

**GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT**

**RESOLUTION NO. 2013-020**

**ADOPT A STRATEGIC PLAN FRAMEWORK TO MEET THE  
METROPOLITAN TRANSPORTATION COMMISSION'S RECOMMENDATIONS  
FOR THE TRANSIT SUSTAINABILITY PROJECT**

March 8, 2013

**WHEREAS**, created by the state Legislature in 1970 (California Government Code § 66500 et seq.), the Metropolitan Transportation Commission (MTC) is the transportation planning, coordinating and financing agency for the nine-county San Francisco Bay Area; and,

**WHEREAS**, the MTC functions as both the state's regional transportation planning agency and the region's federal metropolitan planning organization, and is responsible for regularly updating the Regional Transportation Plan, a comprehensive blueprint for the development of mass transit, highway, airport, seaport, railroad, bicycle and pedestrian facilities; and,

**WHEREAS**, the MTC screens requests from local agencies for state and federal grants for transportation projects to determine their compatibility with the plan and, in April 2009, adopted *Transportation 2035*, which charts a new course for the agency, particularly with regard to reducing greenhouse gas emissions; and,

**WHEREAS**, the Golden Gate Bridge, Highway and Transportation District's (District) bus and ferry services remove thousands of cars from Highway 101 and the streets of San Francisco every day, making these services vital to easing congestion and reducing greenhouse gas emissions; and,

**WHEREAS**, on May 23, 2012, the MTC adopted final recommendations for the Transit Sustainability Project (TSP), in an effort to continue improvements in service and cost-control that have been gained by the major transit agencies in the San Francisco Bay area; and,

**WHEREAS**, the MTC approved performance measures and targets to monitor the performance of the seven largest transit agencies in the Bay Area, the District among them; and,

**WHEREAS**, the performance target is a 5% real reduction in at least one of the following performance measures by FY 16/17 and no growth beyond the Consumer Price Index (CPI) thereafter, with the baseline year set at the highest cost year between FY 07/08 and FY 10/11: cost per service hour; or, cost per passenger; or, cost per passenger mile; and,

**WHEREAS**, by March 31, 2013, agencies must submit an adopted strategic plan that reduces the highest cost-year over a four-year period by 5% net of inflation, and that limits cost growth thereafter to the CPI; and,

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**WHEREAS**, beginning in FY 13/14, transit agencies must submit performance measure data to the MTC on all three targets; in FY 17/18, the MTC will analyze progress; and, in FY 18/19, the MTC will link existing and new operating and capital funds to progress; and,

**WHEREAS**, additional internal efficiencies and negotiated sustainable bargaining unit agreements will be necessary for the District to achieve the MTC reduction target request; and,

**WHEREAS**, failure to achieve a 5% real reduction in cost per service hour, cost per passenger or cost per passenger mile by FY 16/17 could impact the District's receipt of future operating and capital funds distributed by MTC; and,

**WHEREAS**, the Transportation Committee, at its meeting of March 7, 2013, has so recommended; now, therefore be it

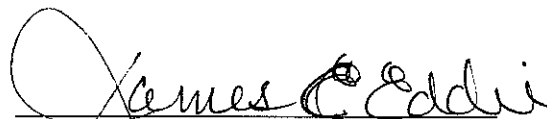
**RESOLVED** that the Board of Directors of the Golden Gate Bridge, Highway and Transportation District hereby authorizes the adoption of a strategic plan framework to meet the Metropolitan Transportation Commission's adopted final recommendations for the Transit Sustainability Project, as attached hereto.

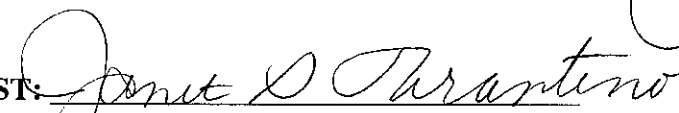
**ADOPTED** this 8<sup>th</sup> day of March 2013, by the following vote of the Board of Directors:

**AYES (14):** Directors Arnold, Campos, Cochran, Fredericks, Pahre, Rabbitt, Reilly, Sears, Snyder, Sobel, Theriault and Wiener; First Vice President Grosboll; President Eddie

**NOES (0):** None.

**ABSENT (2):** Director Moylan; Second Vice President Stroeh

  
**James C. Eddie**  
**President, Board of Directors**

**ATTEST:**   
**Janet S. Tarantino**  
**Secretary of the District**

Attachment: Strategic plan framework to meet the Metropolitan Transportation Commission's adopted final recommendations for the Transit Sustainability Project

## ATTACHMENT

### **Transit-Related Cost Saving Initiatives Previously Approved by the Board**

The following are the transit-related cost saving initiatives that have been approved by the Board previously.

