Agenda Item No. (8)

To: Finance-Auditing Committee/Committee of the Whole
Meeting of November 19, 2026

From: Grant Martinez, Director of Budget and Financial Analysis
Jennifer H. Mennucci, Auditor-Controller
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Subject: **STATUS REPORT ON THE 2024 STRATEGIC PLAN**

Recommendation

The following report is provided for informational purposes and no action is recommended.

Introduction

This report is the third annual review to the Board of Directors (Board) of the status of the current 37 initiatives in the 2024 Strategic Plan (Plan). The Board approved the Plan in May of 2024, which was subsequently amended in June 2025.

The Strategic Plan is designed to focus on achieving the Board's goals and as such, also serves as a work plan for staff. This annual review allows for discussion on prioritization, revisions, and/or additions of initiatives, as well as focusing on initiatives that will address the current District's five- and ten-year projected financial shortfall.

Background

The Plan is the product of the Board's Strategic Planning Advisory Committee assigned in January 2023 to undertake an extensive internal and public outreach process, seek input, and then craft the results into a Strategic Plan.

The objective of the Strategic Planning process was to allow the involvement of all stakeholders in the Golden Gate Bridge, Highway and Transportation District's (District) business sphere: bridge operations and maintenance; and the provision of bus and ferry service between the North Bay and San Francisco. To achieve that goal, District leadership undertook or directed staff to undertake a series of outreach efforts described below:

1. In January of 2023, the Board President created the Strategic Planning Advisory Committee comprised of the chairs of the standing board committees to lead the strategic planning effort.

2. To ensure that the expertise of the entire board was tapped, the Board created four advisory subcommittees of the Board to provide input focused on the areas of bridge and transit service, sustainability, the labor force, and fiscal responsibility.

3. The Board requested and received input from the District's four established public advisory committees: Bus Passengers, Ferry Passengers, Accessibility and Bicycles and Pedestrians.

4. The District conducted extensive direct outreach to its customers and to the general public through various methods, including public comment at public meetings, to request input for the strategic plan.

5. The District also requested input from agencies in the Bay Area.

6. The District conducted a learning session with North Bay transit operators and public funding agencies.

7. The District solicited input from its employees and also reviewed the results of suggested initiatives produced by the extensive 2021/2022 internal strategic planning process that involved staff from throughout the District.

The extensive outreach process produced over 400 comments, statements, ideas and requests on topics related to the District's businesses, how they operate, or how they might improve. The Committee met regularly, considered this vast amount of input, and crafted 39 separate initiatives to recommend to the full Board for approval.

In March of 2024, the Strategic Plan Advisory Committee provided a draft of the 2024 Strategic Plan to the Board for consideration, discussion, and comment. At that meeting, the Board asked the public, Board members, and partner agencies to provide comments on the draft of the 2024 Strategic Plan.

The Committee reviewed all comments submitted to the District during the comment period and incorporated changes into the final Strategic Plan. The 2024 Strategic Plan was approved at the May 2024 Board meeting and required that it be reported on annually.

The Plan was revised at the June 2025 Board meeting which resulted in the removal of 2 initiatives leaving 37 initiatives.

Impact of the Plan

The goal of the Plan is to implement initiatives that will shape the future of the District. The Plan has 37 initiatives and targets a diverse set of objectives as evidenced by the wide-ranging initiatives it contains. This Strategic Plan is broader than the District's previous three strategic financial plans that focused more specifically on long-term deficit reduction. The initiatives within this new Strategic Plan are designed to enable the District to:

- Carry out its mission in the post-pandemic environment to operate, maintain, and strengthen the Golden Gate Bridge to ensure the efficient flow of traffic during commute periods by providing public transit alternatives;
- Meet the needs with a reduced level of resources due to that reduction in customer demand brought on by the pandemic;
- Achieve the climate sustainability goals of the District, Region, and State;
- Attract, train and maintain a high-quality workforce to ensure that the District can meet its customer-driven mission;
- Participate meaningfully in the region's transportation goals; and,
- Make a significant positive contribution to the quality of life of the people in the District's service area.

The Strategic Plan is designed to focus on achieving the Board's goals and as such, also serves as a work plan for staff. The Strategic Plan identifies general priorities to guide implementation work on each initiative, recognizing that staff resources are limited and not everything can happen at the same time. The workload impact of the Strategic Plan will be addressed each year in the District's budget. Initiatives will begin at the Board's direction, but the Staff's entire workload will be taken into consideration in the timing of when the initiatives in the Strategic Plan are undertaken. The Strategic Plan will seek to keep existing projects that are underway moving forward on schedule to the degree possible.

