



Agenda Item No. (6)(A)

**REPORT OF THE GENERAL MANAGER
Board of Directors
Meeting of October 23, 2026**

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

Honorable Members:

UPDATE ON TRAVEL IN THE GOLDEN GATE CORRIDOR

Travel in the Golden Gate Corridor by Bridge, bus and ferry remains well below pre-pandemic levels. That having been said, travel in the Corridor continues to slowly trend upward.

In September 2026, southbound Bridge traffic was approximately the same as September 2025 traffic, Bus ridership was 6.4 percent above September 2025 and Ferry ridership was 19.6 percent above September 2025.

In September there were over 262,000 sidewalk users (62,954 bicycles plus 199,462 pedestrians) on the Golden Gate Bridge.

During the morning commute (weekdays 5:00-9:00 a.m.) southbound Bridge traffic is still down about 23 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.

MARIN-SONOMA COORDINATED TRANSIT SERVICE (MASCOTS)

Travel in the North Bay has evolved over time, particularly after the COVID-19 pandemic and with the advent of SMART. Recognizing this reality, the District embarked upon an effort with other transportation agencies to look at all bus, rail and ferry service connecting Sonoma, Marin and San Francisco as if it was all operated by one company.

The result is the Marin-Sonoma Coordinated Transit Service (MASCOTS) Plan that was implemented on April 12, 2026. The goal was to grow ridership and improve effectiveness of public transit services offered in the Highway 101 corridor.

The most significant change under MASCOTS is that Route 101 bus service between Novato and Santa Rosa has been replaced by increased SMART train service. Sonoma County riders can make connections to Golden Gate Transit or Ferry in Marin County to get to San Francisco. Route 101

MARIN-SONOMA COORDINATED TRANSIT SERVICE (MASCOTS) (continued)

express service between San Rafael and San Francisco now runs every 30 minutes all day, with buses running every 15 minutes during weekday peak periods, roughly doubling previous service levels.

Seventy (70) percent of all trips (Bridge + Bus + Ferry) from Marin and Sonoma to and from San Francisco originate from San Rafael south. Through MASCOTS, the District has redeployed limited transit resources, funded principally with Bridge tolls, to where there are the most customers.

Post-MASCOTS bus ridership is up, while costs are down. Under MASCOTS the District is providing 4 percent fewer revenue hours of bus service and driving 7 percent fewer miles (179,000 fewer miles per year). Meanwhile, bus ridership is up about 8.5 percent.

For those Golden Gate customers who transfer to/from another agency, here are the top 5 inter-agency transfers split for the first 2 full months of MASCOTS:

- Golden Gate Bus: Muni 37%, Marin Transit 24%, BART 23%, SMART 8%, AC Transit 4%. (4% remaining to/from other operators.)
- Golden Gate Ferry: Muni 44%, BART 34%, SMART 13%, WETA 4%, Marin Transit and Caltrain (tie) 2%. (1% remaining to/from other operators.)