#### **Financial Plan Initiatives Implemented in FY 10/11**

**Eliminate Duplicative Bus Service and Bus/Ferry Trips with Low Ridership.** On May 28, 2010, the Board approved bus service reductions of bus scheduled routes that were identified to have low ridership. In addition, on November 19, 2010, the Board approved adjusting the Golden Gate Ferry schedule by revising weekday schedule trips to better accommodate commuters' work start times, maximize crew availability and provide an ongoing cost savings associated with reduced fuel consumption. This initiative overall is estimated to save approximately \$500,000 on an annual basis.

**Reduce Ferry Fare Discount for Translink riders from 40% to 30%.** This initiative, approved by the Board, changed the Ferry Frequent Rider discount rate for customers using Clipper to be 30% on both Golden Gate Ferry routes (Larkspur and Sausalito) effective January 1, 2011. This initiative was projected to generate approximately \$500,000 in revenue on annual basis.

**Adjust 10-Year Capital Plan.** Implementation of this initiative set a longer timeframe for the current projects and increased grant commitments thereby reducing the FY 10/11 Capital contribution amount from \$13 million to \$10 million annually. For FY 12/13, the capital contribution amount remained the same at \$10 million.

**Reduce Administrative Expense (Overhead).** The goal of this initiative was to improve the efficiency in the administrative process annually by reducing overhead costs by a target of \$600,000 throughout the District. The Bus Division deleted one full-time dispatcher position and added one part-time dispatcher for a net annual savings of \$50,000.

**Freeze ATU Employee Salaries for 18 Months.** District completed negotiations with Amalgamated Transit Union (ATU) for a 12 month salary freeze for ATU employees in FY 10/11.

#### **Financial Plan Initiatives Implemented in FY 11/12**

The FY 11/12 Budget implemented the following transit-related initiatives as authorized by the Board.

**Further Reliance on Automated Information for Transit Customers.** On April 22, 2011, the Board approved the reorganization of the Customer Service Center. The reorganization resulted in a net reduction of four positions by eliminating nine customer service representatives and adding four full-time and one part-time Customer Relations Assistant positions. This initiative is projected to save \$500,000 on an annual basis. In addition, this initiative will implement an automated interactive telephone voice recognition system to provide 24/7 Golden Gate Transit and Ferry schedule information.

**Automate Ferry Revenue Collection.** This initiative installed ticket vending machines at the ferry terminals and eliminated seven full-time and one part-time ticket agent positions. District has estimated it will save approximately \$600,000 on an annual basis.

**Negotiate Increased Cost Sharing for Health Benefits Plans for ATU Employees.** District completed negotiations with Amalgamated Transit Union (ATU) to increase the cost sharing for health benefits for ATU employees.

**Renew Bus Transit Fare Increase Plan.** On April 22, 2011, the Board adopted a five-year fare increase plan which included a regional bus fare increase of 5% rounded to the nearest \$0.25. Overall, the District's five-year transit fare increases are anticipated to generate approximately \$300,000 in revenue on an annual basis.

### **Financial Plan Initiatives Implemented in FY 12/13**

The FY 12/13 Budget implemented the following transit-related initiatives as authorized by the Board:

**Implementation of Advanced Communications and Information System (ACIS) Project.** The ACIS project is underway and would implement the following: 1.) A new District-wide radio communications system; 2.) Automatic vehicle location; 3.) New mobile data terminals installed on the transit fleet; 4.) New computer-aided bus dispatch systems; 5.) Real-time information systems for customers; 6.) New software for planning, scheduling and customer services; and, 7.) Integration of all new services with the existing systems and information network infrastructure within the District. The project is expected to be completed in early spring of 2013.

**Further Reduce Ferry Fare Discount for Clipper Riders From 30% to 20%.** In FY 11/12, the Clipper Ferry Fare discount was reduced from 40% to 30%. In FY 12/13, the Board established separate cash and Clipper fares thereby creating a new structure for Ferry discounted fares.

**Negotiate Lower Rent for New Bus Lot.** District has secured a new San Francisco Mid-Day Bus Lot. The new Bus Lot is currently being subleased while bus lot improvements are underway. Once improvements are completed, District will move into the new San Francisco Mid-Day Bus Lot.

**Renew Ferry Transit Fare Increase Plan.** The Board has adopted an annual 5% fare increase for Ferry Transit fares. This is projected to increase revenue by \$2 million over 10 years.