



Agenda Item No. (6)(A)

**REPORT OF THE GENERAL MANAGER
BOARD OF DIRECTORS
MEETING OF DECEMBER 19, 2025**

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

Honorable Members:

UPDATE ON TRAVEL IN THE GOLDEN GATE CORRIDOR

In October 2025, overall travel in the Golden Gate Corridor was relatively flat as compared to October 2024. Southbound Bridge traffic was 1 percent below October 2024 traffic, Bus ridership was 7 percent above October 2024, and Ferry ridership was 1 percent below October 2024 ridership.

Today during the morning commute southbound Bridge traffic is still down about 25 percent compared to pre-pandemic traffic. Less Bridge traffic results in less toll funding available to operate the District's bus and ferry service. Accordingly, staff is focused on reducing costs while providing first class service for travelers in the Golden Gate Corridor.

CLIPPER 2.0 ROLLOUT

On Wednesday, December 10, 2025, the Bay Area's electronic payment system for transit, known as Clipper, rolled out an updated version with significant customer enhancements. Features of Clipper 2.0 include, among other things: the ability to pay for transit trips with a contactless credit or debit card (a.k.a. "tap & pay"); immediate access to funds added to one's Clipper account; free or discounted transfers; and the ability to apply for a senior or youth Clipper card online.

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)

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

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.)

On December 5, 2025, the State of California, with data support from the California Transit Association (CTA) including the District, filed with the Court a motion to intervene. If the motion is granted, the state will be positioned to represent our interest, as well as the interests of all California transit operators who employ ATU members, in this ongoing matter.

MASCOTS

MASCOTS is a multi-agency effort that examined transit service in Marin and Sonoma as if all local bus, regional bus, ferry, and rail services were provided by one entity. MASCOTS focused on operating public transit efficiently and on identifying the potential for ridership growth to meet emerging post-pandemic travel patterns.

A draft MASCOTS service proposal was developed and shared with riders and the public for feedback and input leading to adoption of a MASCOTS service plan by the various agencies.

The District's Board approved the MASCOTS transit service redesign at its November 28, 2025, meeting. The Marin Transit Board approved the MASCOTS redesign at its December 1st meeting. The SMART Board has also approved MASCOTS and begun the hiring process to implement MASCOTS.

As part of MASCOTS, Sonoma County Transit will provide late-night transitional service from April through June 30, 2026, providing transit service connecting Novato and Santa Rosa when SMART will not be operating. The service will provide a southbound trip from Santa Rosa (departing at approximately 10:00 p.m.) to Novato and one northbound trip from Novato (departing at 11:45 p.m.) and arriving in Santa Rosa approximately 45 minutes later.

Late-night riders travelling between Marin and Sonoma will be surveyed before MASCOTS implementation and during the three-month period about their travel patterns. Prior to the conclusion of the three-months, MASCOTS agencies will convene to review late-night service performance and rider surveys to see if the continued provision of transitional service is warranted and whether any alternative, less costly solutions may be provided on an on-going basis.

The Sonoma County Transit late-night service will be funded by the MASCOTS agencies, and Bridge tolls will not be used to subsidize this service.

MASCOTS (continued)

ROUTE 101 OCTOBER 2025 AVERAGE DAILY RIDERSHIP

Weekday	Time	Sonoma to/from SF	Sonoma to/from Marin	Sonoma
Southbound	7:00 p.m.	3.8	1.7	2.7
Southbound	8:00 p.m.	4.0	3.8	3.0
Southbound	9:05 p.m.	5.7	2.7	2.1
Southbound	10:08 p.m.	4.0	2.6	3.5
Northbound	8:34 p.m.	2.5	4.1	1.8
Northbound	9:34 p.m.	3.2	2.8	1.4
Northbound	10:34 p.m.	3.1	1.4	0.4
Northbound	11:35 p.m.	5.3	0.5	0.4

Weekend	Time	Sonoma to/from SF	Sonoma to/from Marin	Sonoma
Southbound	6:56 p.m.	6.9	3.0	4.4
Southbound	8:01 p.m.	8.3	6.8	3.0
Southbound	9:01 p.m.	4.9	2.6	1.8
Southbound	10:02 p.m.	4.1	1.9	3.3
Northbound	8:32 p.m.	6.6	6.8	3.5
Northbound	9:33 p.m.	3.1	2.5	1.1
Northbound	10:33 p.m.	2.6	2.3	1.0
Northbound	11:33 p.m.	5.9	0.9	1.3

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".