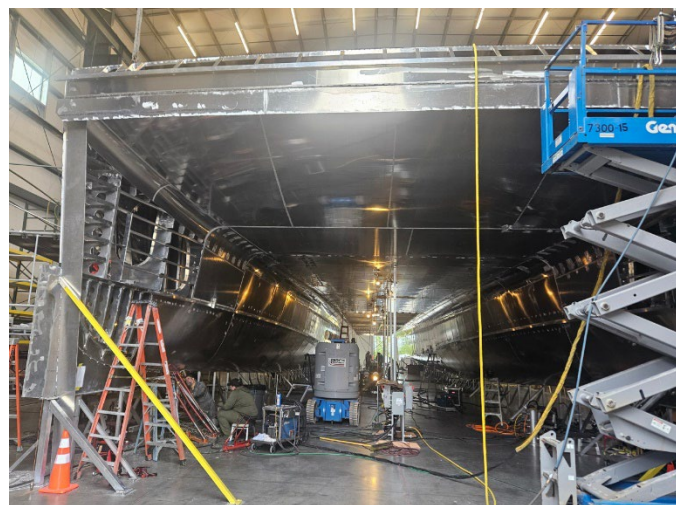
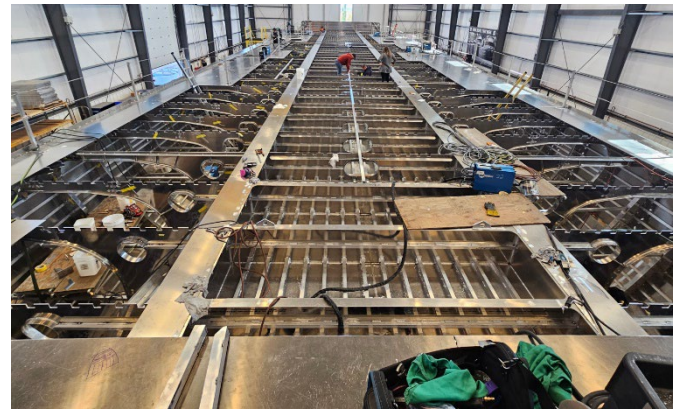
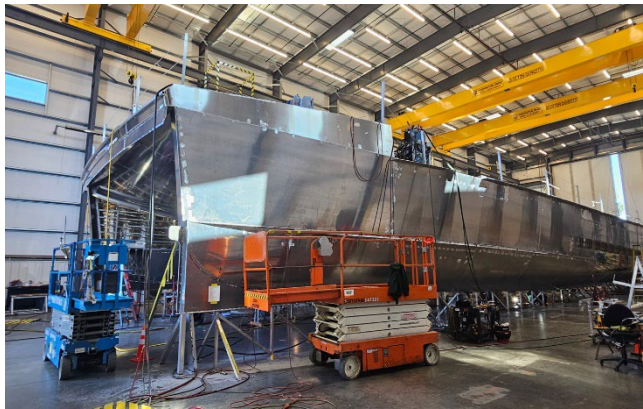
The North Bay transit agencies continue to make minor adjustments consistent with the MASCOTS goals. Sonoma County Transit launched a Route 40X pilot on August 10, 2026, which is redesigned weekday commute service runs between Sonoma Plaza and the Petaluma Downtown SMART station, timed specifically for morning and evening train connections

In response to growing rider demand for express bus service from Santa Rosa and Rohnert Park, beginning September 14, 2026, the District added two Route 172X express bus trips in both the morning and evening commute.

Commute travel in the Golden Gate Corridor is significantly less on Fridays as compared to commute travel on Monday through Thursday, so beginning mid-September the District began providing about 15 percent less express commute bus service on Fridays. This affected Routes 114, 132, 154 and 172. There was no change in the frequency of the District's regional routes (Routes 101, 120 and 580).

***LIWA* FERRY CONSTRUCTION UPDATE**

Mavrik Marine completed the hull sheeting on the *LIWA* Ferry the week of September 28th and is moving into production weld-out of the hull structure and plating. They are currently cutting parts for the main-deck superstructure. Installation of the main-deck planking is in progress.



CARB UPDATE

On May 29, 2026, the California Air Resources Board (CARB) adopted amendments to the Cap-and-Invest Program that will increase emissions allowances for the oil, electricity, and manufacturing sectors. This change will significantly reduce projected incoming revenues to the Greenhouse Gas Reduction Fund (GGRF), with major implications for transportation, housing, and equity-focused investments.

CARB's action, absent legislative intervention, nearly eliminates funding for "Tier 3" GGRF priorities, including the Transit and Intercity Rail Capital Program (TIRCP) and the Low Carbon Transportation Operations Program (LCTOP). These are funding sources used by transit agencies across California, including the District.

CARB UPDATE (continued)

The District worked with the California Transit Association and other Bay Area transit operators sought a legislative solution to maintain Tier 3 GGRF. Unfortunately, these efforts only partially undid the funding impact of CARB's action. A Budget Trailer Bill was enacted prior to the legislature adjourning, and as it relates to transit's priorities, the Bill:

- Fully honors the state's commitment made in Senate Bill 125 (Committee on Budget and Fiscal Review, 2023) of \$230 million for FY 2026-27 for the Zero-Emission Transit Capital Program
- Assumes higher baseline GGRF funding relative to the FY 2026-27 budget for the Transit and Intercity Rail Capital Program of \$95 million (up from the \$76 million projection in FY 2026-27 budget)
- Assumes higher baseline GGRF funding relative to the FY 2026-27 budget for the Low Carbon Transit Operations Program of \$48 million (up from the \$38 million projection in FY 2026-27 budget)
- Assumes higher baseline GGRF funding relative to the FY 2026-27 budget for the Affordable Housing and Sustainable Communities Program – Affordable Housing component of \$133 million (up from the \$107 million projection in FY 2026-27 budget)
- Assumes higher baseline GGRF funding relative to the FY 2026-27 budget for the Affordable Housing and Sustainable Communities Program – Sustainable Communities component of \$57 million (up from the \$46 million projection in FY 2026-27 budget)

