

# Golden Gate Bridge, Highway, and Transportation District Mini-SHORT RANGE TRANSIT PLAN, FY 2007 - 2016

Adopted by Golden Gate Bridge, Highway and Transportation District  
November 17, 2006

Federal transportation statutes require that the Metropolitan Transportation Commission (MTC), in partnership with state and local agencies, develop and periodically update a long-range Regional Transportation Plan (RTP) and a Transportation Improvement Program (TIP) that implements the RTP by programming federal funds to transportation projects contained in the RTP. In order to effectively execute these planning and programming responsibilities, MTC requires that each transit operator in its region that receives federal funding through the TIP prepare, adopt and submit to MTC a Short Range Transit Plan (SRTP).

The preparation of this report has been funded in part by a grant from the U.S. Department of Transportation through Section 5303 of the Federal Transit Act. The contents of this SRTP reflect the views of the Golden Gate Bridge, Highway, and Transportation District (GGBHTD) and not necessarily those of the Federal Transit Administration or MTC. GGBHTD is solely responsible for the accuracy of the information presented in this SRTP.

## **1. INTRODUCTION**

This mini-Short Range Transit Plan (mSRTP) presents an operations plan and budget and a capital improvement plan for the transit services operated by GGBHTD for the 10 fiscal-years 2007 through 2016. The changes in service operated and service consumed are shown in a series of tables; notes explain the assumptions for the projections. The projections are based on the budget developed by GGBHTD staff and reflect the current level of service operated. GGBHTD operates bus, ferry, and ADA complementary demand-response transit modes.

### **BUS**

Golden Gate Transit (GGT) **bus** service is presented as five service types:

- Marin Local
- Regional-Basic
- Regional-Commute
- MTC Regional Xpress (Routes 72X, 75)
- Regional Connectivity (Routes 40-42)
- Regional Special Events

Each of these service types has different operating characteristics and distinct funding sources.

Marin Local is a network of local routes within Marin County operated under an interagency agreement with the Marin County Transit District (MCTD). The agreement is in effect through FY 2011. MCTD sets fares, designs routes, conducts marketing efforts, and otherwise assumes responsibility for the service. MCTD supports this service with “Measure A” ½% sales tax revenue. For planning purposes, this document assumes that the existing relationship between GGBHTD and MCTD continues through FY 2016.

Regional-Basic service consists of three GGT bus routes that operate between San Francisco and Marin and/or Sonoma counties. These routes operate all day, seven days a week in both directions.

Regional-Commute service is provided by 19 GGT transbay bus routes and three shuttle routes. These routes operate on non-holiday weekdays during commute periods, generally southbound in the morning and northbound in the evening. They carry commuters from North Bay residential neighborhoods and park & ride lots to San Francisco Financial District and Civic Center employment areas.

MTC Regional Xpress service is funded by MTC’s Regional Express Bus (REB) program. GGT Route 72X, an express version of commute Route 72, operates between Santa Rosa and San Francisco serving two park & ride lots in Sonoma County and the San Francisco Financial District. Route 75 operates between commuter park & ride lots along the US 101 corridor in Sonoma County and employment centers in Marin County. It is also funded by the County of Marin, the largest employer in the county.

Regional Connectivity Routes 40 and 42 are a regional service operated by GGT on behalf of MTC between the service areas of AC Transit and other East Bay operators in Contra Costa County and the GGT service area in Marin County via the Richmond-San Rafael Bridge. Route 40 runs during weekday commute periods while Route 42 operates all day, seven days a week. This service is supported by Regional Measure 2 (RM-2) funds generated by regional bridge tolls.

Regional Special Events service operates from locations in Marin and Sonoma counties to Monster Park in San Francisco for all 49er home football games and to certain other venues for selected sports or entertainment events. Fares are set to fully recover operating costs.

## **PARATRANSIT**

Inter-county demand-response paratransit service is provided by GGBHTD pursuant to the Joint Paratransit Plan with MCTD. It is operated by Marin Senior Coordinating Council, a nonprofit agency, as Whistlestop Wheels (WSW) through agreement with MCTD. WSW provides local paratransit trips on behalf of MCTD and ADA-required complementary inter-county paratransit service (Marin, San Francisco, Sonoma, and Contra Costa counties) on behalf of GGBHTD. This mSRTP reports on the inter-county paratransit service.

## **FERRY**

GGBHTD's Golden Gate Ferry operates three routes between Marin County and San Francisco – Sausalito, Larkspur, and Special Event service to AT&T Park. Golden Gate Ferry service operates every day except Thanksgiving, Christmas, and New Year's Day.

## **CLUB BUS**

Club Bus is privately contracted service within GGBHTD's jurisdiction between points considered uneconomical for GGT operations. The service is operated during the commute periods between San Francisco and Marin and Sonoma counties for members of individual commute groups with common origins and destinations. While the private operator's contractual relationship is with GGBHTD, GGBHTD is guided in its service requirements by the needs of each group. Most service operates to the University of California San Francisco (UCSF) Medical Center in western San Francisco. Club Bus members are required to pay 70% of the monthly service charges directly to the contractor. GGBHTD provides a 30% subsidy for the Club Buses. The service provided 62,555 one-way trips during FY 2006 and operated 7,300 vehicle hours and 200,000 vehicle miles.

## **2. OPERATIONS PLAN**

GGBHTD's operations plan shows service provided (revenue hours and miles of operation) and service consumed (unlinked passenger trips) from FY 2007 through FY 2016. These projections are based on the assumptions and policies shown below.

## **BUS**

The Bus operating plan is found in Exhibit 1, “Golden Gate Transit Bus Operating Plan”. It divides bus service into the five categories mentioned in the introduction: Marin Local, Regional-Basic, Regional-Commute, MTC Regional Xpress (Routes 72x, 75), and Regional Connectivity (Routes 40-42). Revenue hour and miles, ridership and fare revenue are shown for each bus service-type. The table shows estimated FY 06 and budgeted FY 06 data and projected data for FYs 2007 through 2016. Projections are based on the following assumptions and policies:

1. Total bus service provided and total ridership will generally remain unchanged, exclusive of fare changes.
2. Regional bus ridership will decline 3% a year, exclusive of any fare changes.
3. MTC Regional Xpress and Regional Connectivity ridership will not change.
4. Marin Local ridership will increase by an amount equivalent to the decline in regional ridership.
5. A 5% annual regional bus fare increase has been adopted for FYs 2007 through 2011. This mSRTP also assumes that the 5% annual regional bus fare increase will continue through FY 2016.
6. No fare increase for Marin Local service is assumed.
7. Regional bus fare increases have an elasticity of -0.3. That is, a 5% fare increase will cause a ridership decrease of 1.5% ( $-0.3 \times 0.5 = .015$ ). So the fare increase together with the baseline decrease of 3% would combine for a 4.5% annual decrease in Regional bus ridership
8. At the end of contract period between GGBHTD and MCTD, FY 2011, Marin local service level provided will increase 5% to meet ridership growth, and Regional service provided will decrease by an equivalent amount to stay in balance with ridership decline.

## **PARATRANSIT**

The paratransit operating plan and budget are combined in Exhibit 2. GGBHTD provides ADA-required complementary inter-county paratransit service. Service coverage is a function of the extent of fixed-route service offered by GGBHTD and may change if the fixed-route service changes. One contract operator provides both inter-county and local service, the latter supported by Marin County (MCTD). This Plan anticipates continuation of past growth trends resulting in an across-the-board 5% annual increase in paratransit service provided and passengers carried throughout the study period as shown in Exhibit 2. Major elements of the paratransit capital budget are shown in the Bus Capital Budget.

