



Agenda Item No. (6)(A)

**REPORT OF THE GENERAL MANAGER  
BOARD OF DIRECTORS  
MEETING OF MARCH 22, 2024**

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

Honorable Members:

**UPDATE ON DISTRICT OPERATIONS POST-PANDEMIC**

Overall travel in the Golden Gate Corridor - by Bridge, Bus and Ferry - remains well below pre-pandemic levels, especially commute travel. That having been said, travel in the Golden Gate Corridor continues to trend upward.

In February 2024, southbound Bridge traffic was 3 percent above February 2023 traffic, while Bus ridership was 11 percent above February 2023, and Ferry ridership was 19 percent above February 2023 ridership.

The District continues to add back bus and ferry service incrementally as we see a return of our customers travelling in the Golden Gate Corridor.

**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

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

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.

Most significantly, the ATU and the District have agreed 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-trusted 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 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<sup>nd</sup>. 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. Follow up meetings are in the process of being scheduled.

**REPAIRS COMPLETED TO THE LARKSPUR FERRY TERMINAL BERTH 2 BOARDING RAMP HYDRAULIC CYLINDERS**

**Background**

On November 20, 2023, the General Manager approved an emergency procurement, Contract No. 2023-F-111, with Valentine Corporation, in the amount of \$180,000, for repairs to the Larkspur Ferry Terminal Berth 2 boarding ramp hydraulic cylinders.

On October 9, 2023, Ferry Division staff discovered a crack at the base of one of the hydraulic cylinders at the Larkspur Ferry Terminal Berth 2 boarding ramp. There are two hydraulic cylinders

## **REPAIRS COMPLETED TO THE LARKSPUR FERRY TERMINAL BERTH 2 BOARDING RAMP HYDRAULIC CYLINDERS (continued)**

at Berth 2 that support one end of the boarding ramp and also raise and lower the ramp to align with the different ferry vessel loading deck elevations. Detailed inspections were performed on October 9, 2023, by Engineering staff and Ferry Division staff on all the hydraulic cylinders at both Berths 1 & 2. The inspections revealed a crack at the Berth 2 western cylinder just above the support pile cap clevis attachments. It was determined that due to the size and location of the crack, the Berth 2 boarding ramp be taken out of operation until repairs could be made. Taking Berth 2 out of service has impacted Ferry Operations at Larkspur and has caused interruptions to Ferry service. Service from Berth 2 has been diverted to Berth 1 or Berth 3, which is less efficient than service from Berth 2.

In accordance with Public Contract Code Section 22050 and the District's Procurement Policy, the General Manager, on November 20, 2023, authorized an emergency procurement, Contract No. 2023-F-111, with Valentine Corporation to make repairs to the Berth 2 boarding ramp. The repairs include removing the two existing hydraulic cylinders, removing, furnishing and installing new base support brackets for the cylinders, and installing two District provided refurbished hydraulic cylinders. Engineering staff negotiated a price of \$180,000 for the repairs. On January 29, 2024, Valentine Corporation mobilized equipment and materials to the site and on January 30 and 31, 2024, completed the repairs. On February 5, 2024, Berth 2 was put back into service.

### **Fiscal Impact**

The project construction has been completed at a construction cost of \$179,369. No further work is required.

## **UPDATE ON SAN FRANCISCO FERRY TERMINAL RAMP REPAIR**

On June 30, 2021, during a facility inspection at the San Francisco Ferry Terminal, a crack was discovered in one of the outer berth structural steel framing elements. Detailed inspections of both the inner and outer berth steel ramps were performed on July 6<sup>th</sup> and 7<sup>th</sup>, 2021 by District certified steel inspectors. The inspections revealed additional cracks in both the inner and outer berths after which both berths were red tagged and the terminal shut down.