The higher baseline GGRF funding relative to the FY 2026-27 budget reflects stronger than expected revenue generation at the most recent quarterly auction of the Cap-and-Invest program, which took place earlier this month.

The Bill does not provide supplemental GGRF investments for TIRCP or LCTOP to backfill the loss of funds from CARB's May 29th action, so TIRCP and LCTOP will both experience a 75 percent cut in funding.

PROPOSED RULE BY THE OFFICE OF MANAGEMENT AND BUDGET

On May 29, 2026, the Office of Management and Budget (OMB) published a proposed rule in the *Federal Register* that would revise the government-wide regulations for Federal Financial Assistance under 2 CFR Part 200 (Uniform Guidance). The proposal includes updates to policies and requirements governing the administration of federal grants, cooperative agreements, and other forms of federal financial assistance.

The comment period closed on July 13th, and OMB's desired timeline for the new rule to take effect was October 1, 2026. Numerous organizations weighed in with concerns regarding the proposed rule, including some Members of Congress.

Among other things, the rule would significantly expand the ability of the federal government to rescind or terminate previously awarded discretionary grants.

PROPOSED RULE BY THE OFFICE OF MANAGEMENT AND BUDGET (continued)

Congress passed a continuing resolution (CR) that was signed by the President which funds and keeps the government open through December 11th. The CR included language that prohibits OMB from implementing the proposed rule while the CR is in effect.

RISK TO FEDERAL 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. purchase of two new ferry boats, the Sausalito Ferry Landing Replacement, the San Rafael Transit Center Relocation, etc.)

On November 19, 2025, ATU International filed a motion with the Court to consolidate this litigation with separate litigation filed against USDOL relative to their certification of federal transit grants owed to Florida transit agencies (“Florida Case”). The Court set a deadline of January 23, 2026 for parties to file their respective responses to the motion. Consolidating the litigation would stymie arguments to return the PEPRA/13(c) matter to the Eastern District Court in California where ATU’s prior PEPRA litigation was heard.

On December 6, 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, so the state can represent our interest, as well as the interests of all California transit operators who employ ATU members, in this ongoing matter.

On January 23, 2026, USDOL filed a response with the Court in opposition to ATU’s motion to consolidate the California Case and Florida Case. Also, on January 23, 2026, the State of California filed a memorandum with the Court in opposition to ATU’s motion to consolidate the California Case and Florida Case. the Court is still reviewing these responses and has issued no ruling. If the Court rules against USDOL in the litigation and were to provide the permanent injunction sought by ATU, the potential financial exposure for the District is significant, so staff will continue to update the Board regarding this matter.

CLIPPER 2.0 ROLLOUT

On Wednesday, December 10, 2025, the Bay Area's electronic payment system for transit, known as Clipper, launched an updated system called Clipper 2.0 with significant customer enhancements anticipated. Promised features of Clipper 2.0 include: 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.

The rollout has run into challenges since the beginning, and transit agencies and customers continue to experience a myriad of issues. The Metropolitan Transportation Commission (MTC), which runs Clipper on behalf of Bay Area transit operators, has been working with their vendors to make improvements to address outstanding issues associated with the rollout. Some issues have subsequently been resolved, but there are still issues with handheld fare devices and financial reconciliation.

District staff continues to work with the other transit operators in assisting MTC and their vendor in resolving the outstanding issues.

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 few 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

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

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 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.

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

A draft of the January 1, 2026 GGTARP Plan actuarial valuation report was provided to the District to include in its annual financial statement preparations. The plan continues to be significantly underfunded with the unfunded actuarial liability remaining at a similar level to the prior years' valuation.

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 slightly from \$114.3 million on January 1, 2025 to \$114.8 million on January 1, 2026. The Plan's funded ratio decreased from 42.9% as of January 1, 2025 to 42.1% as of January 1, 2026.