## **FERRY**

The Ferry operating plan and budget are combined in Exhibit 3. Service is divided into regular, which accounts for great majority of service, and ballpark, which consists of 80 to 90 round trips to AT&T Park in San Francisco. Ferry projections are based on the following assumptions and policies:

1. Total ferry service provided will remain constant except for service enhancements coincident with vessel replacement.

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2. Total ridership, not including AT&T ballpark service, will increase 1% a year, exclusive of fare and service changes.
3. AT&T ballpark service ridership, which comprises 4.5% of annual Golden Gate Ferry riders, will remain constant, as will service provided.
4. A new high-speed vessel to be added to Larkspur service in FY 2009 will result in a one-time 2% increase in total Ferry ridership (excluding AT&T ballpark service). Although this vessel is smaller than the Spaulding it replaces in the fleet, it can carry more passengers than the vessel it replaces in regular revenue service, thereby increasing peak period capacity.
5. A second high-speed vessel is planned for service in FY 2011. This vessel would likely replace a slower Spaulding ferry, enhancing service and resulting in a 1% increase in Ferry ridership (excluding AT&T ballpark service).
6. A 5% annual regional ferry fare increase has been adopted for FYs 2007 through 2011. This mSRTP also assumes that the 5% annual regional fare increase will continue through FY 2016.
7. The elasticity for regional ferry fare increases is assumed to be -0.2. That is, a 5% fare increase will cause a ridership decrease of 1.0% ( $-0.2 \times 0.5 = .10$ ). So the fare increase together with the baseline increase of 1% would combine for no change in Ferry ridership.
8. The great majority of ferry passengers reach the Marin ferry terminals by car. Since parking space is very limited at both terminals, potential ridership growth is limited. Access improvements to these facilities could bring about an increase in ridership not shown in the operations plan table.

### **GENERAL**

GGBHTD has no plans for service expansion, although adding two new high-speed replacement ferry vessels would increase capacity and overall system speed, and thereby enhance service. It is possible that the Marin Local component of Golden Gate Transit bus service could be expanded to meet increasing ridership under the direction of MCTD. This would not likely occur until after the existing contract expires at the end of FY 2011.

### **3. OPERATIONS BUDGET**

The Golden Gate Transit bus operating budget is shown in Exhibit 4; the paratransit and ferry operating budgets are shown in the same figures as their respective operating plans, i.e., Figures 2 and 3. GGBHTD's operations budget shows revenues and expenses from FY 2007 through FY 2016. Revenues are broken down into the following types:

- operating income, including fares
- state sources
- federal sources
- local assistance
- other

Operating expense subcategories are not broken out, with the exception of capital contribution. The operations budget projections are based on the same general assumptions as the operations plan. That is, GGBHTD transit service would be provided at a constant level throughout the planning period, and ridership increases and/or decreases would occur as described above.

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On the revenue side, fare increases would occur as described above: a 5% annual increase for ferry and regional bus service, no increase for Marin Local service, an annual increase in ferry ballpark fares to cover annual expense increase. Fare elasticities would affect ridership and therefore fare revenue. Subventions for transit operating costs are shown to increase according to MTC funding projections.

Bus expenses are projected to rise between 3.3% and 4.0% annually during the planning period. Ferry expenses are projected to rise between 3% and 6% annually during the planning period, with an average annual increase of 4.1%. Paratransit expenses are projected to rise about 10% annually during the planning period, a considerably faster rate of increase than for revenues. About half of this increase is due to service expansion.

The mSRTP demonstrates that all GGBHTD transit services operate at a deficit, even with state, federal, and local subventions. Exhibit 7, Transit Operating Deficit and Subventions for Mini-SRTP, shows the combined deficit for all three modes plus the Golden Gate Bridge surplus toll revenues available to offset the deficit.

This exhibit also shows that available surplus bridge tolls are not sufficient to meet the total transit operating deficit. GGBHTD maintains an ongoing effort to constantly update its financial plan to eliminate the deficit. This effort focuses on a mixture of service and cost reductions and revenue increases from user fees, fares, tolls, contract rates, and other operating revenues and subsidies. The GGBHTD is in the process of updating its strategic financial plan

### **4. CAPITAL IMPROVEMENT PROGRAM**

The GGBHTD capital improvement program is designed to maintain the stable level of service described above in the operating plans and budgets. That is, the capital improvement program would replace and improve existing capital without expanding it.

The Golden Gate Transit Bus capital program is shown in Exhibit 5. Major bus acquisitions would occur in three of the ten years in the planning cycle, replacing buses that will exceed their service life and will become too expensive to maintain. No significant change in revenue fleet size is anticipated. Other significant capital improvements include new fare boxes and a new radio-automatic vehicle locator (AVL) system. Both projects are scheduled to begin in FY 2007. See Exhibit 8.

The Bus capital budget also includes paratransit equipment, such as replacement revenue vehicles, vans, which are obtained at a fairly steady rate over the duration of the plan. Other capital equipment is also included, such as upgrades to its Trapeze scheduling and dispatching software.

The Ferry capital program is shown in Exhibit 6. GGBHTD plans to purchase two new high-speed ferry vessels, one in FY 2009 and one in FY 2011. These would replace the slower Spaulding vessels put into service in 1976. The third Spaulding vessel is scheduled for a major rehabilitation starting in FY 2007. The new ferry vessels would

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have an impact on the total number of passengers carried since they would increase peak period ferry capacity. This is shown in the Ferry Operations Plan, Exhibit 3.

Other major Ferry capital projects include dredging of the channel, berth and turning basin in Larkspur, and rehabilitation of gangways and floats at all three locations. The Larkspur and San Francisco passenger terminals are also scheduled for rehabilitation, with most work taking place in FY 2009.

Non-revenue vehicle replacement is part of the Tools and Equipment item in the Bus Capital Budget. These are to be replaced at a constant rate over the plan period.

The Golden Gate Transit Bus Fleet Management Plan is attached as Exhibit 8. This exhibit consists of two pages; one is a table showing changes in fleet composition through FY 2015; the other provides explanation. Although the size of the active fleet will not change, its composition will. The number of standard 40' coaches (all of these in the GGT fleet are "suburban" type) will decrease by 43, or 31%. The number of articulated coaches, 45' over-the-road coaches, and short 30' coaches will increase to make up the difference. These fleet changes are also reflected in Exhibit 5, Bus Capital Budget.

### **5. CONCLUSION**

The mini-SRTP shows that future transit operations maintain current levels of service with minimal changes. According to our analysis of recent demographic trends and transportation data, overall demand for GGBHTD transit service will remain relatively stable over the plan period, perhaps including a slight downtrend in bus demand and a slight increase in ferry demand. Many outside factors could alter this scenario, but our projections are conservative and based on what is known and likely.

The principal challenge facing GGBHTD is to find the resources to sustain its transit operation. As shown in the financial projections, the rate of increase for expenses tends to exceed the rate of increase for revenues. As stated above, available surplus bridge tolls are not sufficient to fund the total transit operating deficit. GGBHTD maintains an ongoing effort to update its financial plan to eliminate the deficit. This effort focuses on a mixture of cost and service reductions and revenue increases from user fees (fares, tolls, contract rates), other operating revenues and subsidies.

As MCTD takes a larger role in guiding Marin local bus service, the role of GGBHTD in operating this service is changing significantly. The current agreement will expire in FY 2011, and as that date approaches, the MCTD and GGBHTD will prepare for whatever changes may occur in their relationship. Should MCTD award its contract to another service provider, GGBHTD would become a provider of regional services only. However, this mSRTP assumes this relationship will continue under the general principles of the current agreement. GGBHTD will focus its efforts on enhancing its regional bus service to attract more riders while at the same time continuing its emphasis on productivity and operating efficiency to keep costs under control.

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GGBHTD will also explore innovative means of growing its ferry service. It is possible that new developments could also bring about great change here, such as starting a new ferry port in the North Bay or revitalizing land access to the Larkspur Ferry Terminal. At this time, these possibilities are just that – possibilities, and are not yet included in service plans or financial projections. It is also possible that global changes such as further steep increases in fuel costs may alter people’s travel choices and bring more riders to GGT bus and ferry.