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

Dams were built ahead of the new Chockfast pour, which was completed as scheduled. While the Chockfast cured, the shipyard reconnected all related interferences and continued commissioning preparations.

The *Mendocino* underwent its USCG inspection on November 25, 2025, and the vessel was returned to Larkspur on November 26, 2025. During the inspection, the USCG noted several outstanding deficiencies related to miscellaneous engine alarms. The original equipment manufacturers (OEM) service representative is currently troubleshooting and resolving these issues. Once all alarms are corrected to the satisfaction of the USCG, the vessel will be cleared for passenger service.

All previously identified USCG work items associated with the drydocking have been completed and signed off. However, the USCG will still witness final engine start-up and sea trials before issuing the updated Certificate of Inspection (COI). The vessel will be service-ready upon closure of these remaining deficiencies.

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 OEM authorized service provider, District staff were advised that significant 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:

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

- 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.

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&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&R CO#1</i>	\$326,231.76	\$81,557.94	\$407,789.70
Contract No. 2025-F-061, <i>M.V. Mendocino Emergency Drydocking and Engine R&R CO#2</i>	\$51,786.00	\$12,946.50	\$64,732.50
TOTAL COSTS	\$1,223,571	\$305,892	\$1,529,463

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 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 the 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

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

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 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 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, 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 were made, based upon discussions with the electrical contractors. On November 19, 2025, the revised scope of work and drawings were sent to two contractors for pricing. Pricing is due on December 23, 2025. Bridge Division iron workers 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 and a platform for the equipment to be placed near the North Tower.

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.

DESCRIPTION OF ITEMS	COSTS
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

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

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
TOTAL COSTS	\$499,270

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 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

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

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 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.^[1] 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

^[1] GARP 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)

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 preliminary investment performance report presented to the GGTARP Retirement Board for the period ending September 30, 2025, which shows that the Plan's investment returns have consistently underperformed against its benchmark in nearly every time period shown.

	Market Value (\$)	% of Portfolio	3 Mo (%)	YTD (%)	1 Yr (%)	3 Yrs (%)	5 Yrs (%)	10 Yrs (%)
Total Plan	85,051,558	100.0	3.6	9.8	8.9	11.1	7.7	6.7
<i>Policy Index</i>			4.8	11.0	9.6	12.4	7.3	7.9

The GGTARP's 10-year return of 6.7% as of September 30, 2025, is notably below the Plan's Policy Index of 7.9%, as well as lower than the preliminary 10-year return of 9.13% reported by the District's OPEB Investment Advisor (which the GGTARP Board could have hired) for the same period. For a Plan with \$100 million in assets, a 2.43% lower return over a 10-year period equals approximately \$27 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 \$27 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 NOVEMBER

District staff made the following speeches and/or presentations:

PRESENTATION TO:	DATE:	PRESENTED BY:
California Transit Works (CTW) Northern California Conference	November 1, 2025	Bus Operations Program Manager Krystalyn O'Leary
California Transit Association (CTA) Conference	November 6, 2025	Bus Operations Program Manager Krystalyn O'Leary

SPECIAL EVENT/EXPRESSIVE ACTIVITY REQUESTS

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

Event Date	Event Title	Location	Type*	Expected No. Participants
January 24, 2026	Spartan GGTC 50 Mile & 50K Race	Dillingham Parking Lot, Tunnel under GGB & East Sidewalk R/T	SE	450
January 25, 2026	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 NOVEMBER

For the month of November, there are the following vehicle traffic incidents to report:

Vehicle Traffic Incident	Vehicles	Injuries	Fatalities	Location
RE – Rear Ender	2	2	0	Bridge
RE – Rear Ender	2	0	0	Waldo
HB – Hit Barrier	1	0	0	Plaza
RE – Rear Ender	3	0	0	Waldo
RE – Rear Ender	2	0	0	Plaza
HB – Hit Barrier	1	0	0	Plaza
HB – Hit Barrier	1	1	0	Plaza
HB – Hit Barrier	1	0	0	Plaza
RE – Rear Ender	2	0	0	Waldo
HB – Hit Barrier	1	0	0	Bridge
TOTAL	16	3	0	

