00	\$495,000.00
Contract No. 2025-F-017, <i>On-Call MTU Engine Maintenance and Repair Parts</i>	\$429,103.70	\$107,275.92	\$536,379.62
Contract No. 2025-F-017, <i>On-Call MTU Engine Maintenance and Repair Parts CO#1 To TO#1</i>	\$20,449.27	\$5,112.31	\$25,561.58
Contract No. 2025-F-061, <i>M.V. Mendocino Emergency Drydocking and Engine R&amp;R CO#1</i>	\$326,231.76	\$81,557.94	\$407,789.70
<b>TOTAL COSTS</b>	<b>\$1,171,785</b>	<b>\$292,946</b>	<b>\$1,464,731</b>

**UPDATE REPORT ON THE LARKSPUR FERRY TERMINAL BERTHS 1 AND 2  
BOARDING RAMP REPAIRS**

Please refer to the Engineer's Report for the update report on the Larkspur Ferry Terminal Berths 1 and 2 Boarding Ramp Repairs emergency project.

**UPDATE REPORT ON THE GOLDEN GATE BRIDGE ELECTRICAL SYSTEM  
REPAIRS**

**Background**

On Saturday, February 8, 2025, one of the Golden Gate Bridge's main circuit breakers tripped, affecting power to some of the Bridge's lighting and other electrical systems. The District's Bridge Division forces mobilized to the Bridge, investigated the electrical system and provided temporary power to certain locations but were unable to determine the cause of the tripped breaker and unable to restore power to all the lighting and other electrical systems at the Bridge. Bridge Division staff requested Engineering Department staff assistance to bring in outside electrical contractors with

## **UPDATE REPORT ON THE GOLDEN GATE BRIDGE ELECTRICAL SYSTEM REPAIRS (continued)**

expertise in medium to high voltage industrial electrical installations to assist with the investigation. The Bridge lighting and electrical systems are critical infrastructures that are necessary for the protection and security of the Bridge as well as for providing safe access to vehicle traffic, water vessel traffic and air traffic traveling on, under and over the Bridge.

Due to the need to quickly repair these critical systems, in accordance with Public Contract Code Section 22050 and the District's Procurement Policy, on February 10, 2025, the General Manager authorized an emergency purchase order and Contract Change Order (CCO) #1 with PB Electric, Inc., Rancho Cordova, CA, in an amount not-to-exceed \$107,500, to perform an investigation of the electrical system and cause of the outage.

PB Electric, Inc. mobilized to the site and discovered damaged and failed equipment and cable failures at multiple locations on the Bridge. It was determined that the damaged and failed equipment cannot be repaired and must be replaced. Initial searches have determined that the existing failed electrical equipment is no longer made and new compatible equipment must be sourced and procured. In the interim, Bridge Division forces have installed temporary generators to restore the lighting and other electrical systems that were impacted by the equipment failure. The District executed CCO #2 with PB Electric, Inc., to perform additional assessments of the existing conditions, including opening all the east sidewalk electrical pull boxes, documenting the condition of conductors in the pull boxes, documenting findings, developing scopes of work and construction scheduling for short-term and long-term solutions.

Based on the assessments and findings, Engineering staff, the electrical engineering consultant, PB Electric, Inc., and Bridge Division staff developed preliminary repair plans. It has been determined that the lead time to procure new transformers and switches suitable for use at the Bridge is approximately one year, so short-term and long-term solutions are being developed.

The short-term plan includes procuring readily available equipment that may be installed and utilized while the long-term solution is completed. Engineering staff requested and PB Electric, Inc., provided a cost estimate in the amount of \$400,000 to procure the material and equipment necessary to implement the short-term solution. Engineering staff reviewed the material and equipment costs and determined that they were reasonable and directed PB Electric Inc., to order the items pursuant to CCO #3. On March 28, 2025, the Board of Directors ratified CCO #3 with PB Electric, Inc. to procure electrical material and equipment necessary to perform a temporary short-term repair to the Golden Gate Bridge electrical system.