### **LIST OF EXHIBITS**

1. Bus Operating Plan
2. Paratransit Operating Plan and Operating Budget
3. Ferry Operating Plan and Operating Budget
4. Bus Operating Budget
5. Bus Capital Budget
6. Ferry Capital Budget
7. Transit Deficit
8. Bus Fleet Management Plan (2 pages)
9. Ferry Fleet Management Plan (2 pages)

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**Exhibit 2**

**BUS OPERATING BUDGET PROJECTIONS FOR MINI-SRTP**

**10-Year Projection** With PERS Adjustment

|                                    | Expense (\$000) |               |                 |                 |                 |                       |                 |                 |                 |                 |                 |                 | 08/21/06 |
|------------------------------------|-----------------|---------------|-----------------|-----------------|-----------------|-----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|----------|
|                                    | Year 00         | Year 0        | Year 1          | Year 2          | Year 3          | Year 4                | Year 5          | Year 6          | Year 7          | Year 8          | Year 9          | Year 10         |          |
|                                    | <u>FY05</u>     | <u>FY06</u>   | <u>FY07</u>     | <u>FY08</u>     | <u>FY09</u>     | <u>FY10</u>           | <u>FY11</u>     | <u>FY12</u>     | <u>FY13</u>     | <u>FY14</u>     | <u>FY15</u>     | <u>FY16</u>     |          |
|                                    | <u>Actual</u>   | <u>Budget</u> | <u>Estimate</u> | <u>Estimate</u> | <u>Estimate</u> | <u>Estimate</u>       | <u>Estimate</u> | <u>Estimate</u> | <u>Estimate</u> | <u>Estimate</u> | <u>Estimate</u> | <u>Estimate</u> |          |
| <b>Total Bus Expense:</b>          |                 |               |                 |                 |                 | STA ok fr FY10 on out |                 |                 |                 |                 |                 |                 |          |
| <b>Total Bus Operating Expense</b> | \$58,317        | \$64,779      | \$66,283        | \$68,480        | \$70,998        | \$73,250              | \$76,159        | \$78,730        | \$81,295        | \$83,875        | \$86,994        | \$89,800        |          |
| <b>Capital Contribution</b>        | \$2,125         | \$585         | \$585           | \$585           | \$585           | \$585                 | \$585           | \$585           | \$585           | \$585           | \$585           | \$585           |          |
| <b>Total Bus Division Expense</b>  | \$60,442        | \$65,363      | \$66,867        | \$69,065        | \$71,583        | \$73,835              | \$76,744        | \$79,315        | \$81,880        | \$84,460        | \$87,578        | \$90,384        |          |
| <b>Revenues</b>                    |                 |               |                 | 2.3%            | 2.3%            | 2.3%                  | 2.3%            | 2.3%            | 2.3%            | 2.3%            | 2.3%            | 2.3%            |          |
| Transit Fares ~ use thes nos.      | \$15,007        | \$14,606      | \$14,662        | \$14,808        | \$14,939        | \$15,054              | \$15,193        | \$15,315        | \$15,420        | \$15,552        | \$15,665        | \$15,762        |          |
| Other Operating Income             | \$1,532         | \$1,343       | \$1,374         | \$1,406         | \$1,438         | \$1,471               | \$1,505         | \$1,540         | \$1,575         | \$1,611         | \$1,648         | \$1,686         |          |
| TDA                                | \$10,874        | \$12,236      | \$13,398        | \$13,283        | \$13,932        | \$14,609              | \$15,313        | \$16,059        | \$16,849        | \$17,671        | \$18,527        | \$19,268        |          |
| Net Bus STA                        | \$1,836         | \$2,220       | \$4,786         | \$3,152         | \$3,938         | \$3,081               | \$3,244         | \$3,403         | \$3,578         | \$3,763         | \$3,939         | \$4,018         |          |
| Federal Operating Assistance       | \$3,445         | \$3,914       | \$697           | \$844           | \$41            | \$41                  | \$41            | \$41            | \$41            | \$41            | \$41            | \$41            |          |
| Route 40                           | **              | \$2,132       | \$2,163         | \$2,196         | \$2,229         | \$2,262               | \$2,296         | \$2,331         | \$2,366         | \$2,401         | \$2,437         | \$2,474         |          |
| Route 72X and 75                   | **              | \$288         | \$292           | \$297           | \$301           | \$306                 | \$310           | \$315           | \$320           | \$324           | \$329           | \$334           |          |
| Marin Capital Contribution         |                 |               | \$432           | \$432           | \$432           | \$432                 | \$432           | \$432           | \$432           | \$432           | \$432           | \$432           |          |
| Marin Local Op Asssist*            | \$3,654         | \$3,874       | \$5,000         | \$5,400         | \$5,800         | \$6,300               | \$6,700         | \$7,200         | \$7,700         | \$8,300         | \$8,900         | \$9,500         |          |
| <b>Total Revenue</b>               | \$36,348        | \$39,560      | \$42,800        | \$41,800        | \$43,100        | \$43,600              | \$45,000        | \$46,600        | \$48,300        | \$50,100        | \$51,900        | \$53,500        |          |
| <b>Projected Deficit</b>           | -\$24,095       | -\$25,804     | -\$24,100       | -\$27,300       | -\$28,500       | -\$30,200             | -\$31,700       | -\$32,700       | -\$33,600       | -\$34,400       | -\$35,700       | -\$36,900       |          |

\*\* A portion of STA funds were allocated to Rts 40 and 72X-75 during FY 2005.

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| GOLDEN GATE BRIDGE, HIGHWAY & TRANSPORTATION DISTRICT                   |            |            |                               |             |              |              |              |              |              | Exhibit 3          |              |              |          |
|---|------------|------------|-------------------------------|-------------|--------------|--------------|--------------|--------------|--------------|--------------------|--------------|--------------|----------|
| INTERCOUNTY PARATRANSIT OPERATING PLAN & BUDGET                         |            |            |                               |             |              |              |              |              |              | 10-YEAR PROJECTION |              |              | 10/13/06 |
|   | FY 05      | FY 06      | FY06/07                       | FY08        | FY09         | FY10         | FY11         | FY12         | FY13         | FY14               | FY15         | FY16         |          |
| Description   | Actual     | Actual     | Proposed                      | Estimated   | Estimated    | Estimated    | Estimated    | Estimated    | Estimated    | Estimated          | Estimated    | Estimated    |          |
| Revenue Hours   | 11,932     | 11,634     | 12,066                        | 12,670      | 13,303       | 13,968       | 14,667       | 15,400       | 16,170       | 16,979             | 17,827       | 18,719       |          |
| Revenue Miles   | 280,274    | 245,612    | 248,601                       | 266,153     | 279,460      | 293,433      | 308,105      | 323,510      | 339,686      | 356,670            | 374,503      | 393,229      |          |
| Passenger Trips   | 11,385     | 12,496     | 13,107                        | 13,608      | 14,289       | 15,003       | 15,753       | 16,541       | 17,368       | 18,236             | 19,148       | 20,106       |          |
| <b>Total Expenses</b>   | \$874,941  | \$946,910  | \$1,012,259                   | \$1,084,166 | \$1,181,521  | \$1,295,709  | \$1,422,783  | \$1,564,508  | \$1,722,938  | \$1,900,463        | \$2,099,879  | \$2,324,452  |          |
| Annual Difference   |            |            | 6.9%                          | 7.1%        | 9.0%         | 9.7%         | 9.8%         | 10.0%        | 10.1%        | 10.3%              | 10.5%        | 10.7%        |          |
| Fare Revenue  | \$ 70,767  | \$78,016   | \$85,922                      | \$93,669    | \$103,270    | \$113,856    | \$125,526    | \$138,392    | \$152,577    | \$168,216          | \$185,459    | \$204,468    |          |
| Fare Per Pass:  | \$ 6.22    | \$6.24     | \$6.56                        | \$6.88      | \$7.23       | \$7.59       | \$7.97       | \$8.37       | \$8.78       | \$9.22             | \$9.69       | \$10.17      |          |
| Paratransit STA Funds   | \$ 70,177  | \$68,610   | \$69,777                      | \$72,200    | \$74,700     | \$77,300     | \$80,000     | \$82,800     | \$85,700     | \$88,700           | \$91,800     | \$95,000     |          |
| <b>Total Revenue</b>  | \$140,944  | \$146,626  | \$155,699                     | \$165,869   | \$177,970    | \$191,156    | \$205,526    | \$221,192    | \$238,277    | \$256,916          | \$277,259    | \$299,468    |          |
| <b>Projected Deficit</b>  | -\$733,997 | -\$800,284 | -\$856,560                    | -\$918,297  | -\$1,003,550 | -\$1,104,554 | -\$1,217,257 | -\$1,343,316 | -\$1,484,660 | -\$1,643,547       | -\$1,822,620 | -\$2,024,984 |          |
| Annual growth factor in service provided<br>& consumed, FY 08-16 = 0.05 |            |            | *unaudited FY 2006 Statistics |             |              |              |              |              |              |                    |              |              |          |