BICYCLE INCIDENTS FOR THE MONTH OF NOVEMBER

For the month of November, there are the following bicycle incidents to report:

Bicycle Incidents	Bicycles	Injuries	Fatalities	Location
HO – Head On	2	1	0	Bridge
SO – Solo	1	0	0	Bridge
TOTAL	3	1	0	

FERRY BICYCLE COUNTS THROUGH THE MONTH OF NOVEMBER

Ferry Bicycle Counts through the month of November 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 – November	21,325

*The Larkspur November bicycle count was 1,322

Sausalito Southbound Bicycle Counts	
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 - November	32,830

*The Sausalito November bicycle count was 1,851

Tiburon Southbound Bicycle Counts	
2022 Annual Total <i>(Reporting started January 1, 2022)</i>	9,204
2023 Annual Total	9,481
2024 Annual Total	8,993
January – November	6,692

*The Tiburon November bicycle count was 668

Angel Island Northbound Ferry Bicycle Counts	
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 – November	3,428

*The Angel Island November bicycle count was 222

RETIREMENT OF BARBARA VINCENT, PRINCIPAL PLANNER, DISTRICT DIVISION

It is my privilege to announce that Principal Planner Barbara Vincent retired after 39 years, 11 months, and 6 days of service with the District on December 19, 2025.

Ms. Vincent joined the District as an Administrative Intern in the Planning Department on July 7, 1983.

Ms. Vincent has held various positions during her time with the District, such as Planning Assistant, Bus Operator, Scheduler/Run Cutter Trainee, Transit Scheduler, and Schedules Superintendent before returning to the Planning Department as an Assistant Planner on July 13, 2001. She was promoted to Associate Planner on September 11, 2003, and on June 4, 2007, she was promoted to Senior Planner. On April 4, 2011, she was promoted to her current position of Principal Planner.

Prior to District service, Ms. Vincent was employed at the University of California at Berkeley as a Research Associate in the African American studies department, transcribing and translating the letters of Toussaint L'Ouverture. She also taught first-year French at the University and received her Bachelor of Arts Degree.

In her free time, Ms. Vincent enjoys studying Japanese, knitting, cooking, travel and spending time with her children, 34-year-old Sam, and 28-year-old Alex. Sam works as a laboratory technician at a biotech start-up in Berkeley, and Alex is working as a receptionist at a dental office while seeking job opportunities as a phlebotomist. Barbara has traveled to various places with her family, including Africa, New Zealand, France, and Spain. She also lives with and cares for two parrots, 40-year-old Parry and 25-year-old Jade.

Ms. Vincent is grateful for the many opportunities she has had in the District to learn and grow and for all the wonderful people she has met during her time here.

We wish Ms. Vincent a long and happy retirement.

RETIREMENT OF APRIL DUBOIS, ELECTRICIAN, BRIDGE DIVISION

It is my privilege to announce that Electrician April Dubois will retire after 23 years, 7 months, and 24 days of service with the District on December 30, 2025.

Ms. Dubois joined the District as an Electrician on May 6, 2002.

We wish Ms. Dubois a long and happy retirement.

RETIREMENT OF TOM BURCHELL, SENIOR STEEL INSPECTOR, DISTRICT DIVISION.

It is my privilege to announce that Senior Steel Inspector Tom Burchell will retire after 26 years, 8 months, and 11 days of service with the District on December 30, 2025.

Mr. Burchell joined the District as an Associate Steel Inspector on April 20, 1999, and was promoted to his present position, Senior Steel Inspector, on June 13, 2002.

We wish Mr. Burchell a long and happy retirement.

RETIREMENT OF ALICE NG, DIRECTOR OF FISCAL RESOURCES, DISTRICT DIVISION

It is my privilege to announce that the Director of Fiscal Resources Alice Ng will retire after 20 years, 8 months and 16 days of service with the District on December 30, 2025.

Ms. Ng joined the District on April 14, 2005, as a Business Process Analyst. Ms. Ng promoted to Business Process Manager in October of 2007, then in June of 2014 she promoted to her present position as Director of Fiscal Resources.