The following excerpt is from the GGTARP preliminary investment performance report presented to the GGTARP Retirement Board for the period ending June 30, 2026, 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	84,240,460	100.0	6.0	5.7	12.7	10.6	5.7	7.1
Policy Index			8.3	7.5	15.0	11.5	5.7	8.0

The GGTARP's 10-year return of 7.1% as of June 30, 2026, is notably below the Plan's Policy Index of 8.0%, as well as lower than the preliminary 10-year return of 9.36% 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 2.26% lower return over a 10-year period equals approximately \$25 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 \$25 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.

Total pension contributions on behalf of each bus driver are 41.5 or 42 percent of wages. The District contributes 34.5 percent of payroll to GGTARP, with employees contributing either 7 percent (classic) or 7.5 percent (PEPRA). However, pension spiking affects GGTARP's funding status, since earnings (and associated pension contributions) can vary from year to year for an employee.

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

Additionally, the District made a one-time payment of \$5.2 million to GGTARP in 2023, conditioned on the ATU agreeing to the development of the above-mentioned Rehabilitation Plan. Unfortunately for the financial solvency of GGTARP, the implementation of the Rehabilitation Plan never came to fruition.

As another example of ongoing challenges with GGTARP administration, on December 19, 2025, the District emailed the GGTARP Administrator to provide the pension with additional funding. The Administrator received a copy of a joint letter signed by the District and the ATU, dated December 4, 2025, directing the Administrator to pay the District all remaining assets (approximately \$320,000) from the dormant Health and Welfare Trust, so the District can make a one-time lump sum payment to GGTARP in the equivalent amount. A response was never received from the Administrator. On January 29, 2026, the District sent another email that included the prior email and letter to the Administrator seeking a response. Both email messages copied the Trustees and the GGTARP attorney. Again, the District never received a response.

In February, the Bank of Marin contacted a prior GGTARP Trustee because their name appears as one of several authorized signors on GGTARP's "dormant" Health and Welfare Trust account. This individual, whose term as a Trustee ended four years earlier, was contacted by the Bank to inquire about the status of the account. The District shared this information with the Administrator and on February 19, 2026, received a payment of \$322,495.25 from the Health and Welfare Trust, and the District provided that funding to GGTARP on March 2, 2026, after the GGTARP Administrator confirmed the account information for the deposit.

The collective bargaining agreement (CBA) for our bus operators expired on August 30, 2026, so negotiations have been ongoing between ATU and the District for a new CBA. In addition to other things, one of the items subject to negotiations is contributions to GGTARP and the possibility of transitioning to a new pension plan.

DISTRICT FULL-TIME EMPLOYEE SEPARATIONS JULY 1, 2026 – SEPTEMBER 30, 2026

Between July 1, 2026, and September 30, 2026, the District processed two full-time employee separations, excluding retirements, terminations, deaths, and casual/temporary assignments. This represents approximately 0.32% of the District's typical workforce. The Human Resources Department reviewed the separation documents for employees who resigned during the reporting period, and none of these separations were due to employees leaving for new employment.

PRESENTATIONS BY DISTRICT STAFF FOR THE MONTH OF SEPTEMBER

For the month of September there were no speeches and/or presentations given by District staff.

SPECIAL EVENT/EXPRESSIVE ACTIVITY REQUESTS

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

Event Date	Event Title	Location	Type*	Expected No. Participants
October 3, 2026	Walking for Love	GGB Plaza (Strauss Statue) & East Sidewalk	EX-ACT	50 – 75
October 24, 2026	Rotary Int'l Golden Gate Bridge Run/Walk to End Polio Now	East Sidewalk	SE	TBD
November 1, 2026	Golden Gate Half Marathon	GGB East & West Sidewalk	SE	4,000 – 5,000

*Permit Types: SE – Special Event, EX-ACT – Expressive Activity, FP - Film Production, NPR – No Permit Required

VEHICLE TRAFFIC INCIDENTS FOR THE MONTH OF SEPTEMBER

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

Vehicle Traffic Incident	Vehicles	Injuries	Fatalities	Location
HB = Hit Barrier	1	0	0	Bridge
HB = Hit Barrier	1	1	0	Plaza
SS = Side Swipe	2	0	0	Waldo
HB = Hit Barrier	1	0	0	Plaza
C = Collision	1	1	0	Waldo
HB = Hit Barrier	1	0	0	Plaza
HB = Hit Barrier	1	0	0	Plaza
TOTAL	8	2	0	