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| <b>GOLDEN GATE FERRY OPERATING PLAN &amp; OPERATING BUDGET</b> |   |                   |  |                   |                   |                   |                   | 10-Year Baseline Projection: |                   |                   |                   |  |
|--|---|-------------------|--|-------------------|-------------------|-------------------|-------------------|------------------------------|-------------------|-------------------|-------------------|--|
|  |   |                   | all dollar amounts in thousands (except average fares) |                   |                   |                   |                   |                              |                   |                   | 08/21/06          |  |
| <b>Division</b>  | Year 0  | Year 1            | Year 2   | Year 3            | Year 4            | Year 5            | Year 6            | Year 7                       | Year 8            | Year 9            | Year 10           |  |
| <b>Description</b>   | <b>FY05/06</b>  | <b>FY06/07</b>    | <b>FY08</b>  | <b>FY09</b>       | <b>FY10</b>       | <b>FY11</b>       | <b>FY12</b>       | <b>FY13</b>                  | <b>FY14</b>       | <b>FY15</b>       | <b>FY16</b>       |  |
|  | <b>Annualized</b>   | <b>Proposed</b>   |  |                   |                   |                   |                   |                              |                   |                   |                   |  |
| <b>FERRY Regular service:</b>                                  |   |                   |  |                   |                   |                   |                   |                              |                   |                   |                   |  |
| Total Ferry Passengers   | 1,746,418   | 1,728,800         | 1,746,400  | 1,781,300         | 1,781,300         | 1,799,100         | 1,799,100         | 1,799,100                    | 1,799,100         | 1,799,100         | 1,799,100         |  |
| Total Ferry Revenue (000s)                                     | \$7,887   | \$8,191           | \$8,695  | \$9,313           | \$9,778           | \$10,370          | \$10,888          | \$11,433                     | \$12,004          | \$12,604          | \$13,235          |  |
| Average Fare   | \$4.52  | \$4.74            | \$4.98   | \$5.23            | \$5.49            | \$5.76            | \$6.05            | \$6.35                       | \$6.67            | \$7.01            | \$7.36            |  |
| <b>Service Provided</b>  |   |                   |  |                   |                   |                   |                   |                              |                   |                   |                   |  |
| Revenue Hours  | 13,585  | 13,600            | 13,600   | 13,600            | 13,600            | 13,600            | 13,600            | 13,600                       | 13,600            | 13,600            | 13,600            |  |
| Revenue Miles  | 180,572   | 180,600           | 180,600  | 180,600           | 180,600           | 180,600           | 180,600           | 180,600                      | 180,600           | 180,600           | 180,600           |  |
| <b>FERRY: AT&amp;T Park</b>                                    |   |                   |  |                   |                   |                   |                   |                              |                   |                   |                   |  |
| Giant's Games - Patronage                                      | 74,664  | 81,700            | 81,700   | 81,700            | 81,700            | 81,700            | 81,700            | 81,700                       | 81,700            | 81,700            | 81,700            |  |
| Giant's Games-Revenue (000s)                                   | \$555   | \$572             | \$601  | \$630             | \$660             | \$683             | \$724             | \$747                        | \$771             | \$797             | \$822             |  |
| Average Fare   | \$7.44  | \$7.00            | \$7.36   | \$7.71            | \$8.08            | \$8.36            | \$8.86            | \$9.15                       | \$9.43            | \$9.75            | \$10.06           |  |
| <b>Service Provided</b>  |   |                   |  |                   |                   |                   |                   |                              |                   |                   |                   |  |
| Revenue Hours  | 240   | 200               | 200  | 200               | 200               | 200               | 200               | 200                          | 200               | 200               | 200               |  |
| Revenue Miles  | 2,636   | 2,600             | 2,600  | 2,600             | 2,600             | 2,600             | 2,600             | 2,600                        | 2,600             | 2,600             | 2,600             |  |
| Other Operating Income   | \$312.5   | \$171             | \$188  | \$193             | \$197             | \$202             | \$206             | \$211                        | \$216             | \$221             | \$226             |  |
| State Operating Assistance                                     | \$2,925   | \$2,629           | \$2,493  | \$2,777           | \$2,556           | \$2,676           | \$2,803           | \$2,935                      | \$3,074           | \$3,214           | \$3,322           |  |
| Federal Operating Assistance                                   | \$750   | \$0               |  |                   |                   |                   |                   |                              |                   |                   |                   |  |
| <b>Total FERRY Revenues</b>                                    | \$12,430  | \$11,563          | \$11,978   | \$12,913          | \$13,192          | \$13,931          | \$14,621          | \$15,326                     | \$16,065          | \$16,836          | \$17,605          |  |
| Operating Expense  | \$19,095  | \$20,390          | \$21,438   | \$22,465          | \$23,539          | \$24,346          | \$25,795          | \$26,637                     | \$27,477          | \$28,404          | \$29,286          |  |
| Capital Contribution   | \$1,397   | \$1,368           | \$1,397  | \$1,397           | \$1,397           | \$1,397           | \$1,397           | \$1,397                      | \$1,397           | \$1,397           | \$1,397           |  |
| <b>Total FERRY Expenses</b>                                    | \$20,492  | \$21,758          | \$22,835   | \$23,862          | \$24,936          | \$25,743          | \$27,192          | \$28,034                     | \$28,874          | \$29,801          | \$30,683          |  |
| <b>Projected Deficit</b>                                       | <b>-8,062.05</b>  | <b>-10,195.30</b> | <b>-10,857.19</b>                                      | <b>-10,949.05</b> | <b>-11,744.49</b> | <b>-11,812.31</b> | <b>-12,571.02</b> | <b>-12,707.66</b>            | <b>-12,809.24</b> | <b>-12,965.27</b> | <b>-13,078.44</b> |  |
| <b>PROJECT ASSUMPTIONS</b>                                     |   |                   |  |                   |                   |                   |                   |                              |                   |                   |                   |  |
|  | 1% annual patronage increase  |                   |  |                   |                   |                   |                   |                              |                   |                   |                   |  |
|  | 5% annual fare increase and -2 ridership elasticity results in no change in ridership.            |                   |  |                   |                   |                   |                   |                              |                   |                   |                   |  |
|  | new high-speed boat begins service in FY09 resulting in one-time 2% riderhip increase.            |                   |  |                   |                   |                   |                   |                              |                   |                   |                   |  |
|  | 2nd new high-speed boat results in 1% riderhip increase in FY11.                                  |                   |  |                   |                   |                   |                   |                              |                   |                   |                   |  |
|  | Fare increase to cover annual expense increase for AT&T Ballpark Service; no change in patronage. |                   |  |                   |                   |                   |                   |                              |                   |                   |                   |  |
|  | Page 12 of 19   |                   |  |                   |                   |                   |                   |                              |                   |                   |                   |  |