Annual Review

The approved Strategic Plan is reviewed annually and can be updated annually as part of the Board's regular financial planning cycle, which currently includes the yearly budget and long-term financial projection. The Strategic Plan is a living document subject to change year-to-year as initiatives are completed, restructured, deferred, or withdrawn, or as new ideas, concepts and initiatives are added.

Attachment B contains the 37 initiatives of the current Plan. Staff has added a "Status" entry for each of the initiatives to provide basic information on what work is being done or when the initiative work is planned to begin.

Future annual status reports on the 2024 Strategic Plan will reflect what initiatives are completed, deferred to a future Strategic Plan, added, or withdrawn.

Consideration of New Initiatives or Revisions to the Plan

The Board has an option to add, delete or modify any initiative in the Plan. If the Board chooses to add an initiative, it does not commit the Board to implementation. Prior to implementation of any specific initiative, further staff analysis will be done and as required by Board policy, each element of the Plan will be brought through the Board's committee structure and then to the Board for approval prior to implementation.

Staff will work with the Board to review current initiatives with discussion on possible prioritization or revisions geared toward addressing the District's five- and ten-year projected

financial shortfalls. We will work with the Board on evaluating new initiatives as well as modifications to existing initiatives during this fiscal year to ensure that initiatives that are included in the Plan fit the current challenges facing the District.

Steps toward Financial Stability

The District will use the last of its one-time COVID relief funds (Senate Bill 125 money) this fiscal year and the District's five- and ten-year projection show significant deficits. Additionally, the District has upcoming large capital needs, such as Seismic Contract 2 and the need to replace its ferry fleet. Plus, the bus operators' pension plan is woefully underfunded.

While the Strategic Plan includes a section focused on addressing the District's financial shortfall, to achieve long-term financial stability, the District will need to pursue additional initiatives beyond just those included in the Plan. Such efforts have been ongoing since the onset of the pandemic and will continue.

Fiscal Impact

There is no fiscal impact associated with this status report. Fiscal impacts will occur when specific initiatives are approved for implementation and will be noted in future Board reports that accompany those actions.

Attachments: A: Plan Structure and Ordering Criteria
B: Strategic Plan Status Report

Attachment A
Plan Structure and Ordering Criteria

The Strategic Plan is made up of 37 initiatives divided into 5 descriptive groupings;

1. Customer Service Improvements
2. Improve Transit Service Through Regional Coordination
3. Sustainability and Climate Responsibility
4. Address the District's Financial Shortfall
5. Operational Excellence

Within each grouping, the initiatives are ordered by three levels of criteria using the categorization key included in Attachment B and the Strategic Plan.

- Timing is the first criterion. Each initiative is grouped by whether the District can work to complete the initiative at the time of its choosing, whether the work is contingent on the cooperation of another organization or agency, or whether the initiative requires significant preparation or other events to occur for it to be undertaken.

- Duration is the second criterion. Each of the three Timing groups is further ordered by whether the initiative is underway, will take less than a year to complete, or will take more than a year to complete.

- Fiscal Impact is the third criterion. Each of the three Duration groupings is further ordered by the level of the initiative's estimated net fiscal impact on the District's long-term finances. The initiatives are ordered in six classifications of net fiscal impact: high, medium and low – both positive and negative. For example, High Positive is estimated to increase revenues or decrease costs by over $1 million a year, while High Negative is estimated to increase costs or decrease revenues by over $1 million a year. Medium affects costs and/or revenues between $100,000 and $1 million a year. Low affects costs and/or revenues less than $100,000 a year.

Categorization Criteria for the Strategic Plan

Timing	Duration	Fiscal Impact	Categorization Criteria
A			Anytime: project can be undertaken at anytime
C			Contingent: on actions of others outside of the District
F			Future: requires significant preparation or time to pass
	⏳		Underway: initiative is underway already
	⏳⏳		Short: less than one year to implement
	⏳⏳⏳		Long: more than one year to implement
		+$$$	High: Estimated to decrease costs or increase revenues by a net of more than $1 million a year.
		+$$	Medium: Estimated to decrease costs or increase revenues by a net of between $100,000 and $1 million a year.
		+$	Low: Estimated to decrease costs or increase revenues by a net of less than $100,000 a year.
		-$	Low Negative Impact: Estimated to increase costs or decrease revenues by a net of less than $100,000 a year.
		-$$	Medium Negative Impact: Estimated to increase costs or decrease revenues by a net of between $100,000 and $1 million a year.
		-$$$	High Negative Impact: Estimated to increase costs or decrease revenues by a net of more than $1 million a year.