BICYCLE INCIDENTS FOR THE MONTH OF SEPTEMBER

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

Bicycle Incidents	Bicycles	Injuries	Fatalities	Location
BP = Bicycle/Pedestrian	1	1	0	Bridge
BB = Bicycle/Bicycle	2	1	0	Bridge
SO = Solo	1	1	0	Bridge
TOTAL	4	3	0	

FERRY BICYCLE COUNTS FOR THE MONTH OF SEPTEMBER

For the month of September, there are the following Ferry Bicycle Counts to report:

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
2025 Annual Total	22,474
January – September	20,050

*The Larkspur September bicycle count was 2,143

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
2025 Annual Total	33,975
January - September	42,826

*The Sausalito September bicycle count was 5,394

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
2025 Annual Total	7,025
January – September	5,505

*The Tiburon September bicycle count was 768

FERRY BICYCLE COUNTS FOR THE MONTH OF SEPTEMBER (continued)

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
2025 Annual Total	3,549
January – September	2,725

*The Angel Island September bicycle count was 352

PRESENTATION OF TWENTY-FIVE YEAR SERVICE AWARD TO JESUS RODRIGUEZ, ROADWAY SERVICES SUPERVISOR, BRIDGE DIVISION

We are pleased to announce that Roadway Services Supervisor Jesus Rodriguez celebrated twenty-five years of service with the District on October 19, 2026.

Mr. Rodriguez joined the District as a Laneworker on October 19, 2001, was promoted to Bridge Service Operator in 2004, Bridge Laborer in April of 2013 and then promoted to his current position of Roadway Services Supervisor on October 21, 2021.

PRESENTATION OF TWENTY-FIVE YEAR SERVICE AWARD TO HUNG LAM, BUS MECHANIC, BUS DIVISION

We are pleased to announce that Bus Mechanic, Hung Lam, celebrated twenty-five years of service with the District on October 22, 2026.

Mr. Lam joined the District as a Bus Mechanic, on the swing shift, on October 22, 2001.

EMPLOYEE OF THE MONTH – OCTOBER 2026

After reviewing nominations submitted by District employees, the Employee of the Month Committee selected Directing Civil Engineer Carolina Wallin in the District Division as the Employee of the Month for October 2026.

Ms. Wallin is recognized for providing outstanding support to the Seismic Retrofit Project over the past several months, playing a central role in advancing the project and its grant funding through to the obligation stage. Ms. Wallin consistently delivered high-quality work on critical components including the project management plan, financial plan, project schedule, pricing, and other key documents. These efforts were essential to ensure the project could move forward successfully.

EMPLOYEE OF THE MONTH – OCTOBER 2026

Her exceptional attention to detail and thoroughness helped the team navigate an especially complex process marked by shifting requirements and unexpected challenges from multiple stakeholders at the federal, state, and local levels. Ms. Wallin not only met these challenges with professionalism and skill, but she also maintained a positive and solutions-oriented attitude that made her a trusted partner throughout. Beyond her technical expertise, she demonstrated responsiveness, kindness, and collaboration that strengthened the entire team. Ms. Wallin was quick to adapt, proactive in addressing potential issues, and consistently went above and beyond to support both the project and her colleagues. Her contributions directly advanced one of the District's most important initiatives, and her character and work ethic embody the values of the District.

Of special note, Ms. Wallin's colleagues wish to express their sincere appreciation for her work and relay that they are proud to nominate her for Employee of the Month and grateful for her continued dedication and excellence.

Ms. Wallin joined the District as a Senior Civil Engineer on January 13, 2014, and was promoted to her current position of Directing Civil Engineer on November 3, 2025. Ms. Wallin was the Employee of the Month in August 2018.

Prior to joining the District, she worked as a Structural Civil Engineer at URS Corporation (formerly United Research Services), in San Francisco, CA.