GGBH&TD mini- Short Range Transit Plan

| BUS DIVISION                            |                |               |                | GGBHTD                                  |              | TEN-YEAR CAPITAL REQUIREMENT |              |               |               |               |               |            |               |              |              | Exhibit 5     |  |
|---|----------------|---------------|----------------|---|--------------|------------------------------|--------------|---------------|---------------|---------------|---------------|------------|---------------|--------------|--------------|---------------|--|
|   | 10-YR          | 10-YR         | 10-YR          | <<<=10-YEAR PROJECTED CAPITAL NEED =>>> |              |                              |              |               |               |               |               |            |               |              |              |               |  |
| CAPITAL PROJECT DETAIL                  | TOTAL          | DISTRICT      | GRANTS         | FY 2004                                 | FY 2005      | FY 2006                      | FY 2007      | FY 2008       | FY 2009       | FY 2010       | FY 2011       | FY 2012    | FY 2013       | FY 2014      | FY 2015      | FY 2016       |  |
|   | (\$000)        | (\$000)       | (\$000)        | (\$000)                                 | (\$000)      | (\$000)                      | (\$000)      | (\$000)       | (\$000)       | (\$000)       | (\$000)       | (\$000)    | (\$000)       | (\$000)      | (\$000)      | (\$000)       |  |
| <b>REVENUE VEHICLE REPLACEMENT</b>      |                |               |                |   |              |                              |              |               |               |               |               |            |               |              |              |               |  |
| Replace Buses                           | 103,260        | 18,290        | 84,970         | -                                       | -            | 250                          | 5,650        | 12,090        | 15,740        | 12,830        | 17,180        | -          | 28,210        | -            | 2,043        | 9,521         |  |
| Purchase New Express Buses (6)          | -              | -             | -              | 194                                     | -            | -                            | -            | -             | -             | -             | -             | -          | -             | -            | -            | -             |  |
| ADA Paratransit Vans                    | 2,720          | -             | 2,720          | -                                       | -            | -                            | -            | 550           | -             | 930           | 350           | -          | -             | 389          | 503          | -             |  |
| Replace Fareboxes                       | 2,800          | 560           | 2,240          | -                                       | -            | -                            | 1,000        | 1,800         | -             | -             | -             | -          | -             | -            | -            | -             |  |
| Install PM Traps on Buses               | 860            | 100           | 760            | 90                                      | 1,030        | 20                           | 10           | 850           | -             | -             | -             | -          | -             | -            | -            | -             |  |
| <b>SAFETY/SECURITY ENHANCEMENTS</b>     |                |               |                |   |              |                              |              |               |               |               |               |            |               |              |              |               |  |
| <b>Facility Improvements</b>            |                |               |                |   |              |                              |              |               |               |               |               |            |               |              |              |               |  |
| D3 Emergency Power Generator            | -              | -             | -              | 160                                     | -            | -                            | -            | -             | -             | -             | -             | -          | -             | -            | -            | -             |  |
| <b>Equipment/Systems</b>                |                |               |                |   |              |                              |              |               |               |               |               |            |               |              |              |               |  |
| Security Systems                        | 880            | 176           | 704            | 50                                      | -            | 20                           | 280          | -             | 100           | 150           | 150           | -          | -             | 100          | 100          | -             |  |
| Radio/AVL Communications System         | 10,000         | 2,000         | 8,000          | -                                       | -            | -                            | 200          | 3,500         | 4,000         | 2,300         | -             | -          | -             | -            | -            | -             |  |
| <b>FACILITIES REHABILITATION</b>        |                |               |                |   |              |                              |              |               |               |               |               |            |               |              |              |               |  |
| <b>Maintenance/Operations Buildings</b> |                |               |                |   |              |                              |              |               |               |               |               |            |               |              |              |               |  |
| Bus Stop Improvements                   | -              | -             | -              | 30                                      | 320          | -                            | 75           | -             | -             | -             | -             | -          | -             | -            | -            | -             |  |
| Administration & Development Trailer    | -              | -             | -              | 176                                     | 40           | 9                            | -            | -             | -             | -             | -             | -          | -             | -            | -            | -             |  |
| Roof Replacement/Rehab                  | 1,170          | 230           | 940            | 240                                     | -            | -                            | -            | 350           | -             | 190           | -             | 200        | -             | 210          | -            | 220           |  |
| Miscellaneous Facilities Rehab          | 1,340          | 1,340         | -              | -                                       | 70           | 40                           | 160          | 380           | 90            | 90            | 100           | 100        | 100           | 100          | 110          | 110           |  |
| Replace Bus Facilities Wash Racks       | 900            | 100           | 800            | -                                       | -            | -                            | -            | 90            | 810           | -             | -             | -          | -             | -            | -            | -             |  |
| Bus Steam Clean Area                    | 1,500          | 300           | 1,200          | -                                       | -            | -                            | -            | 150           | 1,350         | -             | -             | -          | -             | -            | -            | -             |  |
| Fuel Systems Rehab/Replacement          | 730            | 146           | 584            | 12                                      | 270          | -                            | 710          | 20            | -             | -             | -             | -          | -             | -            | -            | -             |  |
| <b>Grounds</b>                          |                |               |                |   |              |                              |              |               |               |               |               |            |               |              |              |               |  |
| Midday SF Bus Parking                   | -              | -             | -              | 80                                      | -            | -                            | -            | -             | -             | -             | -             | -          | -             | -            | -            | -             |  |
| Bus Lots Pavement Rehabilitation        | 1,530          | 310           | 1,220          | 175                                     | -            | -                            | -            | 470           | -             | 510           | -             | -          | -             | 550          | -            | -             |  |
| Park & Ride Lots Pavement Rehab         | 480            | 100           | 380            | -                                       | -            | -                            | -            | 80            | -             | 150           | -             | -          | 80            | -            | -            | 170           |  |
| <b>INFORMATION TECHNOLOGY</b>           |                |               |                |   |              |                              |              |               |               |               |               |            |               |              |              |               |  |
| Computer Scheduling/Dispatch            | -              | -             | -              | 120                                     | -            | 70                           | 250          | -             | -             | -             | -             | -          | -             | -            | -            | -             |  |
| <b>CAPITAL EQUIPMENT</b>                |                |               |                |   |              |                              |              |               |               |               |               |            |               |              |              |               |  |
| Tools and Equipment                     | 3,260          | 2,170         | 1,090          | 60                                      | 120          | 40                           | 90           | 260           | 240           | 220           | 230           | 250        | 230           | 240          | 240          | 1,260         |  |
| <b>TOTAL</b>                            | <b>131,430</b> | <b>25,820</b> | <b>105,610</b> | <b>27,200</b>                           | <b>6,070</b> | <b>520</b>                   | <b>8,430</b> | <b>20,590</b> | <b>22,330</b> | <b>16,860</b> | <b>18,520</b> | <b>550</b> | <b>28,620</b> | <b>1,590</b> | <b>3,000</b> | <b>11,280</b> |  |
|   |                | 20%           | 80%            |   |              |                              |              |               |               |               |               |            |               |              |              |               |  |
| <b>PROJECTED GRANT FUNDS</b>            | 105,610        |               |                | 21,570                                  | 4,750        | 350                          | 7,670        | 16,330        | 17,860        | 13,550        | 14,790        | 160        | 22,910        | 1,080        | 2,240        | 9,020         |  |
| <b>DISTRICT FUNDS REQUIRED</b>          | 25,820         |               |                | 5,630                                   | 1,320        | 170                          | 760          | 4,260         | 4,470         | 3,310         | 3,730         | 390        | 5,710         | 510          | 760          | 2,260         |  |