Attachment B - Strategic Plan Status Report (Nov 2026)

	Initiative	Timing	Duration	Fiscal Impact	FY 26-27 Status
Customer Service Improvements					
1	Enhance accessibility when planning bus stops, routes and facilities including accessible paths of travel.	A	⧗⧗	-$	**Ongoing -** Recently completed projects have removed barriers to accessibility in both the Employee Parking Lot and the Guest Parking Lot at the District facility on Andersen Drive in San Rafael (D1). District has incorporated safety and accessibility features into designs for the San Rafael Transit Center Replacement project.
2	Study and implement ways to work to reduce District jurisdiction injury crashes yearly, with a goal of reaching zero serious injuries or fatalities.	A	⧗⧗	-$	**Ongoing –** The Bus Division's Near Miss Reporting process is nearing completion, with implementation of the Safety Notification Form targeted for November 2026, and staff are analyzing accident trends among Bus Operators during their first 12 months of employment to identify opportunities to enhance new-hire training.
3	Match Bus and Ferry service levels to changing customer demand post-pandemic to maximize passengers per trip. Tailor service to the varied and unmet customer demand during the workweek and seasonally.	A	⧗⧗⧗	+$$$	**Ongoing** - Today the average occupancy per bus trip is about the same as it was pre-pandemic. MASCOTS was implemented in April 2026, fundamentally redesigning the District's bus service in concert with SMART and the local bus operators in Marin & Sonoma. In response to growing rider demand for express bus service from Santa Rosa and Rohnert Park, in September the District added two Route 172X express bus trips in the morning and evening commute. Commute travel is less on Fridays as compared to other weekdays, so in September the District began providing about 15 percent less commute bus service on Fridays as compared to Monday-Thursday.
4	Improve bicycle access on transit. Examples include new, secure long-term parking for bikes of different sizes, types, and dimensions, more dry storage on board ferries, and secure bike racks with additional capacity on buses.	A	⧗⧗⧗	-$	**Ongoing -** Ferry staff met with the Bicycle and Pedestrian Advisory and Ferry Passenger Advisory Committees to discuss designs of the new ferry vessels. The new ferry boats will have increased bicycle storage as compared to the boats that they are replacing.