In accordance with Public Contract Code Section 22050 and the District's Procurement Policy, the General Manager, on July 14, 2021, authorized an emergency procurement, Contract No. 2021-F-049, with Moffatt & Nichol to perform a thorough damage assessment and structural analysis of the inner and outer berths in order to determine the cause of the cracks and the structural condition of the berths. On August 17, 2021, Moffatt & Nichol submitted a draft damage assessment report that identified deficiencies in the existing hydraulic lift system and possible vessel surge as contributing factors to the damage. On November 19, 2021, Staff executed the first amendment to Contract No. 2021-F-049 with Moffatt & Nichol to provide engineering design services and to prepare construction drawings and technical specifications associated with repairs to the inner berth. The District received the design documents on March 10, 2022 and applied for a permit with

### **UPDATE ON SAN FRANCISCO FERRY TERMINAL RAMP REPAIR (continued)**

the Port of San Francisco on March 11, 2022. The District received the Port of San Francisco permit for construction on April 18, 2022.

In accordance with Public Contract Code Section 22050 and the District's Procurement Policy, the General Manager, on April 22, 2022, authorized an emergency procurement, Contract No. 2022-F-035, with Power Engineering Construction ("Power"), located in Alameda, CA, in the not to exceed amount of \$612,600 to perform repairs to the inner berth. On April 25, 2022, the District executed the second amendment to Contract No. 2021-F-049 with Moffatt & Nichol, in the amount of \$84,040 to provide construction engineering support services associated with construction Contract No. 2022-F-035.

Power completed the repairs to the inner berth concrete support beam. While performing the repairs, additional concrete spalls and deterioration in the concrete beam and the adjacent concrete deck slab were discovered. Power was directed to repair these areas and has completed all concrete repairs. Engineering requested and Power provided a price to perform the work. A change order in the amount of \$299,000 was executed for this extra work. Power completed fabrication and implementation of the ramp lifting system, blast cleaning and painting of the steel surfaces, and the steel crack repairs. During the repair work, additional steel cracks were discovered, and Power was directed to repair the cracks. Engineering requested and Power provided a price to perform the work. A change order in the amount of \$155,150 was executed for this extra work. All steel repairs have been completed. The ramp has been lowered back into place, hinge pins reinstalled, and the temporary lift system removed. All of the structural repairs to the San Francisco Ferry Terminal inner berth have been completed. The Port of San Francisco permit final inspection was signed on April 7, 2023. Final project documentation has been provided and this portion of the project is complete.

Moffatt & Nichol's damage assessment included recommendations for repairs and rehabilitation to the existing hydraulic lift system. Deficiencies in the hydraulic lift system were determined to be a contributing factor in causing the damage to the ramp. Ferry Operating staff determined that they are unable to perform the repairs. Engineering requested Moffatt & Nichol develop a scope of work and cost proposal for designing and preparing plans and specifications for rehabilitating the hydraulic system. The District executed the third amendment with Moffatt & Nichol in the amount of \$269,873, for the inner berth hydraulic system rehabilitation design. During field investigations of the berth hydraulic lift systems, it was determined that the hydraulic system for the gangplanks that extend from the boarding ramp to the vessels was also in poor condition. The investigation determined that the condition of the inner berth hydraulic gangplank system was similar to that of the hydraulic lift system and requires replacement. Engineering staff requested and Moffatt & Nichol prepared a scope of work and cost proposal for the design of the repairs. A fourth contract amendment, which includes a task in the amount of \$19,766, was executed with Moffatt & Nichol, for the replacement of the inner berth gangplank hydraulic system. On December 12, 2023, Moffatt & Nichol submitted the 100% design package for the inner berth hydraulic system repairs. District Engineering staff are reviewing the package.