PB Electric, Inc. ordered the initial equipment and materials needed for the short-term solution, at a cost of \$189,000. While removing some of the damaged equipment from the Bridge, Bridge District electricians discovered additional failed equipment requiring replacement. Funds were still available from the CCO #3 authorization, so the District requested PB Electric, Inc. to procure a new transformer and switch panel, in an amount of \$90,000, to replace the failed equipment.

The District has received all of the electrical equipment for the short-term solution.

District staff requested that the engineering consultant prepare construction bid documents and specifications for the short-term installation. The engineering consultant provided a cost proposal,

## **UPDATE REPORT ON THE GOLDEN GATE BRIDGE ELECTRICAL SYSTEM REPAIRS (continued)**

in the not to exceed amount of \$9,600, to perform this work. Engineering staff reviewed the proposal and determined that it was reasonable and directed the consultant to proceed with the work.

Engineering staff and the electrical engineering consultant have prepared construction documents necessary for the short-term installation. On September 23, 2025, staff performed site walks with two electrical contractors to review the existing conditions and the available access to the areas of work. Modifications to the drawings and the scope of work are being made, based upon discussions with the electrical contractors, after which staff will submit to the contractors for pricing. Bridge Division ironworkers are fabricating a steel platform extension for the east sidewalk mid-span equipment due to the existing platform being too small to support the new equipment.

Engineering staff, the electrical engineering consultant, and PB Electric Inc. are also continuing to develop the full scope of work and cost estimate for the long-term solution.

Any additional change orders and contract award(s) associated with this work will be brought to the District's Board of Directors at a future meeting.

### **Fiscal Impact**

Current estimated costs to date for activities related to the Bridge electrical system repairs are \$499,270. The General Manager will continue to provide the Board with regular updates on the status and costs of this work.

<b>DESCRIPTION OF ITEMS</b>	<b>COSTS</b>
Site Investigation and Electrical System Assessment (PB Electric, Inc., Initial assessment and CCO #1)	\$107,500
Additional assessment, documentation of findings, developing scope of work and construction scheduling for the short-term and permanent solution. (PB Electric, Inc., CCO #2)	\$98,250
Procure Electrical Material and Equipment (PB Electric, Inc., CCO #3 authorized up to \$400,000)	\$189,000
Procure Electrical Material and Equipment (PB Electric, Inc., CCO #3 authorized up to \$400,000)	\$85,120
Electrical Engineer Consultant (Victor Steffen, Initial assessment and short-term solution)	\$9,800
Electrical Engineer Consultant (Victor Steffen, Short term solution construction drawings and specifications)	\$9,600
<b>TOTAL COSTS</b>	<b>\$499,270</b>

## **UPDATE ON THE EFFORT TO IMPROVE THE FINANCIAL CONDITION OF THE GOLDEN GATE TRANSIT AMALGAMATED RETIREMENT PLAN (GGTARP)**

District employees participate in one of four different pension plans based on their collective bargaining agreement. Current and retired District bus operators are participants in the Golden

**UPDATE ON THE EFFORT TO IMPROVE THE FINANCIAL CONDITION OF THE GOLDEN GATE TRANSIT AMALGAMATED RETIREMENT PLAN (GGTARP) (continued)**

Gate Transit Amalgamated Retirement Plan (GGTARP). GGTARP is unique in many ways, including its current funding status and its governance

Among other things, a fiscally sound approach to pensions necessitates that a retiree's ultimate pension payments are reasonably correlated to the contributions made on behalf of the participant, taking into account the accompanying investment returns. Not surprisingly considering GGTARP's woefully underfunded status, GGTARP has not historically followed this approach. It has been and continues today to be an outlier among pension plans in its funding status, in its response to being woefully underfunded and in its governance.