	Initiative	Timing	Duration	Fiscal Impact	FY 26-27 Status
Improve Transit Service Through Regional Coordination					
6	Work with partner agencies to integrate the San Rafael Transit Center into the community by providing seamless transit connections with the goal of substantially increasing transit ridership in the county.	C	⧗	-$	**Ongoing -** The implementation of MASCOTS has resulted in more SMART train service to the SRTC and faster, more frequent bus service from the SRTC to San Francisco. District has worked with the City of San Rafael, Marin Transit, SMART, TAM, and the San Rafael community to complete the preliminary design of the San Rafael Transit Center (SRTC) Replacement project. Preliminary design includes features that enhance safety and security, improve pedestrian and bicycle access, and enhance the downtown environment for all travel modes.
7	Work with partner agencies to develop and implement an Active Transportation Program that includes supporting where possible, their First & Last Mile solutions to increase access to District transit.	C	⧗	-$	**Ongoing -** The District supports the operation of Redwood Bikeshare at Larkspur Ferry Terminal in partnership with TAM and SCTA. The District also supports TAM's mobility hub planning effort, which will designate walking and biking improvements at various locations served by Golden Gate Transit and Ferry.
8	Work with partner agencies to develop a comprehensive, forward looking service plan for the Highway 101 Corridor and evaluate where there is duplicative North Bay service between SMART, GGT, Marin Transit and Sonoma service providers.	C	⧗⧗⧗	+$$$	**Ongoing -** The District partnered with transit agencies in Marin and Sonoma Counties on MASCOTS, which redesigned North Bay transit service as if it were operated by one agency. The MASCOTS Plan was implemented in April 2026, and it eliminated duplicative service between SMART and the District as well as duplicative service between the District and Marin Transit.
9	Support the Regional Network Management goals, such as those embodied in the MASCOTS program.	C	⧗⧗⧗	+$$	**Ongoing** - MASCOTS was implemented in April 2026 with additional MASCOTS service changes to follow. Evaluation of MASCOTS is ongoing.
10	Work with State and regional partners to increase bus speeds, including increasing the effectiveness of the HOV lanes and reducing operating costs on the Highway 101 corridor. Examples include extended carpool hours, converting HOV to 3+ passengers, and/or removing zero-emission vehicles from HOV.	C	⧗⧗⧗	+$$	**Ongoing -** The District is working with MTC, Caltrans, TAM, SCTCA, and others on transit priority programs and HOV lane adjustments to support improved bus speeds across the region. HOV lane hours were adjusted on Highway 101 in March 2026. Also, the CAV decal program concluded in December 2025. Ramp metering adjustments and other efforts by partner agencies continue.
11	Work with regional partners to improve bus travel times on the westbound approach to the Richmond Bridge during commute hours.	C	⧗⧗⧗	+$$	**Ongoing -** The District is working with MTC, Caltrans, and others on the Richmond-San Rafael Forward project, which will implement open-road tolling on the Richmond Bridge and a westbound HOV lane on I-580 in Richmond. These improvements are currently under construction.
12	Increase bus ridership by working with state and regional partners (including cities, counties and private land owners) to increase capacity at, and accessibility to, park and ride lots in the Highway 101 corridor.	C	⧗⧗⧗	+$$	**Ongoing -** The District supported expansion of the parking lot at Petaluma Blvd South, which was recently completed. The District also supports our partners' efforts to improve park-and-ride facilities along the Highway 101 corridor, including reopening Central San Rafael as a mobility hub with parking availability and adapting Manzanita to rising sea levels.
13	Work with partner agencies to investigate undertaking a comprehensive marketing strategy (including social media) to attract both more transit riders and those of various types, including organized groups, families, transit-dependent individuals, non-commute users, and convention attendees. Examine marketing additional Ferry and Bus service to special events and non-commute locations and how passengers can make connections to local destinations.	C	⧗⧗⧗	+$	**Ongoing -** Efforts to increase ridership include: 1) Working with North Bay transit agencies on a coordinated Transit Month video for a social media campaign, 2) Social media campaign to promote using transit to attend Fleet Week, 3) Ad campaign promoting our Angel Island ferry service, 4) Rack card distribution promoting ferry service, 5) Promoting Retro Ride to boost ridership on the 5:35 ferry to Larkspur, 6) Campaigns promoting destinations and connections with partner agencies, 7) Continue to promote ferry group sales that have doubled in 2026 compared to 2025.

	Initiative	Timing	Duration	Fiscal Impact	FY 26-27 Status
14	Work with regional funding partners and in cooperation with government and commercial entities to expand bus and ferry service beyond the 101 corridor including access to high-traffic special events and recreational sites in the District's service area during and outside of its normal operating hours and additional links to the I-80 corridor.	C	⧗⧗⧗	+$	**On-hold -** At this time there is no available outside funding for this effort.
15	Work with the Transportation Authority of Marin on the 101-580 Multi-modal and Local Access Improvement Project to increase traffic flow and bus speeds in the 101 corridor.	C	⧗⧗⧗	-$	**Ongoing -** The District is working with TAM, Marin Transit, Caltrans, and others to support improved transit operations along Highway 101 and at the Highway 101/580 interchange in San Rafael.
16	Work with funding partners to enhance safety on Alexander Avenue to align more properly with its place in the active transportation network.	C	⧗⧗⧗	-$	**Ongoing -** Vista Point Trail opened in September 2026. This provides bicyclists and pedestrians a scenic alternate route that bypasses much of Alexander Avenue. With respect to Alexander Avenue improvements, Engineering resources were diverted to other projects, including RFQ/Ps for the seismic retrofit shop inspection services, the San Rafael Water Line Rehabilitation project, the LFT Culvert repair project, and the LFT dredging project.