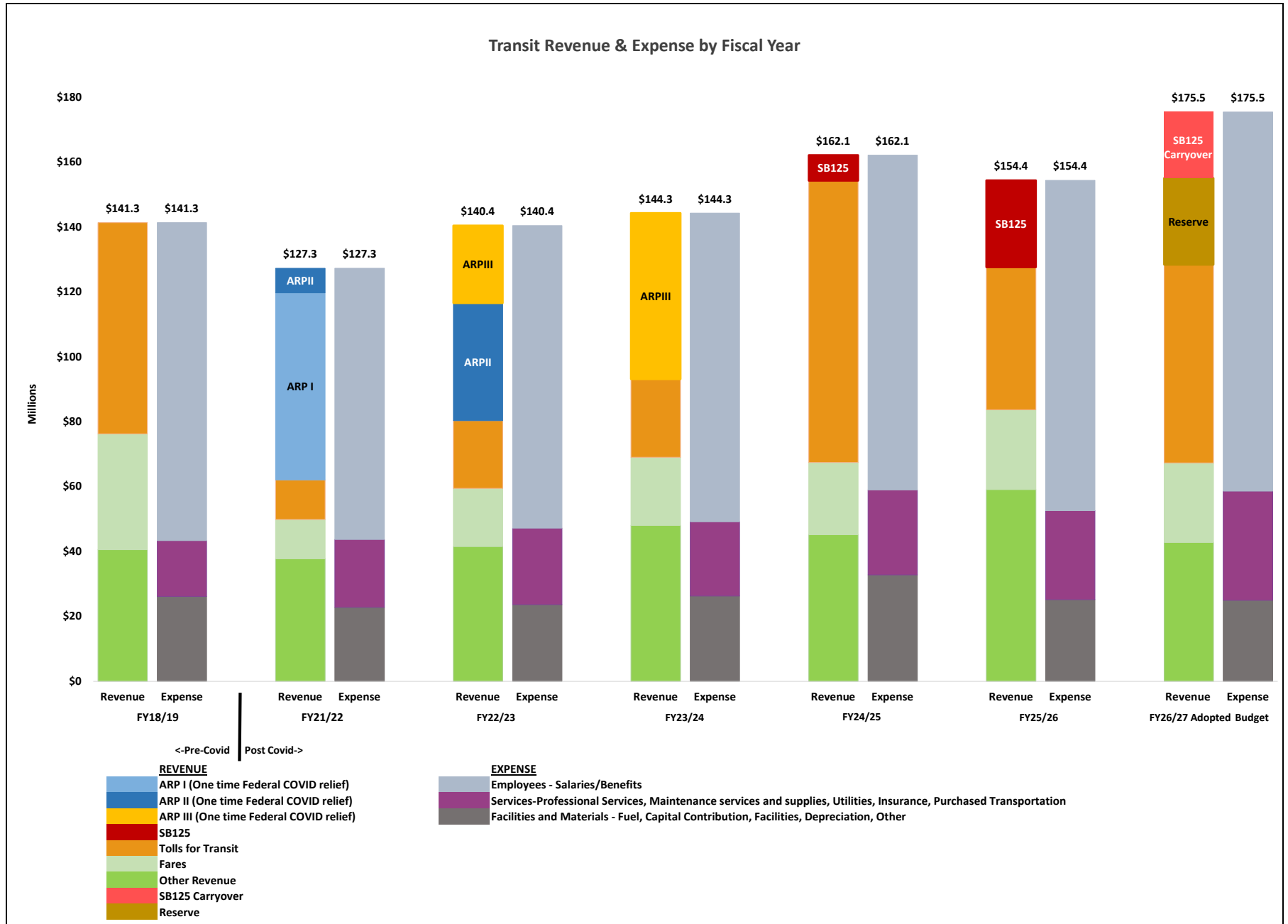
Ms. Wallin was born in Tracy, CA and attended her early education in Oakdale, CA where she attended Oakdale High School. Ms. Wallin went on to attend California Polytechnic State University (Cal Poly) in San Luis Obispo, CA where she achieved a Bachelor of Science degree going on to complete a Master of Science degree at University of California (UC Davis) in Davis, CA. Ms. Wallin has been a resident of Lafayette, CA since 2025 where she lives with her husband, Jesse and daughter Alexandra. In her spare time, she enjoys spending time with family, doing home improvement projects and walking the dog.

Denis J. Mulligan
General Manager

DJM:jb

Attachment: 2026-1022-FinanceComm-No7-Attachment C – Transit Funding & Expense Comparison

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