GGBH&TD mini- Short Range Transit Plan

| FERRY DIVISION                          | GGBHTD TEN-YEAR CAPITAL REQUIREMENT |               |                |   |              |            |               |               |               |               |              |               |               |              |              | Exhibit 6     |
|---|-------------------------------------|---------------|----------------|---|--------------|------------|---------------|---------------|---------------|---------------|--------------|---------------|---------------|--------------|--------------|---------------|
|   | 10-YR                               | 10-YR         | 10-YR          | <<<=10-YEAR PROJECTED CAPITAL NEED =>>> |              |            |               |               |               |               |              |               |               |              |              |               |
|   | TOTAL                               | DISTRICT      | GRANTS         | FY 2004                                 | FY 2005      | FY 2006    | FY 2007       | FY 2008       | FY 2009       | FY 2010       | FY 2011      | FY 2012       | FY 2013       | FY 2014      | FY 2015      |               |
|   | (\$000)                             | (\$000)       | (\$000)        | (\$000)                                 | (\$000)      | (\$000)    | (\$000)       | (\$000)       | (\$000)       | (\$000)       | (\$000)      | (\$000)       | (\$000)       | (\$000)      | (\$000)      | (\$000)       |
| <b>REVENUE VEHICLE REPLACEMENT</b>      |                                     |               |                |   |              |            |               |               |               |               |              |               |               |              |              |               |
| MV Mendocino                            | -                                   | -             | -              | 189                                     | -            | -          | -             | -             | -             | -             | -            | -             | -             | -            | -            | -             |
| Spaulding Refurbishment                 | 5,870                               | 1,160         | 4,710          | -                                       | 250          | 380        | 5,870         | -             | -             | -             | -            | -             | -             | -            | -            | -             |
| Ferry Replacement                       | 24,410                              | 4,880         | 19,530         | -                                       | -            | -          | 30            | 3,380         | 8,600         | -             | 2,000        | 10,400        | -             | -            | -            | -             |
| Vessel Component Rehab                  | 7,880                               | 1,580         | 6,300          | 900                                     | -            | -          | 130           | 820           | 120           | 1,610         | 130          | 1,570         | 2,350         | 100          | 100          | 950           |
| Major Propulsion Replacement            | 8,900                               | 1,780         | 7,120          | -                                       | -            | -          | -             | -             | -             | 4,330         | -            | 4,570         | -             | -            | -            | -             |
| <b>SAFETY/SECURITY ENHANCEMENTS</b>     |                                     |               |                |   |              |            |               |               |               |               |              |               |               |              |              |               |
| <b>Equipment/Systems</b>                |                                     |               |                |   |              |            |               |               |               |               |              |               |               |              |              |               |
| Security Systems                        | 910                                 | 180           | 730            | 130                                     | 1,120        | -          | 280           | 250           | 250           | 130           | -            | -             | -             | -            | -            | -             |
| <b>FACILITIES REHABILITATION</b>        |                                     |               |                |   |              |            |               |               |               |               |              |               |               |              |              |               |
| <b>Fixed Guideway</b>                   |                                     |               |                |   |              |            |               |               |               |               |              |               |               |              |              |               |
| Channel Dredging                        | 42,550                              | 8,510         | 34,040         | -                                       | -            | 280        | 4,320         | -             | 600           | 11,140        | -            | 650           | 12,060        | -            | 710          | 13,070        |
| Berth and Turning Basin Dredging        | 9,130                               | 1,830         | 7,300          | 90                                      | 520          | -          | 50            | 1,450         | -             | 310           | 3,180        | -             | 340           | 3,440        | -            | 360           |
| <b>Fixed Guideway Connectors</b>        |                                     |               |                |   |              |            |               |               |               |               |              |               |               |              |              |               |
| Float Rehabilitation/Replacement        | 8,870                               | 1,780         | 7,090          | -                                       | -            | -          | -             | 430           | 3,940         | -             | 950          | -             | 800           | 1,660        | -            | 1,090         |
| Gangway Rehab/Cathodic Protection       | 14,760                              | 2,950         | 11,810         | -                                       | -            | -          | 540           | -             | 6,030         | 6,190         | 1,500        | -             | -             | -            | 500          | -             |
| SFFT Lay Berth Facility                 | 3,500                               | 700           | 2,800          | -                                       | -            | -          | -             | 350           | 3,150         | -             | -            | -             | -             | -            | -            | -             |
| <b>Maintenance/Operations Buildings</b> |                                     |               |                |   |              |            |               |               |               |               |              |               |               |              |              |               |
| Facilities Roof Rehabilitation          | 480                                 | 480           | -              | 60                                      | -            | -          | -             | 350           | -             | -             | 130          | -             | -             | -            | -            | -             |
| Ticketing System                        | -                                   | -             | -              | -                                       | -            | -          | -             | -             | -             | -             | -            | -             | -             | -            | -            | -             |
| Faregates                               | 1,590                               | -             | 1,590          | -                                       | -            | 10         | 50            | 1,540         | -             | -             | -            | -             | -             | -            | -            | -             |
| Miscellaneous Facilities Rehab          | 820                                 | 820           | -              | 150                                     | 60           | 20         | 50            | 290           | 50            | 60            | 60           | 60            | 60            | 60           | 60           | 70            |
| <b>Terminal Facilities</b>              |                                     |               |                |   |              |            |               |               |               |               |              |               |               |              |              |               |
| Passenger Terminal Rehabilitation       | 5,700                               | 1,140         | 4,560          | -                                       | -            | -          | 50            | 600           | 650           | 4,400         | -            | -             | -             | -            | -            | -             |
| Marsh Restoration                       | 940                                 | 940           | -              | 150                                     | -            | 10         | 10            | 930           | -             | -             | -            | -             | -             | -            | -            | -             |
| Larkspur Parking Rehabilitation/Improve | 1,210                               | 242           | 970            | -                                       | -            | -          | -             | 100           | 720           | -             | -            | 390           | -             | -            | -            | -             |
| <b>CAPITAL EQUIPMENT</b>                |                                     |               |                |   |              |            |               |               |               |               |              |               |               |              |              |               |
| Tools and Equipment                     | 520                                 | 520           | -              | -                                       | 40           | 40         | 60            | 40            | 40            | 40            | 40           | 100           | 50            | 50           | 50           | 50            |
| <b>TOTAL</b>                            | <b>138,040</b>                      | <b>29,490</b> | <b>108,550</b> | <b>1,670</b>                            | <b>1,990</b> | <b>740</b> | <b>11,440</b> | <b>10,530</b> | <b>24,150</b> | <b>28,210</b> | <b>7,990</b> | <b>17,740</b> | <b>15,660</b> | <b>5,310</b> | <b>1,420</b> | <b>15,590</b> |
|   |                                     | 21%           | 79%            |   |              |            |               |               |               |               |              |               |               |              |              |               |
| <b>PROJECTED GRANT FUNDS</b>            | 108,550                             |               |                | 1,050                                   | 1,510        | 540        | 9,070         | 7,440         | 19,250        | 22,490        | 6,210        | 14,060        | 12,440        | 4,160        | 1,050        | 12,380        |
| <b>DISTRICT FUNDS REQUIRED</b>          | 29,490                              |               |                | 620                                     | 480          | 200        | 2,370         | 3,090         | 4,900         | 5,720         | 1,780        | 3,680         | 3,220         | 1,150        | 370          | 3,210         |