	Initiative	Timing	Duration	Fiscal Impact	FY 26-27 Status
Sustainability and Climate Responsibility					
17	Plan for climate change by establishing a financially feasible and environmentally sustainable business model for the District including: a long-term energy plan for facilities with implementation timeline goals; green transportation options for Bridge, Bus and Ferry operations; and, a plan to increase efficiency and reduce waste throughout the District's operations that incorporates modern practices, long-term sustainability and environmental and climate responsibility. Work with State and regional transportation partners and customers, staff and the general public to achieve climate goals. Consider dedicating staff permanently to the effort and foster District-wide employee involvement in the District's sustainability goals. Design the plan for achieving financial savings, possibly including earning revenue through clean energy generation. Updates will be provided as available in the General Manager's monthly report.	A	⧗⧗⧗	-$	**Ongoing -** The District's business model is facing financial challenges, while at the same time both federal and state (GGRF) funding for green projects have declined. These events limit the District's progress with respect to this initiative. In Spring 2026 a new large-scale solar installation at the District's facility on Andersen Drive in San Rafael went online. It provides about 850 kilowatts of electricity. The construction of 2 new 500 passenger ferry vessels is currently underway with vessel #1 started March 2026 and #2 started Sept 2026. The new vessels meet all California Air Resources Board (CARB) requirements and will consume 1/3 less fuel while carrying more passengers. The implementation of MASCOTS reduced total bus vehicle miles by approximately 7 percent and vehicle hours by approximately 4 percent while increasing ridership - reducing fuel consumption and associated emissions while using District resources more efficiently.
18	Study and implement effective alternatives for bus and ferry emissions reductions, as resources allow.	A	⧗⧗⧗	-$	**Ongoing -** This District slightly slowed down Larkspur/SF ferry service, adding 5 minutes of travel time to each trip. This modest speed reduction resulted in a reduction in diesel fuel usage of about 185,000 gallons per year. The District continues planning for the transition to a zero-emission bus fleet, evaluating operational feasibility, infrastructure requirements, available technology and funding. Recognizing the significant changes to our bus service since development of the District's original Zero-Emission Bus Transition Plan, the District hired several specialized consultants and is initiating work to reevaluate and update the Plan based on current operating conditions and advancements in zero-emission technology.
19	Explore opportunities and possible mechanisms to continue to jointly use and share District facilities with other agencies for transit purposes and to support efforts to jointly develop housing at District property consistent with local zoning and planning jurisdictions and within the District's Mission.	C	⧗⧗⧗	+$$	**Ongoing -** The District provides space at its Novato property, at no cost, to Marin Transit for its contractor for paratransit operations to store and stage vehicles. The District also leases space at its San Rafael property to Marin Airporter for transportation service that removes cars from the Golden Gate Bridge, and the District shares its Sausalito Ferry Landing with Blue and Gold Ferry.
20	Explore opportunities to provide transit service at new transit-oriented developments.	C	⧗⧗⧗	-$	**Ongoing -** With the implementation of MASCOTS, every 15 minutes during peak weekday periods there is express bus service connecting the San Rafael Transit Center (SRTC) with San Francisco. Several high density developments are currently being planned and/or under construction in the vicinity of the SRTC.
Address the District's Financial Shortfall					
21	Develop and implement a new 5-year toll increase program that helps to address the funding needs of the Bridge and the District's transit operations.	A	⧗⧗	+$$$	**Ongoing -** Staff continues to monitor the effectiveness of the current toll plan in addressing the funding needs of the Bridge and the support of the District's transit operations. The current plan is set to end on June 30, 2029.
22	Analyze adding staff and/or consulting resources to increase the District's ability to seek additional grant funding to maintain the District's aging capital infrastructure.	A	⧗⧗	+$$$	**Complete** - Two firms have been hired and they are working with staff in identifying and applying for discretionary awards.
23	Eliminate toll discounts for private transportation services providing service to SFO.	A	⧗⧗	+$$	**Ongoing** - Analysis has begun and staff is targeting bringing to the board in FY 26/27.