For example, the trustees of other pension plans have established a strong correlation between the age at retirement and the monthly pension payment paid to a retiree. In other pension plans, a participant who retires early receives a lower monthly amount than they would receive with a regular pension. The monthly amount is reduced to account for the fact that the early retiree's payments begin earlier and are expected to be paid for a longer period. This is a fiscally sound approach. Please note, GGTARP does not do this.

Fortunately, some progress has been made within the last five years, including: increased contributions, replacing the Plan professionals (e.g., the attorney and plan administrator) with firms with pension experience, replacing the investment advisor who consistently underperformed both rising and falling markets, and correlating a year of pension credit to contributions received on behalf of a participant. Then on February 15, 2024, the GGTARP Trustees voted to eliminate the spousal subsidy; however, at that meeting they did not adopt the requisite tables to implement the change.

On May 16, 2024, the GGTARP met and approved a Plan amendment that revised Table D-1 factors to finalize the elimination of the spousal subsidy. Although the Plan administrator posted a copy of the Plan amendment to the GGTARP participant website, the Plan amendment does not explain to members that the spousal subsidies were eliminated, and the Plan administrator did not provide a "plain language" summary of the Plan modifications to members. Because the Trust is not subject to the same ERISA disclosure requirements as the Taft-Hartley pensions plans covering other District employees, the GGTARP Trustees would need to direct the Plan administrator to send a written explanation of the changes and their effects to GGTARP members.

Most significantly, in negotiating the prior MOU with the ATU, the ATU and the District agreed to form a working group to prepare a "Rehabilitation Plan". Below is the relevant language from the MOU regarding this vital task, including the underlining as it appears in the signed Tentative Agreement:

*"A pension working group composed of equal number of District GGTARP Trustees, Union GGTARP Trustees and attorneys for both sides will begin meeting immediately to discuss a rehabilitation plan to address future underfunding, akin to those required of jointly-trusteed defined benefit pension plans in "endangered or critical funding status" under the Pension Protection Act. Experts will be brought in as needed for consultation and calculations of scenarios*

**UPDATE ON THE EFFORT TO IMPROVE THE FINANCIAL CONDITION OF THE GOLDEN GATE TRANSIT AMALGAMATED RETIREMENT PLAN (GGTARP) (continued)**

*intended to bring longer term stability to the GGTARP. The District will cover the costs of any experts or consultants, and it will have the final authority to determine which expert/consultant is selected.”*

The parties agreed to the working group as a means of addressing the pressing needs of the pension during the term of the MOU without having to delay wage increases for bus operators. Per the agreement, the District hired an actuary, Buck, to assist the Working Group in the development of the Rehabilitation Plan. The Working Group and Buck, collectively, “the Team”, had its kick-off meeting on February 22, 2024. The Team discussed, among other ideas, the need to look at all possible strategies (funding AND benefit cuts) which would help the Plan get back to solvency.

The Team met, and Buck (now called Gallagher after an acquisition) prepared projections for various scenarios to improve the Plan’s funded status. After Buck/Gallagher presented the information, the District’s members pressed the working group to make decisions as to what the elements of the rehabilitation plan should be, as was the purpose of the group; however, the Union’s members refused to do so, stating that such decisions could only be made in the context of traditional collective bargaining. Thus, because the Union was unwilling to actually commit to a rehabilitation plan, in the District’s view, the purpose of the working group was stymied, and no more progress could be made in that format. No more meetings of the working group have been scheduled.

At the September 25, 2025 GGTARP Retirement Board meeting, the Plan’s Actuary, Cheiron, presented the Plan’s actuarial valuation report as of January 1, 2025 and was advised that the Plan’s funded status continues to deteriorate.<sup>[1]</sup> The Report is available at the web link in the footnote below.