**UPDATE ON SAN FRANCISCO FERRY TERMINAL RAMP REPAIR (continued)**

As previously reported, the outer berth condition was determined to be worse than the inner berth and requires more extensive repairs. After the inner berth structural repairs were completed, Engineering staff and Moffatt & Nichol developed options for the outer berth repairs. Engineering staff requested and Moffatt & Nichol prepared a scope of work and cost proposal for the design of the outer berth repairs. The fourth contract amendment, which includes a task in the amount of \$336,374, was executed with Moffatt & Nichol for the outer berth structural and hydraulic systems repair final design and construction documents. On December 8, 2023, Moffatt & Nichol

submitted the outer berth 65% structural repair design package. On February 6, 2024, Moffatt & Nichol submitted the 100% design package for Port of San Francisco permit application. Staff is reviewing the submittal and preparing the permit application. Upon completion of the design, a construction contract will be issued for bids to implement the outer berth repairs. The fourth amendment total, including design of the inner berth gangplank hydraulics repairs and all outer berth repairs, is \$356,140.

**Fiscal Impact**

Current estimated costs to date for all activities related to the inner berth concrete and structural steel repairs are \$1,606,746. Estimated costs for the repairs to both the inner and outer berths are \$4,412,886. The General Manager will continue to provide the Board with regular updates on the status and costs of this work.

<b>DESCRIPTION OF ITEMS</b>	<b>COSTS</b>
Structural Analysis and Damage Assessment (Moffatt & Nichol)	\$43,634
Inner Berth Repair Design (Moffatt & Nichol)	\$98,610
Inner Berth Permitting Fees (Port of San Francisco)	\$13,570
Inner Berth Construction Repairs (Power Engineering)	\$612,600
Inner Berth Construction Change Order No. 2 – Additional Temporary Support and Concrete Repairs (Power Engineering)	\$299,000
Inner Berth Construction Change Order No. 3 –Additional Steel Repair (Power Engineering)	\$155,150
Inner Berth Engineering Construction Support (Moffatt & Nichol)	\$84,040
Inner Berth Quality Assurance Inspections (ISI)	\$30,269
Inner Berth Hydraulic Lift System Repair Design (Moffatt & Nichol)	\$269,873
Inner Berth Hydraulic Gangplank System Repair Design (Moffatt & Nichol)	\$19,766
Outer Berth Repair Design	\$336,374
Outer Berth Permitting Fees (estimated)	\$50,000
Outer Berth Construction Repairs (estimated)	\$2,000,000
Outer Berth Engineering Construction Support (estimated)	\$200,000
Outer Berth QA Inspections (estimated)	\$100,000
District Staff Costs (estimated)	\$100,000
<b>TOTAL COSTS</b>	<b>\$4,412,886</b>

**PRESENTATIONS BY DISTRICT STAFF FOR THE MONTH OF FEBRUARY**

District staff made the following speeches and/or presentations:

<b>PRESENTATION TO:</b>	<b>DATE:</b>	<b>PRESENTED BY:</b>
Department of Rehabilitation: Community Based Organization Partnership	February 7, 2024	Bus Operator and Apprenticeship Coordinator, Richard Diaz, Bus Division
Office of Refugee Relocation (ORR) Partnership Series: Promoting Economic Mobility	February 22, 2024	Bus Operator and Apprenticeship Coordinator, Richard Diaz, Bus Division
SamTrans: Mentorship/Building H RTP/Training	February 24, 2024	Bus Operator and Apprenticeship Coordinator, Richard Diaz, Bus Division

**SPECIAL EVENT/EXPRESSIVE ACTIVITY REQUESTS**

Below are the dates and sponsoring agencies of special events and expressive activities for which permits have been sought. The following applications were received since last reported to the Board in the February 23, 2024, Report of the General Manager:

<b>Event Date</b>	<b>Event Title</b>	<b>Location</b>	<b>Type*</b>	<b>Expected No. Participants</b>
June 1, 2024	National Gun Violence	East Sidewalk	EX	300-400
June 8 – 9, 2024	Escape From Alcatraz	Under GGB & Battery East/ Coastal Trail	SE	1,800
June 23, 2024	The Guardsmen Presidio 10	East & West Sidewalk & Under Bridge @ Tunnel	SE	TBD