	Initiative	Timing	Duration	Fiscal Impact	FY 26-27 Status
24	Determine the financial feasibility of paying down unfunded liabilities with CalPERS.	A	⧗⧗	+$$	**Not Started -** This initiative has not begun and will be analyzed after the operating budget deficit has been addressed.
25	Develop a comprehensive paid vehicle access and parking program across all District parking lots.	A	⧗⧗⧗	+$$	**Ongoing** - An RFP for a District wide comprehensive parking program is currently under development to be advertised in FY 26/27.
26	Examine the feasibility of re-directing some of the District's northern bus routes to the District's ferry terminals to provide efficient and cost-effective service to San Francisco.	C	⧗⧗⧗	+$$$	**Deferred -** No longer under consideration as it has been superseded by the MASCOTS plan, which was implemented in the Spring of 2026 as a three-year pilot program.
27	Study the feasibility of expanding the Bridge experience for visitors with fee-based tours.	F	⧗⧗⧗	+$$$	**On-Hold -** Staff to review the feasibility of possible tour options in future years.
28	Study the feasibility of two-way tolling on the Golden Gate Bridge: collect half the toll amount northbound and half the toll southbound.	F	⧗⧗⧗	+$$$	**On-hold -** Pending due to the construction of the Gantry and selection of the toll system vendor. Staff will initiate reviewing traffic trends in the future.
	Operational Excellence				
29	Develop 5- and 10-year capital plans based on current project delivery abilities.	A	⧗⧗	+$$$	**Complete -** Staff presented the 5- and 10-year capital plans to the Finance and Auditing Committee in June 2025. The plan continues to be reviewed and updated annually during the budget development cycle.
30	Study the effectiveness of all staff training, including training on sexual harassment.	A	⧗⧗	-$	**Ongoing -** In January 2026, the District analyzed the Employee Engagement Survey and prepared an Action Plan for establishing goals. The Survey will be re-issued in late 2027. Meanwhile, the EEO Compliance Team is working on Action Plan Items to improve staff training.
31	Regularly carry out employee surveys and/or focus groups on issues concerning the District to take advantage of their value, knowledge, and experience toward both setting the future direction of the District and improving its current customer service and operational efficiency.	A	⧗⧗	-$	**Ongoing -** In response to employee survey findings, the District's EEO Compliance Team developed a comprehensive, in-person District Values Training Program designed to strengthen organizational culture, reinforce expectations for service and accountability, and support greater operational effectiveness. The training incorporates practical, workplace-based scenarios and introduces a peer-to-peer Employee Recognition Program to encourage employees to recognize colleagues who demonstrate the District's Values in their daily work. Training will be delivered to all employees during the fiscal year.
32	Institute a process to reevaluate business areas and staff levels in all departments; examine both filled and vacant positions.	A	⧗⧗⧗	+$$$	**Ongoing -** Processes have been implemented and reviews are ongoing. When the Board adopted the FY 26/27 Budget it eliminated 105 vacant positions.
33	Explore alternative methods of capital project planning, tracking and delivery to increase the efficiency of completing projects, reduce costs and improve asset management.	A	⧗⧗⧗	+$$$	**Ongoing -** The District used an alternative project delivery method for the ongoing $1 billion seismic retrofit project. The Notice to Proceed was issued January 5, 2026 for Contract 1 which utilized the construction manager general contractor (CMGC) procurement method. Staff will continue assessing methods of monitoring and tracking capital projects in FY 26/27 to increase efficiencies.

	Initiative	Timing	Duration	Fiscal Impact	FY 26-27 Status
34	Create and implement a comprehensive, District-wide program to attract, train, promote, and retain management and staff needed to accomplish strategic goals.	A	⧗⧗⧗	+$$	**Ongoing -** The District continues to implement and expand its District wide employee development and retention programs. The District is reviewing job descriptions and in early 2027 will conduct its triennial salary survey of represented and non-represented positions. In the summer of 2026 the District launched it's first Engineering Internship program.
36	Study the feasibility and impact on employees of replacing the annual stipend and HRA program with a cost-effective higher medical stipend to give employees more autonomy with less administrative work.	C	⧗⧗⧗	+$$$	**Ongoing -** Staff has completed the study of the feasibility and impact. Implementation is subject to collective bargaining.
37	Study the feasibility and impact on employees of cost-saving health care program changes and standardization such as District-wide standard premium sharing amounts, capping employer premium payments to one HMO plan and one PPO plan, and synchronizing District retiree medical benefit qualifications to allow for consistency across all employees.	C	⧗⧗⧗	+$$	**Ongoing -** Implementation is subject to collective bargaining.
38	Work with partners to craft standard language within MOUs to improve administrative efficiencies.	C	⧗⧗⧗	+$$	**Ongoing -** Staff continues to review opportunities to standardize language in Memoranda of Understanding (MOUs) during collective bargaining negotiations to improve administrative efficiency and consistency.
39	In cooperation with the bus operator union, take the necessary steps to ensure a stable defined benefit pension for all bus operators.	C	⧗⧗⧗	-$$$	**Ongoing** - An actuarial analysis has been completed with respect to possibly transitioning existing and future bus operators to the Sonoma County Employees' Retirement Association. The District is engaging another actuarial effort regarding "classic" employees. Also, with the passage of Senate Bill 607 the District will have new limited bonding authority effective January 1, 2027. Discussions are ongoing with the Amalgamated Transit Union (ATU) Local 1575.