The valuation report shows that the Plan's Unfunded Actuarial Liability, which is the excess of the Plan’s Actuarial Liability over its Actuarial Value of Assets, increased from \$105.2 million on January 1, 2024 to \$114.3 million on January 1, 2025. The Plan’s funded ratio decreased from 47.2% as of January 1, 2024 to 42.9% as of January 1, 2025.

The following excerpt is from the GGTARP investment performance report presented to the GGTARP Retirement Board for the period ending June 30, 2025, which shows that the Plan’s investment returns have consistently underperformed against the benchmark.

	Market Value (\$)	% of Portfolio	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)
<b>Total Plan</b>	<b>84,689,778</b>	<b>100.0</b>	<b>5.0</b>	<b>6.0</b>	<b>9.6</b>	<b>8.3</b>	<b>7.9</b>	<b>5.7</b>
<i>Policy Index</i>			5.9	5.9	10.4	8.8	7.4	6.9

<sup>[1]</sup> GGTARP Actuarial Valuation as of January 1, 2025, can be found here:  
[2025\\_golden\\_gate\\_transit\\_report\\_2025.09.05s.pdf](#)



# **UPDATE ON THE EFFORT TO IMPROVE THE FINANCIAL CONDITION OF THE GOLDEN GATE TRANSIT AMALGAMATED RETIREMENT PLAN (GGTARP) (continued)**

The GGTARP's 10-year return of 5.7% as of June 30, 2025, is notably below the Plan's Policy Index of 6.9%, as well as lower than the preliminary 10-year return of 8.06% reported by the District's OPEB Investment Advisor (which the GGTARP Board could have hired). For a Plan with \$100 million in assets, a 2.36% lower return over a 10-year period equals approximately \$26 million in lost investment earnings.

Although GGTARP's current investment advisor has performed much better, the Plan is still recovering from years of poor performance from the earlier subpar investment advisor.

Over the years the District Trustees have advocated for numerous changes to improve the financial condition of GGTARP. However, the GGTARP governance process has stymied many of these efforts, including the hiring of the prior subpar investment advisor. The governance process that led to GGTARP's decision to hire and stay with a subpar investment advisor longer than they should have (earning about \$26 million less over 10 years), highlights the need for governance changes as part of efforts to provide long term solvency for our bus operators' pensions.

## **PRESENTATIONS BY DISTRICT STAFF FOR THE MONTH OF OCTOBER**

District staff made the following speeches and/or presentations:

<b>PRESENTATION TO:</b>	<b>DATE:</b>	<b>PRESENTED BY:</b>
Transit Labor Exchange	October 21, 2025	Bus Operations Program Manager Krystalyn O'Leary and Director of Transportation Mario Jacquez

## **SPECIAL EVENT/EXPRESSIVE ACTIVITY REQUESTS**

Below are the dates and sponsoring agencies of special events and expressive activities which have been permitted in November and December:

<b>Event Date</b>	<b>Event Title</b>	<b>Location</b>	<b>Type*</b>	<b>Expected No. Participants</b>
November 2, 2025	Golden Gate Half Marathon	GGB East & West Sidewalk	SE	4,000 – 5,000
<b><i>POSTPONED DUE TO GOVERNMENT SHUTDOWN</i></b> November 22, 2025	Spartan GGTC 50 Mile & 50K Race	Dillingham Parking Lot, Tunnel under GGB & East Sidewalk R/T	SE	450
<b><i>POSTPONED DUE TO GOVERNMENT SHUTDOWN</i></b> November 23, 2025	Spartan GGTC 25K & 15K Race	Dillingham Parking Lot, Tunnel under GGB & East Sidewalk (one-way)	SE	1,300

\*Permit Types: EX-ACT – Expressive Activity and SE – Special Event

## VEHICLE TRAFFIC INCIDENTS FOR THE MONTH OF OCTOBER

For the month of October, there were following vehicle traffic incidents to report:

Vehicle Traffic Incident	Vehicles	Injuries	Fatalities	Location
C - Collision	1	0	0	Lateral
RE – Rear Ender	3	0	0	Doyle
HB – Hit Barrier	1	0	0	Plaza
HB – Hit Barrier	2	0	0	Plaza
HB – Hit Barrier	1	0	0	Plaza
HB – Hit Barrier	1	0	0	Plaza
SS – Side-Swipe	2	0	0	Plaza
RE – Rear Ender	2	0	0	Bridge
RE – Rear Ender	2	0	0	Waldo
HB – Hit Barrier	1	0	0	Plaza
RE – Rear Ender	2	2	0	Bridge
SS – Side-Swipe	3	0	0	Doyle
HB – Hit Barrier	1	0	0	Plaza
SS – Side-Swipe	2	0	0	Bridge
HB – Hit Barrier	1	0	0	Plaza
HB – Hit Barrier	1	0	0	Plaza
<b>TOTAL</b>	<b>26</b>	<b>2</b>	<b>0</b>	

## BICYCLE INCIDENTS FOR THE MONTH OF OCTOBER

For the month of October there were no bicycle incidents to report:

## FERRY BICYCLE COUNTS THROUGH THE MONTH OF OCTOBER

Ferry Bicycle Counts through the month of October are as follows:

Larkspur Southbound Bicycle Counts	
2019 Annual Total	29,828
2020 Annual Total	7,422
2021 Annual Total	4,716
2022 Annual Total	13,312
2023 Annual Total	15,453
2024 Annual Total	20,086
January – October	20,003

\*The Larkspur October bicycle count was 2,271

**FERRY BICYCLE COUNTS THROUGH THE MONTH OF OCTOBER (continued)**

<b>Sausalito Southbound Bicycle Counts</b>	
2019 Annual Total	95,590
2020 Annual Total	9,415
2021 Annual Total	8,845
2022 Annual Total	64,952
2023 Annual Total	64,852
2024 Annual Total	53,128
January - October	30,979

\*The Sausalito October bicycle count was 3,027

<b>Tiburon Southbound Bicycle Counts</b>	
2022 Annual Total ( <i>Reporting started January 1, 2022</i> )	9,204
2023 Annual Total	9,481
2024 Annual Total	8,993
January – October	6,024

\*The Tiburon October bicycle count was 869

<b>Angel Island Northbound Ferry Bicycle Counts</b>	
2021 ( <i>December service start</i> ) Annual Total	39
2022 Annual Total	4,807
2023 Annual Total	4,556
2024 Annual Total	3,712
January – October	3,206

\*The Angel Island October bicycle count was 313

**PRESENTATION OF FORTY-YEAR SERVICE AWARD TO HECTOR I. BOUGH, BRIDGE LIEUTENANT, BRIDGE DIVISION**

We are pleased to announce that Lieutenant Hector Bough, Bridge Division, celebrated forty years of service with the District on November 8, 2025.

Lieutenant Bough joined the District as a part-time Lane Worker on November 8, 1985; on January 3, 1989, he was promoted to full-time Bridge Service Operator; on March 24, 2008: he was promoted to Bridge Sergeant; and on June 2, 2014, Lieutenant Bough, was promoted to his current position, Bridge Lieutenant.

**PRESENTATION OF FORTY-YEAR SERVICE AWARD TO HECTOR I. BOUGH,  
BRIDGE LIEUTENANT, BRIDGE DIVISION (continued)**

During his career with the District, Lieutenant Bough received recognition of his professionalism, including a letter from former General Manager, Carney Campion, commending him for a job well done when responding to a fatal traffic accident. A patron of the Bridge also sent a glowing email to Bridge Administration, praising Lieutenant Bough and his exemplary service.

Prior to District service, Lieutenant Bough was employed as a Driver for Cypress Trucking in San Francisco and as a Mail Room Clerk at Bank of California.

In his free time, Lieutenant Bough enjoys sports, including basketball, baseball, soccer, hockey, and Formula 1 racing.