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

**VEHICLE TRAFFIC INCIDENTS FOR THE MONTH OF FEBRUARY**

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

<b>Vehicle Traffic Incident</b>	<b>Vehicles</b>	<b>Injuries</b>	<b>Fatalities</b>	<b>Location</b>
C – Collision	1	1	0	Bridge
RE - Rear Ender	4	0	0	Waldo
RO - Roll-Over	1	0	0	Bridge
RE - - Rear Ender	2	1	0	Waldo
SS - Side-Swipe	2	0	0	Waldo
HB - Hit Barrier	1	0	0	Bridge
HB - Hit Barrier	1	0	0	Plaza
RE - Hit Barrier	2	0	0	Waldo
HB - Hit Barrier	1	0	0	Plaza
<b>TOTAL</b>	<b>15</b>	<b>2</b>	<b>0</b>	

**BICYCLE INCIDENTS FOR THE MONTH OF FEBRUARY**

For the month of February, there were no reported bicycle incidents.

**FERRY BICYCLE COUNTS THROUGH THE MONTH OF FEBRUARY**

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

<b>Larkspur Southbound Bicycle Counts</b>	
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
January - February	1,949

\*The Larkspur February bicycle count was 955

<b>Sausalito Southbound Bicycle Counts</b>	
2019 Annual Total	95,590
2020 Annual Total	9,415
2021 Annual Total	8,845
2022 Annual Total	64,952
2023 Annual Total	64,852
January - February	4,329

\*The Sausalito February bicycle count was 2,111

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

<b>Tiburon Southbound Bicycle Counts</b>	
2022 Annual Total	9,204
2023 Annual Total	9,481
January - February	766

\*The Tiburon February bicycle count was 395

<b>Angel Island Northbound Ferry Bicycle Counts</b>	
2021 (December service start) Annual Total	39
2022 Annual Total	4,807
2023 Annual Total	4,556
January – February	269

\*The Angel Island February bicycle count was 156

**EMPLOYEE OF THE MONTH – MARCH 2024**

After reviewing nominations submitted by District employees, the Employee of the Month Committee selected Senior Engineering Document Control Assistant Matthew Crom in the District Division as the Employee of the Month for March 2024.

Mr. Crom is recognized for consistently demonstrating exceptional professionalism, a positive attitude and a genuine willingness to help others. Mr. Crom is a vital asset to the Engineering Department in so many ways. One example is that he sent out a department absence log every day during the entirety of the pandemic. In addition, attaching great pictures of the Bridge from the 1930’s, just one of the many of the little things he does to make the day a little brighter. Mr. Crom works closely with many of the engineers whether organizing office and trailer space or assisting with various ongoing engineering projects. He is a great resource for information that everyone in Engineering taps into regularly.

Of special note, Mr. Crom’s colleagues share that they are very glad that he is a part of the Engineering Department and that they are glad that he is being recognized for all that he does to help the department run smoothly.

Mr. Crom joined the District on September 25, 2017, as an Engineering Document Control Assistant and promoted to his current position on June 13, 2022. Prior to joining the District, he was an Office Services & Records Specialist at Arent Fox LLP, and prior to that a CA Records Analyst at Covington & Burling LLP, and before that an Office Services Assistant at Covington & Burling LLP.

Mr. Crom was born in San Mateo, CA and completed his early education years in Foster City, CA. He holds a Bachelor of Arts, Politics from Dominican University of California. His award and



**EMPLOYEE OF THE MONTH – MARCH 2024 (continued)**

honors include; 2018 Lions Eye Foundation Don Stanaway Fellowship; 2013 CA State Senate Certificate of Recognition for Lions Club Officer. Mr. Crom's memberships and community activities include; Knights of Columbus (2020-Present); Foster City Lions Club Volunteer; Past Foster City Lions Club Admin. Treasurer (2010-2014 & 2016-2018).

Mr. Crom is a resident of San Rafael, CA where he lives with his wife Heather. In his spare time, he enjoys nature/wildlife hikes and exploring Marin County; basic photography; history; traveling; gardening; red wine; and caring for their Snowshoe cat, Tigre-Athena, a Blue Siamese and American Short-hair that they adopted from Marin Humane at the age of nine in February 2023. Mr. Crom would like to add that it is truly an honor and a pleasure to be part of such a great organization such as the Golden Gate Bridge, Highway and Transportation District and to work with so many bright and ambitious colleagues.