During her time with District Ms. Ng, she has managed various financial programs. Notably, creation of an Other Post Employment Benefits (OPEB) Retirement Investment Trust Board to secure retirees' health benefits as well as developing strategies to reduce costs while maintaining high level health benefits. Over the years she has reduced District's 457b participant fees and 401a Plans by over 65% while improving participant resources toward retirement readiness.

Before joining the District, Ms. Ng received her B.S. in Accounting from Loyola Marymount University, she passed the CPA exam in the first seating at end of her senior year; then worked at Peat Marwick Accounting Firm after graduation. After 2 years at Peat Marwick she obtained an MBA from the University of Chicago Business School. Ms. Ng then held various EVP/SVP/CFO positions at Pepe Jeans, and Tommy Hilfiger as divisional CFO to various business segments; Tommy Jeans, Tommy Juniors, Women's, Strategic Planning, Licensing & B2B.

In her free time, Ms. Ng enjoys spending quality time with husband Bob and 25-year-old son Eric as well as extended family, including four siblings, ten nieces and nephews, and ten family communal pets. Ms. Ng enjoys Sports, Go Dubie's! HITT & Trax classes, long walks, listening to music and dancing, and trying new recipes.

Ms. Ng immigrated from Hong Kong to the United States at a young age with her family of seven. She is very grateful to the United States for welcoming them as immigrants and affording them the vast opportunities to pursue a better life.

We wish Ms. Ng a long and happy retirement.

**PRESENTATION OF TWENTY-YEAR SERVICE AWARD TO RICK DITULLIO,
DIRECTOR OF TOLLS AND REVENUE OPERATIONS, BRIDGE DIVISION**

We are pleased to announce that Director of Tolls and Revenue Operations Rick DiTullio celebrated twenty years of service with the District on December 12, 2025.

Mr. DiTullio joined the District as a Part Time Ferry Operations Supervisor on December 12, 2005. He was promoted to Electronic Revenue Collection Analyst in December of 2011, then in July of 2014 he was promoted to Electronic Revenue Collection Manager. In May of 2025, he was promoted to his current position, Director of Tolls & Revenue Operations.

During his career at the District, Mr. DiTullio is most proud of the key roles he played in the rollout of the Ferry Ticket Vending Machines in 2011 and the conversion to All Electronic Toll collection in 2013.

Prior to working at the District, Mr. DiTullio worked as a bank teller, hotel front office manager/director and an airline inflight supervisor.

In his free time, Mr. DiTullio enjoys traveling and hiking in the beautiful outdoors of the Bay Area and beyond. He also enjoys studying languages and his family's Italian heritage and culture.

**PRESENTATION OF TWENTY-YEAR SERVICE AWARD TO TODD LEITSCH,
FERRY MAINTENANCE MANAGER, FERRY DIVISION**

We are pleased to announce that Ferry Maintenance Manager, Todd Leitsch, will celebrate twenty years of service with the District on December 27, 2025.

Mr. Leitsch joined the District as a Junior Ferry Mechanic on December 27, 2005. He then promoted to his present position, Ferry Maintenance Manager, in November 2021.

During his career with the District, Mr. Leitsch is most proud of working his way up from Junior Mechanic to his present position as the Ferry Maintenance Manager. Mr. Leitsch was also Shop Steward for over 10 years.

Prior to District service, Mr. Leitsch was an Army Combat Search and Rescue helicopter Flight Engineer for eight years and a Welder/Fabricator in the Drilling and Mining Industry for over 10 years.

In his free time, Mr. Leitsch enjoys spending time with his family, rock climbing, hiking, working on old VWs, Tae Kwando and cultivating Bonsai Trees.

EMPLOYEE OF THE MONTH – DECEMBER 2025

After reviewing nominations submitted by District employees the Employee of the Month Committee selected Ferry Project Engineer Bryce Lewis in the Ferry Division as the Employee of the Month for December 2025.

Mr. Lewis is recognized for his exceptional dedication, reliability, and performance. He consistently meets and exceeds expectations in his role, demonstrating an unwavering commitment to the projects he works on. Accomplishments, contributions, and demonstrations of going above and beyond: Mr. Lewis exemplifies the District's Values through his outstanding work as a Project Manager. He has successfully developed and executed multiple ferry projects, including the scheduled drydocking's of the *M.S. Sonoma* and *M.S. San Francisco*, as well as the emergent dry docking and capital improvement project of the *M. V. Mendocino* following a catastrophic engine failure. Both the *M.S. Sonoma* and *M.S. San Francisco* projects were completed with minimal delays, ensuring the vessels returned to service efficiently. This work supported the District in maintaining regularly scheduled ferry service as well as special event service, including this year's San Francisco Giants baseball season.