GGBH&TD mini- Short Range Transit Plan

Exhibit 7

10/12/06

**GOLDEN GATE BRIDGE, HIGHWAY & TRANSPORTATION DISTRICT  
TRANSIT OPERATING DEFICIT & SUBVENTIONS  
for mini-SRTP**

**10 Year Projection**

all dollar amounts in thousands

|                                | <u>FY05</u>    | <u>FY06</u>    | <u>FY07</u>    | <u>FY08</u>    | <u>FY09</u>    | <u>FY10</u>    | <u>FY11</u>    | <u>FY12</u>    | <u>FY13</u>    | <u>FY14</u>    | <u>FY15</u>    | <u>FY16</u>    |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
|                                | Actual         | Budget         | Estimate       | Estimate       | Estimate       | Estimate       | Estimate       | Estimate       | Estimate       | Estimate       | Estimate       | Estimate       |
| Operating Expense              | \$58,317       | \$64,779       | \$66,283       | \$68,480       | \$70,998       | \$73,250       | \$76,159       | \$78,730       | \$81,295       | \$83,875       | \$86,994       | \$89,800       |
| Capital Contribution           | <u>\$2,125</u> | <u>\$585</u>   | <u>\$585</u>   | <u>\$585</u>   | <u>\$585</u>   | <u>\$585</u>   | <u>\$585</u>   | <u>\$585</u>   | <u>\$585</u>   | <u>\$585</u>   | <u>\$585</u>   | <u>\$585</u>   |
| Total Bus Expense              | \$60,442       | \$65,363       | \$66,884       | \$69,065       | \$71,583       | \$73,835       | \$76,744       | \$79,315       | \$81,880       | \$84,460       | \$87,578       | \$90,384       |
| Total Bus Revenue              | \$36,348       | \$39,560       | \$42,800       | \$41,800       | \$43,100       | \$43,600       | \$45,000       | \$46,600       | \$48,300       | \$50,100       | \$51,900       | \$53,500       |
|                                | \$24,095       | \$25,804       | \$24,084       | \$27,265       | \$28,483       | \$30,235       | \$31,744       | \$32,715       | \$33,580       | \$34,360       | \$35,678       | \$36,884       |
| Operating Expense              | \$23,716       | \$19,095       | \$20,390       | \$21,438       | \$22,465       | \$23,539       | \$24,346       | \$25,795       | \$26,637       | \$27,477       | \$28,404       | \$29,286       |
| Capital Contribution           | <u>\$765</u>   | <u>\$1,397</u> | <u>\$1,368</u> | <u>\$1,397</u> | <u>\$1,397</u> | <u>\$1,397</u> | <u>\$1,397</u> | <u>\$1,397</u> | <u>\$1,397</u> | <u>\$1,397</u> | <u>\$1,397</u> | <u>\$1,397</u> |
| Total Ferry Expense            | \$24,481       | \$20,492       | \$21,758       | \$22,835       | \$23,862       | \$24,936       | \$25,743       | \$27,192       | \$28,034       | \$28,874       | \$29,801       | \$30,683       |
| Total Ferry Revenue            | \$11,010       | \$12,430       | \$11,563       | \$11,978       | \$12,913       | \$13,192       | \$13,931       | \$14,621       | \$15,326       | \$16,065       | \$16,836       | \$17,605       |
|                                | \$13,471       | \$8,062        | \$10,195       | \$10,857       | \$10,949       | \$11,744       | \$11,812       | \$12,571       | \$12,708       | \$12,809       | \$12,965       | \$13,078       |
| Total Paratransit Exp.         | \$875          | \$947          | \$1,012        | \$1,084        | \$1,182        | \$1,296        | \$1,423        | \$1,565        | \$1,723        | \$1,900        | \$2,100        | \$2,324        |
| Total Paratransit Rev.         | \$141          | \$147          | \$156          | \$166          | \$178          | \$191          | \$206          | \$221          | \$238          | \$257          | \$277          | \$299          |
|                                | \$734          | \$800          | \$856          | \$918          | \$1,004        | \$1,105        | \$1,217        | \$1,343        | \$1,485        | \$1,644        | \$1,823        | \$2,025        |
| TOTAL TRANSIT DEFICIT          | \$38,300       | \$34,700       | \$35,100       | \$39,000       | \$40,400       | \$43,100       | \$44,800       | \$46,600       | \$47,800       | \$48,800       | \$50,500       | \$52,000       |
| Total Bridge Revenue           |                | \$92,900       | \$92,500       | \$93,900       | \$94,100       | \$93,300       | \$93,500       | \$94,000       | \$94,300       | \$94,600       | \$94,900       | \$95,000       |
| Total Bridge Division Expense  |                | \$57,500       | \$59,500       | \$60,200       | \$62,000       | \$65,300       | \$67,000       | \$69,100       | \$71,300       | \$73,200       | \$75,000       | \$77,100       |
| Projected Toll Surplus (\$000) |                | \$35,400       | \$33,000       | \$33,700       | \$32,100       | \$28,000       | \$26,500       | \$24,900       | \$23,000       | \$21,400       | \$19,900       | \$17,900       |
| Operating Surplus (Deficit)    |                | \$700          | -\$2,100       | -\$5,300       | -\$8,300       | -\$15,100      | -\$18,300      | -\$21,700      | -\$24,800      | -\$27,400      | -\$30,600      | -\$34,100      |

GGBH&TD mini- Short Range Transit Plan

BUS FLEET MANAGEMENT PLAN - January 2006

Exhibit 8

| Year                   | Size      | Make      | Notes | Base Fleet | Fleet Jun-06 | Fleet Jun-07 | Fleet Jun-08 | Fleet Jun-09 | Fleet Jun-10 | Fleet Jun-11 | Fleet Jun-12 | Fleet Jun-13 | Fleet Jun-14 | Fleet Jun-15 |
|------------------------|-----------|-----------|-------|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 1989                   | 40'       | TMC       | 1     | 6          | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| 1991                   | 40'       | TMC       | 2, 3  | 53         | 34           | 34           | 10           | 10           | 10           | 10           | 10           | 10           | 0            | 0            |
| 1994                   | 40'       | FLX       | 1     | 40         | 40           | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| 1996                   | 45'       | MCI       |       | 30         | 30           | 30           | 30           | 30           | 30           | 30           | 30           | 0            | 0            | 0            |
| 1997                   | 45'       | MCI       |       | 2          | 2            | 2            | 2            | 2            | 2            | 2            | 2            | 0            | 0            | 0            |
| 1997                   | 40'       | Nova      | 4     | 30         | 10           | 10           | 10           | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| 1999                   | 45'       | MCI       |       | 14         | 14           | 14           | 14           | 14           | 14           | 14           | 14           | 14           | 14           | 14           |
| 2000                   | 40'       | Nova      | 5     | 14         | 14           | 14           | 14           | 14           | 14           | 14           | 14           | 14           | 10           | 10           |
| 2001                   | 30'       | Nova      |       | 4          | 4            | 4            | 4            | 4            | 4            | 4            | 4            | 4            | 0            | 0            |
| 2003                   | 45'       | MCI       |       | 6          | 6            | 6            | 6            | 6            | 6            | 6            | 6            | 6            | 6            | 6            |
| 1990                   | 60' Artic | New Flyer |       | 7          | 7            | 7            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            |
| 2003                   | 40'       | Orion     |       | 80         | 80           | 80           | 80           | 80           | 80           | 80           | 80           | 80           | 80           | 80           |
| TBD                    | 30'       | Bus/Van   | 6     | 0          | 0            | 0            | 11           | 11           | 11           | 11           | 11           | 11           | 15           | 15           |
| TBD                    | 40'       | Suburban  |       | 0          | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 0            | 14           | 14           |
| TBD                    | 45'       | OTR       |       | 0          | 0            | 0            | 0            | 13           | 13           | 13           | 13           | 45           | 45           | 45           |
| TBD                    | 60'       | LF Artic  |       | 0          | 0            | 0            | 10           | 10           | 10           | 10           | 10           | 10           | 10           | 10           |
| TBD                    | 60'       | HF Artic  |       | 0          | 0            | 0            | 17           | 17           | 17           | 17           | 17           | 17           | 17           | 17           |
| <b>Total Fleet</b>     |           |           |       | 286        | 241          | 201          | 208          | 211          | 211          | 211          | 211          | 211          | 211          | 211          |
| Total 30'              |           |           |       | 4          | 4            | 4            | 15           | 15           | 15           | 15           | 15           | 15           | 15           | 15           |
| Total 40' Suburban     |           |           |       | 223        | 178          | 138          | 114          | 104          | 104          | 104          | 104          | 104          | 104          | 104          |
| Total 45' OTR          |           |           |       | 52         | 52           | 52           | 52           | 65           | 65           | 65           | 65           | 65           | 65           | 65           |
| Total Low Floor Artic  |           |           |       | 7          | 7            | 7            | 10           | 10           | 10           | 10           | 10           | 10           | 10           | 10           |
| Total High Floor Artic |           |           |       | 0          | 0            | 0            | 17           | 17           | 17           | 17           | 17           | 17           | 17           | 17           |
| Eligible for Sale      |           |           |       | 25         |              |              |              |              |              |              |              |              |              |              |
| Emergency Contingency  |           |           |       | n/a        | n/a          | n/a          | 10           | 10           | 10           | 10           | 10           | 10           | 10           | 10           |
| Active Fleet           |           |           |       | 261        | 241          | 201          | 198          | 201          | 201          | 201          | 201          | 201          | 201          | 201          |
| Peak Period Pull-out   |           |           |       | 165        | 165          | 165          | 165          | 165          | 165          | 165          | 165          | 165          | 165          | 165          |
| FTA Spare Ratio        |           |           |       | 58%        | 46%          | 22%          | 20%          | 22%          | 22%          | 22%          | 22%          | 22%          | 22%          | 22%          |