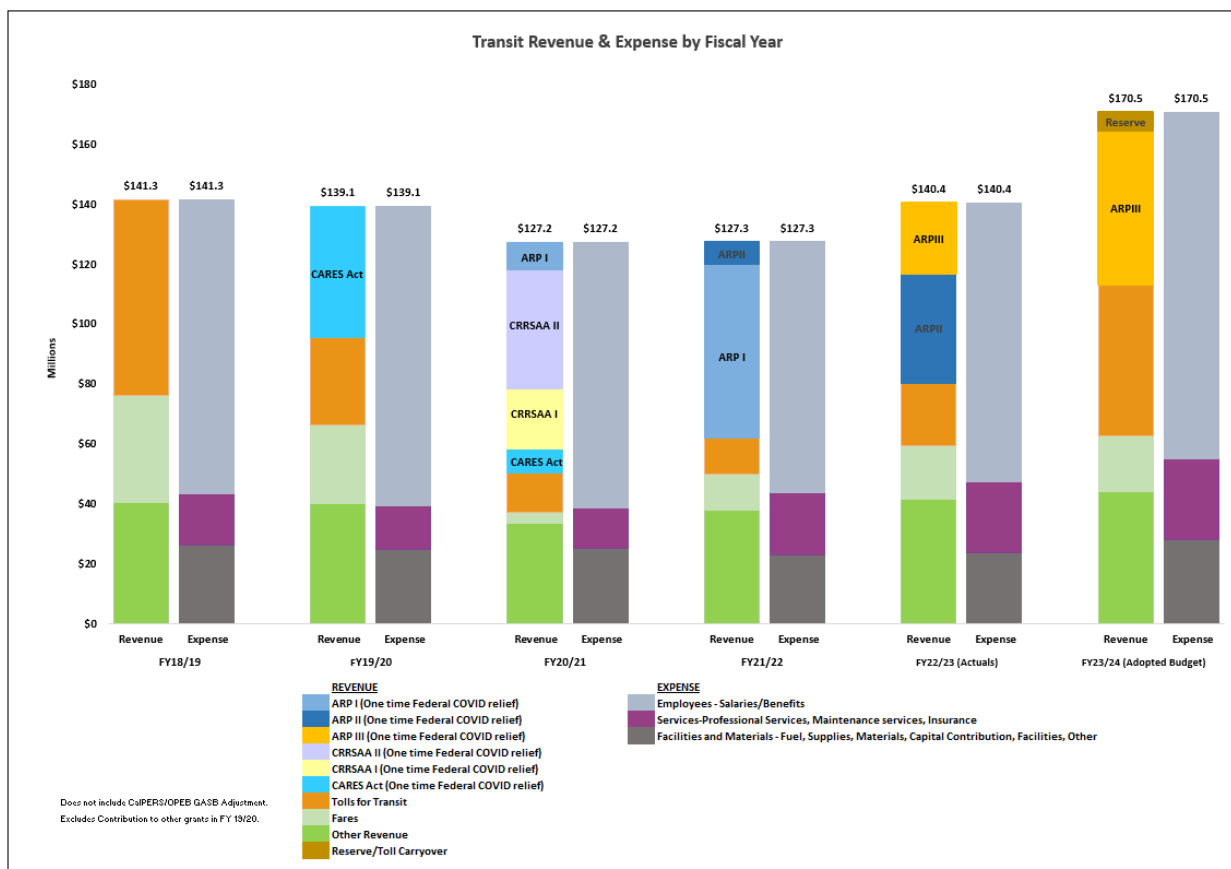
Denis J. Mulligan  
General Manager

DJM:jb

Attachment: 2024-0322-FinanceComm-No10-Attachment C – Transit Funding & Expense Comparison

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### 2024-0321-FinanceComm-No10-Attachment C – Transit Funding & Expense Comparison



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