Demonstrating accountability and integrity, Mr. Lewis quickly developed a comprehensive scope of work and organized multiple contracts to address the engine overhaul with the original equipment manufacturer (OEM) at an off-site facility in Washington State, while managing the emergent dry dock contract. Seizing the opportunity, he demonstrated service and safety by coordinating a U.S. Coast Guard bi-annual hull examination during the dry dock period and developing repair plans to correct identified discrepancies. Follow-on Certificates of Inspection (COIs) for the projects he managed had minimal discrepancies, supporting the District's ability to maintain safe, reliable, clean, and on-time vessel service for passengers.

Mr. Lewis also demonstrated teamwork by coordinating with Hamilton Jet representatives to complete critical maintenance and repairs of four water jet units while the *M. V. Mendocino* was dry docked. His forward-thinking approach maximized the yard period, eliminated costly lay-day charges, and consolidated multiple projects into a single dry dock period, generating meaningful cost savings and reducing the overall financial impact of the unplanned *M. V. Mendocino* outage. His efforts minimized passenger disruptions and helped maintain consistent ferry operations.

Mr. Lewis consistently helps the entire Ferry team, particularly in troubleshooting complex and critical electrical system components, both shore-side and onboard the vessels. His hard work and expertise help to ensure that the ferries continue to operate safely, reliably, and efficiently, reflecting his dedication to service, safety, and teamwork.

In his personal time, Mr. Lewis is an avid Spartan racer, demonstrating the same perseverance, discipline, and determination that he brings to his work at the District. His commitment to pushing through challenges both on and off the job reflects his resilience and dedication to excellence.

Outstanding customer service and positive work environment: Mr. Lewis' professionalism and proactive communication make him a role model within the District. His ability to calmly manage emergent situations, maintain respectful and collaborative relationships with vendors and colleagues, and consistently deliver results reinforces the District's reputation for service and integrity. By embodying inclusion and teamwork, he fosters a supportive and productive work environment, enhancing morale across the team.

EMPLOYEE OF THE MONTH – DECEMBER 2025 (continued)

Positive departmental and District impact: Mr. Lewis' leadership on ferry projects has turned challenging situations into opportunities to improve vessel reliability, compliance, and cost efficiency. His accountability and safety-first mindset ensured regulatory compliance while minimizing downtime and costs. His efforts to combine work streams, optimize vendor coordination, and maximize dry dock productivity resulted in operational efficiencies, measurable cost savings, and minimal discrepancies in follow-on inspections. His work on the *M.S. Sonoma* and *M.S. San Francisco* directly supported critical seasonal operations, including this year's baseball season, while his management of the *M. V. Mendocino* dry docking minimized passenger disruptions during the unplanned outage.

Of special note, Mr. Lewis' coworkers share that through his consistent demonstration of the District's values — Service, Accountability, Safety, Respect, Teamwork, Inclusion, Integrity, and Recognition — that Mr. Lewis has made a lasting positive impact on the District and is highly deserving of Employee of the Month!

Mr. Lewis joined the District on March 4, 2024, in his current position as Ferry Project Engineer. Prior to joining the District, Mr. Lewis was a 3rd Assistant Engineer at Pasha, and prior to that 2nd Assistant Engineer at American Presidential Lines, and before that, Second Assistant Engineer and Electrical Officer at the California Maritime Academy.

Mr. Lewis was born in La Jolla, California and attended Cathedral Catholic High School, San Diego, California. He attended California Maritime Academy, Vallejo, California receiving degrees in Marine Engineering and Technology, Minor in Global Studies. Mr. Lewis has been a resident of Fairfield since 2020, where he lives with his wife Elizabeth Lewis and daughters Peyton and Felicity. Mr. Lewis enjoys travel, running, vacation, family, cooking and has completed 20 Spartan races this year! He was third place for Pan American Championship 21K Spartan race (2025) and Top 10 in all other Spartan Races. He is a member of several Run clubs. Mr. Lewis shares that he truly enjoys working with his colleagues as well as for the District, and that there is never a dull moment, and not a day goes by that he does not encounter something new and exciting.