**Notes**

- 1 Buses slated for sale
- 2 10 of 63 already sold and 19 additional slated for sale
- 3 Of 34 buses eligible for sale in 2008, 24 to be sold and 10 used to establish an Emergency Contingency Fleet
- 4 Slated for early disposal between January 2006 and June 2009
- 5 Of 14 buses eligible for sale in 2014, 10 to be rotated into Emergency Contingency Fleet
- 6 This represents a place-holder for Marin local services and is subject to change based upon final MCTD plans

**Golden Gate Bridge, Highway and Transportation District  
Bus Fleet Management Plan  
January 1, 2006**

**Background**

Golden Gate Bridge, Highway and Transportation District bus transit services have been in a state of transition for the past couple of years as service levels have been reduced to address declining operating subsidies and as local and regional operating needs have changed. This Bus Fleet Management Plan has been developed to identify changes needed to both reduce and alter GGBHTD's existing bus fleet to meet current service demands.

**Step 1 – Reduce Base Fleet**

GGBHTD's existing bus fleet is made up of 286 buses, including an active fleet of 261 vehicles and 25 vehicles that are eligible for sale. GGBHTD's current peak period pull-out requirement is approximately 165 vehicles, dictating an active fleet size of approximately 200 buses. In order to match GGBHTD's existing service needs with its fleet size, GGBHTD staff is actively seeking to sell approximately 85 (40' suburban) buses through normal sales mechanisms or Federal Asset Transfers by October 2006.

**Step 2 – Re-configure Fleet Make-up**

As a second step in realizing its Bus Fleet Management Plan, GGBHTD will look to make additional fleet purchases and changes required to best meet existing and projected future service needs over the next few years (by June 2009). At a minimum, this will include purchase of additional 45' over-the-road coaches and 60' High Floor articulated buses to meet regional service requirements. This plan also covers the anticipated need to purchase additional 30' bus/large van and 60' Low Floor articulated buses to meet Marin local service requirements (final plan to be defined by the Marin County Transit District).

**Existing Active Fleet**

| Bus Type          | Regional Service | Local Service | Total |
|-------------------|------------------|---------------|-------|
| 30' Bus/Van       | 0                | 4             | 4     |
| 40' Suburban      | 103              | 34            | 137   |
| 45' OTR           | 52               | 0             | 52    |
| Low Floor Artics  | 0                | 7             | 7     |
| High Floor Artics | 0                | 0             | 0     |
| Total             | 155              | 45            | 200   |

**Desired Active Fleet Make-up**

| Bus Type          | Regional Service | Local Service | Total | Change |
|-------------------|------------------|---------------|-------|--------|
| 30' Bus/Van       | 0                | 15            | 15    | 11     |
| 40' Suburban      | 74               | 20            | 94    | -43    |
| 45' OTR           | 65               | 0             | 65    | 13     |
| Low Floor Artics  | 0                | 10            | 10    | 3      |
| High Floor Artics | 17               | 0             | 17    | 17     |
| Total             | 156              | 45            | 201   | 1      |

**Golden Gate Bridge, Highway and Transportation District  
Ferry Fleet Management Plan  
October, 2006**

**Background**

The Golden Gate Bridge, Highway & Transportation District (District) is the largest public ferry transit operator on the San Francisco Bay, providing 1.8 million passenger trips per year. The District operates three ferry routes between San Francisco and Marin County. Service is provided by five ferries: three 715-passenger, 20.5-knot, Spaulding class vessels (M.S. San Francisco, M.S. Marin, and M.S. Sonoma); one 325-passenger, 36-knot catamaran (M.V. Del Norte); and one 400-passenger, 36-knot catamaran (M.V. Mendocino).

Sausalito: Service over a 5.5 nautical mile route between San Francisco and Sausalito has been provided since August 1970. The Sausalito ferry service operates year-round on a regular schedule; one vessel provides 18 crossings on weekdays and 12 crossings on weekends and holidays. One Spaulding class vessel is assigned to this service route and, in the event of a mechanical failure, can be backed up by one of the other Spauldings.

Larkspur: Service over a 11.25 nautical mile route between San Francisco and Larkspur has been provided since December 1976. The Larkspur ferry service operates year-round on a regular schedule; three vessels (two catamarans and one Spaulding) provide 42 crossings on weekdays and 10 crossings on weekends and holidays. All but one crossing are operated by the two catamarans, offering 30 minute crossings compared to a 45 minute crossing by the slower Spaulding vessel. There is no backup high speed vessel available during peak commute times.

Special Event Service to SBC Park: Service over a 13.1 nautical mile route between SBC Park ferry landing in San Francisco and Larkspur has been provided since March 2000 by one of the three 715-passenger Spaulding vessels. This newer route does not operate a daily schedule, but rather provides roundtrip service to all San Francisco Giants home games and several other special events at the ballpark for a total of 80 to 90 round trips a year.

**Existing Fleet**

| VESSEL           | YR BUILT | Type                 |
|------------------|----------|----------------------|
| MS Marin         | 1975     | Spaulding            |
| MS Sonoma        | 1976     | Spaulding            |
| MS San Francisco | 1977     | Spaulding            |
| MV Del Norte     | 1998     | High Speed Catamaran |
| MV Mendocino     | 2001     | High Speed Catamaran |

GGBH&TD mini- Short Range Transit Plan

**Ferry Fleet Replacement Program**

| YEAR               | TYPE      | Notes  | BASE FLEET | Fleet Jun-06 | Fleet Jun-07 | Fleet Jun-08 | Fleet Jun-09 | Fleet Jun-10 | Fleet Jun-11 | Fleet Jun-12 | Fleet Jun-13 | Fleet Jun-14 | Fleet Jun-15 | Fleet Jun-16 |
|--------------------|-----------|--|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 1976               | Spaulding | 1  | 3          | 3            | 3            | 3            | 2            | 2            | 1            | 1            | 1            | 1            | 1            | 1            |
| 1998               | Catamaran |  | 1          | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            |
| 2001               | Catamaran |  | 1          | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            |
| TBD                | Catamaran |  | 0          | 0            | 0            | 0            | 1            | 1            | 1            | 1            | 1            | 1            | 1            | 1            |
| TBD                | Catamaran |  | 0          | 0            | 0            | 0            | 0            | 0            | 1            | 1            | 1            | 1            | 1            | 1            |
| <b>TOTAL FLEET</b> |           |  | <b>5</b>   | <b>5</b>     | <b>5</b>     | <b>5</b>     | <b>5</b>     | <b>5</b>     | <b>5</b>     | <b>5</b>     | <b>5</b>     | <b>5</b>     | <b>5</b>     | <b>5</b>     |
| 1976               | Spaulding | Refurbish one in FY 2007; replace one in FY 2009; replace one in FY 2011 |            |              |              |              |              |              |              |              |              |              |              |              |
| 1998               | Catamaran | Replace in FY 2023   |            |              |              |              |              |              |              |              |              |              |              |              |
| 2001               | Catamaran | Replace in FY 2026   |            |              |              |              |              |              |              |              |              |              |              |              |
| ≈ 2009             | Catamaran | Replace approximately FY 2034  |            |              |              |              |              |              |              |              |              |              |              |              |
| ≈ 2011             | Catamaran | Replace approximately FY 2036  |            |              |              |              |              |              |              |              |              |              |              |              |

Notes

1 One Spaulding (MS Marin) will be fully refurbished in FY 2007, extending the life 20 years