**PRESENTATION OF TWENTY-FIVE YEAR SERVICE AWARD TO JAMES CHEUNG,  
BUS OPERATOR, BUS DIVISION**

We are pleased to announce that Bus Operator, James Cheung, Bus Division, celebrated twenty-five years of service with the District on November 3, 2025.

Mr. Cheung joined the District as a full-time Bus Operator on November 3, 2000.

**PRESENTATION OF TWENTY-FIVE YEAR SERVICE AWARD TO CHRISTOPHER  
HAWKINS, BUS OPERATOR, BUS DIVISION**

We are pleased to announce that Bus Operator, Christopher Hawkins, Bus Division, celebrated twenty-five years of service with the District on November 3, 2025.

Mr. Hawkins joined the District as a full-time Bus Operator on November 3, 2000.

During his career with the District Mr. Hawkins is most proud of being a part of the Bus Operator Mentorship Program.

Prior to District service, Mr. Hawkins was a Loomis Armored Car driver.

In his free time, Mr. Hawkins enjoys auto repair and classic cars.

**EMPLOYEE OF THE MONTH – NOVEMBER 2025**

After reviewing nominations submitted by District employees the Employee of the Month Committee selected Payroll Timekeeping Specialist Sheila Haugen in the District Division as the Employee of the Month for November 2025.

### **EMPLOYEE OF THE MONTH – NOVEMBER 2025 (continued)**

Ms. Haugen is recognized for her exceptional dedication, reliability, and performance. She consistently meets and exceeds expectations in her role, demonstrating an unwavering commitment to accuracy, teamwork, and service excellence. The Payroll Department and Ms. Haugen in particular help the Bus Division by accurately tracking payroll, most especially during student Line Training which pairs new students with current operators for hands-on, real-time training with passengers. This process is highly detailed, constantly changing, and requires great care and coordination, especially between these departments. Throughout this complex payroll tracking, Ms. Haugen has been a primary point of contact, and her support, understanding, and attention to detail have been invaluable. Ms. Haugen approaches her work with diligence and precision, often catching potential errors before they occur and ensuring that Bus operator drops, re-assignments, and other changes are reflected accurately and processed promptly. She is always responsive—whether by phone, Teams, or email—and consistently available when time-sensitive issues arise. Her commitment to doing things right the first time reflects her integrity and professionalism.

Beyond her technical expertise, Ms. Haugen's personable nature and positive attitude make her an absolute joy to work with. She transforms what can be an arduous task into a manageable and even enjoyable collaboration. Outside of the payroll related to Line Training, she continues to be a dependable resource—knowledgeable, thoughtful, and always willing to help problem-solve.

Of special note, Ms. Haugen's coworkers share that she truly exemplifies teamwork, dedication, and excellence. Her contributions not only strengthen the Bus Division's training program but also make everyone's job a little easier. Ms. Haugen is an outstanding example of what Employee of the Month represents!

Ms. Haugen joined the District on February 13, 2017, as a Payroll Timekeeping Specialist. Prior to joining the District, Ms. Haugen was a Fiscal Technician III at Community Action Partnership of Sonoma County, a Non-Profit, where she worked for 15 years.

Ms. Haugen was born in Canoga Park, CA and attended High School at the Southern Nevada Vocational Technical Center in Las Vegas, NV. She furthered her education by completing a Business Skills certification at the Adult Education Center, Sacramento, CA. Ms. Haugen has been a resident of Rohnert Park since 1998, where she lives with her husband. They have seven children and lots of grandkids. Ms. Haugen enjoys reading, riding on motorcycles, going to the ocean, spending time with her family and star gazing. She also serves on the board for the Homeowners Association of her community. Ms. Haugen shares that she is very honored and humbled to receive employee of the month and to be part of the District, she works with a fantastic team and has had great mentors to help her get to where she is today.

Denis J. Mulligan  
General Manager

DJM:jb

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