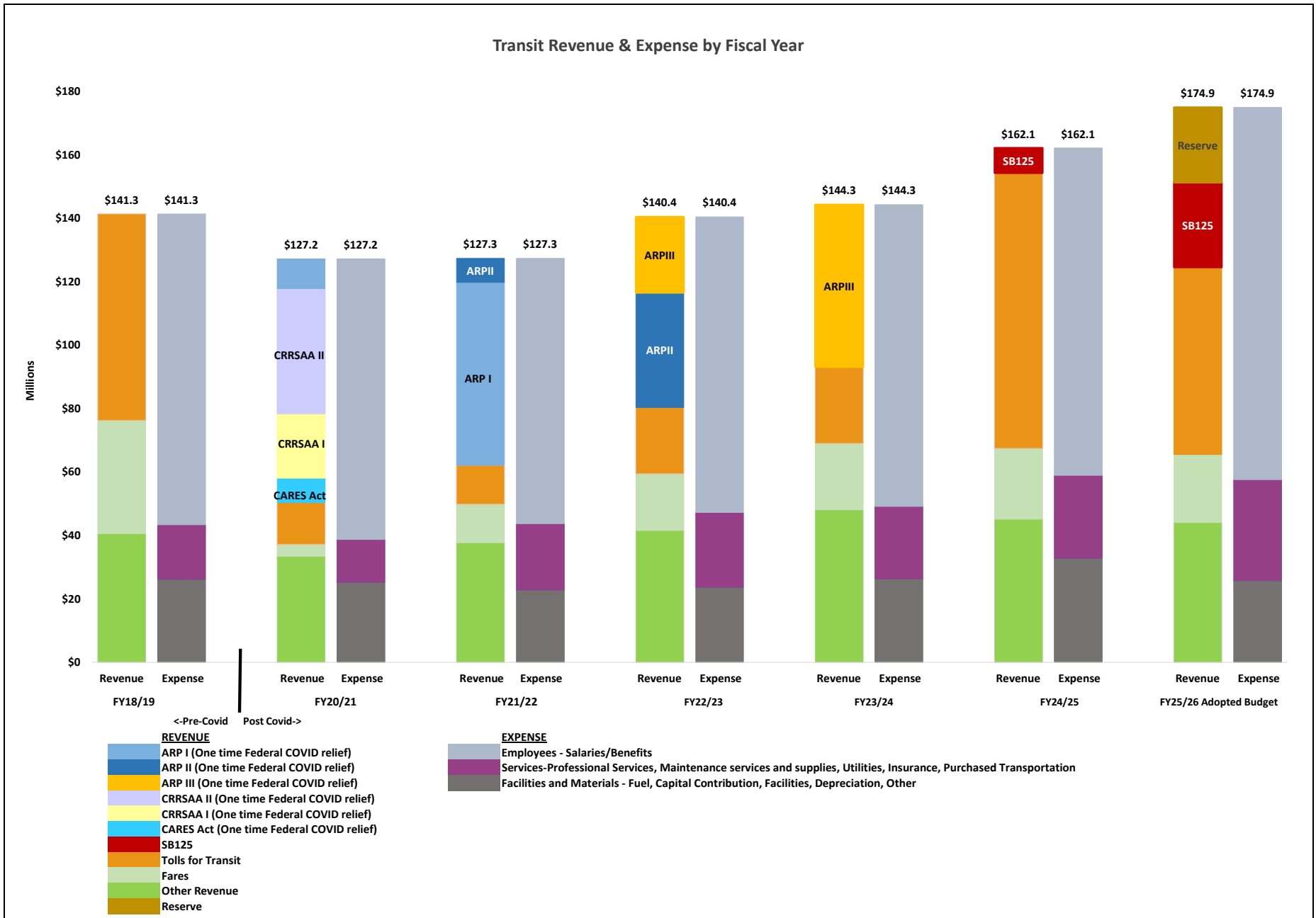
Denis J. Mulligan
General Manager

DJM:jb

Attachment: 2025-1218-FinanceComm-No7-Attachment C – Transit Funding & Expense Comparison

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